







October 16, 2017

Dear Amazon,

We submit this book and the accompanying URL in response to your Request for Proposals. We are confident the Chicago region is the optimal location for Amazon's HQ2. The City and State answer your business needs, providing a robust, globally connected and forward-thinking platform for growth. We offer a home for your workforce that is without compare in education, culture, arts, sports and lifestyle resources.

The Second City is a capital of commerce and an economic powerhouse whose \$609 billion gross regional product rivals that of nations—and our neighborhoods offer a rich yet affordable quality of life that led TimeOut Magazine to call Chicago "the world's best city for having it all." That combination has made Chicago a magnet for talented workers from across the country and the world.

Chicago has a wide range of recognized strengths. It is Modis' #1 top tech city of the future, #7 on A.T. Kearney's Global Cities list, one of the Economist's Top 10 Hot Spots of 2025, KPMG's #6 top global tech innovation hub, Deloitte's #5 global fintech hub, and more. IBM ranked Chicago as one of the world's ten most competitive cities for business, and businesses agree: the city has been #1 in the U.S. for corporate investment and relocation for the last four years, and #1 for foreign direct investment projects for the last five.

While many companies recognize Chicago's assets, Amazon's pattern of growth makes it uniquely positioned to benefit from them. Chicago has the most diversified economy in the country, offering opportunity for Amazon to continue expanding and innovating across new markets. OAG calls O'Hare the "best connected airport in the nation," with domestic and international access to help Amazon extend its reach.

And a business focused on long-term growth rather than short-term profits will find unique value in our labor pool, which is not only among the most talented but also among the most cost competitive of other major U.S. cities.

Chicagoland has a history of relentless reinvention, from remote marshland to cultural capital and global technology hub. We believe Amazon will feel at home here: a thriving ecosystem of transit and tech, icon of culture and community, and destination for doers and dreamers alike. Our region's civic, business, political and cultural communities are excited to welcome HQ2 to our city, and we look forward to working with you to meet your needs.

Very Respectfully,

Governor Bruce Rauner

Bruce Rame

Mayor Rahm Emanuel

Ralm Emanuel





a garage piled high with books, soon to be a vision beyond Earth's orbit. And with each new chapter, new skeptics.

Because the skeptics never stop.



Before the architects finished the plans we began rebuilding and reinventing ourselves

AS AN ECONOMIC POWERHOUSE, A THRIVING ECOSYSTEM OF TRANSIT AND TECH, AN ICON OF CULTURE AND COMMUNITY, AND A DESTINATION FOR DOERS AND DREAMERS ALIKE.

THE GARAGE

So let's talk reinvention.

Because there's no better place for it than the city built on it.





Chicago Welcomes Amazon





United's own successful track record since locating our headquarters in downtown Chicago in 2007 speaks to the many advantages the city affords us. Our ability to hire the best and the brightest from all over the country and the world has been immensely enhanced by our location in this remarkably attractive city, and our growth strategy might not have been possible without it. In terms of recruiting the top graduates from all over the country and the world, you don't need to give them the hard sell when it comes to living in Chicago. I marvel at the influx of graduates who flock to the city each May and June, bringing with them the energy and vitality that are key to United's success.

When Chicagoans count you as one of their own, they make it their mission to see that you succeed. Ensuring the success of a Chicago-based company becomes a matter of civic obligation and pride. That has certainly been our experience at United. I know that, should Amazon choose to make Chicago its second home, you will find an entire city eager to rally around you and contribute to your success.

Innovation, high standards, and a passion for curiosity and continuous improvement. I know these are just a few of Amazon's leadership principles, but they certainly resonate here at Conagra Brands. And I'm writing today to let you know that Chicago is a community that attracts and fosters individuals who exhibit these qualities.

Conagra Brands has been on a transformational journey over the last two-and-a-half years. There are many facets to our plan, but a key component is overhauling our culture to be nimbler and more entrepreneurial. To jumpstart that cultural overhaul, we relocated our headquarters to Chicago. We knew that for our transformation to succeed, we needed access to some of the best brand-building and innovation talent available. Joining one of the world's business capitals was also key.

It's not just about the talent pool—it's about the city itself. And both the City and State were easy to work with and welcoming as we made the move. I'm confident that the combination of the city's talented and growing professional community, as well as its vibrant cultural scene, make Chicago the ideal place for Amazon. We hope to have you as a new neighbor soon.



Chicago is a special place. I am a serial tech entrepreneur and have successfully built and sold companies (including OkCupid) in a variety of different locations in the U.S. When considering the full package Chicago has to offer, there is no better place to locate a company.

Chicago offers something for everyone in relation to the inexpensive cost of living. In comparison, to raise a family in downtown Manhattan requires an astronomical amount of money. The quality of schools that Chicago can offer is outstanding, as well as a diverse and well-functioning transportation system. Chicago must be the only city where you can grab your bike, jump on a bus, ride the train, or drive your car irrespective of your destination.

Having run companies on both the East and West Coast, the Midwest culture stands out for its two-way loyalty between employees and employer. This creates a healthy environment, where employees are willing to make big sacrifices and investment in your company.

All these factors contribute to a hugely diverse, welcoming and open community. Chicago's combination of quantity and quality of talent in close proximity, an unbeatable centrality in the U.S. market, a well-functioning public transportation system, and a fantastic place to live and raise a family, provides a complete package second to none.

Sean Connolly

PRESIDENT & CEO



We know what it's like to select a location for a new HQ. We went through our own process last year—and just this week, we "topped off" our future office in Chicago, putting the final column in place. Our decision to move to Chicago is about attracting and retaining talent. It is about getting closer to our customers (literally) in one of the country's largest, most dynamic cities. It is about making the most of all the city's new development—from other companies choosing to locate here to the new restaurants, stores and hotels opening seemingly every day.

Since we announced our move to Chicago, we've found it easier to recruit more high-caliber talent at all levels of the business. With our move on the horizon, we've found the city to be an outstanding partner.

Amazon and McDonald's are two of the world's largest democratized brands, committed to providing everyone everywhere with access to high-quality goods. That's what makes the City of Chicago a great home for both of our businesses. Chicago is both welcoming and first-class at the same time. One day, we hope to call you not only our partner, but also our neighbor.



I enthusiastically invite you to locate your second headquarters in Chicago. I invite you as the President of Commonwealth Edison—the city's 120-year-old electric distribution company—and I invite you as a citizen of this incomparable city strategically located in the center of the United States.

From urban blues to improvisational theater to modern architecture to neighborhoods rich with history and diversity, to a business community infused with innovation, Chicago and the hope it inspires has reigned supreme for over a century.

We are excited to assist you in exploring energy options. ComEd is #2 in the country for smart grid technology, and our commercial energy prices are among the lowest nationwide. Illinois is ahead of the pack when it comes to innovative energy policy.

You will hear from others about Illinois' assets such as its world-class educational institutions, highly skilled workers, new technology, advanced research labs, global transit connections and strong communications infrastructure. These community features converge to spark innovation, productivity, and efficiencies.

We encourage you to call the Chicago region home. I, along with my entire team of 6,249 employees, stand ready to assist you. Thank you for considering our great city.



We're thrilled Amazon is considering the City of Chicago for its second corporate headquarters. Amazon would be a significant addition to the strong roster of technology companies that already call Chicago home.

We moved our corporate headquarters from a Chicago suburb to the city's West Loop neighborhood in 2016. There were several reasons for the move, and my one regret is that we didn't do it sooner.

One reason was access to talent. Data scientists, software developers and designers want to work in downtown Chicago. In fact, our New York City-based team all relocated to Chicago, and are pleasantly surprised by Chicago's urban yet approachable feel, diverse real estate market and vibrant food scene.

A second important reason for our move to downtown Chicago was culture change. Chicago has the energy, vibrancy and a diversity of skills that we need. We're more connected to other Fortune 500 companies, start-ups and universities in the city.

Motorola's story began in the city of Chicago 90 years ago. We're proud to call it home again and think it's the right place for Amazon too.

Steve Easterbrook
PRESIDENT & CEO

Anne Pramaggiore

PRESIDENT

Greg Brown
CHAIRMAN & CEO

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Chicago Welcomes Amazon



Chicago has risen in the ranks of leading tech cities in the country. But Chicago is not just about technology. This city is also home to one of the world's largest and most diversified economies. The intersection of tech and business leads to new startups, innovations and an ever-growing pool of talent.

All of our companies have benefited from this great talent, but also from what we'd call Midwestern sensibilities. There are assumptions made about people from the Midwest; they are "nice," which some mistake to mean simple or even soft. The opposite is true—while the Midwest is known for friendly people, our employees are also tough, gritty, hardworking and work together with low ego.

Attracting and retaining talent often comes down to quality of life. The cost of living is relatively inexpensive compared to other major cities; but more importantly, Chicago is just cool. Great musicians come to Pitchfork and Lollapalooza, and world-renowned artists enhance our city with art that lives in the public domain.

People who call Chicago home have a deep loyalty and love for this place. Chicago is a great American city—embodying all of the key elements that lead to great success. At the core of our success—an amazing team. A team that wakes up every morning and calls Chicago "home."



Like Amazon, ADM recently conducted a search for a site for our new global headquarters. We sought a truly global city with a world-class workforce, transportation facilities that would connect us seamlessly to the world, a thriving business community, and vibrant cultural amenities. After a thorough nationwide search in 2013, we chose Chicago, and we are very pleased that we did.

Chicago is truly the crossroads of America, with several major highways, rail lines and two major commercial airports with unparalleled international connections. The city and regional public-transit systems are excellent, and housing is more affordable than it is in virtually any other city of Chicago's size and stature.

Chicago boasts one of the best-educated and most sophisticated workforces anywhere in the U.S. Every year young professionals flock to Chicago from around the world. Our employees love living and working in a dynamic, vibrant and beautiful city like Chicago.

Our experience at ADM suggests that Chicago offers virtually all of the qualities you're seeking in a city for your second headquarters.



Although I was born in India, spent time in Moscow, and moved throughout the United States (Detroit, NYC, Atlanta, Los Angeles), Chicago is the most diverse and welcoming city I have ever lived in. When it came time to growing roots and starting my businesses, there was no more logical place.

We could not have built Fieldglass in any other city in the manner that we did. Our employees were the most loyal and committed we could ask for, almost like a family. The talent pool is exceptional: large, highly educated, and diverse. The availability of talent has been a huge driver of success for my company. This is a result of some of the best universities for technical and business skills, drawing students from around the world. At one point I counted 50+ nationalities in my company—a little United Nations.

Chicago is able to attract this talent because it is simply a great place to live. If Amazon chooses to locate its second headquarters here, you will find a warm welcome, an engaged and loyal community, exceptional talent, and a second home.

Brad Keywell Eric Lefkofsky CO-FOUNDER CO-FOUNDER

CHAIRMAN & CEO

FOUNDER & CEO



As the world's largest aerospace company, Boeing, too, considered which city was best equipped to propel our company into our second century. Like Amazon, we looked for a central location, a favorable business climate, and a richness in diversity and talent when selecting Chicago for our corporate office in 2001.

The physical location of Chicago is ideal, with access to global markets and an international transportation hub. Further, the City has invested substantially in its local infrastructure, which has created opportunities for a wide variety of businesses and industries.

Chicago has a significant breadth and depth of talent. The diversity of business and industry enables the City to attract exceptional talent. A strong talent pipeline that tops the list for schools specializing in business, technology, engineering and design. Beyond Chicago, the region boasts vast cultural and educational resources and a wealth of potential employees from which to recruit. When we moved our corporate offices to Chicago, we hired many exceptional people, retaining them as they advanced into leadership.

At a pivotal moment in our company's history—when we looked to refocus our strategy and build our global brand with an eye towards growth, we chose Chicago. The Chicago area has been a great fit for Boeing, and with a strong and diverse economy, we are confident the City will continue to provide the business community with a favorable and productive environment.

