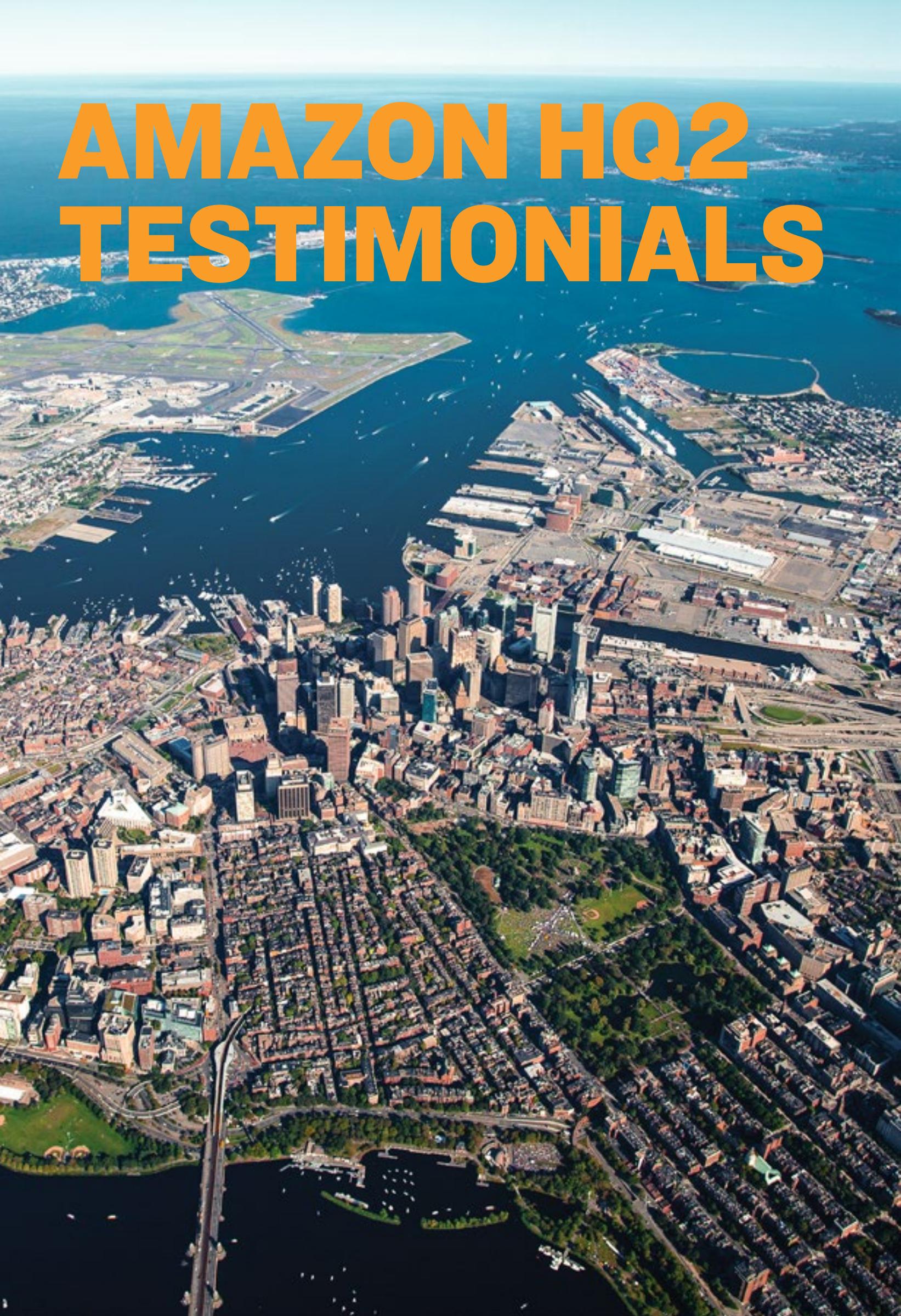


AMAZON HQ2 TESTIMONIALS



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Mayor Martin J. Walsh City of Boston

It is with pride and enthusiasm that I propose Boston become the home of Amazon's second North American headquarters. As America's city of revolutionary progress, Boston is the perfect fit for Amazon to build community, create opportunity, and advance its world-changing mission.

Boston's strengths are rooted deeply in our values.

Having built America's first schools, Boston is now the world's capital of learning. From pre-kindergarten to Ph.D., we are preparing the next generation for success. We have more top-tier research universities than any other American city, along with a dozen teaching hospitals and countless research institutes. Each year, hundreds of thousands of future leaders and innovators come from across the globe to learn, grow, connect, and create on Boston's campuses. Our talent pool is the whole world.

We are a proud city of immigrants that has become a 21st-century global hub. Our diverse neighborhoods, campuses, and workplaces are meeting grounds for the world's people and cultures. Our international airport serves an ever-growing roster of direct flights to and from around the globe, as students, tourists, investors, and innovators make Boston their prime destination.

Boston built America's first subway, and we remain a national leader in public transit and active transportation. With an iconic harbor and the first public parks, our commitment to the environment supports our unrivaled quality of life. Always a beacon of the arts, last year we completed a spectacular renovation of America's first municipal library. Our culture of innovation produced the first telephone and the computing machines that unlocked the digital revolution, and we are now wiring our city with one of the nation's best fiber networks.

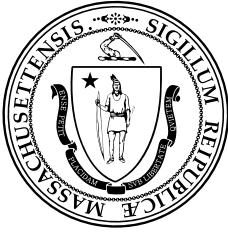
The future is taking shape in Boston. We are the world leader in life sciences and rank at the forefront of digital industry, software, robotics, cyber security, and green technology. Already home to a growing Amazon presence, Boston welcomes this next, transformative step into the heart of our thriving economy and community of innovators.

Recently we completed Imagine Boston 2030, a comprehensive citywide plan. It's a roadmap for inclusive, long-term success in housing, connectivity, sustainability, workforce development, and more. The plan identifies several large sites with potential for transformative growth. Our proposal gives particular attention to Suffolk Downs, a single-owner, transit-friendly, 160-acre open canvas that is close to the waterfront, the airport, and downtown. The enclosed book details the possibilities for innovative development at this and other locations.

No other city can match the combinations of head and heart, pride and openness, creativity and stability that run through our culture and drive our success. We have a proven track record of bipartisan, cross-sector teamwork among leaders who are committed to growing our economy by these values. We look forward to working alongside your team to deliver a headquarters that brings Amazon's vision to life and expands opportunity for all in our city.

Sincerely,

A handwritten signature in black ink, appearing to read "Martin J. Walsh".



**Governor Charlie Baker
Commonwealth of Massachusetts**

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

Dear Mr. Bezos,

Over the years, the Commonwealth of Massachusetts has enjoyed Amazon's growing presence and is excited about the prospect of being home to your second North American headquarters.

Massachusetts is a highly educated state; we pride ourselves on a world class education system, from kindergarten through higher education. In the Boston region, alone, there are 75 colleges and universities contributing to a skilled and diverse workforce that has and will continue to offer Amazon a strong talent pipeline. Massachusetts is also a leader in innovation. For two consecutive years, Bloomberg has ranked Massachusetts as the number one state in the country for innovation. Innovation is also evident by the state's top ranking in research and development spending, life sciences employment per capita, venture capital under management, and percentage of workers in science and engineering occupations. Adding to all of that, US News & World Report's designation of Massachusetts as the top overall state provides even further insight into all we have to offer.

The pioneering spirit of Massachusetts is complemented by a competitive tax structure, proactive economic development groups in both the public and private sectors, and communities succeeding in strengthening our local neighborhoods and regional economies. Our businesses, institutions and residents benefit from our political and fiscal stability, with all levels of government committed to a bi-partisan approach to cooperatively build upon a healthy economy and all that we have already achieved.

Our formula of education, innovation, and a stable government and business climate has proven successful for Amazon's impressive growth in Massachusetts, including the Boston region. The City of Boston flourishes as the hub of the region, and, in fact, all of Massachusetts and New England. Boston is a world class city that offers - on its own and draws from its neighbors - a thriving, healthy, and innovative ecosystem that has and can continue to play an increasingly greater role in your company's overall growth and success.

I am excited about the opportunity to discuss HQ2 further. Please do not hesitate to call upon me to do so; you have my personal commitment to marshal all of what Massachusetts has to offer for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Charles D. Baker".

Charles D. Baker,
Governor



Mayor Brian Arrigo
City of Revere

As Mayor of the City of Revere, I am excited to propose Suffolk Downs as the ideal site for the development of Amazon's HQ2.

This 161-acre, shovel-ready parcel—five minutes from the airport, ten minutes from downtown, and thirty minutes from the world's greatest colleges and universities—provides Amazon an unmatched opportunity to build a modern campus that embodies the company's vision and values. Size, location and amenities make Suffolk Downs an incomparable site for Amazon's future.

Suffolk Downs has been a valuable contributor to the history and culture of both East Boston and Revere for decades. In its heyday as a horse racing venue, it hosted the legendary Seabiscuit and Whirlaway, as well as the Beatles' only Boston appearance. For 75 years, the venue has served as a major employer in Revere and Boston.

This opportunity, however, envisions Suffolk Down's future, not its past. In a new and dynamic world, the Suffolk Downs site will serve as a revitalized anchor for our city's economy for decades to come.

Boston and Revere have collaborated with the Suffolk Downs owners, HYM Investment Group, to plan the site's redevelopment into a new neighborhood, just a short walk from America's First Public Beach. With the capacity to contain corporate offices, housing, recreational facilities, open space, retail, and nightlife, Suffolk Downs will become an optimal location to live, work and play.

Revere is a diverse and vibrant community, with a storied history and a growing, talented workforce. Revere residents speak over 40 languages and represent waves of immigration from all over the world, including Latin America, Brazil, Italy, Morocco, Cambodia, Germany, and Ireland. Our school system is a model for urban Gateway City public education. And soon, a hub of advanced manufacturing, life sciences and robotics will take root in Revere—indicative of the economic transformation that is already underway in the city.

The City of Revere's public and business sectors are united in this effort. In the pages ahead, we show how we will become an ideal home for an iconic company of the 21st century.

Sincerely,

A handwritten signature in black ink, appearing to read "B. Arrigo".

Mayor Brian Arrigo

Mr. Jeff Bezos
 Chief Executive Officer, Amazon, Inc.
 Amazon Corporate Office Headquarters
 1200 12th Avenue South, Suite 1200
 Seattle, WA 98144

Dear Mr. Bezos,

We write to you today in enthusiastic support of the proposal by the Cities of Boston and Revere to become the home of Amazon's second North American headquarters. As elected representatives of the City of Boston, City of Revere, and the Commonwealth of Massachusetts, we know that this region can provide strong growth and sustained opportunity for Amazon. We are fully committed to supporting the Cities of Boston and Revere in these efforts, and will work together to ensure that we bring their proposal to fruition.

With the recent completion of a comprehensive, city-wide plan Boston, in conjunction with Revere, is positioned for innovative, collaborative, and equitable growth that is guided by strong civic and business leadership. The Cities of Boston and Revere recognize the potential to enhance the transit-oriented neighborhoods of East Boston and Beachmont with new housing, climate investments, and capital infusions. While we are proud that Boston and Revere offer a number of opportunities for Amazon's future development, it is clear that Suffolk Downs is a shovel-ready location that exceeds Amazon's site criteria. Suffolk Downs offers a blank canvas that will allow Amazon to operate exceptionally, while continuing to serve customers, innovate, and think big about long-term growth potential.

As the economic engine of Massachusetts and New England, the Greater Boston area is a hub for higher education, financial services, and the medical and research field. As home to an international airport, we are also the destination for millions of tourists and convention visitors each year. What all of this tells us is that Boston is a place people want to be. This proposal is unparalleled, and we thank you for the exciting opportunity. We, along with our partners in business, academia, and development, look forward to working with you.

