

COUPANG, INC.
POLICIES AND PROCEDURES FOR
STOCKHOLDER COMMUNICATIONS TO INDEPENDENT DIRECTORS

(Last Amended on June 30, 2026)

The Board of Directors (the “**Board**”) of Coupang, Inc., a Delaware corporation (the “**Company**”), believes that management speaks for the Company. Individual directors may, from time to time, communicate with various constituencies that are involved with the Company, but it is expected that directors would do this with knowledge of management and, in most instances, only at the request of management.

In cases where stockholders or other interested parties wish to communicate directly with our non-management directors, messages can be sent to our Corporate Secretary at 720 Olive Way, Suite 600, Seattle, Washington 98101 or at corporatesecretary@coupanginc.com.

Each communication should set forth (to the extent possible) (i) the name and address of the stockholder, as it appears on the Company’s books, and, if the Company’s Class A common stock is held by a nominee, the name and address of the beneficial owner of the Company’s Class A common stock, and (ii) the number of shares of the Company’s Class A common stock that are owned of record by the record holder and beneficially by the beneficial owner.

Our Legal Department, in consultation with appropriate directors as necessary, will review all incoming stockholder communications (except for mass mailings, product complaints or inquiries, job inquiries, business solicitations and patently offensive or otherwise inappropriate material). If appropriate, our Legal Department will route such communications to the appropriate director(s) or, if none is specified, to the lead independent director of the Board.

Our Legal Department may decide in the exercise of his, her or its judgment whether a response to any stockholder communication is necessary and will provide a report to the Nominating and Corporate Governance Committee of the Board (the “**Nominating Committee**”) on a quarterly basis regarding any stockholder communications received to which he, she or it has responded.

These policies and procedures for stockholder communications to independent directors are administered by the Nominating Committee. These policies and procedures do not apply to (i) communications to independent directors from officers or directors of the Company who are stockholders or (ii) stockholder proposals submitted pursuant to Rule 14a-8 under the Securities and Exchange Act of 1934, as amended.

Please note: Requests for investor relations materials should be made to our Investor Relations Department at 720 Olive Way, Suite 600, Seattle, Washington 98101 or at IR@coupang.com.