Diana L. Sands
SR. VP, OFFICE OF INTERNAL

GOVERNANCE AND ADMINISTRATION

CITADEL

I'm thrilled you are considering Chicago as a potential home for Amazon's second headquarters. You will, no doubt, receive countless letters detailing the benefits of our city infrastructure and transit system, the conveniences associated with having access to two major airports, the central geographic location, cultural richness and even the beautiful lakefront - all of which makes Chicago a terrific place to live.

But there is one clear reason you should locate HQ2 here: talent. To accelerate your vision to revolutionize retail in America, you need a capable, talented, ambitious and locally-sourced workforce to become Amazon's future leaders. The depth and breadth of talent and skill among the almost 10 million people who call this pro-business city home is vast.

While Chicago is the base of much of our recruiting effort at Citadel, we also source talent from across the country and around the globe. People are happy to come to Chicago; but more importantly, people are happy to stay in Chicago. Chicagoans are passionate and industrious. They are loyal to and proud of the companies for which they work. Here you can build a team committed to driving Amazon's future. Being headquartered in Chicago for over a quarter of a century has been a tremendous competitive advantage for Citadel. I would be delighted to welcome HQ2 as our neighbor.

OCIENT"

The main reason I've located companies in Chicago is the quality and effectiveness of people working here.

The huge labor pool in Chicago—both in experienced people as well as new college graduates—supports hiring demands across all company functions. The longevity of employees is greater, likely due to the Midwestern work culture, and I find the quality of talent is as good as or better than other cities. Employees in Chicago are more cost-efficient compared to other cities, and are able to enjoy a higher standard of living due to the lower cost of living.

The transportation infrastructure in the city enables recruiting across all 10 million people in Chicagoland who can get to work by train, by shared or private car, on foot, by bicycle, or by bus. Another key aspect of working in Chicago is second-to-none air travel capability that reaches around the world.

I've started and built four companies in Chicago and have found the city to be the best location to build organizations, specifically the best in the ways that matter: business efficiency and business effectiveness.

Kep Griffin
FOUNDER & CEO

Chris Gladwin

CHIEF EXECUTIVE OFFICER





01

PLATFORM FOR GROWTH

Labor	20
Innovation	30
Connectivity	40

02

QUALITY OF LIFE

Diverse Neighborhoods	46
Recreational Assets	48
Cultural Assets	56
Transit	58
Housing	60
Schools	62
Healthcare	64
Sustainability	66
Resilience	68

03

SITES & BUILDINGS

CITY CORE

Oak Brook

The Downtown Gateway District	78
City Center Campus	84
INNOVATIVE URBAN DISTRICTS	
Lincoln Yards	92
The River District	98
Fulton Market	104
The Illinois Medical District	110
The 78	116
Burnham Lakefront	122
SUBURBAN CORPORATE CAMPU	SES
Schaumburg	130





01

Amazon Will Thrive Here

We've collected a lot of nicknames over the past 180 years. "City in a Garden," "The Heart of America," "The City That Works," among others. And they're all true. Still.

But none of those names tell the whole story, because we're adding to our definition every day. Maybe the best definition of Chicago is the simplest: We're the Hub. Everything in the world flows through our diverse ecosystem. That's why you'll fit right in. Amazon's mission of delivering value to customers relies on constant growth and expansion. Like you, we've been practicing reinvention from day one.

This ceaseless innovation keeps us growing. Chicago's scale and diversity offer a unique platform from which Amazon can recruit the best talent in any industry, develop innovative products and technologies in a mix of environments, penetrate any corner of the world, and enjoy a global quality of life that offers something for everyone. That's why you'll thrive here.

- Access top talent, across sectors, at competitive cost
- Innovate with diverse research centers and industries
- Penetrate any corner of the world

Talent Within Reach:

Existing Labor Pool

Chicago HQ2 would access the world's best talent, across industries, at competitive cost. Chicago has a large enough talent base to accommodate HQ2 immediately, across Amazon's needs. Compared to other cities, we overindex in quantity of business, engineering, IT, and legal professionals.

- 3+ million working-age adults are within a 50-minute commute of downtown Chicago, and more than 1.2 million are age 18-34
- 1 million college graduates with a bachelor's degree or higher live within one mile of a transit station
- 38.5% of the population over 24 have a bachelor's degree or higher—more than the national average (31.3%) and the highest of the 5 largest U.S. cities

DIVERSIFIED ECONOMY

Chicago also has the most diversified economy in the country. No industry makes up more than 12 percent of our talent pool. A Chicago HQ2 means Amazon can recruit the best talent from any market—whether it's manufacturing, professional services, finance, insurance, wholesale, retail, healthcare, transportation and logistics, hospitality or even moviemaking.

13K CEOs

ENGINEERS

EXECUTIVE MANAGERS

COMPUTER PROGRAMMERS

SOFTWARE DEVELOPERS

LEGAL PROFESSIONALS

ACCOUNTANTS

ADMINISTRATORS

ļ	N	D	U	S	Ţ	R	Y

INDUSTRY	EMI
HEALTH CARE	571,4
GOVERNMENT	549,6
RETAIL	469,7
MANUFACTURING	414,5
ACCOMMODATION & FOOD	392,0
ADMINISTRATIVE	372,8
PROFESSIONAL SERVICES	362,2
WHOLESALE	245,1
FINANCE & INSURANCE	229,9
T&L	212,9
OTHER SERVICES	193,5
CONSTRUCTION	170,5
EDUCATION	142,7
MANAGEMENT	84,60
INFORMATION	80,54
ENTERTAINMENT	74,98
REAL ESTATE	68,38
UTILITIES	15,17

EMPLOYMENT 2016

Source: Moody's Analytics, U.S. Bureau of Economic Analysis (2016)

MANAGEMENT OCCUPATIONS, EMPLOYMENT (2016)



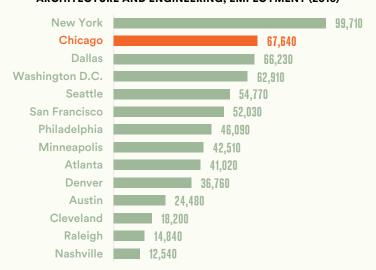
CHIEF EXECUTIVES, EMPLOYMENT (2016)



SOFTWARE DEVELOPERS, EMPLOYMENT (2016)



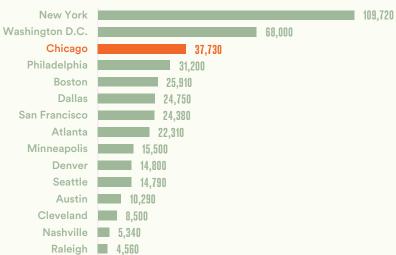
ARCHITECTURE AND ENGINEERING, EMPLOYMENT (2016)



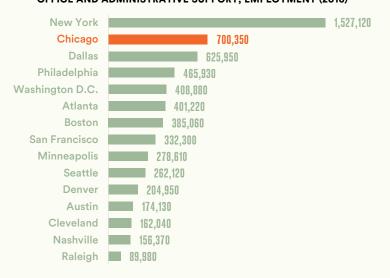
COMPUTER PROGRAMMERS, EMPLOYMENT (2016)



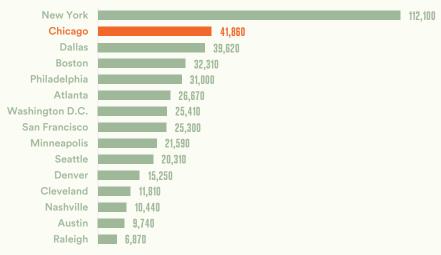
LEGAL OCCUPATIONS, EMPLOYMENT (2016)



OFFICE AND ADMINISTRATIVE SUPPORT, EMPLOYMENT (2016)



BOOKKEEPING, ACCOUNTING AND AUDITING CLERKS, EMPLOYMENT (2016)



Source: BLS, Occupational Employment Statistics (2016)

Talent Within Reach:

Future Labor Pool



Chicago's regular influx of talent ensures that Amazon's growth will be unconstrained.

CHICAGO'S LOCAL SCHOOLS PRODUCE:

2ND

MOST MBAs IN THE COUNTRY

3RD

MOST LEGAL SPECIALISTS IN THE COUNTRY

3RD

MOST COMPUTER SCIENTISTS IN THE COUNTRY

3RD

MOST ENGINEERS IN THE COUNTRY

Illinois graduates 10% of the nation's computer science degrees, growing **19.1%** annually

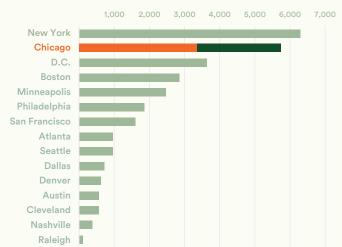
Source: Illinois Science & Technology Coalition, 2017

ANNUAL MBA GRADUATES FROM METRO UNIVERSITIES 2,000 4,000 6,000 8,000 10,000 12,000 14,000 16,000 18,000 New York D.C. Philadelphia Dallas Denver San Francisco Seattle ____ Austin Minneapolis Nashville

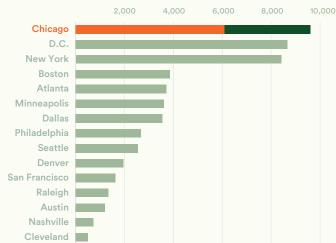
Including graduates of Research 1 feeder universities within 250 miles

ANNUAL LEGAL GRADUATES FROM METRO UNIVERSITIES

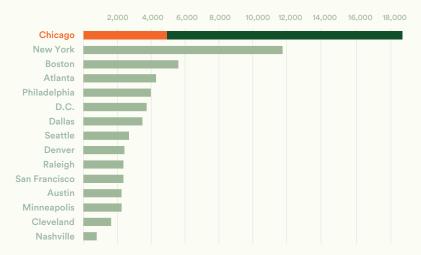
Cleveland Raleigh



ANNUAL IT GRADUATES FROM METRO UNIVERSITIES

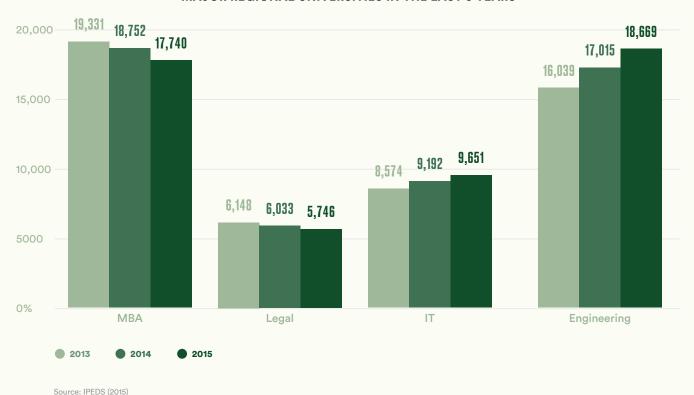


ANNUAL ENGINEERING AND ENGINEERING TECHNOLOGY GRADUATES FROM METRO UNIVERSITIES



Source: IPEDS (2015)

GRADUATES BY RELEVANT DEGREES FROM CHICAGO AND ITS SURROUNDING MAJOR REGIONAL UNIVERSITIES IN THE LAST 3 YEARS



138 higher-education institutions graduate 118,500 students every year

CHICAGO HAS

THE BEST MARKETING PROGRAM IN THE COUNTRY



2 OF THE TOP 10 LAW SCHOOLS





2 OF THE TOP 5 BUSINESS SCHOOLS





WITHIN A 2-4 HOUR DRIVE CHICAGO ALSO HAS

2 OF THE NATION'S TOP 10 UNDERGRADUATE COMPUTER SCIENCE PROGRAMS



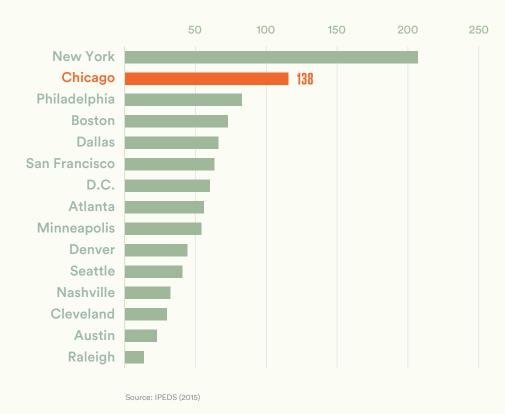


3 OF THE TOP 10 ENGINEERING SCHOOLS





HIGHER ED INSTITUTIONS: METRO COMPARISON



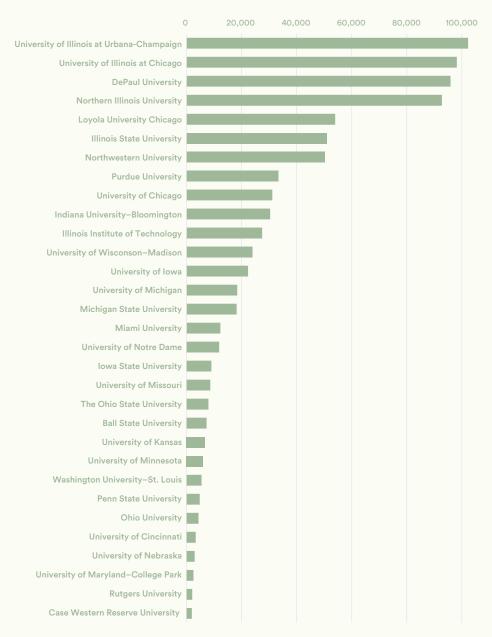
Source: U.S. News and World Report (2017, 2018)

REGIONAL DRAW

We're the #1 destination for Midwest and Big Ten talent, drawing in grads from top-ranked programs in engineering, business and computer science across the Midwest.