Sincerely,

Congresswoman Katherine M. Clark U.S. House of Representatives Fifth District of Massachusetts	Councillor Jessica Ann Giannino Revere City Council At-Large	Councillor Arthur F. Guinasso Revere City Council Ward Three
Speaker Robert A. DeLeo Massachusetts House of Representatives Nineteenth Suffolk	Councillor Steven Morabito Revere City Council At-Large	Councillor Patrick M. Keefe, Jr. Revere City Council Ward Four
Senator Joseph Boncore Massachusetts Senate First Suffolk and Middlesex	Councillor Anthony T. Zambuto Revere City Council At-Large	Councillor John F. Powers Revere City Council Ward Five
Representative RoseLee Vincent Massachusetts House of Representatives Sixteenth Suffolk	Councillor Joanne McKenna Revere City Council Ward One	Councillor Charles J. Patch, Sr. Revere City Council Ward Six
Councillor Sal LaMattina Boston City Council District One	Councillor Ira Novoselsky Revere City Council Ward Two	



Office of the President

617-588-1324

abenoit@bfit.edu

October 3, 2017

Jeff Bezos, Chief Executive Officer
Amazon Inc
Amazon Corporate Office Headquarters
1200 12th Avenue South Suite 1200
Seattle WA 98144

Dear Mr. Bezos,

I am writing in enthusiastic support of Boston's proposal to host Amazon's second North American headquarters. As president of the Benjamin Franklin Institute of Technology (BFIT), a non-profit technical college that prepares Boston-area youth in a variety of high-growth technical fields, I know that BFIT, as well as our students and the diverse communities they call home, would welcome Amazon to our city.

BFIT's has been very pleased to bring students on field trips to the nearby facility of Amazon Robotics in North Reading, and our Office of Career Services & Industry Partnerships placed a 2017 graduate at that facility. When the college was creating a robotics and automation concentration in its electronics technology program, Amazon Robotics was an important consultant. We are grateful for this relationship and look forward to our continued work together.

Our results speak for themselves: Each year we graduate almost 200 students with associate degrees in areas such as computer technology, construction management, and biomedical technology, or with bachelor's degrees in electrical engineering, automotive management, health information technology, and mechanical engineering technology. Our graduation rate is three times the average for Massachusetts community colleges, and over 90 percent of our graduates are placed in jobs across these fields or go on to pursue further higher education. And we work closely with the Boston Public Schools to ensure that high school students who might not otherwise have access to college-level course work can earn up to a full-year of credit toward a degree through BFIT's dual enrollment program.

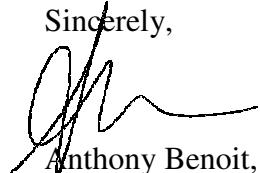
What sets BFIT apart from other colleges, however, is the same thing that sets Boston apart from other cities: the commitment to realizing the vast potential of the people we serve. BFIT focuses on educating young people who have been left behind in an economy that requires a highly skilled and educated workforce. More than 70 percent of our students identify as people of color, and many come from resilient urban communities that possess immense untapped potential and talent. BFIT provides the resources and opportunities for these students to thrive.

A Benoit to J Bezos

Page 2 of 2

Boston's business, civic, and educational culture is deeply rich in diversity, opportunity, and potential with people coming from around the world to participate in this culture. Moreover, Boston and BFIT share the belief that all people should share in the progress and prosperity of this age of innovation, and that poverty, race, or geography should not be a barrier to education and success. The talent and energy of Boston make this a uniquely excellent setting for Amazon to continue to grow and thrive.

Thank you for your time, and I wish you the best in your search.

Sincerely,

Anthony Benoit,
President



Mr. Jeff Bezos
Chief Executive Officer
Amazon Corporate Office Headquarters
1200 12th Avenue South, Suite 1200
Seattle, WA 98144

September 29, 2017

Dear Mr. Bezos,

I am writing this letter in enthusiastic support of the City of Boston's bid to become the host of Amazon's second headquarters in North America.

As an immigrant, an entrepreneur, and now Vice President for Innovation and Strategy at the world's largest college for contemporary music, dance and theater, I can attest that there is simply no better location for Amazon to locate its second hub for inspiration and world-changing innovation than Boston.

An often overlooked fact about Boston is that – besides the world class engineers, business managers, political thinkers, medical experts, architects and legal minds at universities such as MIT, Harvard or Boston University – this amazing city also attracts each year some 11,000 of the world's leading creative minds at colleges such as Berklee, Emerson and MassArt.

It is precisely the unique mix of technology and art, business and inspiration, pragmatism and ambition, local and global, emotion and reason, grit and compassion, discipline and creativity, certainty and surprise that make Boston the natural second home of a company that, in my opinion, shares these same attributes.

At Berklee, music is not just an artform but also a platform for creative problem solving, innovation and entrepreneurialism. We believe that learning to think like musician – to collaborate, listen, sense, synthesize, perform, improvise and emote – is a better success framework for today's ever changing business, technological and social environment than traditional corporate management thinking.

We are hoping that Amazon will recognize the unique attributes and advantages that our colleges and city present and make Boston the home of its second headquarters.

Thank you for your kind consideration.

A handwritten signature in black ink, appearing to read "Panos A. Panay".

Panos A. Panay
Vice President, Innovation and Strategy
Managing Director, Institute for Creative Entrepreneurship



BOSTON COLLEGE

OFFICE OF THE PRESIDENT

September 28, 2017

Mr. Jeff Bezos
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Avenue
Seattle, WA 98121

Dear Mr. Bezos:

I write to offer my endorsement of Boston as a superb location for Amazon's second corporate headquarters. I have served as the president of Boston College for more than two decades, and I can affirm that this area and its residents are vibrant, generous, and resourceful.

As the higher education capital of the world and full of college students, Boston possesses tremendous assets and offers wonderful possibilities for Amazon. It attracts and retains thousands of college students who are intelligent, creative, and committed to helping make our world a better place. They come from diverse backgrounds and bring global perspectives to contemporary issues. Many of them have earned degrees in the humanities, management, computer science, accounting, health sciences, and communications; and they have become adept in problem solving, analytics, project management, and building relationships.

Since its founding in 1863, Boston College has received so much from Boston, and our graduates continue to bring to the wider community the benefits of the 470 year-old-Jesuit religious and educational heritage. It stresses the value of liberal arts education, especially in the development of self-knowledge, critical thinking, communication skills, and personal ethics. BC also encourages engagement with wider society and strives to be a place where people from varying backgrounds, experiences, and talents come together to grow as human beings, teach, research, inquire, learn, debate, sometimes disagree, and do so respectfully.

I am confident that Amazon would find a welcoming culture and talented employees in Boston, and I hope you choose it for your second headquarters.

Sincerely,

William P. Leahy, SJ.
William P. Leahy, SJ
President

Boston University Office of the President

Dr. Robert A. Brown
President
One Silber Way
Boston, Massachusetts 02215
T 617-353-2200 F 617-353-3278



September 29, 2017

Mr. Jeff Bezos
Chief Executive Officer
Amazon Corporate Office Headquarters
1200 12th Avenue South, Suite 1200
Seattle, WA 98144

Dear Mr. Bezos:

On behalf of Boston University, I am pleased to support Mayor Martin J. Walsh as he leads the City of Boston's bid to become home to Amazon's second corporate headquarters. Beyond bearing the name of our host city, Boston University also shares the City of Boston's commitment to promoting innovation, diversity, and collaboration—values that have ensured Amazon's own unprecedented level of success and impact.

The University's third president once described Boston University as "in the heart of the city, in service to the city." From our founding in 1839 through our growth into the largest university in Boston, the fourth-largest private not-for-profit university in the country, and the newest member of the Association of American Universities (AAU), Boston University has stayed true to its commitment to pursue research, scholarship, artistic creation, and professional practice in service to the community—a commitment that has global reach. Amazon's membership in our community and in Boston's innovation ecosystem would bring new opportunities for academic and industry partnerships and valuable employment prospects for Boston University graduates, especially from our schools of Engineering, Business, and Law.

Boston University is a world-class higher education research institution, which received \$400.7 million in research grant funding in FY2017. Research conducted here addresses some of the greatest challenges facing humanity and catalyzes economic development in our immediate communities and around the world. Boston University is the fourth largest private university in the country, with almost 10,000 graduates in 2017 (over 4,100 undergraduates and 5,600 graduates). Our College of Engineering is at the core of our STEM efforts. We

Mr. Jeff Bezos
September 29, 2017
Page Two

graduate approximately 400 BS-level engineers per year, as well as 600 graduates in computer science and 1,400 in business, many of whom specialize in information technology. We believe we can be a major partner with Amazon in helping supply the high-quality workforce needed to succeed.

Interdisciplinary research is a critical component of our institutional research portfolio. Another example of our commitment is our Rafik B. Hariri Institute for Computing and Computational Science & Engineering. Institute faculty are drawn from across the University and focus on developing and applying advanced computational methodologies in areas such as big data, cybersecurity, and cloud computing. With its research already well supported through external funding and corporate partnerships, the Hariri Institute would be a natural, well-matched academic research partner for Amazon's HQ2.

We strive to foster a creative, entrepreneurial, problem-solving mindset in our students. In support of this goal, we're preparing to launch Innovate@BU, an initiative that will help our undergraduates acquire the habits of mind (for example, creativity and problem-solving) as well as specific technical skills needed to quickly translate their ideas into products, technologies, and methodologies. Showcased in a new public-facing innovation lab, Innovate@BU's BUild Lab will be a professionally staffed student innovation hub, a gateway for the Boston business community, and a counterpart to our existing large prototyping and makerspace, the Engineering Product Innovation Center (EPIC).

These are just few recent examples of the initiatives that have secured top rankings for BU's schools and colleges, and the 11th spot on the Times Higher Education's 2016 Global University Employability Rankings.

Again, I enthusiastically endorse Mayor Walsh and the City of Boston's bid in your HQ2 site selection process, and thank you for your consideration.

Sincerely,



Robert A. Brown



OFFICE OF THE PRESIDENT

October 5, 2017

Mr. Jeff Bezos
Chief Executive Officer
Amazon Corporate Office Headquarters
1200 12th Avenue South, Suite 1200
Seattle, WA 98144

Dear Mr. Bezos,

I am writing today in support of Boston's efforts to welcome Amazon's second headquarters to the City. The Greater Boston area is unique as a hub of national and international business, a center of finance, health care and education, and boasts a topnotch distribution and transportation system. Adding to those positive features is the abundance of human talents that Amazon could leverage for a vibrant workforce. We have in our midst not only the expert talents of scientists and business leaders, but also the combined power of community and two-year colleges, as well as some of the world's best universities, in workforce development and training.

Bunker Hill Community College is the largest of 15 community colleges in Massachusetts. Located in Charlestown, and directly on the MBTA Orange Line of the public transit system, we educate 20,000 students annually in the Metro Boston area. Together with our Greater Boston community colleges (Northern Essex, North Shore, Mass Bay, Middlesex and Roxbury), we train a diverse workforce of over 76,000 individuals. Our students live and work within an eight-mile radius of our colleges, leverage public transportation, and remain permanent residents of our neighborhoods once they graduate. They make up a stable and agile workforce that can ably support any expanding business venture. We think you will find the density of public colleges in the Greater Boston area an important source of sustainability in considering the site of your headquarters.

As you consider factors such as access to labor and services, ease of transportation, and the cost of doing business, I know you will find Boston to be a very appealing location for your second headquarters. We look forward to the selection process, and hope this information about our community colleges is of help in your decision-making.

