

FORM 4

☐ Check this box if no longer subject to Section 16. Form 4 or Form 5 obligations may continue. See Instruction 1(b).

☒ Check this box to indicate that a transaction was made pursuant to a contract, instruction or written plan that is intended to satisfy the affirmative defense conditions of Rule 10b5-1(c). See Instruction 10.

UNITED STATES SECURITIES AND EXCHANGE COMMISSION Washington, D.C. 20549

STATEMENT OF CHANGES IN BENEFICIAL OWNERSHIP OF SECURITIES

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934 or
Section 30(h) of the Investment Company Act of 1940

OMB APPROVAL
OMB Number: 3235-0287
Estimated average burden
hours per response... 0.5

1. Name and Address of Reporting Person *		2. Issuer Name and Ticker or Trading Symbol		5. Relationship of Reporting Person(s) to Issuer (Check all applicable)	
Jassy Andrew R		AMAZON COM INC [AMZN]		☒ Director ☐ 10% Owner	
(Last) (First) (Middle)		3. Date of Earliest Transaction (MM/DD/YYYY)		☒ Officer (give title below) ☐ Other (specify below)	
P.O. BOX 81226		8/21/2026		President and CEO	
(Street)		4. If Amendment, Date Original Filed (MM/DD/YYYY)		6. Individual or Joint/Group Filing (Check Applicable Line)	
SEATTLE WASHINGTON 98108-1226				☒ Form filed by One Reporting Person	
(City) (State) (Zip/Postal Code)				☐ Form filed by More than One Reporting Person	
UNITED STATES					
(Country)					

Table I - Non-Derivative Securities Acquired, Disposed of, or Beneficially Owned

1. Title of Security (Instr. 3)	2. Trans. Date	2A. Deemed Execution Date, if any	3. Trans. Code (Instr. 8)		4. Securities Acquired (A) or Disposed of (D) (Instr. 3, 4 and 5)			5. Amount of Securities Beneficially Owned Following Reported Transaction(s) (Instr. 3 and 4)	6. Ownership Form: Direct (D) or Indirect (I) (Instr. 4)	7. Nature of Indirect Beneficial Ownership (Instr. 4)
			Code	V	Amount	(A) or (D)	Price			
Common Stock, par value \$.01 per share	8/21/2026		M		50,000	A	\$0	2,255,766	D	
Common Stock, par value \$.01 per share	8/21/2026		S ⁽¹⁾		3,197	D	\$257.6343 ⁽²⁾	2,252,569	D	
Common Stock, par value \$.01 per share	8/21/2026		S ⁽¹⁾		7,478	D	\$258.6654 ⁽³⁾	2,245,091	D	
Common Stock, par value \$.01 per share	8/21/2026		S ⁽¹⁾		7,514	D	\$259.6068 ⁽⁴⁾	2,237,577	D	
Common Stock, par value \$.01 per share	8/21/2026		S ⁽¹⁾		1,811	D	\$260.3925 ⁽⁵⁾	2,235,766	D	
Common Stock, par value \$.01 per share								65,500	I	In trust
Common Stock, par value \$.01 per share								9,927.395	I	Amazon.com 401(k) plan account

Table II - Derivative Securities Beneficially Owned (e.g., puts, calls, warrants, options, convertible securities)

1. Title of Derivate Security (Instr. 3)	2. Conversion or Exercise Price of Derivative Security	3. Trans. Date	3A. Deemed Execution Date, if any	4. Trans. Code (Instr. 8)		5. Number of Derivative Securities Acquired (A) or Disposed of (D) (Instr. 3, 4 and 5)		6. Date Exercisable and Expiration Date		7. Title and Amount of Securities Underlying Derivative Security (Instr. 3 and 4)		8. Price of Derivative Security (Instr. 5)	9. Number of derivative Securities Beneficially Owned Following Reported Transaction(s) (Instr. 4)	10. Ownership Form of Derivative Security: Direct (D) or Indirect (I) (Instr. 4)	11. Nature of Indirect Beneficial Ownership (Instr. 4)
				Code	V	(A)	(D)	Date Exercisable	Expiration Date	Title	Amount or Number of Shares				
Restricted Stock Unit Award	\$0 ⁽⁶⁾	8/21/2026		M			50,000	5/21/2023 ⁽⁷⁾	2/21/2031	Common Stock, par value \$.01 per share	50,000	\$0	900,000	D	

Explanation of Responses:

- (1) This transaction was effected pursuant to a Rule 10b5-1 trading plan adopted by the reporting person on 11/14/2025.
- (2) Represents the weighted average sale price. The highest price at which shares were sold was \$258.08 and the lowest price at which shares were sold was \$257.09.
- (3) Represents the weighted average sale price. The highest price at which shares were sold was \$259.14 and the lowest price at which shares were sold was \$258.15.
- (4) Represents the weighted average sale price. The highest price at which shares were sold was \$260.15 and the lowest price at which shares were sold was

\$259.18.

- (5) Represents the weighted average sale price. The highest price at which shares were sold was \$260.90 and the lowest price at which shares were sold was \$260.20.
- (6) Converts into Common Stock on a one-for-one basis.
- (7) This award vests based upon the following vesting schedule: 10,000 shares on each of May 21, 2023, August 21, 2023, November 21, 2023, and February 21, 2024; 20,000 shares on each of May 21, 2024, August 21, 2024, November 21, 2024, and February 21, 2025; 25,000 shares on each of May 21, 2025, August 21, 2025, November 21, 2025, and February 21, 2026; and 50,000 shares on each of May 21, 2026, August 21, 2026, November 21, 2026, February 21, 2027, May 21, 2027, August 21, 2027, November 21, 2027, February 21, 2028, May 21, 2028, August 21, 2028, November 21, 2028, February 21, 2029, May 21, 2029, August 21, 2029, November 21, 2029, February 21, 2030, May 21, 2030, August 21, 2030, November 21, 2030, and February 21, 2031.

Remarks:

The reporting person undertakes to provide, upon request by the staff of the SEC, the issuer, or a security holder of the issuer, full information regarding the number of shares transacted at each price, with respect to all transactions reported on this Form 4.

Reporting Owners

Reporting Owner Name / Address	Relationships			
	Director	10% Owner	Officer	Other
Jassy Andrew R P.O. BOX 81226 SEATTLE WASHINGTON 98108-1226 UNITED STATES	X		President and CEO	

Signatures

/s/ by Susan K. Jong as attorney-in-fact for Andrew R. Jassy, President and CEO

8/25/2026

 Signature of Reporting Person

Date

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

* If the form is filed by more than one reporting person, *see* Instruction 4(b)(v).

** Intentional misstatements or omissions of facts constitute Federal Criminal Violations. *See* 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).

Note: File three copies of this Form, one of which must be manually signed. If space is insufficient, *see* Instruction 6 for procedure.

Persons who respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB control number.

* Form 4: SEC 1474 (03-26).