

Release Confirmation

Morgan Stanley

Amazon.com Inc.
Morgan Stanley
Global Stock Plan Services
P.O. Box 182616
Columbus OH 43218-2616
United States

Corporation Tax ID: 94-1646860
Participant Tax ID: xxx-xx-x603

Customer Service Phone: 650-496-4200
Customer Service Phone Outside US: 1-801-617-7414

00 DSPCRC0390098583
Christopher J. Pereira
314 Chelsea Cay
Wappingers Falls NY 12590

You sold 20.0000 shares at \$217.230700 per share on Trade Date 21-Nov-2025

Transaction Detail

Security Name:	AMAZON COM INC	Total Gain (FMV x Quantity Released):	\$10,209.84
Trading Symbol:	AMZN	Aggregate Award Price:	\$0.00
Plan Name:	1997C	Taxable Compensation:	\$10,209.84
Award Date:	01-Apr-2024		
Award Type:	RSU - 1HH		
Award ID:	RS3442456		
Award Price:	\$0.0000		
Release Date:	21-Nov-2025		
Settlement Date:	24-Nov-2025		
**FMV @ Vest:	\$217.2307		
Quantity Released:	47.0000		
Quantity Sold:	(20.0000)		
Net Quantity:	27.0000		
*WA Sale Price for Quantity Sold /Sale Date:	\$217.23/21-Nov-2025		
Sale Price x Quantity Sold:	(\$4,344.61)		
Less Total Release Cost:	(\$4,344.61)		
Net Proceeds:	\$0.00		

Total Release Cost Calculation

Total Aggregate Award Price:	\$0.00
Total Tax Amount Due:	\$4,344.61
Total Release Cost:	(\$4,344.61)
Primary Payment Method: STC	\$4,344.61
Additional Tax Withholding:	\$0.00

*WA (Weighted Average) Sale Price Shown-details on req

**Fair Market Value (FMV) is calculated according to the Company's Plan.

***Taxes due have been marked as paid pursuant to company rule. Please contact your company for details on your payment.

Additional Information — Please retain this confirmation for your tax records

CUSIP: 023135106

Sell Short Exempt

Morgan Stanley Smith Barney acted as agent.

Tax Information

***Total Tax Amount Due: \$4,344.61

For a detailed breakdown of taxes applicable to this transaction, please visit the Activity tab in StockPlan Connect at www.stockplanconnect.com