Sincerely,

Pam Y. Eddinger, Ph.D.
President

CHARLESTOWN CAMPUS

250 New Rutherford Avenue • Boston, Massachusetts 02129-2925
Phone: 617-228-2000 TTY: 617-242-2365

CHELSEA CAMPUS

70 Everett Avenue • Chelsea, Massachusetts 02150-2917
Phone: 617-228-2101 TTY: 617-884-3293
New location as of January 2017

ADDITIONAL LOCATIONS

Chinatown • East Boston • Everett • Malden • South End • Quincy
bhcc.edu



Office of the President
120 Boylston Street
Boston, MA 02116

+1 617 824 8525
+1 617 824 8511 fax
emerson.edu

October 5, 2017

Mr. Jeff Bezos
Chief Executive Officer
Amazon Corporate Office Headquarters
1200 12th Avenue South, Suite 1200
Seattle, WA 98144

Dear Mr. Bezos:

On behalf of Emerson College, I write to support the City of Boston's application to become the next location for Amazon's Headquarters. Emerson College, located in the heart of downtown Boston, Los Angeles and the Netherlands is a vibrant institution where students from around the world convene to become the next global innovators in communication and the arts.

Welcoming Amazon to Boston will create tremendous opportunities for collaboration and engagement with the city and its 35 institutions of higher education. In particular, Amazon would have access to the most talented innovators, problem solvers, and entrepreneurs in the country.

Emerson students and faculty embody an intellectually creative spirit that is most evident in several initiatives at the College. Our Business of Creative Enterprise (BCE) program, launched in the fall of 2016, is the first of its kind in the country. Emerson's campus culture is one that is creative, collaborative, and innovative. These qualities lend themselves naturally to supporting the transition into business disciplines, which contribute to the emerging creative economy. Another program, Emerson Experience in Entrepreneurship, is a yearlong immersion in which students gain the knowledge to build and launch new ventures, earning a minor in entrepreneurial studies. Emerson Launch, our start up incubator initiative, provides students the opportunity to become entrepreneurs who develop ideas that move our society forward.

In our Engagement Lab, students focus on the development of gaming, technology and new media. The Lab is supported by the John S. and James L. Knight Foundation and the MacArthur Foundation. Students have also worked with city organizations on youth and academic engagement programs through Emerson's Elma Lewis Center for Civic Engagement, Learning and Research. Most recently, the College partnered with the City of Boston on the implementation of a Creative Industries Development Program to promote employment opportunities in the area.

The City of Boston is a vibrant and diverse community that balances a wonderfully rich history with an openness toward innovation and new ideas. I am confident that this city, and its institutions of higher education, will serve as a strong foundation for Amazon's next home.

If you have questions or would like additional information, please feel free to contact me directly at lee_pelton@emerson.edu or 617-824-8525.

Sincerely,

M. Lee Pelton
President



EMMANUEL COLLEGE

SISTER JANET EISNER, SND
PRESIDENT

October 5, 2017

Mr. Jeff Bezos
Chief Executive Officer
Amazon Corporate Office Headquarters
1200 12th Avenue South, Suite 1200
Seattle, WA 98144

Dear Mr. Bezos,

Emmanuel College enthusiastically supports the City of Boston's bid to become the home of Amazon's second North American corporate headquarters.

The Boston area represents an extraordinary nexus of talent, resources and innovation. From its premier institutions of higher learning to its financial sector to its thriving startup culture, Boston is a magnet for the best minds and a force for progress on the global stage.

For nearly 100 years, Emmanuel College has played an integral part in Boston's evolution. Combining a values-based liberal arts and sciences education with real-world learning experiences, the College has cultivated a workforce of exceptional acumen, skill and social consciousness.

I hope you will consider the enduring benefits that our city and Commonwealth can offer to Amazon as it continues its leadership in a fast-changing marketplace.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Sister Janet Eisner, SND".

Sister Janet Eisner, SND
President

HARVARD UNIVERSITY

OFFICE OF THE PRESIDENT

MASSACHUSETTS HALL
CAMBRIDGE, MASSACHUSETTS 02138
(617) 495-1502

October 6, 2017

Mr. Jeff Bezos
Chief Executive Officer
Amazon Corporate Office Headquarters
1200 12th Avenue South, Suite 1200
Seattle, WA 98144

Dear Mr. Bezos:

I write in support of Greater Boston's vision to be a home for Amazon's second corporate headquarters. Harvard University and our outstanding peers in higher education throughout the region are an essential part of the innovation and economic landscape of the country and of Massachusetts. Our universities provide the intellectual infrastructure—the ideas, solutions, technologies, and talent that fuel growth, and attract startups and established companies—that makes our region a competitive place for Amazon's next venture, and for the future generations of thinkers and creators who will live, study, and work here.

At Harvard, we benefit from the collaborative intellectual power of our neighbors in one of the densest and most vibrant research and education clusters in the world. The academic energy and expertise of colleges and universities and their related research endeavors attract talent from across the globe, fuel the region's knowledge-based economy, and result in discoveries that have an impact on the lives of millions.

The ways in which we learn from one another and collaborate through both formal and informal partnerships are limitless. To cite a few examples: Harvard's new spaces in Allston will host some of the most cutting-edge research and teaching facilities for science and engineering in the country and will be situated in an innovation and entrepreneurship cluster along with the Harvard Innovation Labs, Harvard Business School, and an emerging enterprise research campus that will draw academic and commercial partners together; Harvard and the Massachusetts Institute of Technology together formed the Broad Institute, which integrates disciplines like biology, chemistry, mathematics, computation, and engineering with medical science and clinical research from Harvard-affiliated hospitals to advance our understanding of complex challenges in biological systems and the human genome; and Harvard is proud that, as of July 2017, its research enterprises have translated into more than 700 active licenses with 390 industry partners, and our intellectual property has resulted in the launch of more than 100 startups and the issuance of more than 2,500 patents.

A well-educated work force and the promising pipeline of exceptional, highly-skilled, and nimble labor are also particular hallmarks of our region. In the last ten years at our university alone, the Harvard John A. Paulson School of Engineering and Applied Sciences has experienced explosive growth, tripling the number of concentrators in applied mathematics, computer science, and biomedical, electrical, and mechanical engineering. Students in our

Page 2 of 2

October 6, 2017

broad range of social science and humanities programs appreciate ingenuity as well as interpretation—and bring critical analytical and communications skills to sectors like public service, science, business, medicine, and the arts. Of the estimated 50,300 Harvard alumni currently living in Massachusetts, 2,430 are senior leaders or founders of Massachusetts companies. Many more lead and interact with companies, non-profits, and government institutions across the globe.

While Harvard's reach and impact as a global research university is significant, we are proud to serve alongside our institutional peers in Greater Boston as an important economic anchor, providing stability to the region through employment and local spending and reinforced by the highest bond ratings from credit rating agencies. We are also fortunate to benefit from strong relationships within our vibrant host communities; our collaborations around economic and workforce development, arts and wellness offerings, mentoring, green spaces, and public education programming have helped shape and enhance our shared civic and cultural activity.

Amazon, and its commitment to service, innovation, and discovery, would be a welcome addition to our remarkable community here in Greater Boston. I hope you will join us.

Best regards,



Drew Gilpin Faust



MASSACHUSETTS INSTITUTE OF TECHNOLOGY

L. Rafael Reif, President

77 Massachusetts Avenue, Building 3-208
 Cambridge, Massachusetts 02139-4307 U.S.A.
 Phone 1-617-253-0148

October 10, 2017

Mr. Jeffrey P. Bezos
 Chairman and Chief Executive Officer
 Amazon.Com, Inc.
 410 Terry Avenue North
 Seattle, WA 98109-5210

Dear Jeff:

On behalf of the Massachusetts Institute of Technology (MIT), we are extremely excited about the prospect of Amazon coming to Massachusetts. The greater Boston region is an ideal location for Amazon to create its second corporate headquarters, with tremendous opportunities for technological advancement. The region is home to a vast array of world-class universities, hospitals, and technology companies with a deep culture of collaboration. These include not only MIT and Harvard but also over 50 other public and private universities and strong community colleges that are home to approximately 250,000 students. Across all of Massachusetts, our colleges and universities graduate over 118,000 each year. You will find a highly talented workforce here.

MIT has a long-standing tradition of working productively with industry, and we look forward to strengthening our existing relationships with Amazon. We are actively engaged in shaping a regional environment where innovators and companies succeed in translating inventions from the laboratory to commercial products, faster and more effectively. We are rapidly advancing robotics, artificial intelligence, the internet of things, and other areas of technology that are important to Amazon. I have provided a brief summary of some of MIT's research programs and collaborations that may be of interest in thinking about future collaborations between Amazon and MIT.

MIT is also committed to extending our already robust K-12 educational programs. Working with Cambridge, Boston, and other local communities, we aim to increase curiosity and inspire a new pool of STEM talent for the future. Through our programs at the MIT Edgerton Center (over 150 on-campus workshops touching about 3,000 students annually), the Cambridge Science Festival (over 250 events and 100,000 visitors each spring), and Boston STEM Week (reaching 37 middle schools and 6,500 students this fall), we offer hands-on science and engineering experiences to inspire our communities. MIT embraces diversity and inclusiveness, and true to our values, we seek to provide access and opportunities for all. Through MITx and edX, MIT is expanding online learning.

I believe that your search presents Amazon and the region a unique opportunity to build a more exciting future together. MIT wants to play a major role. My colleagues and I are available to provide any additional information that may be helpful as you move forward with the selection process, and we welcome the occasion to talk with you about the tremendous opportunities that lie before us.

Sincerely,

L. Rafael Reif



MEDICAL ACADEMIC AND SCIENTIFIC COMMUNITY ORGANIZATION, INC.

PEOPLE | PLACES | PLANS | FUTURE

Member Institutions

Beth Israel Deaconess Medical Center
 Boston Children's Hospital
 Brigham and Women's Hospital
 Dana-Farber Cancer Institute
 Emmanuel College
 Harvard
 Harvard Medical School
 Harvard School of Dental Medicine
 Harvard T.H. Chan School of Public Health
 Isabella Stewart Gardner Museum
 Joslin Diabetes Center
 Judge Baker Children's Center
 Massachusetts College of Art and Design
 Massachusetts College of Pharmacy and Health Sciences University
 Massachusetts Department of Mental Health
 Simmons College
 Temple Israel
 Wentworth Institute of Technology
 Wheelock College
 The Winsor School

Associate Members

Massachusetts Eye and Ear Infirmary
 Merck Research Laboratories

October 2, 2017

Mr. Jeff Bezos
Chief Executive Officer
Amazon Corporate Office Headquarters
1200 12th Avenue South
Suite 1200
Seattle, WA 98144

Dear Mr. Bezos,

MASCO is pleased to stand in support of the City of Boston's application to host Amazon's second campus. Among the assets that Boston has to offer Amazon include the powerhouse of institutions involved in STEM that are represented in the Longwood Medical and Academic Area of Boston (LMA).

MASCO members and associate members include some of the most prestigious medical, academic, research, and cultural institutions in the country, if not globally. Together they employ over 46,000 individuals, educate over 21,000 students, and treat over 2.6 million patients annually. The research enterprise in the LMA employs over 10,000 researchers. We have up to 5 million visitors annually to cultural, religious, academic and medical institutions.

MASCO medical members include Beth Israel Deaconess Medical Center, Brigham and Women's Hospital, Boston Children's Hospital, Dana Farber Cancer Institute and the Joslin Diabetes Center. Each of them hosts significant STEM research endeavors. Our academic and research members include Merck Boston Research Laboratories, Harvard Medical School, Harvard T. H. Chan School of Public Health, and Harvard School of Dental Medicine. College members include Emmanuel, Simmons, MassArt, Massachusetts College of Pharmacy and Allied Health Sciences University, Wentworth Institute of Technology, and Wheelock College. Cultural and religious organizations include the Isabella Stewart Gardner Museum and Temple Israel, the Boston area's largest reform temple.

The Longwood Medical and Academic Area represents a vibrant scientific, cultural, and academic community, which is not only an integral part of the Boston area's cutting edge innovation community, it would also be inviting to the Amazon culture and workforce.

Our colleges collectively educate 17% of Boston's students enrolled in four-year colleges and universities, larger than University of Massachusetts Boston or Boston College. Their students, faculty and alumni provide an abundant supply of the creative and intellectual firepower so essential to support an innovation-based

economy. Close to 60% of their students are drawn from across the Commonwealth; they also matriculate significant international student populations.

