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of The Commercial Club of Chicago

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\*Honorary Members

March 28, 2001

Mr. Philip M. Condit  
Chairman and Chief Executive Officer  
The Boeing Company  
7755 East Marginal Way South  
Seattle, Washington 98108

Dear Phil:

I am writing as Chairman of the Civic Committee of The Commercial Club of Chicago to reinforce what I'm sure you have heard from many others -- that Chicago would be a great location for Boeing's new world headquarters.

As home to 36 Fortune 500 companies, the Chicago region is one of the most livable metropolitan areas in the world and a great place to do business. Chicago's diverse and robust economy, world class international hub airport, and rich cultural heritage are among the main reasons so many companies have chosen to base their headquarters in our region. Our leading research universities -- Northwestern University, the University of Chicago, the University of Illinois, and the Illinois Institute of Technology -- provide a large, highly educated workforce. Chicago's leading position in global financial markets provides multinational corporations with the necessary resources to be successful in many business sectors.

The Civic Committee -- a group of approximately 70 senior executives from Chicago's leading business firms -- is dedicated to improving Chicago's attractiveness as a place to live and work. For over 15 years, we have been actively involved in many civic projects in Chicago, such as improving public schools and transportation facilities.

Chicago developed as a major industrial, commercial and financial center in large part because of its position as the country's key transportation hub. As you know, O'Hare airport -- served by both United and American, as well as dozens of other smaller airlines -- provides convenient travel through its extensive connections and expanding international flight operations. In an interview quoted in our newspapers, though, you were reported to have expressed concern about airport delays. We assure you that city and state officials are working to address this issue. Governor Ryan and Mayor Daley have recently pledged to meet and work to improve the region's aviation capacity. Already, the City has initiated a \$3.18 billion project to build two new terminals and make other improvements at O'Hare.



Aside from its position as a key economic and transportation hub, Chicago also boasts a rich cultural heritage and quality of life. Chicago is home to some of the finest sports teams, museums, music organizations, and theater and dance companies in the world. Our citizens benefit from thousands of acres of protected forest preserves, parkland and lakefront.

During the next few weeks, as you are deciding where to locate your new headquarters, my colleagues and I would be delighted to welcome you and your senior executives to Chicago and to host one or more social events in your honor, at which we would introduce you to other senior members of the business community. Also if you would like, we would be happy to arrange a tour of several of the more attractive city and suburban residential areas, as well as several of our museums and cultural institutions, for your executives and/or their spouses.

I will follow up on this invitation with a call to your office in the next few days. In the meantime, if there is any other way in which we could be helpful, please do not hesitate to call.

Sincerely yours,

*Arthur* by DM

Arthur C. Martinez  
Retired Chairman and CEO  
Sears, Roebuck and Co.  
Chairman, Civic Committee