#1 destination for Midwest and Big Ten talent; 840,000 Midwest higher-ed grads in metro

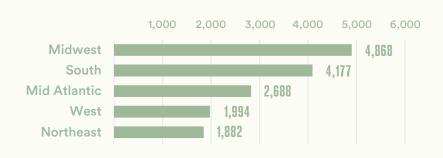
MIDWEST GRADUATES IN GREATER CHICAGO AREA



Source: LinkedIn Sales Navigator

The Midwest also has more universities and graduates more students from the country's top 15 CS and ECE Programs than any other region

NUMBER OF GRADUATES PER YEAR FROM TOP 15 CS, ECE PROGRAMS



Source: U.S. News and World Report (2018); American Society for Engineering Education (2016)

Chicago also draws top talent from across the country.

DESTINATIONS OF GRADUATES OF U.S. TOP 15 PUBLIC UNIVERSITIES



Source: LinkedIn Analysis

Locating HQ2 in Chicago would attract additional talent, particularly software developers

#3
FASTEST
TECH JOB
GROWTH IN
THE U.S.

A Chicago HQ2 would be ideally placed to capture software developer talent away from west coast tech headquarters

Chicago is already the top destination for software development graduates from Midwest universities. Eight percent of Midwest graduates go to San Francisco and five percent go to Seattle, where their top 5 employers are Amazon, Microsoft, Google, Facebook and Apple, indicating that more students would come to Chicago to work for HQ2.

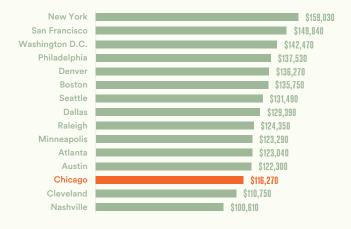
SOFTWARE DEVELOPMENT GRADUATES OF MIDWEST UNIVERSITIES GO TO CHICAGO (2012-2017)



Chicago labor costs are uniquely competitive

A Chicago HQ2 is the most cost-effective way to access talent at this scale. Chicago's average wages are below those of both larger and smaller cities (with less talent) across every Amazon need.

MANAGEMENT OCCUPATIONS, AVERAGE WAGE (2016)



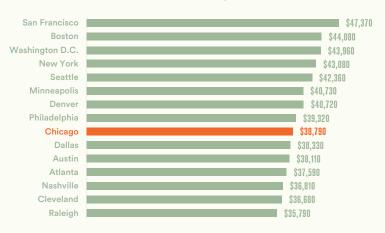
SOFTWARE DEVELOPERS, AVERAGE WAGE (2016)



COMPUTER PROGRAMMERS, AVERAGE WAGE (2016)

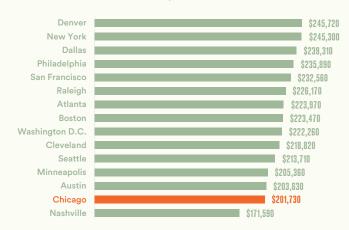


OFFICE AND ADMINISTRATIVE SUPPORT, AVERAGE WAGE (2016)

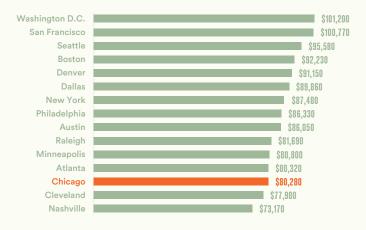


Source: BLS, Occupational Employment Statistics (2016)

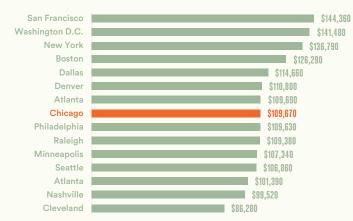
CHIEF EXECUTIVES, AVERAGE WAGE (2016)



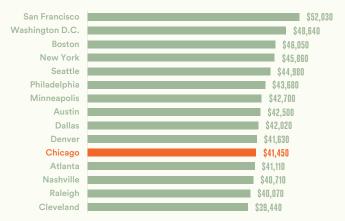
ARCHITECTURE AND ENGINEERING, AVERAGE WAGE (2016)



LEGAL OCCUPATIONS, AVERAGE WAGE (2016)

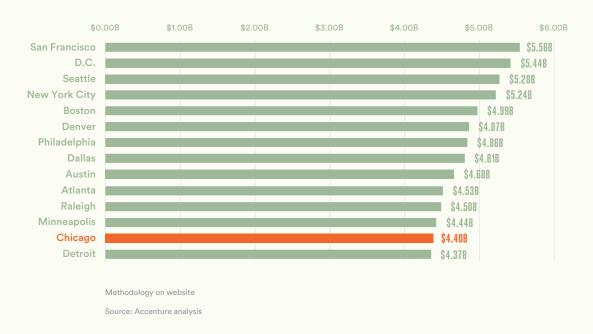


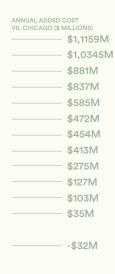
BOOKKEEPING, ACCOUNTING AND AUDITING CLERKS, AVERAGE WAGE (2016)



ESTIMATED ANNUAL LABOR COSTS FOR HQ2

If HQ2's employee base mirrors HQ1, that wage difference could save Amazon up to \$1 billion annually.





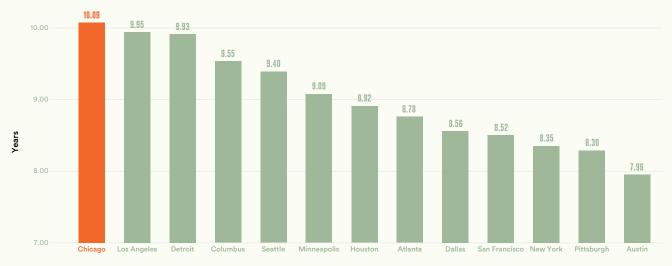
ESTIMATED ANNUAL LABOR COSTS FOR HQ2 WITH WAGE ELASTICITY ADJUSTMENT

Opening HQ2 in a smaller city would increase area wages far more than locating in Chicago



AVERAGE EXECUTIVE TENURE WITH COMPANY

And Chicago companies enjoy longer talent retention.



Statistics represent C-suite executive tenure in public companies with greater than \$100 million in revenue

Source: BoardEx, Spencer Stuart

We are excited to help Amazon source talent



ChicagoNEXT, a public-private partnership to advance Chicago's tech industry, would welcome Amazon's participation in its talent-sourcing initiatives, including:

- Organizing recruiting at local and national universities
- Hosting students who are "studying abroad" in Chicago
- Creating experiential learning opportunities such as organized simulations, hackathons and collaborative workshops
- Hosting a range of events from luncheons to panels on relevant topics
- Participating in ThinkChicago, our national program that attracts young talent to Chicago's tech firms

Additionally, our local universities would welcome a partnership with Amazon on additional initiatives, such as:

- Developing student-oriented webinars describing Amazon's research
- Developing curricula and interdisciplinary projects to involve students in Amazon's work, such as IIT's Interprofessional Projects Program
- Developing innovation spaces tailored to Amazon's needs, such as the University of Illinois' Research Park, a community of 110 companies co-located on campus

TARGETED COLLEGES AND UNIVERSITIES































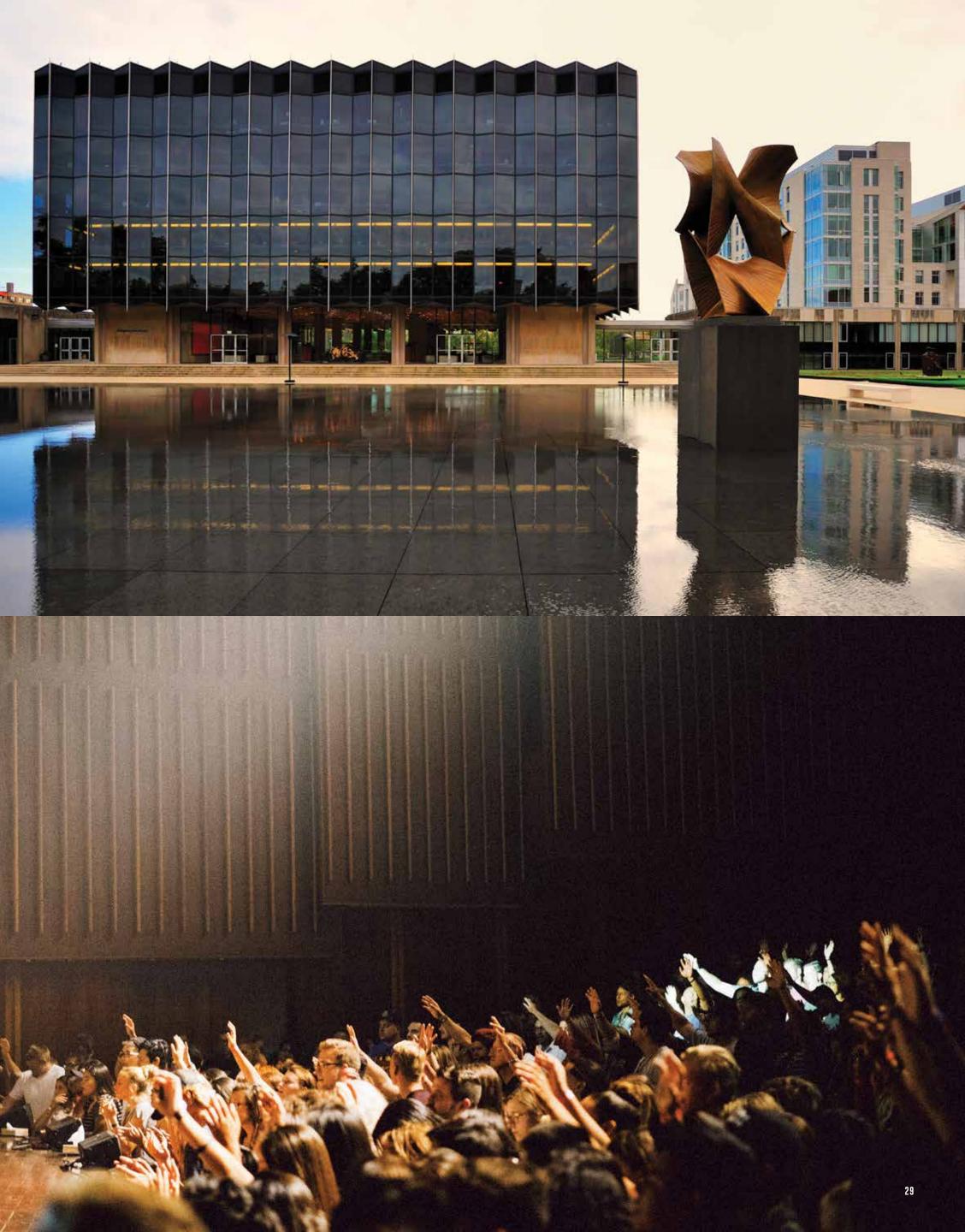












Innovation Lives Here



Chicago has a diverse ecosystem. Here, you'd be closer to research centers, potential customers and Amazon's own operations throughout the country. A Chicago HQ2 would have access to \$16 billion in annual university and corporate research across industries.