More than half of their alumni choose to remain in Massachusetts after graduation working in such critical economic sectors as health care, the creative economy and high tech industries which employ science, technology, engineering and math (STEM) specialists. From the critical thinking, math and science skills enabled through strong liberal arts educational programs at Emmanuel and Simmons Colleges, to the array of science, engineering, and biotechnology degrees offered by Wentworth Institute of Technology, and the industrial design and creative arts degrees afforded by MassArt – MASCO members' undergraduate colleges are training the Commonwealth's workforce of the future.

All of our members have a long history of innovation and partnerships with the community, from school based partnerships to placement of students and faculty in community intern and volunteer opportunities at over 1,300 sites throughout the Commonwealth.

MASCO – Medical Academic and Scientific Community Organization, Inc. – is a charitable corporation established in 1972 by its member institutions to plan, develop, and enhance the Longwood Medical and Academic Area (LMA) for the benefit of the general public and its members and to create and implement programs that assist the institutions and individuals in the LMA.

We would be pleased to welcome Amazon to our city and community.

Sincerely,

Marilyn Swartz-Lloyd (sh)

Marilyn Swartz-Lloyd
President and Chief Executive Officer



JOSEPH E. AOOUN, PHD

PRESIDENT

COLUMBUS PLACE, SUITE 600
NORTHEASTERN UNIVERSITY
360 HUNTINGTON AVENUE
BOSTON, MASSACHUSETTS 02115

617.373.2101

617.373.5915 FAX

PRESIDENTAOOUN@NEU.EDU

September 26, 2017

Mr. Jeff Bezos
Founder, Chairman, and Chief Executive Officer
Amazon.com, Inc.
1200 Twelfth Avenue South, Suite 1200
Seattle, Washington 98144

Dear Mr. Bezos,

As you prepare to review proposals in connection with locating Amazon HQ2, I strongly encourage you to select the Boston metropolitan region. Known for its flourishing hi-tech community, leading medical and scientific institutions, and world-class research universities, Boston is a global city characterized by an unrivaled innovation ecosystem. With ready access to talent, venture capital, and guided by a singular entrepreneurial ethos, Boston is poised to further help Amazon shape the digital economy of the future.

As the recognized global leader in experiential learning, Northeastern University today is the only university with campuses in both Boston and Seattle. Situated directly across from Amazon's Seattle headquarters in South Lake Union, Northeastern-Seattle has tailored its educational and research strengths to be responsive to the needs of Seattle's employers. Through the university's signature ALIGN program, piloted in Seattle, more than 600 professionals seeking to transition into jobs in high-growth industries are currently pursuing accelerated master's degrees in cybersecurity, computer science, data analytics, project management, and engineering.

Moreover, as part of Northeastern's renowned cooperative education program—which integrates real-world professional experience with classroom learning—more than 500 Northeastern students have completed full-time six-month internships at Amazon during the last five years. In Boston and in Seattle, Northeastern is helping to produce a pipeline of talent for firms like Amazon, minting some 5,000 computer science, engineering, business administration, and science graduates annually. Further, an additional three times that number comprise the annual pool of potential co-op placements.

Mr. Jeff Bezos
September 26, 2017
Page Two

In a manner distinct among educational institutions, a priority of Northeastern's use-inspired research mission is to work closely and intentionally with employers to both advance their employees' educational opportunities and to develop the real-time business solutions that are responsive to their customer needs. For example, we have co-located our research faculty side-by-side with the research and development arms of industry and government partners at the Kostas Research Institute on our Burlington, Massachusetts, innovation campus.

Situated along the Route 128 hi-tech corridor, this interdisciplinary research center is already producing technological breakthroughs in advanced manufacturing, materials science, and the cybersecurity of drones.

Should Amazon select Boston, Northeastern stands ready to expand its suite of partnerships and close working relationships with the company. Today, some 400 Amazon employees hold degrees from Northeastern, including many senior executives. Several Amazon executives also serve as part-time Northeastern-Seattle faculty, and Northeastern was one of only a handful of institutions to be selected to offer an industry bootcamp as a pilot member of the Amazon Web Services Academy.

Finally, the characteristics you seek in Amazon HQ2's prospective host city are ones Boston is known for worldwide:

- The innovation and entrepreneurship ecosystem provides a wide breadth of support for the next generation of innovators and continues to attract budding startups.
- The city is a leader in sustainability and combating the impacts of climate change. Boston was the first city in the nation to require private developers to meet the standards of the LEED rating system. Northeastern has five LEED-certified buildings on its Boston campus alone.
- Among Boston's universities and colleges, you will find thousands of students and researchers from around the world working tirelessly toward solving global societal challenges to make our communities more livable.

Thank you for your consideration of Boston's siting proposal. I look forward to this and other opportunities to strengthen and grow the Northeastern-Amazon partnership in the months and years ahead.

Sincerely,



Joseph E. Aoun
President



SIMMONS

Office of the President
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www.simmons.edu

T 617-521-2073
F 617-521-3065

October 2, 2017

Mr. Jeff Bezos
Chief Executive Officer
Amazon Corporate Office Headquarters
1200 12th Avenue South, Suite 1200
Seattle, WA 98144

Dear Mr. Bezos,

In the mid 19th century, Boston clothier John Simmons was the first to pre-make men's suits in common sizes. His innovation, off-the-rack suits, coincided with the build-out of the U.S. railroad system, and Mr. Simmons soon thereafter made his fortune.

As he reflected upon his success, Mr. Simmons recognized an inequity. While he owed his fortune to the work of the female seamstresses who worked for him, they were being denied the right to determine their own sustainable careers. And so, decades before American women were granted the right to vote, John Simmons carried out his revolutionary idea to found an institution of higher education for women that would prepare them for independent livelihoods and meaningful lives.

Since 1899, Simmons College has provided women undergraduates with an innovative and practical education that combines liberal arts and sciences with real-world experience in the vision of our founder. Today, Simmons is a well-regarded private institution that has prepared tens of thousands of people to lead change that impacts families, communities, and the world. In addition, Simmons is now known as the preeminent authority on women's leadership, with well-established expertise in the development and success of women and girls. Over the years we have added exceptional masters and doctoral programs for men and women, including many offerings fully online.

Like Boston itself, we are proud of our history and the impact we've had on American society. Our students, staff and faculty are deeply involved in our global and local communities. Last academic year more than 1,100 of our students performed unpaid internships across the city as part of their academic curriculum in a variety of industries. In addition, 30% of our students took part in service learning activities, ultimately contributing nearly \$10 million in services to the citizens of Boston.

Our student-scholars are focused and driven, taking advantage of our exceptional faculty, innovative curriculum, and robust support services while they pursue careers in industries that, like Amazon, continue to shape the world. Notable majors include computer science, data science and analytics, information technology, web design and development, and dozens more.

In addition to our relevant academic subject matter, Simmons exposes our students to real-world experience by partnering with well-established companies like Merck, Novartis, EMC, and United Technologies. Our curriculum encourages interdisciplinary study, so students can combine their skills, passion and interests with such areas of study as Entrepreneurship and Principled Leadership, Arts Administration, and Chemistry Management.

Mr. Bezos, there is no place on Earth like the City of Boston. The resiliency and character of our people are reflected in our unique, prideful community. At Simmons, the only women's college in Boston, you will find talented, intelligent young people, who value hard work and are eager to contribute to their employer's success.

Boston has successfully transitioned from an historic American city into a dynamic, modern community of educators, innovators, and experts. We continue to harness the skills and talents of our people, and leaders have followed the legacy of our own John Simmons to make remarkable and lasting innovations that have made the world a better place. I know your company would continue to thrive here in Boston, and all of us at Simmons stand ready to contribute in any way we can.

Sincerely,



Helen Drinan
President



Mr. Jeff Bezos
Chief Executive Officer
Amazon Corporate Office Headquarters
1200 12th Avenue South, Suite 1200
Seattle, WA 98144

September 28, 2017

Dear Mr. Bezos,

On behalf of Suffolk University, we wanted to convey our excitement and strong support for the bid being submitted by the city of Boston for the siting of a new Amazon headquarters in the city. Suffolk has called Boston and its vibrant downtown area home for more than 111 years, and we cannot envision a better location for your new venture, especially given the criteria outlined in your request for proposals.

In addition to the outstanding intellectual capital and skilled labor supply provided by our world-famous institutes of higher education, the physical characteristics of the city could provide a perfect fit for Amazon activities. These include at least one shovel-ready site, airport proximity and ready access to water transportation. As you know, Boston is also one of the world's knowledge capitals, and it has a cultural environment and lifestyle that attracts people from across the globe. It also benefits from a mayor and city administration that are creating more workforce housing than at any time in recent history.

Allow us to share just a little bit about Boston's own Suffolk University. We are one of the nation's great urban universities, ranked as a tier one institution by *U.S. News and World Report*, with 7,500 students in the heart of the city and an alumni network of 80,000 that stretches across the globe. We are also a gateway to the world, with one of the highest percentages of international students in the nation, a campus in Madrid, and a global outlook that prepares students to compete and thrive in an increasingly interconnected economy.

Based on our own experience, we could not imagine a more vibrant location for Amazon's new headquarters. Much like Amazon, a Suffolk education comes without traditional boundaries. When Suffolk students step out of campus buildings they step into the heart of downtown Boston, with all of the energy, opportunity and possibilities that the city offers. Our urban campus is woven into the fabric of Boston, where students from around the world learn as much outside of the classroom as they learn in it. Programs and courses take full advantage of that vibrant location with an experiential approach that is at the heart of a Suffolk education.

Suffolk University is committed to playing an active role not only in helping to bring Amazon to Boston, but also in supporting the company once you choose Boston as your home. We have a long history of partnering with businesses and organizations throughout the city and region. Those strong relationships provide our students with exceptional and relevant experience while

they attend Suffolk, even as we provide a strong pipeline of talented and career-ready graduates into the area workforce.

Like our urban campus, our degree programs and course offerings also break through traditional boundaries. Interdisciplinary offerings reflect the complex world into which students graduate. Programs are designed to meet the evolving needs of industry and organizations. Students in the College of Arts & Sciences are rethinking the urban environment through the interdisciplinary Center for Urban Ecology and Sustainability. In our Sawyer Business School, undergraduates from across the University are launching and crowdfunding their own startup companies as part of a first-of-its-kind Entrepreneurship course that brings real-world business experience into the classroom. And our Law School is leading a new generation in reimagining the practice of law, with a focus on innovation in the delivery of legal services.

We would welcome working with you and your team in developing the type of specific training and educational programs that fit your workforce needs.

We stand ready to help you better understand the benefits that Amazon would reap by choosing Boston for this exciting venture, and we would welcome the opportunity to answer any questions.

We hope to welcome you one day as our new neighbor!

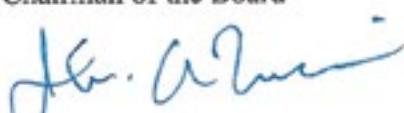
Sincerely,



Marisa J. Kelly
Acting President



Robert C. Lamb, Jr.
Chairman of the Board



John A. Nucci
Senior Vice President for External Affairs

Cc: The Honorable Martin J. Walsh, Mayor of Boston
Brian Golden, Executive Director, Boston Planning & Development Agency



UNIVERSITY OF MASSACHUSETTS BOSTON

Office of the Chancellor
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 Boston, MA 02125-3393
 P: 617.287.6800
 F: 617.265.7243
www.umb.edu

September 28, 2017

Mr. Jeff Bezos
 c/o Site Manager Golden
 2121 7th Avenue
 Seattle, WA 98121

Dear Mr. Bezos:

On behalf of the entire University of Massachusetts Boston, I am writing to convey our wholehearted support of the City of Boston's bid to host Amazon's new headquarters.