CONDITIONS AND DISCLOSURES

CODES, ABBREVIATIONS AND EXPLANATIONS		CONDITIONS
EXCHANGE WHERE EXECUTED	EXECUTION CODE	IT IS AGREED THAT
1 New York Stock Exchange 3 NASDAQ OMX PHLX 4 Chicago Stock Exchange 5 NYSE MKT LLC 6 Other Markets 7 Over the Counter 8 Morgan Stanley Smith Barney LLC. as principal which may result in a profit to Unit Morgan Stanley Smith Barney LLC.	1, 2, 3, 4, 5, 9, F, L, P, T, V OR W: As agent we have bought or sold for your account 6: As agent for another we have sold to you or bought from you 7, C, E, G, N, OR S: As principal we sold to you or bought from you for our own account 8 OR U: Prospectus/Official Statement A, B, C, X, Y, OR Z: Primary and Secondary Unit Trust or listed and OTC when issued Securities K: Precious Metals M, R: Mutual Funds	All transactions are subject to the constitution, rules, regulations, by-laws, interpretations, customs and usages of, the Financial Industry Regulatory Authority, the various applicable exchanges, markets or clearing houses and all U.S. and non-U.S. governmental and self-regulatory organizations statutes, rules and regulations as currently in effect or as they may be hereinafter amended, revised or supplemented, including those of the Securities and Exchange Commission and the Federal Reserve Board.
OTHER ABBREVIATIONS		Payment for securities purchased and delivery of securities sold must be received by Morgan Stanley Smith Barney LLC no later than the date of settlement (the "Settlement Date") indicated on the reverse side hereof. Payments and deliveries not received by Settlement Date may be subject to late fees, liquidation or close-out of the transaction and you will be liable for all costs, fees, expenses, liabilities, obligations, losses, claims, and damages, incurred by Morgan Stanley Smith Barney LLC or asserted against Morgan Stanley Smith Barney LLC by any third party, arising directly or indirectly from your failure to make payment or delivery by the Settlement Date.
ELTR Estimated Long Term Return CR Current Return PV Par Value		Securities held in margin accounts or purchased but not yet paid for in cash accounts may be hypothecated by Morgan Stanley Smith Barney LLC under circumstances which will permit the commingling thereof with securities of other clients.
FINAL PROSPECTUS/OFFERING DOCUMENTATION AVAILABLE		You must own all securities sold "long," and such securities must either be (i) on deposit in your account(s) or (ii) delivered to Morgan Stanley Smith Barney LLC by the Settlement Date.
CHARGES AND FEES		Morgan Stanley Smith Barney LLC will furnish, upon your written request, the date and time when the transaction took place, the name of the other party to the transaction and the source and amount of any other remuneration received or to be received by Morgan Stanley Smith Barney LLC in connection with the transaction.
CHARGE	Represents the markup/down from the wholesaler's or dealer's price.	Morgan Stanley Smith Barney LLC and/or its affiliates may accept benefits that constitute payment for order flow. Details regarding these benefits will be furnished upon written request.
FSCF	Represents a pass through of Foreign Securities clearance fees incurred by Morgan Stanley Smith Barney LLC. for this transaction.	Debt securities may be redeemed in whole or in part before maturity, and such a redemption could affect any yield represented in this trade confirmation. Additional information is available upon request.
SUPPLEMENTAL TRANSACTION FEE	Represents fee to offset additional expenses associated with processing certain transactions.	Credit rating(s), if any, contained on this trade confirmation were provided by an unaffiliated third party. In some instances, the credit rating shown is based on the issuer's credit ranking and not the credit rating of the specific security purchased or sold. For an explanation of credit ratings for bonds, please see www.morganstanley.com/creditratings , or request a copy from your Financial Advisor.
PROCESSING FEE	Represents processing charges for certain executed orders.	Insurance trades are subject to carrier underwriting approval.
CDSC	Represents Contingent Deferred Sales Charge.	Any inquiries regarding this transaction should be made by using the telephone number provided on the reverse side.
DSC	Represents Deferred Sales Charge.	This transaction is conclusive and binding if not objected to in writing within three days of receiving this trade confirmation.
BACKUP WITHHOLDING		All Good Till Cancelled (GTC) orders have an expiration date, which is displayed on the front of this notice. Until expiration, all open orders are considered good until cancelled by you or executed by us. When entering a substitute order or changing an existing order, the responsibility for canceling the original order rests upon the customer. Therefore, if a customer fails to cancel an existing order, transactions resulting from the execution of both the original and new order(s) will be entered in the customer's account.
GROSS PROCEEDS		Municipal Advisor Rule; Disclosures for Municipal Entities and Obligated Persons: Morgan Stanley Smith Barney LLC is not acting as a municipal advisor to any municipal entity or obligated person within the meaning of Section 15B of the Securities Exchange Act (Municipal Advisor Rule). If you have a Brokerage Account, please note that: 1) we do not owe you a fiduciary duty pursuant to the Municipal Advisor Rule when we make statements or provide you with information regarding your Brokerage Account; 2) we may be acting for our own interests; and 3) before acting on any statements made or information provided by us, you should consult any and all advisors as you deem appropriate.
If the transaction being confirmed is a sale or a redemption, this information may be furnished to the Internal Revenue Service.		This agreement shall inure to the benefit of any successor or assigns of Morgan Stanley Smith Barney LLC.
SECURITY MEASURES		Morgan Stanley
Your Morgan Stanley Smith Barney LLC. trade confirmation features an embedded security element to demonstrate its authenticity. It is a unique security mark -- a blue rectangle in heat-sensitive blue ink. When exposed to warmth, the blue rectangle will disappear, and then reappear.		