Chicago is one of only four cities in the U.S. that has three Research 1 universities. Nine more are within a four-hour drive. We also have two national laboratories. These top-ranked institutions are eager to partner with Amazon on projects of interest.

TRANSPORTATION

- Northwestern University's Transportation Center has expertise in autonomous vehicles, smart-city networks, IoT, drones, last-mile logistics, and leveraging Big Data for logistics and supply chain management
- The City Colleges of Chicago is building a \$45 million new home for its Institute for Transportation, Distribution and Logistics
- UIUC partners with the China Railway Construction Corporation, the Illinois Department of Transportation, KTH Royal Institute of Technology—Sweden, the Federal Aviation Administration, and a variety of organizations around the world on transportation and logistics research and policy

ENERGY AND SUSTAINABILITY

- IIT operates the nation's first functional micro-grid, and Loyola's Institute of Environmental Sustainability is award-winning
- Argonne National Laboratory is the headquarters for the U.S. DOE's battery research center
- UIUC works with the Gates Foundation on RIPE,
 Realizing Increased Photosynthetic Efficiency, to
 sustainably increase crop yields around the world
- The Robert W. Galvin Center for Electricity Innovation, headed by an Illinois Tech faculty member, has more than 20 companies and 10 plug-ins to test new technologies in renewable energy

MEDIA

- DePaul is creating the Center for Film Education and Entrepreneurship, a super-incubator dedicated to fostering growth and development of local film and television content creation
- DePaul's Virtual and Augmented Design (VAD) Lab advances accessibility on emerging platforms through highly adaptive courses and collaborative projects with partners such as Microsoft, Samsung and Oculus

FOOD

- IIT's Institute for Food Safety and Health is co-located with the FDA
- UIUC's College of Agricultural, Consumer and Environmental Sciences is engaged in more than 120 countries around the world, tackling issues in food security, water, human nutrition, agriculture, consumer behavior and sustainability

TECH

MACHINE LEARNING

- UIUC leads the NSF's Midwest Big Data Hub and the National Center for Supercomputing Applications
- UIUC's Center for Cognitive Computing Systems
 Research builds computing systems modeled on IBM's
 Watson technology that can master a subject area by
 learning from existing multimedia content
- DePaul's Web Intelligence Lab is top 3 in personalization research

ROBOTICS

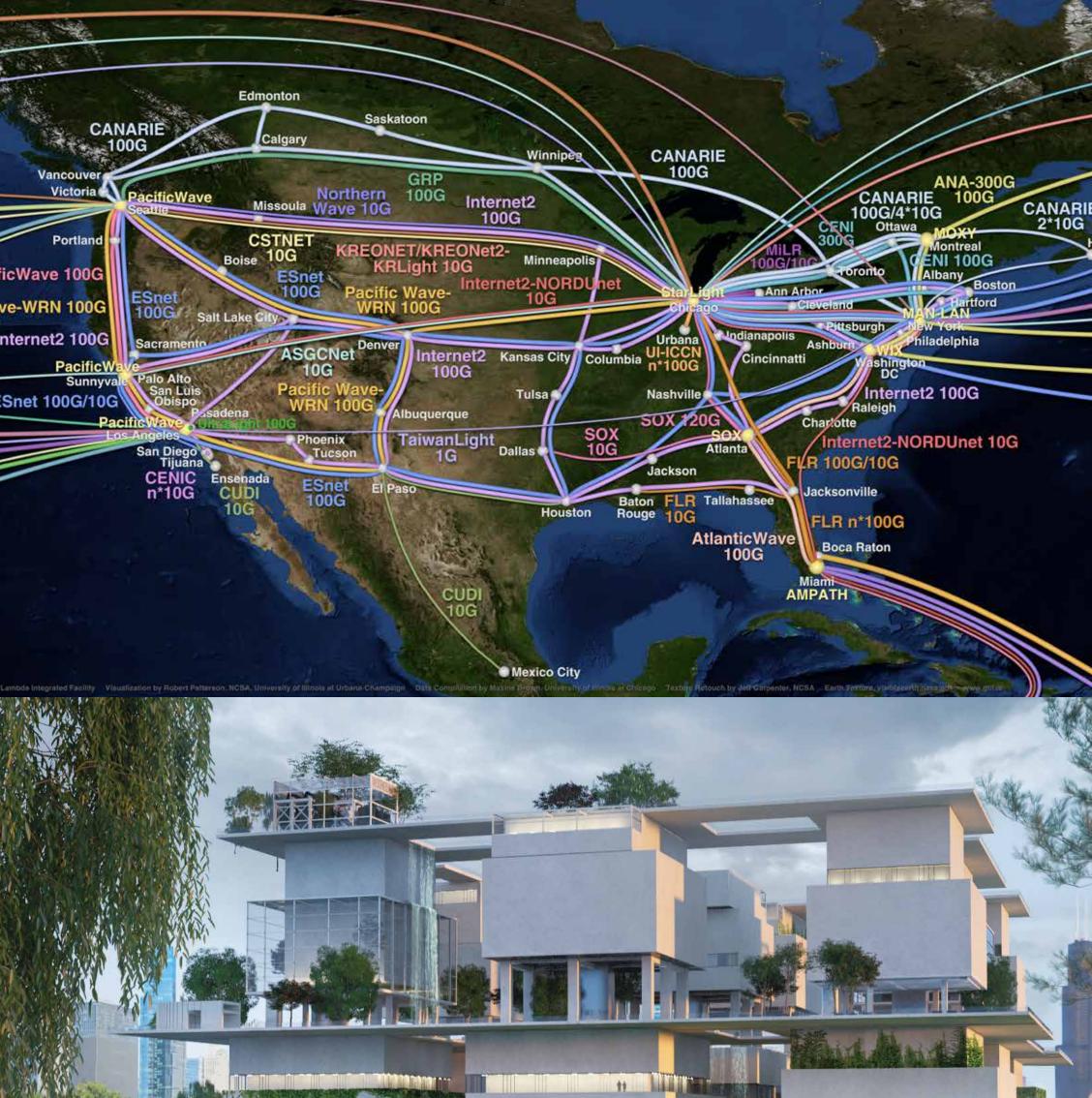
- DePaul's Cyber-Physical Systems Lab builds solutions to societal challenges in healthcare, disaster response, and space exploration through R&D of next generation cyber-physical systems
- IIT's Robert B. Kyts Design Studio and Machine Shop is a nationally known prototyping and machining provider for small-quantity custom projects and one-of-a-kind prototypes

CYBERSECURITY

- UIUC is developing the next generation of the nation's secure cyberinfrastructure with Singapore's research community and collaborating with the DOE and DHS on massive research centers devoted to the cybersecurity of our nation's critical infrastructure and power grid
- UIC is home to the electronic security and privacy IGERT fellowships
- DePaul is an NSA National Center of Academic Excellence in Cybersecurity

NANOTECHNOLOGY

- Northwestern's International Institute for Nanotechnology (IIN) unites more than \$1 billion in nanotechnology research, educational programs, and supporting infrastructure and brings together more than 200 chemists, engineers, biologists, physicians, and business experts from the University and beyond. IIN has developed collaborative partnerships with academic institutions in 18 countries, more than a dozen US federal agencies, and over 100 corporations. Led by renowned nanotechnology scientist Chad Mirkin, IIN most recently garnered \$1.3 million in funding to support its Center of Excellence for Advanced Bioprogrammable Nanomaterials, a collaboration between Northwestern and the US Air Force Research Laboratory
- Scientists at the University of Chicago and Argonne National Laboratory recently discovered DOLFIN, a new way to precisely pattern nanomaterials that could influence the next generation of electronic devices



These research institutions are connected as the hub of the highest-capacity network exchange in the world

In 2000, Chicago's universities collaborated to build I-WIRE, an optical fiber network that ties their assets together to support advanced networking and computing research. Today, the StarLight Project conducts grid-intensive research with international universities and businesses.

And our universities continually invest for the future

Northwestern's Biomedical Research Center and IIT's Institute for Innovation and Tech Entrepreneurship will both open in 2018. Amazon will also benefit from the new Discovery Partners Institute, an interdisciplinary research campus in Chicago that puts world-class faculty, students and companies side-by-side to drive technological advancement. Launched this year by Governor Rauner and the University of Illinois, the campus will be a magnet for innovators and provide a new pipeline of technology talent for companies and institutions throughout Illinois.

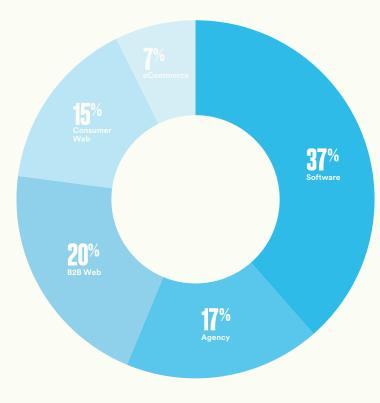
Our start-up community is vibrant

Chicago boasts 804 start-ups over the last five years through university technology licensing, entrepreneurial programs and other university-financed initiatives. We're ranked among the top 10 global innovation hubs. We're also home to the world's most advanced computing and optical networking facilities, which provide an intellectual critical mass and experienced talent base difficult to find anywhere else.

A HISTORY OF GOVERNMENT EMBRACING MUNICIPAL INNOVATION

- Chicago was among the first cities to provide opensource data about city operations, and built the first open-source predictive analytics system designed for municipalities
- Chicago is building a first-of-its-kind "Array of Things" sensor network, on 500 light poles, to gather public data on everything from noise and foot traffic to air quality
- The city also has two public-private partnerships to develop smart city products and test new water technologies using municipal assets