UMass Boston is the Greater Boston area's public research university, ranked in the top tier of national research universities by *U.S. News & World Report*. As such, we work closely with the city and many of the leading companies and organizations. Through our research and advanced educational offerings, the university makes crucial contributions to the thriving Massachusetts life sciences and healthcare industries, such as our 15-year partnership with Dana-Farber/Harvard Cancer Center to address health disparities and agreements with Sanofi/Genzyme, Oracle, and Harvard Pilgrim Health Care to further STEM and nursing education.

As an urban university founded to support the City of Boston, our efforts span a broad range of efforts. The research of our faculty in our School for the Environment and Sustainable Solutions Lab is the basis of the city's long-term planning to address climate change and sea-level rise. Our work to support primary and secondary public education has led to dramatic increases in college graduation rates through Success Boston, and our Broadening Advanced Technological Education Connections (BATEC) has become a national leader in furthering technology education.

UMass Boston feeds and helps to drive Boston's economic engine, supplying a steady talent stream of well-educated, diverse graduates eager to roll up their sleeves and get to work. Each year UMass Boston awards 4,100 degrees to undergraduate and graduate students; the vast majority, 88 percent, enter the workforce in Massachusetts. And as a majority minority university, our graduates diversify Boston's workforce in important areas such as healthcare and nursing, STEM fields, and entrepreneurship. In fact, students pursuing STEM degrees at UMass Boston are majority of color and female.

Fifty years ago our founders envisioned a public university that would "stand with the city." That commitment remains today as we continue to search for ways to support the city and its institutions and economic well-being. For this reason, we fully support the City of Boston's bid to be the future home of Amazon, and we would welcome the opportunity to explore how UMass Boston can support your future success here.

Sincerely,

 Barry Mills
 Interim Chancellor



September 29, 2017

Mr. Jeff Bezos
Chief Executive Officer
Amazon Corporation
Corporate Office Headquarters
1200 12th Avenue South, Suite 1200
Seattle, WA 98144

Re: Amazon HQ2 RFP

Dear Mr. Bezos:

Greetings from Boston, Massachusetts, and Wentworth Institute of Technology.

On behalf of our outstanding university, I write to offer my full and unequivocal support of the City of Boston's application for locating the second Amazon North American headquarters in Boston.

Our students, faculty and staff members fully support Amazon's continued success, and look forward to welcoming you here.

Boston is a city on the move. The signs of economic progress in this home of American independence are everywhere. And like its host city, Wentworth has experienced dramatic growth and change over the last decade as we have added nine new undergraduate majors, including seven engineering majors, computer information systems, and applied mathematics and introduced master-level education with six new degrees.

Wentworth is a university offering a dynamic experiential education to its more than 4,000 students. Wentworth is in the heart of the Fenway neighborhood amid world-class hospitals, colleges and universities, art museums, and cultural attractions. This summer Wentworth began construction of a \$55 million multipurpose academic building for engineering, innovation and science – the first academic building to be built on our campus in the last 45 years. This stunning addition to the area will open in 2019.

I am proud to say that we have created an exceptional learning environment at Wentworth. Our students—coming from 38 states and 60 countries—apply classroom theory in state-of-the-art classrooms, labs, and studios. By collaborating with students from different majors and disparate backgrounds, they learn about working in career settings.

Wentworth students participate in two semester-long, co-operative learning experiences with employers where they gain valuable work experiences that they bring back to their classroom learning. Wentworth is proud of its impressive 98% placement rate of its graduates within six

Mr. Jeff Bezos, Chief Executive Officer
Amazon Corporation
September 29, 2017
Page 2

months of graduation with employers or within graduate school. Wentworth works with over 100 employers to place its students in co-ops and in jobs. 50% of our undergraduate students are offered jobs following their successful co-op experiences. Our students access proven employment tools through our Center for Cooperative Education and Career Services. Wentworth provides a highly-educated workforce to many companies in the greater Boston area and beyond thus supporting and driving economic growth in the region.

Wentworth is celebrating its new status in Massachusetts as a full-fledged, official university, 113 years after the Institute was founded. We earned this distinction in July 2017 after establishing graduate programs in four professional fields of study: design, management, engineering, and science. These master's programs were added to our 17 bachelor's degree programs in areas such as applied mathematics, architecture, business management, computer science, computer networking, construction management, design, and engineering.

Wentworth is committed to the city's young people, as well. Our Boston Pipeline Program works with Boston schools to recruit and graduate a diverse population of urban students.

We foster entrepreneurship and innovation through Accelerate, Wentworth Innovation + Entrepreneurship Center, which houses interdisciplinary, extracurricular programs that aim to build innovative thinking and entrepreneurial confidence in students. Our Accelerate graduates have created companies that are changing the marketplace, including construction risk management business Pillar Technologies, which recently secured \$2.75 million in seed funding, and Gentoo, creators of a lightweight treatment vest for outpatients that is provided to hospitals around the country.

I offer Wentworth's whole-hearted support in concert with the City of Boston, and I look forward to welcoming you to Massachusetts.

Best regards,

Zorica Pantić'

Zorica Pantić, EE, Ph.D.
President



October 4, 2017

Jeff Bezos
 Chief Executive Officer
 Amazon Corporate Office Headquarters
 1200 12th Avenue South
 Suite 1200
 Seattle, WA 98144
 Dear Jeff,

We met last year at your Sept. 12th, 2016 private gathering in Boston of robotics folks. I am the Founder and CEO of Cambridge Innovation Center, and the Chair of MassRobotics. You also know my father, Richard Rowe, from years past. My company runs the world's largest startup facility, with over 1000 startup companies housed in our facilities in Greater Boston.

I'm writing to encourage you to consider Boston for Amazon's HQ2 location.

When Amazon decided for the first time to place software engineers outside Seattle, the very first place you decided to place them, in the entire country, was our Cambridge Innovation Center facility at One Broadway, in Cambridge Massachusetts. You started with about 3 people and grew quickly to 80 before moving next door to our second building with a much larger team.

I suspect you came here for the same reason that most major technology companies did. Between MIT, Harvard and the 60 other colleges and universities here, we have some of the world's strongest technology talent.

Our fastest-growing facility today is in downtown Boston, in the area once known for financial services firms. Boston has America's first public transit system, first public education system, and we were home to its first printing press. The telephone was invented around the corner from our 50 Milk St. facility in Boston, and the first telephone call was placed from there to the very building that today houses our shared wet lab facility for life sciences startups. The computer was invented here, as was the Internet. This is a very special area. I think you know that.

We started at the forefront of American invention, and we haven't slowed down. You have had a chance to experience this for yourselves with the acquisition of Kiva Systems, which became Amazon Robotics, and even more recently with your investment in Vesper, in Dec. 2016 via the Alexa Fund: a CIC Boston alum that invented ultra-small, low-cost, waterproof

microphones. Going forward, It is hard to imagine that the future of Amazon's businesses won't be tied deeply to technologies coming from Massachusetts.

Massachusetts is winning in a way that will be very difficult for any other place to replicate: we attract more of the brightest minds from the entire planet to our educational institutions than any other place. We have more Nobel Prize winners here than any other place, and over the last decade more venture capital per capita than any other state or country in the world.

Amazon's biggest challenge in making HQ2 a success will be finding 50,000 of the world's brightest minds. Those people are already here. We invite you to be our neighbor and to grow the next chapter of your story alongside us.

Warmest regards,



Tim Rowe
Founder & CEO
Cambridge Innovation Center



2 Avenue de Lafayette
Boston, MA 02111
carbonite.com

Mohamad Ali
Chief Executive Officer
Carbonite
2 Avenue de Lafayette
Boston, MA 02111
mali@carbonite.com

October 3, 2017

Jeff Bezos
Chief Executive Officer
Amazon Corporate Office Headquarters
1200 12th Avenue South
Suite 1200
Seattle, WA 98144

Dear Jeff,

I am writing to encourage you to choose the Boston region for your second headquarters. I am the CEO of Carbonite, a “born in the cloud” data protection company, and serve on the boards of iRobot and the Massachusetts Technology Leadership Counsel – a group of over 500 tech companies. While there are many reasons to choose this region, one stands out – talent.

As you know better than most, data science and artificial intelligence (AI) are core skills for next generation companies, such as Amazon. My experience in this area spans both coasts, with degrees from Stanford and work experience at Adobe, IBM and HP. At IBM, I built the company’s eight billion dollar analytics business. At HP, I reported to Meg Whitman where I utilized a team of data scientists to determine how to restructure each business unit, and ultimately to split the company into four parts.

Three years ago, I joined Carbonite, and leveraged the incredible talent in Boston to grow the company from ~\$100M to ~\$250M in revenues. Carbonite provides data protection for over 100,000 businesses. We use public and private clouds to ensure that our customers’ businesses keep running, and data science to better serve those customers.

I believe data science and AI are key to Amazon’s future, and there is no better place for these skills than the Boston region. Decades ago, when Stanford and Berkley were heavily investing in silicon, operating systems and middleware, MIT was investing in AI. MIT’s computer science and AI lab, CSAIL, became the largest lab of its kind. Thousands of data science, AI and robotics companies were spawned, ranging from consumer robots to AI-based drug discovery. Today, these AI skills are exactly what is needed for data science driven businesses, making Massachusetts the best location on the planet for such companies.

CARBONITE 

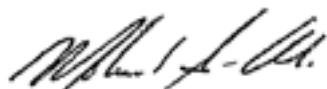
2 Avenue de Lafayette
Boston, MA 02111
carbonite.com

This is closely related to the second reason why Massachusetts is a top location for HQ2. With over 200 colleges and universities, the State has the capacity to train massive numbers of new skilled workers, especially those who already live here in Massachusetts. If most new Amazonians can be sourced locally, the savings will be significant, at a minimum reducing relocation expenses and new housing development. Massachusetts uniquely has the capacity to develop talent at such scale. There is no other comparable state.

As a result, I have urged the City and State to provide a proposal to Amazon that highlights talent and talent development, which I believe in the long-term will be the most beneficial items to both Amazon and our residents.

I am available at any time should you have any questions and look forward to the prospect of welcoming HQ2 to the Boston region.

Regards,



Mohamad Ali



25 Thomson Place, 3rd Floor | Boston, MA 02210 | goCatalant.com

Mr. Jeff Bezos
 Chief Executive Officer
 Amazon Corporate Office Headquarters
 1200 12th Avenue South, Suite 1200
 Seattle, WA 98144

Tuesday, October 10, 2017

Dear Mr. Bezos,

On behalf of Catalant Technologies, we would like to offer our support for Amazon's second headquarters to be located in Boston, MA. As startup co-founders, we have benefitted greatly from Boston's Innovation Ecosystem. Through Harvard Business School, starting a new company, and receiving Series B and C rounds of investing led by Boston firms Highland Capital Partners and General Catalyst, we have become invested in giving back to the community. We firmly believe that Amazon will be an incredible addition to our ever-growing city.

Amazon will greatly benefit from this established community and approaching opportunities through the extensive professional Boston networks. Catalant serves leading companies, including GE, Pfizer, Staples, IBM, Procter & Gamble, Univision and Medtronic. Like others in Boston, Catalant has established investors with a global presence, including Greylock Partners, GE Ventures, Mark Cuban and Intuit founder Scott Cook. Boston is home to a large group of impressive and inventive professionals who would both enhance and benefit from Amazon's presence. As Boston continues to grow, Amazon will only benefit our ecosystem.

It is no secret that Boston is home to the best group of young, hirable talent. There are 75 universities and colleges in the Greater Boston region, many of which boast cutting edge STEM/STEAM engineering programs (i.e. MIT, Harvard, Northeastern, etc.). We have seen a growing trend of students who want to stay in Boston post-graduation, to learn from the vast number of seasoned professionals and add real value to the companies for which they work. We are excited to have Amazon join the Boston community, because we believe it will only add more students, young professionals and talented executives to Boston. Amazon can both capitalize on our current situation, and assist with Boston's future growth.

