

Dear Customers,

"Wrap rage" describes the frustration we humans feel when trying to free a product from a nearly impenetrable package.

Some products are hermetically sealed inside plastic clamshell cases, while others (especially toys) use plastic-coated steel-wire ties. Without the right tools, wire ties can be painful and time-consuming to untwist.

Today, we're excited to announce the beginning of a multi-year initiative designed to alleviate wrap rage – Amazon "Frustration-Free Packaging."

Amazon is working with leading manufacturers to deliver products inside smaller, easy-to-open, recyclable cardboard boxes with less packaging material (and no frustrating plastic clamshells or wire ties).



Victim of wrap rage



Clamshell case



Steel-wire ties

One of the first products to launch with Frustration-Free Packaging is the <u>Fisher-Price Imaginext Adventures Pirate Ship</u>, which is now delivered in an easy-to-open, recyclable cardboard box.



We've launched Frustration-Free Packaging with 19 best-selling items from Fisher-Price, Mattel, Microsoft, and electronics manufacturer Transcend. It will take many years, but our vision is to offer our entire catalog of products in Frustration-Free Packaging.

We offer our sincere thanks to these companies for working with us in this effort – we truly appreciate it.

In addition to making packages easier to open, a major goal of the Frustration-Free Packaging initiative is to be more environmentally friendly by using less packaging material. We've also launched a number of <u>projects</u> across the company to reduce waste and save energy.

We've pulled together <u>a video and a few pictures</u> that demonstrate how frustrating packaging can be – feel free to send us your pictures and videos by visiting <u>www.amazon.com/upload</u>.

Many thanks for being a customer!

Sincerely,

Jeff Bezos

Founder & CEO