TECH FOOTPRINT BY INDUSTRY SUBSECTOR, 2016



OUR INNOVATION ECOSYSTEM

INCUBATORS, ACCELERATORS AND COWORKING SPACES

CORPORATE R&D CENTERS

DIGITAL START-UPS LAUNCHED EVERY YEAR ON AVERAGE

NOBEL PRIZE WINNERS

IN ANNUAL R&D AT CHICAGO **UNIVERSITIES AND BUSINESSES**

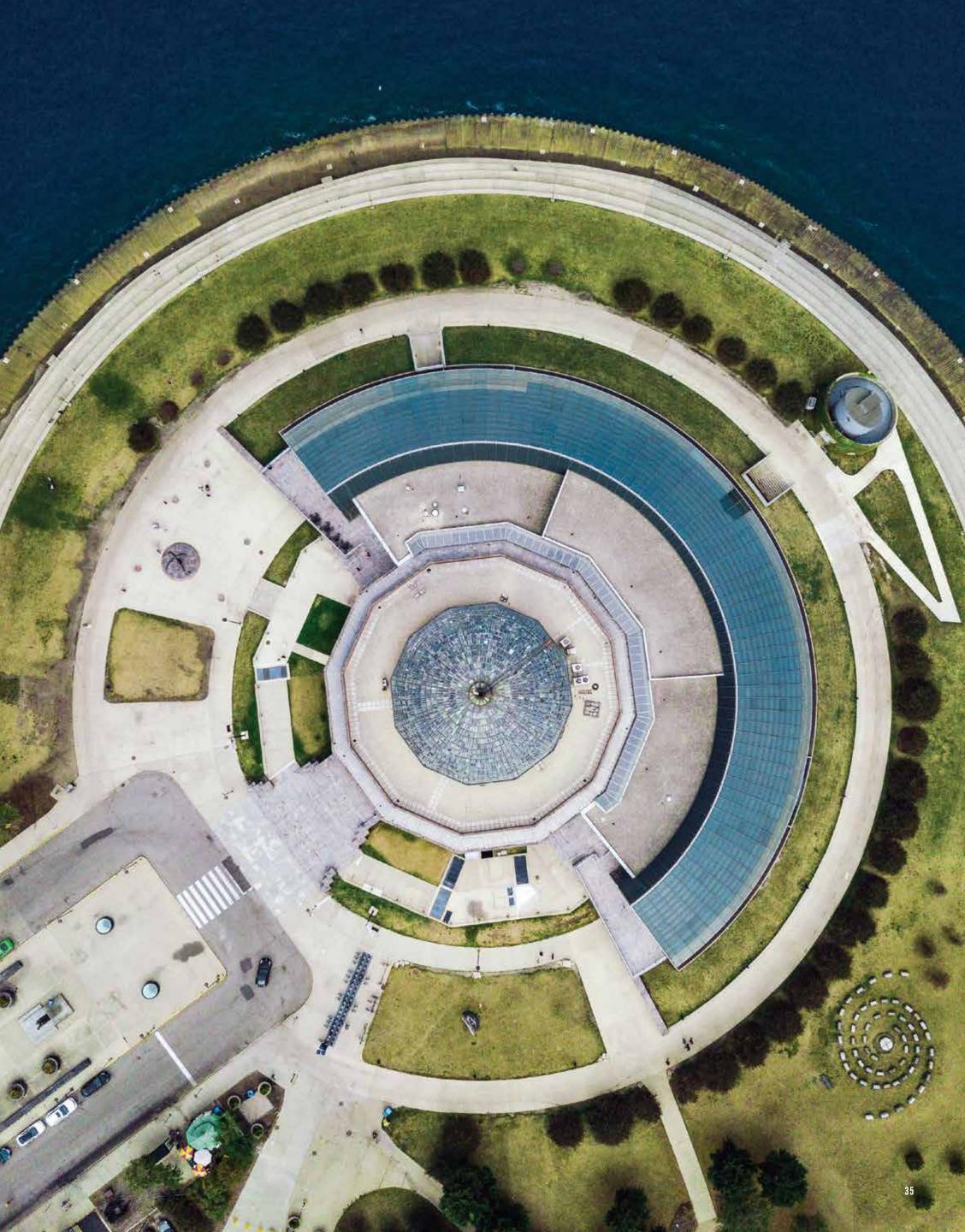
IN START-UP ACQUISITIONS AND

IPOS IN 2016

OF VENTURE CAPITAL INVESTED **IN START-UPS IN 2016**

PATENTS ISSUED BY INVENTORS **IN THE CITY IN 2016**

Source: World Business Chicago analysis, MNI (2016), Built in Chicago, ISTC (2014), US PTO, KPMG



Market Access



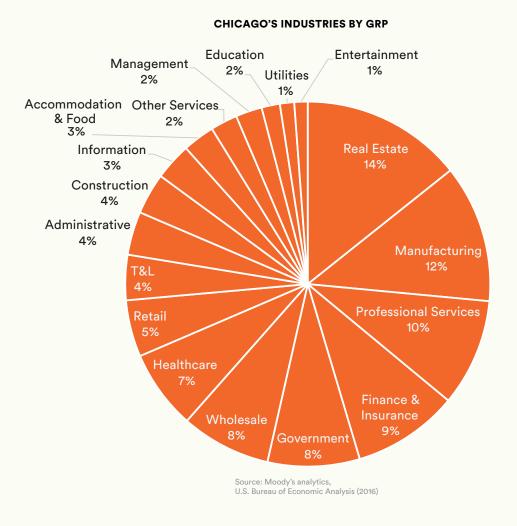
Chicago is more than just a tech hub. As Amazon expands, a Chicago HQ2 would have a range of industries and potential customers in its backyard, promoting innovation and market access. Proximity is a proven driver of innovation and value, and perhaps no company could capitalize on Chicago's diversity of industries like Amazon.

Expansion and reinvention are a core part of Chicago's identity and helped establish the city as a global economic powerhouse. That's why 400 major headquarters, 34 Fortune 500 headquarters, and 32 S&P 500 companies call Chicago home.

- 13,800 information technology companies with a GRP of \$23.8 billion
- One of the largest industrial markets in the nation—with 1.1 billion sq. ft. of industrial development
- 570,000 healthcare employees, 95 hospitals, and a purchasing cooperative of 300 healthcare facilities that guarantees contract spend
- Chicago's food and beverage industry is the second-largest in the nation, with 4,500 firms, 130,000 employees, and \$32 billion in sales
- Our finance and insurance industry has a GRP of \$57 billion
- Our financial technology hub is ranked #5 in the world
- Chicago's entertainment industry saw \$500 million in film and television production spending. More than 400 film and TV productions and nine full season TV shows in 2016 alone. Chicago's Cinespace Studios offers 30 soundstages—second only to Universal Studios' 31 and features on-site cameras, lighting, post-production, animation and casting facilities.
- Chicago is #1 in the U.S. for foreign direct investment projects for the last five years
- Chicago has the second-largest transportation and logistics industry in the country, both in employment and GRP

Source: FDI Magazine (2017), Chicago Metropolitan Agency for Planning, Deloitte, Moody's Analytics, U.S. Bureau of Economic Analysis (2016)

We're the most diversified economy in the U.S.



REAL ESTATE \$86.9 MANUFACTURING \$74.2 PROFESSIONAL SERVICES \$57.9 FINANCE & INSURANCE \$57.1 GOVERNMENT \$49.6 WHOLESALE \$48.5 HEALTHCARE \$42.7 RETAIL \$30.6 T&L \$24.4 ADMINISTRATIVE \$23.4 CONSTRUCTION \$22.2 INFORMATION \$20.0 ACCOMMODATION & FOOD \$17.2 OTHER SERVICES \$14.5 MANAGEMENT \$14.2 EDUCATION \$9.8 UTILITIES \$7.7 ENTERTAINMENT \$7.2	INDUSTRY	GRP 2016 (BILLIONS)
PROFESSIONAL SERVICES \$57.9 FINANCE & INSURANCE \$57.1 GOVERNMENT \$49.6 WHOLESALE \$48.5 HEALTHCARE \$42.7 RETAIL \$30.6 T&L \$24.4 ADMINISTRATIVE \$23.4 CONSTRUCTION \$22.2 INFORMATION \$20.0 ACCOMMODATION & FOOD \$17.2 OTHER SERVICES \$14.5 MANAGEMENT \$14.2 EDUCATION \$9.8 UTILITIES \$77.7	REAL ESTATE	\$86.9
FINANCE & INSURANCE \$57.1 GOVERNMENT \$49.6 WHOLESALE \$48.5 HEALTHCARE \$42.7 RETAIL \$30.6 T&L \$24.4 ADMINISTRATIVE \$23.4 CONSTRUCTION \$22.2 INFORMATION \$20.0 ACCOMMODATION & FOOD \$17.2 OTHER SERVICES \$14.5 MANAGEMENT \$14.2 EDUCATION \$9.8 UTILITIES \$7.7	MANUFACTURING	\$74.2
GOVERNMENT \$49.6 WHOLESALE \$48.5 HEALTHCARE \$42.7 RETAIL \$30.6 T&L \$24.4 ADMINISTRATIVE \$23.4 CONSTRUCTION \$22.2 INFORMATION \$20.0 ACCOMMODATION & FOOD \$17.2 OTHER SERVICES \$14.5 MANAGEMENT \$14.2 EDUCATION \$9.8 UTILITIES \$7.7	PROFESSIONAL SERVICES	\$57.9
WHOLESALE \$48.5 HEALTHCARE \$42.7 RETAIL \$30.6 T&L \$24.4 ADMINISTRATIVE \$23.4 CONSTRUCTION \$22.2 INFORMATION \$20.0 ACCOMMODATION & FOOD \$17.2 OTHER SERVICES \$14.5 MANAGEMENT \$14.2 EDUCATION \$9.8 UTILITIES \$7.7	FINANCE & INSURANCE	\$57.1
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RETAIL \$30.6 T&L \$24.4 ADMINISTRATIVE \$23.4 CONSTRUCTION \$22.2 INFORMATION \$20.0 ACCOMMODATION & FOOD \$17.2 OTHER SERVICES \$14.5 MANAGEMENT \$14.2 EDUCATION \$9.8 UTILITIES \$7.7	WHOLESALE	\$48.5
T&L \$24.4 ADMINISTRATIVE \$23.4 CONSTRUCTION \$22.2 INFORMATION \$20.0 ACCOMMODATION & FOOD \$17.2 OTHER SERVICES \$14.5 MANAGEMENT \$14.2 EDUCATION \$9.8 UTILITIES \$7.7	HEALTHCARE	\$42.7
ADMINISTRATIVE \$23.4 CONSTRUCTION \$22.2 INFORMATION \$20.0 ACCOMMODATION & FOOD \$17.2 OTHER SERVICES \$14.5 MANAGEMENT \$14.2 EDUCATION \$9.8 UTILITIES \$7.7	RETAIL	\$30.6
CONSTRUCTION \$22.2 INFORMATION \$20.0 ACCOMMODATION & FOOD \$17.2 OTHER SERVICES \$14.5 MANAGEMENT \$14.2 EDUCATION \$9.8 UTILITIES \$7.7	T&L	\$24.4
INFORMATION \$20.0 ACCOMMODATION & FOOD \$17.2 OTHER SERVICES \$14.5 MANAGEMENT \$14.2 EDUCATION \$9.8 UTILITIES \$7.7	ADMINISTRATIVE	\$23.4
ACCOMMODATION & FOOD \$17.2 OTHER SERVICES \$14.5 MANAGEMENT \$14.2 EDUCATION \$9.8 UTILITIES \$7.7	CONSTRUCTION	\$22.2
OTHER SERVICES \$14.5 MANAGEMENT \$14.2 EDUCATION \$9.8 UTILITIES \$7.7	INFORMATION	\$20.0
MANAGEMENT \$14.2 EDUCATION \$9.8 UTILITIES \$7.7	ACCOMMODATION & FOOD	\$17.2
EDUCATION \$9.8 UTILITIES \$7.7	OTHER SERVICES	\$14.5
UTILITIES \$7.7	MANAGEMENT	\$14.2
·	EDUCATION	\$9.8
ENTERTAINMENT \$7.2	UTILITIES	\$7.7
	ENTERTAINMENT	\$7.2

SAMPLE AMAZON GROWTH AREAS

Banking/ Retail Connected enablers payments/ Other **AWS** Retail devices/Al (logistics) Healthcare insurance enablers Walgreens ÇDW) abbvie (W) Allstate. UPTAKE NAVISTAR* Hospira **♥CVS**Health ECHO)) HSBC (X) UO ThoughtWorks* GRAINGER Discover **GROUPON** Hub Group Abbott (CIVIS FCB @TransUnion **GRUBHUB** 🚺 lRi UNITED GE Healthcare NarrativeScience 🌽 Braintree () BOEING AVANT AllianceData. Baxter **GNA GRBITZ** rise interactive nielsen BMO (Harris Bank ■Trustwave[®] Ratio Commer-krusselt SEARS HOLDINGS M Northwestern Memorial Hospital **KEMPER** Mondelēz, **HCSC** SPOT HERO NORTHERN TRUST COYOTE Kraft Heinz Presence Health Arthur J. Gallagher & Co. isobar ConAgra Foods Reverb CHICAGO CME Group accenture C.H. ROBINSON Unandloss **CITADEL** RUSH UNIVERSITY MEDICAL CENTER Hillshire **WRIGLEY MARS** PEPSICO Beam SUNTORY

Product Development

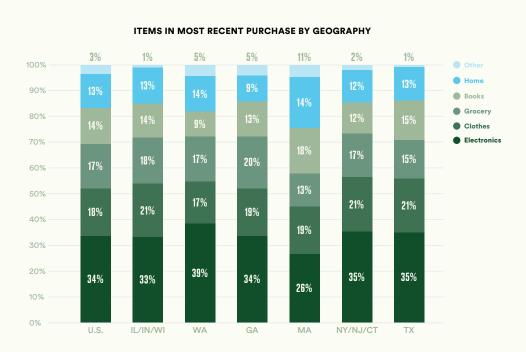


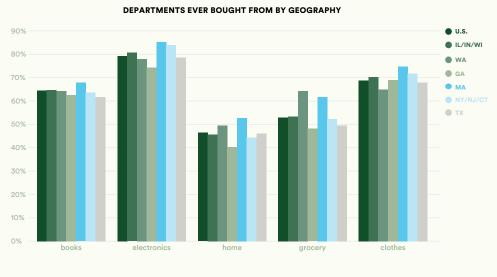
Chicago is a proving ground for new products. Across purchases, Prime membership and even credit card ownership, Chicago's consumers reflect the U.S. In addition, Chicago offers a range of physical landscapes for testing and development of any technology or service.