Finally, our city boasts trail-blazing startups such as HubSpot, TripAdvisor, Actifico, athenahealth and Wayfair. Such Boston-based startups are setting the new standards of work, growth and innovation. Boston has an exceptionally supportive and inclusive community; members take pride in seeing their peers and colleague's success. Catalant has directly benefited from this community of local tech newsletters, trade organizations, non-profits, local professors and academics, accelerators and co-working spaces. We now seek to extend the same offering to other companies who are considering establishing a presence in Boston.

It would be our pleasure to welcome you to Boston. We believe in Boston's current and future success as we continue to create jobs where people can thrive and capitalize on the extensive network of professionals and opportunities. Amazon will be able to do the same, while adding vivacity to our community.

We look forward to working with you.
 Pat Petitti and Rob Biederman



Mr. Jeff Bezos
Chief Executive Officer
Amazon Corporate Office Headquarters
1200 12th Avenue South, Suite 1200
Seattle, WA 98144

Dear Mr. Bezos:

My name is Lior Div, and I am the co-founder and CEO of Cybereason, one of the nation's fastest growing cybersecurity firms, and we are proud to call Boston our home. I am thrilled to express my strong support of Boston's proposal to bring Amazon to our city.

When my co-founders and I were sitting around a table in Tel Aviv and making the hard decision of where in the U.S. to establish a global headquarters for our company, Boston wasn't a top contender. The city on a hill lost out to the luster of the usual technology hubs of Silicon Valley and Silicon Alley. But the more we thought about what each city had to offer our growing company, Boston surged to the top, which is why today Cybereason's bustling global headquarters is located in the Back Bay.

Our first imperative was locating in a city that could provide us with our most critical need: access to a world-class talent pool that would enable us to scale quickly and smartly. 110 new employees hired at our Boston headquarters later, our workforce needs have not only been met, they have been surpassed. Thanks to the dozens of top-tier academic institutions in the region and the commitment of other key stakeholders to develop a workforce that can meet the needs of a diverse array of growing company, we are able to attract dynamic leaders every single day.

In addition to our search for talent, we also chose Boston because we wanted to be situated at the epicenter of a dynamic, robust, and growing innovation ecosystem. Boston's ecosystem has truly come into its own over the past five years, and you can feel it across the city. In many cities, you can find inspiring entrepreneurs and dynamic VCs, but Boston goes far beyond that. There is a spirit of collaboration and openness in our community that also includes direct, strategic participation and engagement from non-profit institutions, universities, and government officials. This commitment from the private sector, non-profit organizations, and government leaders -- like Mayor Walsh and Governor Baker -- all working together to build one of the strongest innovation ecosystems in the nation is what I believe has brought Boston to the point it is today.

Lastly – Boston has an X factor that matters: it is, simply put, an extraordinary place to live and work. Relocating from overseas with my family was a daunting task. But I am thankful to be in Boston, because it is a place that lives and breathes the idea that you

can do well for your investors while doing good for the world. It is a community in the truest sense of the word, and I consider myself lucky to be a part of it. Cybereason is eager for the opportunity to grow and thrive alongside Amazon. If we can ever be a resource or provide more information about our company's journey here, we would be honored to do so.

Best Regards,
Lior Div

Co-founder & CEO
Cybereason
Cell: 617-459-3651
Email: lior@cybereason.com



Mr. Jeff Bezos
Chief Executive Officer
Amazon Corporate Office Headquarters
1200 12th Avenue South, Suite 1200
Seattle WA 98144

Dear Jeff,

Here at DraftKings, we pride ourselves on bringing fans closer to the sports, teams and athletes they love and helping them discover *the game inside the game* (including via the new "Ask DraftKings" feature on Alexa). As a homegrown company that rebuffed offers to move elsewhere, we wanted to give you a better idea as to why DraftKings is so invested in Boston.

Smart, savvy government partners: Politicians publicly proclaiming support for their local "innovation economy" has become almost cliché. The words are rarely backed up by concrete action. Not so in Boston. At the state level, Governor Baker, Attorney General Healey, Speaker DeLeo and Senate President Rosenberg have played pivotal roles in crafting and passing common sense legislation which enabled our company and industry to grow. At the local level, Mayor Walsh and his team have proven to be true partners to DraftKings and many other innovation companies in Boston. City Hall's support is tangible, important and impactful. Through smart policymaking, creative collaborations and effective advocacy, the City has created the ideal environment for innovation companies to thrive.

International talent hub: No city in the world attracts such a continual influx of talent. Our colleges and universities are beacons for the best and brightest from across the globe. While schools such as Harvard and MIT typically get the headlines, there are dozens of other world class institutions including Boston College, Boston University, Tufts, and Worcester Polytechnic Institute that ensure local companies have a ready source of available talent. In addition to colleges and universities, Boston's unrivaled hospitals, cutting edge life sciences and biotech companies and groundbreaking technology companies create a dense and vibrant marketplace of ideas.

Supportive, inclusive community: People are proud to call Boston home. The City has made smart investments in key civic building blocks—arts, education, housing and open spaces—which have created dynamic neighborhoods and a high quality of life. Boston's innovation economy is an incubator of innovation, collaboration, and entrepreneurship. We have companies doing amazing things in robotics and cyber security, digital health and self-driving cars, in consumer and business tech. We feed off each other and support each other.

I don't presume to know all of the factors that will go into your decision. Every company has unique needs. But we at DraftKings have called Boston and Massachusetts home since our inception five years ago, so I can speak with some level of authority about what an incredible place this is to build and grow a company. We love it here, and we believe you will too.

Sincerely,

Jason Robins
Co-Founder & CEO



October 11, 2017

Mr. Jeff Bezos
Chief Executive Officer
Amazon Corporate Office Headquarters
1200 12th Avenue South, Suite 1200
Seattle, WA 98144

Ann R. Klee
Vice President
Boston Development & Operations

41 Franklin Street
Boston, MA 02210
T: 617 223 3004
M: 781 393 9667
ann.klee@ge.com

Dear Mr. Bezos,

A little over a year ago, GE relocated its corporate headquarters to the Seaport in Boston. We think that many of the factors that led us to select Boston - including its technologically-fluent workforce, innovation ecosystem, and rich, cultural environment - could also make Boston the right home for Amazon's new "HQ2."

We knew that Boston had world-class academic institutions - 75 colleges and universities with over 300,000 students from all over the world. We knew that we would be surrounded by a vibrant business community leading in fields ranging from robotics to life sciences, and additive manufacturing to financial institutions. We knew that Logan Airport offered direct routes to over 100 global destinations daily and was an easy 15-minute commute from downtown. We knew that our employees would be able to enjoy excellent schools, sports, museums and music, as well as great recreation opportunities from the Berkshires to Boston Harbor.

We also knew of, and were truly impressed by, the strong bipartisan working relationship between Governor Baker, Mayor Walsh, and their respective teams. City and state officials were true partners in our relocation, in everything from site selection to permitting our new campus. And the partnership continued strong even after we made the move. Governor Baker and Mayor Walsh worked with us every step of the way so we were able to break ground on our new campus in record time.

Boston, with its citizens, its institutions and its businesses, is an incredibly welcoming city. Over the past year, we've been hard at work becoming active partners and contributing members of the academic, business and philanthropic communities. A few examples are below. There are many more opportunities that Boston can offer a company like Amazon.

Boston has a great talent pool. We've been able to partner with some of the best, most creative minds in the world to develop next generation technologies and build the skills sets for the future of work. At MIT, for example, we're co-developing clean energy solutions and microgrid technology; at Northeastern University, we're co-creating an advanced manufacturing degree for non-traditional learners; and in collaboration with Partners HealthCare, we've launched a project to integrate artificial intelligence to improve patient outcomes.

Boston's innovation ecosystem attracts top entrepreneurs and start-up companies. We've already invested in 11 Boston-based startups in the healthcare, energy, advanced manufacturing and enterprise areas, and we've launched new startups like Avitas Systems, which is focused on transforming inspection services with advanced robotics, data analytics and artificial intelligence.

Our employees have quickly integrated into the fabric of the community, serving on the boards of over 30 of the most respected organizations across Boston and Massachusetts, volunteering thousands of hours with nonprofit organizations, and taking advantage of everything that Boston has to offer.

All of us at GE are proud to call Boston home. We know the city welcomes the opportunity to make it Amazon's new home as well. If we can help you in your decision-making process, or share our experience, please let us know.

Sincerely,

Ann R. Klee



www.masschallenge.org
contact@masschallenge.org

October 4, 2017

Mr. Jeff Bezos
Chief Executive Officer
Amazon Corporate Headquarters
1200 12th Avenue South, Suit 1200
Seattle, WA, 98144

Dear Jeff,

You are extremely capable, and I am sure you know the financials, the statistics, the projections, and the major institutions and players in the region. Boston has intangibles that can't be easily quantified, however there are many elements which make this city the best location for Amazon's HQ2.

You have an incredible opportunity to tap into one of the most unique and high-potential innovation ecosystems in the world.

The entrepreneurs here are successful and collaborative, technical talent is off the charts, businesses and institutions are engaged, investors are active, and the government makes it extremely easy for all stakeholders to work together. When early-stage entrepreneurs want to get connected to top investors or CEOs, they do. When corporates want to address a big opportunity, they lean on the startup community, and are generous with their time and money.

Boston has also become a proving ground and springboard for the next big ideas that will change the world. At MassChallenge Boston, we accelerate 128 startups from around the world annually. These entrepreneurs are affecting huge opportunities and addressing the most important problems of our time. They are developing treatments for blindness and HIV. They are pulling energy from high altitudes, and from the ocean's waves. They are farming in freight containers, building off-road wheelchairs, and teaching our kids to 3D print. And these startups are building our modern economy: our 1,000+ alumni have raised \$2B in funding, and have created over 65,000 jobs.

Mayor Walsh and his administration have long championed innovation and entrepreneurship. We are a city that solves problems, supports one another, and works tirelessly to create significant impact in the world. You will love Boston.

Join us here - where innovation happens!

Regards,



John Harthorne
MassChallenge, CEO
John@MassChallenge.org

info@massrobotics.org
www.massrobotics.org



October 3, 2017

Mr. Jeff Bezos
 Chief Executive Officer
 Amazon Corporate Office Headquarters
 1200 12th Avenue South, Suite 1200
 Seattle, WA 98144

Dear Mr. Bezos,

We at MassRobotics enthusiastically support the City of Boston in their efforts to encourage Amazon to open your second headquarters here. MassRobotics is a non-profit organization whose mission is to help create and scale the next generation of successful robotics companies by providing entrepreneurs and innovative robotics/automation startups with the space and resources they need to develop, prototype, test, and commercialize their products and solutions. We were founded by leaders from the robotics community, including Tye Brady, the Chief Technologist at Amazon Robotics. Tye was a catalyst in early discussions with the city which helped our organization settle in Boston.

We chose Boston as our home due to many factors. First was Boston leadership's drive to embrace innovation and be early adopters of new technology. The mayor's support for initiatives, such as on street automated vehicle testing, highlights his commitment to this. Second was that the city has the highest concentration of academic institutions in North America, attracting the brightest students from around the world. The third factor was the entrepreneurial spirit of the city. We host international delegations weekly, all wanting to learn and understand about our "culture" which we feel cannot be replicated elsewhere. The fourth factor was the diverse cross section of exceptional talent, from brainpower to a hardworking blue-collar workforce, that can be found here.

MassRobotics fosters a collaborative ecosystem for academic, private, and public stakeholders that allows the kind of thought-sharing and creative exchange needed to find creative technical solutions that will address some of world's challenges using robotics. The wide variety of cutting edge startups in our shared workspace provide solutions from consumer to industrial, automation from manufacturing to automated vehicles and more. This collaborative and supportive environment is true throughout the city.

As you look at your company's roadmap I can imagine robotics will play an increasingly important role. Should you select our city, we will do all that we can to help ensure a smooth transition by extending our network to you and outreach to our ecosystem to welcome you to the community.

Sincerely,

A handwritten signature in black ink that appears to read "Thomas Ryden".

Thomas Ryden,
 Executive Director
 tomr@massrobotic.org / 617-543-4778



Mr. Jeff Bezos
Chief Executive Officer
Amazon Corporate Headquarters
1200 12th Avenue South, Suite 1200
Seattle, WA 98144

Mr. Bezos,

I'm delighted to hear that you are considering the wonderful city of Boston as you search for a second home base for Amazon.

While Reebok has always been a Boston company, we made the decision last year to move our headquarters from the suburbs, where we had been for nearly 40 years, to the city's Seaport district. And while the reasons are many, one factor really stands out. Moving to Boston means moving to a city with unique neighborhoods and a passionate, innovative, and active community. Boston is a city that moves, and that movement brings the city to life.

Imagine your employees taking a lunch break to run amongst marathon runners, or taking in a fitness class at a city park. One of the fittest cities in America, Boston emits a tremendous energy unlike any other city. As you build this new home, I'm sure you'll be searching for a wealth of talent who bring this energy to work every day.

And when you combine this energy with the diversity of experience from a variety of industries (innovation and technology being at the top of that list) and the fresh-minded talent that enters the work force every year after graduating from the 75 colleges and universities across the region, it's easy to see why Boston is a perfect home for any company who hopes to drive innovation in the future.

We know that a transition like this can be stressful (we've lived it). However, the City of Boston made our transition to our new headquarters incredibly easy and stress-free; they've made us feel truly at home in a very short period of time.

The City and its leaders have proven valuable partners in ensuring a smooth transition. They have helped us to quickly gain all necessary permits to open on time, always keeping the best interests of the greater community in mind. In fact, we are utilizing the City's relationship with the Boston Public Schools to do our part to give back to the local residents via BOKS, our innovative before school exercise program.

Boston is a city of movement and we're excited to be part of it. We hope you are as well and hope to welcome you to the neighborhood soon!

A handwritten signature in black ink, appearing to read "Matt O'Toole".

Matt O'Toole
Brand President, Reebok



Joseph L. Hooley
Chairman and
Chief Executive Officer

State Street Financial Center
One Lincoln Street, 11th Floor
Boston, MA 02111

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statestreet.com

October 16, 2017

Amazon.com
Office of Economic Development
C/O Holly Sullivan
2121 7th Ave
Seattle, WA 98121

Dear Ms. Sullivan,

State Street Corporation (NYSE: STT) – one of the world's leading providers of financial services to institutional investors including investment servicing, investment management and investment research and trading – has been proud to call Boston, Massachusetts our home since 1792. As we celebrate our 225th anniversary this year, our Boston headquarters has been the constant heart and soul of our organization even as we've expanded to more than 100 geographic markets worldwide. During this period, we have continued to expand our footprint in Downtown Boston, the Seaport District, Quincy, Cambridge, and Hadley taking advantage of Massachusetts' exceptional innovation ecosystem to drive our business.

The diversity of the Massachusetts economy, driven by the higher education, healthcare, life sciences, information technology and financial services sectors, has created a balanced climate for growth and has attracted some of the nation's most innovative companies to the Commonwealth. The state's entrepreneurial spirit, combined with access to capital from neighboring private equity and venture capital firms, research and development conducted at world-class universities and institutions, and talent allows companies, both multi-nationals and start-ups, to foster and commercialize ground-breaking ideas.

Generally, our public officials and industry leadership are able to work together to address pressing economic and social issues impacting our businesses and our employees. State wide and regional business organizations, such as the Massachusetts Competitive Partnerships, Associated Industries of Massachusetts, Boston Municipal Research Bureau, Massachusetts Taxpayers Foundation, New England Council, Massachusetts Business Roundtable, South Shore Chamber of Commerce and the Greater Boston Chamber of Commerce, have helped engage the business community to have a stronger voice before our government leaders to create a stable business environment for sustained growth and success.

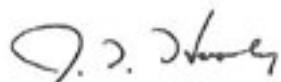
Furthermore, it is important to note the exceptional civic leadership role that both employers and employees play throughout Massachusetts. Like Amazon.com, our company is comprised of passionate individuals who volunteer to make an impact in our local community.

STATE STREET.

One example of this is Boston WINs (Workforce Investment Network), which State Street launched in 2015. A multi-year philanthropic initiative, Boston WINs is focused on bringing systematic change and innovation to how Boston fuels its talent pipeline. By bringing together five non-profit partners to coordinate the delivery of their services, more Boston Public School youth graduate high school, college or are career ready.

State Street welcomes Amazon.com as neighbor, partner and fellow corporate citizen to Massachusetts. Please do not hesitate to contact me if I can provide further information or insight to your decision.

Respectfully,



Joseph L. Hooley
Chairman and CEO
State Street Corporation



Mr. Jeff Bezos
 Chief Executive Officer
 Amazon Corporate Office Headquarters
 1200 12th Avenue South, Suite 1200
 Seattle, WA 98144

Dear Jeff,

We hope to welcome you to Boston.

Nowhere in the country do business, government and philanthropy come together like they do in Boston to make progress on issues we care about: workforce development, economic empowerment, education and the environment.

Boston is home to the greatest hospitals and universities in the world, as well as highly regarded cultural institutions and parklands, thanks to local philanthropy, which has also had a powerful impact on our toughest social challenges. Boston's remarkable tradition of philanthropy has backed bold ideas and pioneering approaches to problems affecting Boston—and cities across our entire nation. We live in what you've described as "the intersection of urgent need and lasting impact."

For example, the Community Health Center movement began in Boston with foundation support; the city now boasts the country's largest integrated primary-care network. Philanthropy helped launch Massachusetts Advocates for Children, leading to our nation's first bilingual education law in 1971 and first special-education law in 1972.

Many nonprofit organizations now becoming household names around the country were founded here with grants from foundations and contributions from generous individuals, including:

- *City Year*, which inspired *AmeriCorps*, sending thousands of altruistic young volunteers to 250 cities every year
- *Citizen Schools*, providing mentoring and after-school programming to thousands of low-income students of color in seven states
- *Health Leads*, placing volunteers in hospitals in seven U.S. cities to help families find non-traditional medical solutions
- *Local Initiatives Support Corporation (LISC)*, now operating in 30 other cities and rural areas in 33 states; LISC has built or rehabbed 320,000 units of housing, 40 health clinics, 35 supermarkets and 200 charter schools in low-income neighborhoods.
- *Reach Out and Read*, helping four million children in all 50 states acquire reading skills
- *Year Up*, bringing hands-on skills training and corporate internships to thousands of low-income young adults in 13 cities

Boston loves its history but is not hidebound. Today the city is doing more than any other to reach out to idealistic, young entrepreneurs and mold the next generation of philanthropists. Pledge 1% Boston is the first local chapter of a global movement of 3,500 startups committed to pledging 1% equity and other resources to support their communities.



The vibrancy of Greater Boston's philanthropic community and the scale of our civic engagement provide fertile ground for fresh, imaginative corporate leadership. Amazon will have a unique opportunity to model its dynamic problem-solving capacities by supporting innovative ideas that can be piloted, perfected and brought to scale in Boston—which has been called America's “laboratory of democracy”—then extended to urban centers across our country and the around the world.

What better place to work hard, have fun and make history?

Sincerely,

A handwritten signature in black ink that reads "Paul S. Grogan".

Paul S. Grogan
President and CEO
The Boston Foundation



Jeff Bezos, Chief Executive Officer
 Amazon Corporate Office Headquarters
 1200 12th Avenue South, Suite 1200
 Seattle, WA 98144

October 2, 2017

Dear Mr. Bezos,

My husband JC and I own Trillium Brewing Company, an award-winning craft brewery that established roots in the Fort Point neighborhood of Boston in 2013. In just four years Trillium has become a global destination, made possible with the support of Boston's current progressive, forward-thinking administration. Boston has always been an innovative city; now it's a city at the forefront of fostering the culture of Live. Work. Play. We believe Amazon could build an incredible epicenter that fits seamlessly into our evolving dynamic landscape.

JC and I started the process of opening our brewery in 2011. At that time, Boston only had two licensed breweries, both large internationally distributed brands that have been operating for decades, and the process took us almost two years. We were adamant in pursuing our dream in the city we lived in and loved so we invested all our savings and navigated a complex licensing and permitting process of building a business not many understood. We finally opened to enthusiastic community support, and our success immediately created the need to expand outside the city limits.

Fast forward a few years and we're working in a completely different environment. The craft beer industry has exploded and we have a new administration in Boston that is proactive in its support of businesses that enrich the community and the lives of people who visit and live here. This summer we opened an outdoor beer garden in downtown Boston overlooking the harbor. In less than 3 months, we permitted and built this unique landmark location giving thousands of people in the city a place to sit outside with friends and enjoy a beer or two. Trillium Garden on the Greenway is the first project of its kind in Boston's modern history. We're also in the process of building a new flagship location in our Fort Point neighborhood. Our 16,000-square foot, 500 seat restaurant and brewery, with a patio and roof terrace, will be a vibrant and fun place to bring people together, a place JC and I want to hang out with friends or with our family, just steps from where we all live and work.

Boston already had it all: outstanding education, cutting edge science and technology, competitive sports, and easy access to the world. But we want more. Our new administration is open, nimble, and ready to support change to attract and retain the best and the brightest. Boston's Office of Economic Development has a sharp vision to make our close-knit urban community one of the most viable and thriving places to live in the country. I hope we'll be welcoming you and your team with beers!

Sincerely,

A handwritten signature in black ink, appearing to read "Esther Tetreault".

Esther Tetreault, Co-Founder
 @mrstrillium
 Trillium Brewing Company



Mr. Jeff Bezos
Chief Executive Officer
Amazon Corporate Office Headquarters
1200 12th Avenue South, Suite 1200
Seattle, WA 98144

Dear Mr. Bezos:

The Venture Café Foundation is writing this letter to show its support of the City of Boston's proposal for the 2nd Amazon Headquarters opportunity.

The Venture Café Foundation has been connecting innovators to make great things for over seven years in Greater Boston. We broaden, connect and support an inclusive innovation community through a public network of spaces and programs to help anyone with an idea have the opportunity to succeed. We operate Venture Café Kendall, District Hall, Roxbury Innovation Center and StartHub programs. We partner with the City of Boston on three of these programs (the last three listed).

The Boston area has a long history of innovation building off the strong education and university systems that generate research projects in a variety of industries. The ecosystem has many options for commercializing products and have them funded (as this is the 2nd highest concentration of venture funding). Boston has several strong industry sectors with anchor companies that inspire others to create new companies. The sector variety provides opportunities for fusion of ideas across sectors.

The City of Boston and Commonwealth of Massachusetts are awesome partners for the innovation and startup community. They actively partner with the full ecosystem to understand the needs of the community and see how they can help using a variety of approaches, including some strategic public private partnerships. The City of Boston has a strong commitment continuing to strengthen the education system and fostering innovation in all of their neighborhoods. They City of Boston also partners very well with companies and groups that are catalyzing startup activity.

Previous to my role as Executive Director of the Venture Café Foundation, I was on the management teams of five startup companies in the Boston area. I found the Boston support system to be incredibly helpful while building those companies.

We believe that Amazon would benefit significantly from expanding its operations in the Boston area with this second headquarters opportunity. An expanded Amazon presence would also enhance the Boston innovation community.

Regards,

A handwritten signature in black ink, appearing to read "K. Wiant".

Kevin Wiant
Executive Director
Venture Café Foundation



Jeff Leiden, M.D., Ph. D.
President, CEO, and Chairman

October 5, 2017

Mr. Jeff Bezos
Chief Executive Officer
Amazon Corporate Office Headquarters
1200 12th Avenue South, Suite 1200
Seattle, WA 98144

Dear Mr. Bezos,

Vertex is proud to offer its strong support for the City of Boston's effort to become home to Amazon's "HQ2". Vertex chose to locate its world headquarters in Boston and to become one of the Innovation District's anchor companies for the same reasons that make Boston a perfect fit for Amazon.