Chicago has the second-densest high-rise core in the country, a short distance from neighborhoods of single-family homes. We have forest preserves and farms, the expanse of Lake Michigan, and rivers that run through urban canyons and quiet neighborhoods. We also have airports with constant flows of people, and stadiums, parades and events that spike with intense activity. Chicago offers environments to test virtually any technology or service.

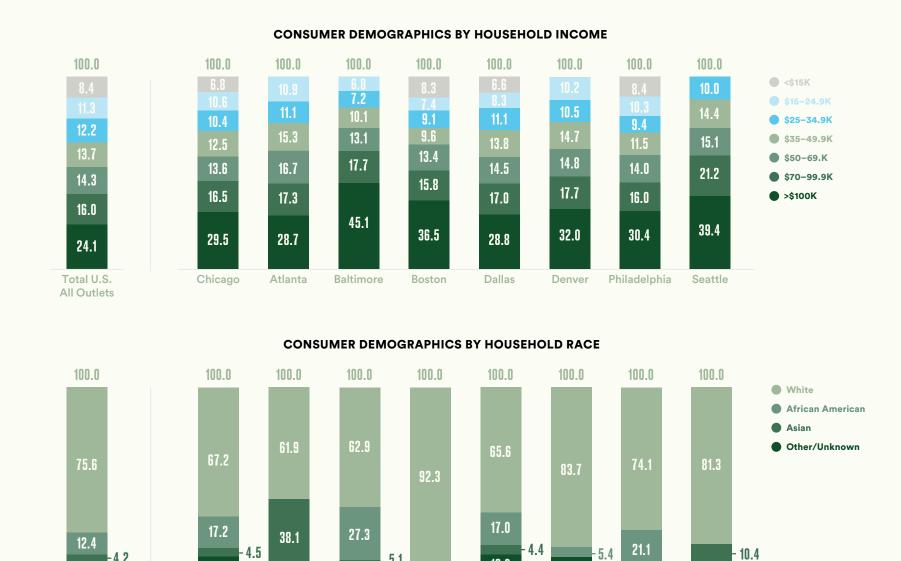
We're ready to work with Amazon to develop testing spaces for new technologies, whether it be autonomous vehicles or seeking FAA permission for autonomous flights beyond visual line of sight and testing for drone package delivery. Over 100 companies are working on autonomous vehicle technologies in the state, and we are focused on creating smart highway "mega corridors" in preparation for truck platooning and level 5 vehicles.

Chicago's consumer spending reflects the U.S. as a whole





Chicago's consumers reflect the U.S. as a whole



13.0

10.9

Denver

Philadelphia

Which is why Chicago has so many CPG headquarters

11.2

Chicago

Atlanta

Baltimore

Total U.S.

All Outlets



Source: IRI analysis

Connectivity



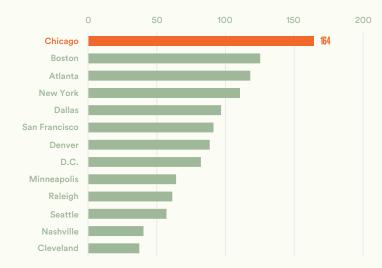
The smaller the world gets, the more you need to extend your reach. We're not only globally connected, we are a global city with an extensive network of international business relationships. Amazon needs fluid access to all offices, as well as a base from which to expand international operations. Chicago delivers both.

BY AIR

- Largest mega hub in the world
- 2 international airports
- 3 of the top four North American airlines base major operations in Chicago
- 17 daily nonstop flights to Seattle, and a combined 147 daily nonstop flights to New York City, San Francisco and D.C.—more than any other city
- Chicago's central location keeps West Coast flights to 4.5 hours, and trips to New York or D.C. to 1.5.
 Employees can travel in the morning and return in the evening
- 138 daily departures to 78 international destinations (and 6 more on the way)
- Chicago is investing in the future; by 2025, upgrades will increase O'Hare's capacity from 78 million to 104 million annual passengers, an amount equivalent to building a new Midway Airport
- O'Hare processes 1.6 million tons of freight worth over \$170 billion each year, top 25 in cargo volume globally and fourth in value of any port in the Americas

Source: Chicago Department of Aviation, OAG (2016)

DAILY NONSTOP FLIGHTS TO KEY U.S. CITIES: SEATTLE, NYC, SAN FRANCISCO, D.C.



AVERAGE FLIGHT COST TO MAJOR U.S. CITIES



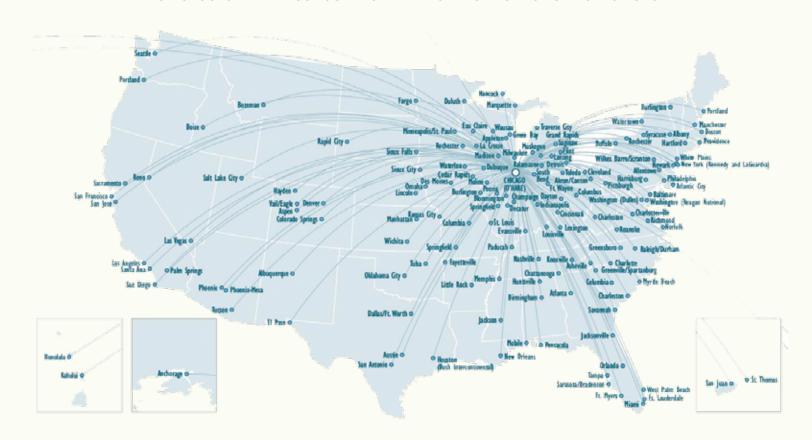
AVERAGE FLIGHT COST TO MAJOR GLOBAL CITIES*



*(Paris, Berlin, Dublin, London, Luxemborg, Munich, San Jose, Mexico City, Sao Paolo, Tel Aviv, Beijing, and Tokyo)

Source: Hopper, Kayak, Google Flights, and Chicago Department of Aviation

CHICAGO IS THE #1 MOST CONNECTED AIRPORT FOR DOMESTIC FLIGHTS—OAG



CHICAGO IS THE FOURTH MOST CONNECTED AIRPORT IN THE WORLD—OAG



BY LAND

Chicago is the western hemisphere's premier freight hub.

- 9 major interstate highways
- 6 of the 7 Class I railroads
- 20 active rail-truck intermodal facilities
- 25 percent of all freight trains, and 50 percent of all intermodal trains in the nation, pass through Chicago as the main interchange between western and eastern railroads
- Trucks account for about 1 in 7 vehicles on highways in Illinois, and some facilities in Chicago carry over 30,000 trucks each day

BY SEA

Chicago also has over 100 miles of navigable waterways and the only connection between the St. Lawrence Seaway and the Mississippi River.

BY NETWORK INFRASTRUCTURE

A Chicago HQ2 would have extremely high-speed connections to the world, given our abundant fiber-optic cabling to all major connections.

- Chicago has exceptional global network connectivity, 82 data centers, and high-bandwidth lines to global data centers
- At 1.1 million sq. ft. growing to 1.8 million sq. ft., Chicago's Lakeside Technology Center is the world's seventh-largest data center and an access point to more than 40 of the leading carriers of the world's telecommunications networks

BY HOSPITALITY

A Chicago HQ2 not only gives Amazon expanded access to the world, it lets Amazon bring the world to HQ2.

- Largest convention center in the country, with more than 2.6 million sq. ft. of exhibit space less than 10 minutes from downtown
- #2 in annual visitors, with 54 million in 2016
- #2 in hotel room capacity, with 44,100 hotel rooms in the Central Business District alone

BY RELATIONSHIPS

Chicago has an extensive international business network to help Amazon amplify its reach. The network includes 28 sister cities, 80 consulates, and 100 international chambers of commerce and trade-based organizations—including a first-of-its-kind Gateway City Agreement between China's Ministry of Commerce and a city, which links 8 of the most-economically powerful cities in China with Chicago and gives unparalleled access for Chicago and Chicago companies to these cities. Chicago is also home to 1,800 foreign-based companies and \$100 billion in foreign direct investment.

SAMPLE CONSULATES:

Consulate General of the People's Republic of China

Consulate General of the Federal Republic of Germany

Consulate General of the Republic of India

Consulate General of the Republic of Lithuania

Consulate General of the Islamic Republic of Pakistan

Consulate General of the Republic of the Philippines

Consulate General of the Republic of Poland

Consulate General of Romania

Consulate General of Ukraine

SAMPLE CHAMBERS:

Australian New Zealand American Chamber of Commerce

British-American Business Council – Chicago

Canada-U.S. Business Council Chicago

China General Chamber of Commerce – Chicago

Continental Africa Chamber of Commerce U.S.

German American Chamber of Commerce of the Midwest

Hong Kong Business Association of the Midwest

Illinois Hispanic Chamber of Commerce

Polish American Chamber of Commerce

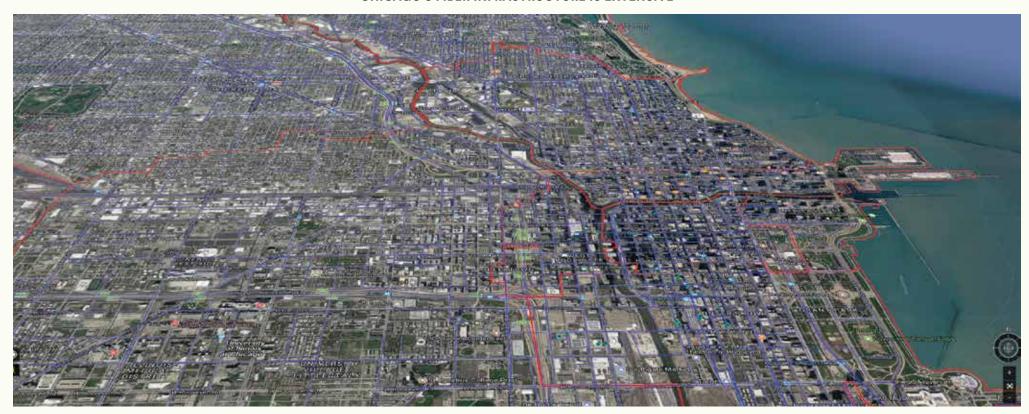
United States of America-China Chamber of Commerce

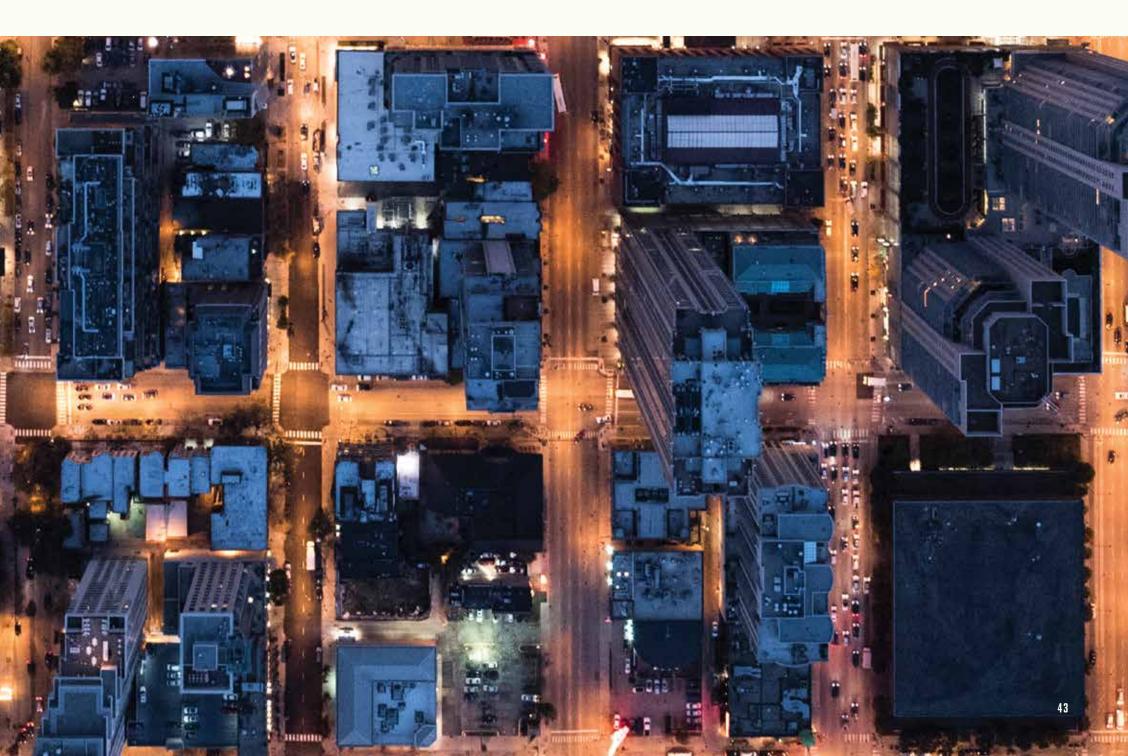
U.S. Mexico Chamber of Commerce

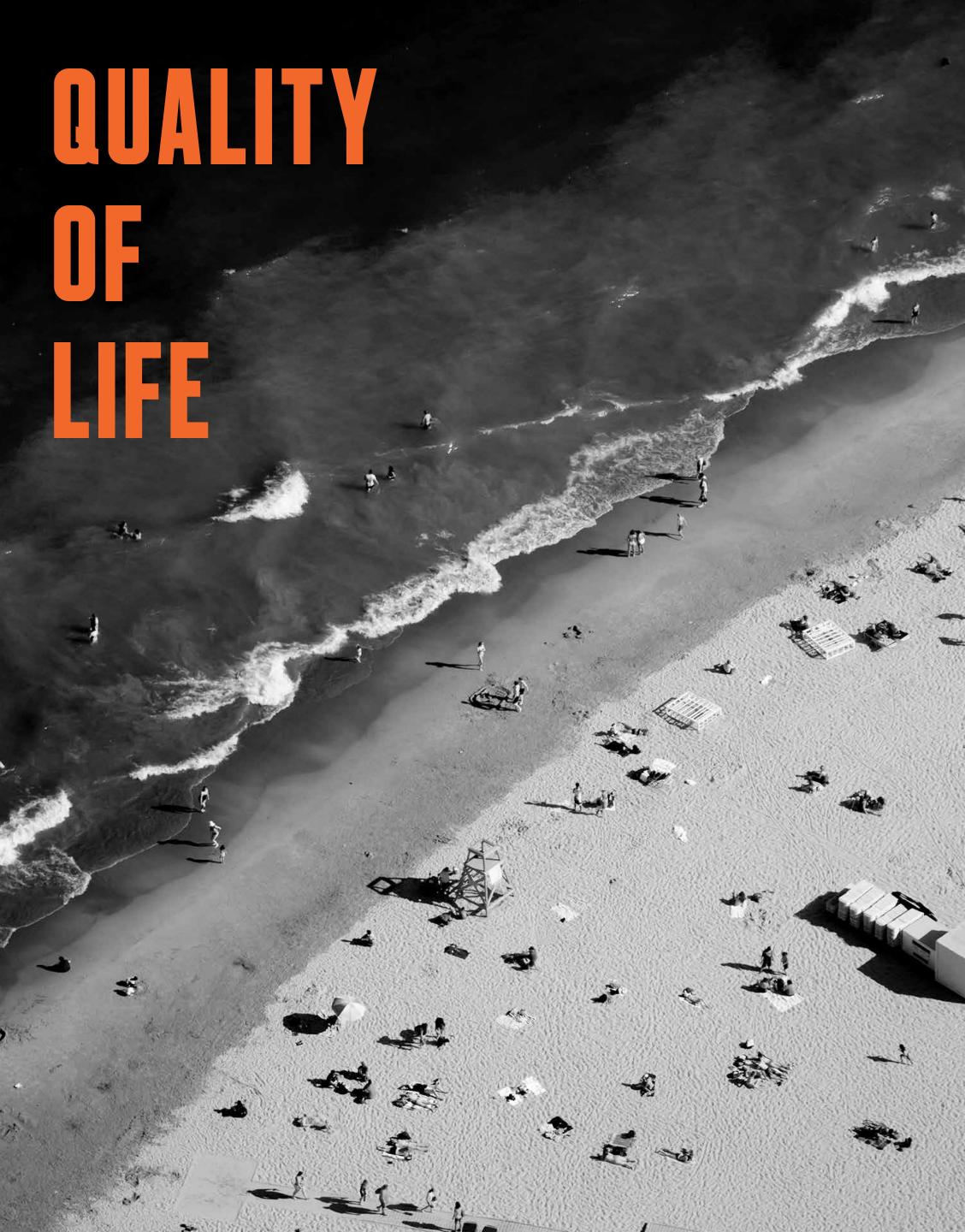
U.S.-Russia Chamber of Commerce

Source: Chicago Metropolitan Agency for Planning (2017), Trains Magazine (2017), Data Center Map APS, STR Global, Trade Show Executive

CHICAGO'S FIBER INFRASTRUCTURE IS EXTENSIVE









02

Living in the City That Works

We're "The City That Works." And proud of it. But when our work is done, we're the city that, well, does everything else. It's all here, right at hand: everything we already love, and everything we have yet to explore. Chicago offers HQ2 a quality of life that attracts and retains talent—and inspires productive people.

Diverse Neighborhoods



Chicago's greatest asset is its tapestry of neighborhoods. Whether it's Devon Avenue, Little Italy, Chinatown or one of our many other ethnic enclaves, our diversity is a strength that contributes to our residents' high quality of life.

Our diversity also attracts talent from around the world.

- Chicago has the third-most immigrants in the U.S.
- A leading destination for tech-oriented immigrants from target geographies—India, Eastern Europe, China, Philippines, and Latin America
- More than 200,000 residents of Indian descent, the most of any U.S. city except New York
- 714,000 Central American immigrants, the most of any U.S. city outside of L.A.
- 265,000 Eastern European immigrants, twice the number of any U.S. city except New York
- Our public policies encourage immigration, like the City's Global Entrepreneur in Residence university partnership, which helps immigrant entrepreneurs obtain H1-B visas to grow their companies in Chicago

CHICAGO HAS OVER 20 DIFFERENT LANGUAGES SPOKEN IN MORE THAN 20,000 HOUSEHOLDS

GUJARATI

1,535,628 SPANISH/SPANISH CREOLE	39,586 RUSSIAN
179,945 POLISH	37,870 HINDI
89,276 CHINESE	36,066 OTHER SLAVIC LANGUAGES
67,397 TAGALOG	35,104 ITALIAN
57,072 ARABIC	33,490 serbo-croatian
50,939 OTHER ASIAN LANGUAGES	32,034 GREEK
44,274 URDU	31,607 AFRICAN LANGUAGES
42,616 OTHER INDO-EUROPEAN LANGUAGES	29,712 GERMAN
42,348 KOREAN	27,419 FRENCH (INCL. PATOIS, CAJUN)
41,140	22,909

OTHER INDIC LANGUAGES

Source: American Community Survey 2011-2015



Recreational Assets



Chicago offers recreational opportunities for every interest. We continually invest in our public parks, natural preserves and public programming.

99.6%
OF RESIDENTS LIVE WITHIN A

1,300

10-MIN. WALK OF A LOCAL PARK

MILES OF GREENWAYS AND TRAILS, WITH A PLAN TO EXPAND TO 3,100 CONTINUOUS MILES

CHICAGO PARK DISTRICT ACTIVITIES ANNUALLY

24,000

PLACES TO PLAY

- 8,800 acres of open space
- 6,163 public marina boat slips in the city (4,000 more in the larger metro region)
- 600 parks
- 534 tennis courts
- 500 playgrounds
- 307 fields for soccer, football, lacrosse and more
- 250 field houses
- 80 swimming pools
- 70 nature and bird sanctuaries
- 40-acre bike park with a variety of trails for all ages
- 29 beaches (25% with free Wi-Fi)
- 26 miles of open lakefront with separate bike and running paths
- 7 public golf courses
- 4 riverboat houses
- 2 conservatories

WITH PROGRAMMING TO SUPPORT

- Summer day-camp activities for 20,000 kids
- 2,770 Park District aquatic programs a year
- 825 Park District soccer programs a year





Recreational Assets:

The Emerald City



Art takes many forms in Chicago, and finds perhaps no more beautiful expression than in the creation of our public parks. Our official City motto is "Urbs in Horto," or "City in a Garden." The City Beautiful movement was born here, and we've been true to those roots, making lush green spaces an integral part of our urban planning from the very beginning.

Many of our inviting parks were designed by the father of American landscape architecture, Frederick Law Olmsted. Olmsted believed that, by surrounding people with welcoming green spaces in which to live, work and play, they would enjoy a higher quality of life—be happier and healthier. Studies continue to support the idea that access to abundant green spaces is essential to happiness and well-being, and it's just one more reason why people love living here.



THE 606/BLOOMINGDALE TRAIL

A \$95 million public-private project that converted a former rail line to a 2.7-mile elevated park that extends through four vibrant Chicago neighborhoods. An expansion will include 32 acres of linear park space along the Chicago River, 10 acres of sports and recreational fields and 17 acres of wetland park.

"Though comparisons to New York's High Line are inevitable, the Bloomingdale Trail is longer, wider and more democratic, welcoming dogs, baby strollers, skateboarders and rollerbladers in a sometimes chaotic parade high above the street." —Wall Street Journal



CHICAGO RIVERWALK

An award-winning \$108 million, 1.25-mile promenade along the south bank of the Chicago River. Future expansion will extend the Riverwalk south an additional 1.8 miles from Lake Street to Ping Tom Memorial Park in Chinatown.

"Its success has been instant and electrifying. On a sunny evening the bars are overflowing, and tables and chairs make pop-up al fresco entertainment... Chicago is perhaps the most architecturally aware city on earth, and certainly one of the first to recognize modern architecture as bursting with potential for mass tourism." —Financial Times

Recreational Assets:

The Emerald City



Chicago's 1893 World's Columbian Exposition was the inspiration for the Emerald City in L. Frank Baum's Wizard of Oz books, and our wealth of parks is a big reason why Chicagoans say, "There's no place like home."



MILLENNIUM PARK

The top tourist destination in Chicago and the Midwest in 2017, Millennium Park offers 25 acres of exuberant architecture, serene gardens, grand pavilions, and dazzling fountains that sculpt light and water, connected by car-free promenades and pedestrian footpaths. The park is home to a constantly rotating schedule of cultural events for all ages, and in all seasons of the year. Admission is always free.



JACKSON PARK

Jackson Park offers more than 500 acres of mature parkland along the lakefront, containing flower gardens, watercourses to wooded isles, sports facilities, stocked fish ponds, 18 miles of walking and biking paths and it's the future site of the Barack Obama Presidential Center.



LINCOLN PARK

Lincoln Park, on Chicago's North Side, attracts 20 million visitors annually. They come to see the nation's oldest zoo (and one of the few free zoos in the country), explore the exotic plants at the grand Victorian glass conservatory, enjoy a play at an outdoor theater, go rowing along the canal, stroll through the North Pond Nature Sanctuary, visit the museums, picnic or enjoy sports on the playing fields, and frolic on North Avenue Beach.