First and foremost, Boston has developed a unique innovation ecosystem in which large and small companies are fueled by the region's tremendous scientific, academic, entrepreneurial, and venture capital strengths. This ecosystem has created thousands of jobs and dozens of new medicines and technologies that have changed peoples' lives; and has contributed greatly to Vertex's success as a leading global biotech company.

We also have public sector leaders in Mayor Walsh and Governor Baker who work collaboratively to foster and grow the economy through smart public policies and active engagement. The recent explosion of growth in the Innovation District is a case study in how to create a thriving hub that can spark growth and excitement in the business community and across the city. As one of the first major employers in this neighborhood, we saw first-hand how Boston's leadership partnered with the private sector to create a vibrant community of innovation-based businesses surrounded by new hotels, housing, restaurants, and arts and entertainment facilities.

In addition to our engaged government leaders, Boston's private sector senior leadership has come together time and again to promote job growth, competitiveness and corporate civic engagement in Boston and throughout the region. Massachusetts Competitive Partnership members – CEOs of the largest companies in the state – are continually working in unison to ensure that this culture of innovation is supported and nurtured when public policies are being debated and enacted. The private sector is also highly engaged in giving back to our communities through education initiatives, internship opportunities, public transportation solutions or job training programs, among a number of other investments. We would welcome Amazon as another major contributor to these efforts to further strengthen the communities in and around Boston.

Finally, while Boston has a highly educated and innovative workforce, we continue to have our eye on developing smart, skilled talent for the future. We are investing public and private time and resources to ensure the next generation of scientists, entrepreneurs, and technology leaders are prepared for success – from the City of Boston's focus on STEM education and job programs, to programs like Vertex's Learning Lab that give local students the opportunity for hands-on experiences in the lab.

Amazon became a world-changing company because it created a community of smart, innovative, and risk-taking employees. A similar community already exists here in Boston and is ready to be tapped to write the next chapter in Amazon's amazing success story.

Best regards,



Jeff Leiden, M.D., Ph.D.
Chairman, CEO and President



**THE ALLIANCE
FOR BUSINESS LEADERSHIP**
Progressive Vision | Voice | Action

Mr. Jeff Bezos
Chief Executive Officer
Amazon Corporate Office Headquarters
1200 12th Avenue South
Suite 1200
Seattle, WA 98144

October 3, 2017

Dear Mr. Bezos:

Thank you for considering Boston as a site for Amazon's second corporate headquarters. I write to you as the President of the Alliance for Business Leadership, a decade-old coalition of progressive business leaders here in Massachusetts united in the belief that social responsibility and sustainable economic growth go hand-in-hand. While many Boston boosters have no doubt pointed out the countless ways in which our city and the surrounding region can benefit Amazon, allow me to take a different approach: there are many ways in which Amazon and Boston can be mutually beneficial to each other. Boston is a place where Amazon can do well by doing good.

1. Diverse talent. One of Amazon's leadership principles is "Hire and Develop the Best." Good news: we have a wealth of talent here in Boston, and it's diverse. Boston is a majority minority city, with a highly educated workforce. Nearly 48% of Boston's African American residents have pursued an education beyond high school, with the same holding true for 36% of Hispanics and 57% of Asians. Access to a skilled and varied talent pool presents a company looking to hire and develop the best the opportunity to do so while diversifying its ranks - not just the right thing to do, but a move that's good for the bottom line. Both [McKinsey](#) and [Bersin by Deloitte](#) have made the case that inclusive workplaces lead to positive financial outcomes for companies, and Boston has the multi-cultural talent on hand to fuel growth.

2. Transportation community engagement. Amazon has experience with civic dialogue on issues of transportation. Boston has the most [light rail](#) ridership of any transit system in the country, and continues to examine how to support its existing transportation infrastructure while investing in growth. Coming off of the Sound Transit 3 debate, Amazon is primed to offer a great deal to the region's conversation about what's next for transportation in and around Boston - offering a valuable outside perspective and weighing in on a conversation that would clearly be important to any organization located in Greater Boston. Amazon's direct engagement in Seattle's process would be a welcome source of insight here in Boston.

3. Innovative social entrepreneurship. Finally, Amazon knows how to support social entrepreneurs. Amazon's work with ventures like FareStart would be directly applicable to the plethora of innovative nonprofits in and around Boston. From [weight lifting programs](#) for at-risk youth to community-based [incubators](#) for food startups, Boston's forward-thinking non-profit scene would both benefit from Amazon's history of community engagement and would provide a meaningful opportunity for Amazon teams to connect with their neighbors.

The opportunities for Amazon in Boston extend well beyond our world-class universities, thriving innovation sector, and robust direct flight services in and out of Logan. Boston offers opportunities for Amazon to create sustainable growth both for itself and for the Boston community. It's a symbiotic relationship that would be welcome here.

Thank you, again, for your consideration.

Sincerely,
Jesse Mermell
President



October 3, 2017

Mr. Jeff Bezos
Chief Executive Officer
Amazon Corporate Office Headquarters
1200 12th Avenue South
Seattle, Washington 98144

Dear Mr. Bezos:

While you and your team are learning about the myriad benefits and qualities of Boston that make it an ideal location for Amazon's second headquarters, I want to highlight one very important factor that is driving Boston's economic success and increasingly high quality of life: our diverse, collaborative and connected business community.

The strength of Boston's business community lies in the fact that we are diverse in so many ways, and yet we work together as one force driving our economy, creating jobs, and shaping the civic agenda. Every major industry is represented whether in the form of long-established multinational companies or local startups just weeks old. The business leadership is made up of some of the nation's top CEOs, some of whom can trace their lineage to the Mayflower, and others who immigrated to America in their lifetime. Integrated seamlessly in this blend of businesses are our world-renown academic medical centers and research universities that super-charge the economy by facilitating a constant flow of highly skilled people and innovative ideas between industries and institutions that cannot be found in any other city.

Boston's business community has a long history of successfully working closely with the city and state as allies united in creating solutions that drive economic development and generate economic opportunity for people and businesses. This relationship allowed us to make history when we created affordable health care for all and education reforms that became models for the nation. The business community and government continue to work as one to create a highly competitive economy by building the best workforce in the world through stronger early, elementary and higher education, improving economic mobility in every community, and developing and retaining the talent that Massachusetts produces and attracts through its foundations in learning and enterprise.

Today, Boston is a modern global city and yet we retain all the best characteristics of a strong New England town, always working hard together, sharing success, and creating opportunity to benefit all. In a word: community. We hope that in all the factors driving your decision to locate here, you consider the invaluable benefits that Amazon, and Boston, would experience if you and the company became a leader in Boston's business community and a significant force in our work transforming the world's economy and people's lives.

Sincerely,

A handwritten signature in black ink, appearing to read "James E. Rooney".
James E. Rooney
President & CEO



MASS TECHNOLOGY LEADERSHIP COUNCIL

October 6, 2017

Mr. Jeff Bezos
Chief Executive Officer
Amazon Corporate Office Headquarters
1200 12th Avenue South, Suite 1200
Seattle, WA 98144

Dear Mr. Bezos,

On behalf of the Massachusetts Technology Leadership Council (MassTLC), the state's largest non-profit technology industry association, I am writing in support of the City of Boston's proposal for Amazon to locate its second North American headquarters in the City of Boston.

Massachusetts today is ideally situated for your second headquarters and is on a positive trajectory for the future. We have a vibrant and growing innovation ecosystem, employing more than 300,000 people directly in the tech sector plus close to 100,000 in tech occupations across all other industries in state, representing 12% of the Commonwealth's payroll. Add in the support (multiplier) jobs and tech underpins 34% of the jobs, 44% of the payroll, and 34% of the gross state product in Massachusetts. The Commonwealth has the highest concentration of tech sector employment nationwide and tech is driving growth and opportunity across every industry in the state.¹

Massachusetts boasts a 400-year legacy of innovation; the nation's greatest concentration of tech talent and academic institutions; cutting-edge corporate, government and industry research labs; forward-looking state government; public-private partnerships; tech-savvy consumer market; a globally interconnected mindset; available risk capital; and vibrant start-up community. MassTLC surveyed over 150 senior decision makers in the tech sector and two-thirds reported that the next 12 months would be a good time for expansion in Massachusetts (compared with only 7% who did not) and 96% cited our talented workforce as the #1 advantage to doing business in Massachusetts, followed by our higher education system (91%), innovation ecosystem (91%) and quality of life (89%).²

The Commonwealth has a flourishing technology ecosystem that is based on core values – centered around building equity through partnership and collaboration – and built upon a rich legacy of providing the foundational infrastructure on which platform ecosystems thrive. The state has long been a leader in big data, complex analytics, and machine intelligence technologies such as artificial intelligence and machine learning.³ Together, with the region's deep roots in networking and communications technologies, we have the core elements for creating and nurturing 21st-century platform ecosystems and would welcome Amazon's second headquarters here in the Commonwealth of Massachusetts.

Sincerely,

Thomas Hopcroft
 President & CEO

¹ MassTLC's (forthcoming) State of the Technology Economy report (Fall 2017)

² MassTLC's (forthcoming) Tech Pulse Index report (Fall 2017)

³ MassTLC's Internet of Things report (Summer 2017)



October 4, 2017

Mr. Jeff Bezos
 Chief Executive Officer
 Amazon Corporate Office Headquarters
 1200 12th Avenue South, Suite 1200
 Seattle, WA 98144

Dear Mr. Bezos:

As you sift through countless pleas for HQ2, we'll advocate for Boston efficiently. Consider the following:

Network Effects: The lifeblood of innovation is the transfer of ideas through relationships. Boston's startup and innovation economy is tight-knit; with over a hundred early stage VC firms, nearly two thousands startups, and an ever-growing community of enterprise companies, Boston's cocktail is only growing more potent ([and it's already #1](#)).

Talent Pool: Massachusetts' 52 Universities, 250,000+ students are well documented; the world-class engineers, sales teams, and executives driving the startup economy get less play, but are equally core to viability of our ecosystem. The world's best and brightest flock to Boston, from roboticists to data scientists, oncologists to game designers.

Deep Tech: With the wildly successful acquisition of Kiva Systems and the large Alexa group, Amazon has already tacitly acknowledged Boston as the seat of deep tech. The interplay between academia and the startup / innovation ecosystem here is unique, and with constant investments in the space (e.g. MIT's The Engine; Harvard's iLab and LifeLab), that focus is on the rise, and represents an unequaled opportunity for Amazon's future business.

Technology / Life Science Convergence: Nowhere in the world does cutting-edge innovation in Technology and Life Science happen in closer proximity - or with more overlap. Massachusetts is home to the world's leading hospital systems and Life Science innovation cluster, and a state government dedicated to ensuring both collide with technology in industry-defining fashion. As the future of these industries continues to intertwine, Boston is uniquely positioned to accelerate it.

True Cohesion: Boston's density enables (perhaps necessitates) a kind of inter-organizational cooperation not found in other markets. For example, our own organization alone - despite the moniker of "Venture Capital Association" - is currently developing one program in close partnership with public companies like Vertex Pharmaceuticals and Carbonite; another facilitating university student-internships at hundreds of startups; and yet another leveraging Harvard researchers to bring gender equity transparency to the venture capital industry. Such collaboration is far from unique in our community.

Socially forward-thinking: As the workforce of the future comes into clearer focus, one certainty is that it will not be as white or male as it is now. While these issues have recently gained traction in newsrooms and boardrooms, Boston has been actively addressing them for some time. Supported by programs like the [GEIR](#), Boston startups boast a third more immigrant founders than the national average. Initiatives like the NEVCA's [Hack.Diversity](#), with its resounding, cross-industry buy in, highlight Boston's drive to improve, and point to a future where Amazon's Boston HQ2 draws from a talent pool that is more diverse than any metro area in the country.

The business community is aligned: we want you here. Once the decision is made, we will continue to be your allies.

Sincerely,

The Board of Directors of the New England Venture Capital Association