We Like to Bike

BEST BIKE CITY IN AMERICA

- Bicycling magazine named Chicago the #1 bicycling city in the U.S.
- 303 miles of bike lanes, including the 18-mile Lakefront Trail along Lake Michigan
- 13,000+ bike racks
- 40-acre bike path for BMX and trail-riding
- Of cities with more than 1 million people, Chicago has the second-highest percentage of workers riding their bikes to work
- Bicycle commute times in the region average only 23 minutes
- Since 2000, bicycling to work has almost tripled (from 0.5 percent to 1.4 percent), and bicycling continues to be Chicago's fastest-growing commute choice
- Chicago offers the largest bike-sharing program in North America: a 100-square-mile service area with 580 stations and 6,000 bikes, serving two-thirds of the city's residents

Source: Divv



Recreational Assets:

A City for Sports Fans



As much as we like to engage in sports ourselves, we also love to watch the pros do it. Chicago has been named Best Sports City by *Sporting News* three times and has made TSE's international Ranking of Sport Cities each year since rankings began in 2012.

"Since 1990, Chicago has won more championships in the four major American pro sports—football, baseball, basketball, hockey—than any other city."

—Chicago Sun-Times

- After 50 years in New York City, the NFL brought the 2015 NFL Draft to Chicago. The three-day event welcomed over 200,000 fans; the highest attendance for any NFL Draft in history, until we hosted the 2016 NFL Draft and drew 225,000
- Chicago is one of the premier stadium sailing destinations in North America. Chicago's lakefront hosted the 2016 America's Cup World Series for over 195,000 fans from 48 states and 23 countries, the first time this historic event had been staged on freshwater
- Chicago hosted three consecutive years of international rugby matches at Soldier Field and broke a record for the largest rugby event ever played on U.S. soil
- Chicago's first Frozen Four NCAA Ice Hockey Championship drew a total of 39,409 fans over two days, the largest crowd to ever attend the NCAA DI Championship in an NHL arena
- A record 47,514 fans celebrated Chicago's first ever NHL Draft in 2017
- The Chicago Marathon hosts 45,000 runners annually
- Chicago is host to multiple World Cup and Major League Soccer events. In 2017, MLS hosted one of its most successful all-star games in history in front of a sold-out crowd at Soldier Field



























Cultural Assets



Chicago is home to a huge community of artists, turning their creativity loose through every medium imaginable, including theater, dance, film, painting, sculpture, architecture, photography, music and the culinary arts.

- 62 museums
- 131 comedy clubs
- 40 annual film festivals
- 250 live music venues, including the world-renowned Chicago Symphony, Lyric Opera and Joffrey Ballet
- 200 professional dance companies
- 74 music festivals
- 15 neighborhood cultural centers
- 52 breweries
- 35 neighborhood food festivals
- Over 1,000 nightclub performances every week
- A free 35-acre zoo
- The country's largest ideas festival, the annual Chicago Ideas Week festival
- The best library system in the U.S., and third-best in the world; all 80 libraries have one-on-one multilingual tutors available
- Free public programming, like the 1,500 Shakespeare plays, dances and movies our parks host every year
- 700 works of public art

Source: AmericanTheatreCritics.org

THEATRE

Chicago's 200-plus theatre companies take the stage at more than 150 theatres to perform work as varied and diverse as their audiences. Theatre-goers can choose from thousands of performances annually, featuring everything from Shakespeare to Second City, and in a variety of languages. Chicago has five Tony Award winning regional theatre companies, more than any other city.

"Chicago is the best theatre town in the United States, like, period, full stop." —Lin-Manuel Miranda, *Hamilton* creator

ARCHITECTURE

For nearly 150 years, we've been an architectural showcase and home to some of the world's most influential architects, including Louis Sullivan, Frank Lloyd Wright, Mies Van de Rohe, Frank Gehry, Bertrand Goldberg, and 2011

MacArthur Genius Award winner Jeanne Gang. We're also home to the country's largest public architecture festival, where Chicagoans can go behind-the-scenes at more than 200 historic and contemporary buildings.

FINE ARTS

Chicago has **62 museums**, including many with internationally renowned collections that are the envy of the world. Those riches are augmented by a steady stream of touring exhibitions—made possible through our warm relationships with other great houses of art around the globe.

MUSIC

Chicago is the birthplace of gospel, electric blues, house, juke, footwork, and drill. The unique sounds born in Chicago continue to resonate around the world. Chicago is home to **74 music festivals** ranging from the Chicago Blues Festival (the world's largest free blues festival) to Pitchfork and Lollapalooza, one of the world's premier music festivals. Chicago is Billboard's #1 Greatest Dance Music City of All Time, Trip Savvy's #2 Top Music City in the U.S., and #3 Top Music City in the U.S. according to both Thrillist and Orbitz. We're also the home of renowned artists including Louis Armstrong, Bo Diddley, Sam Cooke, Chance the Rapper, Common, and Jeff Tweedy of Wilco.



2017 RESTAURANT CITY OF THE YEAR.

—BON APPÉTIT MAGAZINE

GOURMET FOOD AND DRINK

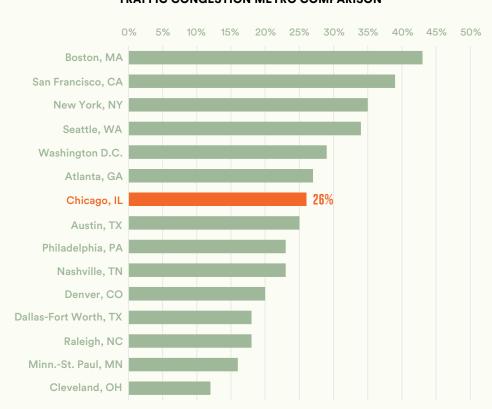
- 19,000 restaurants
- Seven AAA Diamond-rated restaurants
- 52 Bib Gourmand winners
- 26 Michelin-starred restaurants
- Home to 40 James Beard Award-winning restaurants, and host of the annual James Beard Awards
- 144 dog-friendly restaurants

The City That Moves



More than 650,000 people commute to Chicago's downtown every day, and over 3 million working adults are less than 50 minutes away. And we're picking up speed; over the last decade, the average commuter in metropolitan Chicago has had a one-way commute of around 30 minutes. On a typical day on the expressway and tollway system, congestion now lasts two-thirds what it did a decade ago.

CHICAGO'S HIGHWAY NETWORK TRAFFIC CONGESTION METRO COMPARISON



Increase in overall travel time when compared to free flow (uncongested) situation

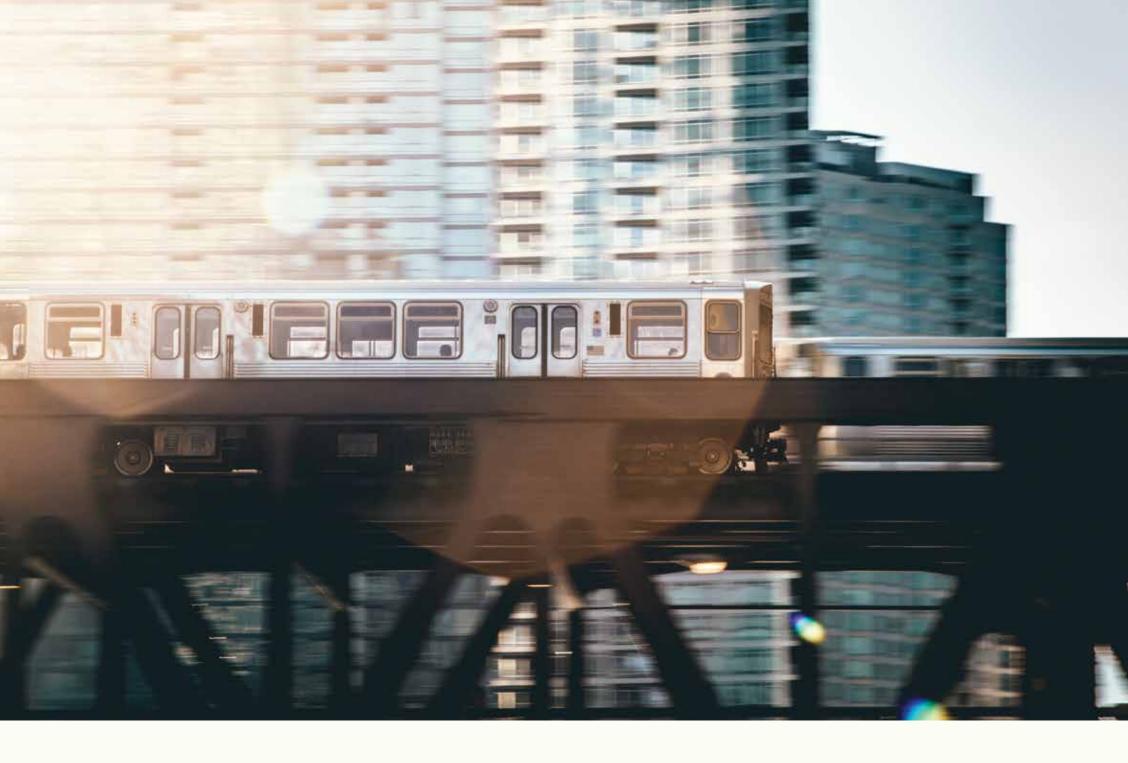
Source: Chicago Transit Authority, Regional Transportation Authority, TomTom (2017), Chicago Department of Transportation, Federal Aviation Administration

91% of transit users are happy with the system, and Chicago has prioritized transit investment

PUBLIC TRANSIT SYSTEM

Chicago's public transit system is extensive, cheap and fast. Chicagoans from every walk of life rely on it every day.

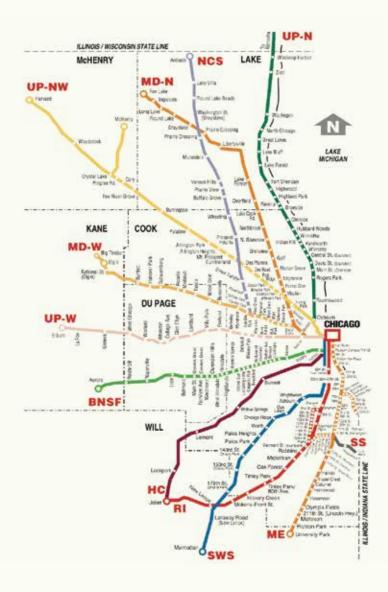
- The Chicago Transit Authority (CTA), Metra commuter rail and Pace suburban bus system serve more than 2 million trips each weekday at a cost per rider that is among the lowest in the country, with a unified fare payment card
- Approximately 1 million college graduates (with a bachelor's degree or higher) live within one mile of a CTA or Metra train
- Annual train boardings at Chicago's Union Station—17 million—are the equivalent of a top 20 U.S. airport
- Since 2011, the city has invested \$5 billion in transit improvements, including the reconstruction of one-third of the system's track—70 miles
- One-third of the CTA's 145 stations have also received improvements over the last five years, including 3 new rail stations
- In 2015, the city's first bus rapid transit system began operations downtown
- By 2019, all the CTA's buses will have been modernized or replaced
- A \$2 billion modernization of Northside transit lines is about to begin
- Chicago was the first U.S. rail system to have full 4G coverage in its entire subway system with all available carriers



CTA/CHICAGO 'L' TRAINS

STANSON STA

METRA/SUBURBAN CONNECTIONS



Diverse, Plentiful, Affordable Housing Options



Chicago has a much higher affordability index than New York City, Seattle, Denver, Boston, D.C., and Dallas. Residents choose from downtown penthouses, airy urban lofts, spacious new condos, and vintage townhomes loaded with charm from every chapter of the city's history. Quiet suburban neighborhoods lie just a short commute away to the north, south and west. Even rural retreats are within easy reach of downtown. Both renters and owners enjoy a wealth of choices across a spectrum of neighborhoods. Whatever home means to you, you'll find it here.

- Property ranges from single family (50 percent) to townhomes (8 percent) to multifamily (42 percent)
- Supply is increasing rapidly in downtown Chicago; since 1990, 75,000 new units have been added, a 100 percent increase
- Over 6,800 new rental apartment units are being developed downtown
- An NAA study found that Chicago had fewer barriers to building new apartments compared to other major metro areas including Boston, New York, Philadelphia, and Washington D.C.

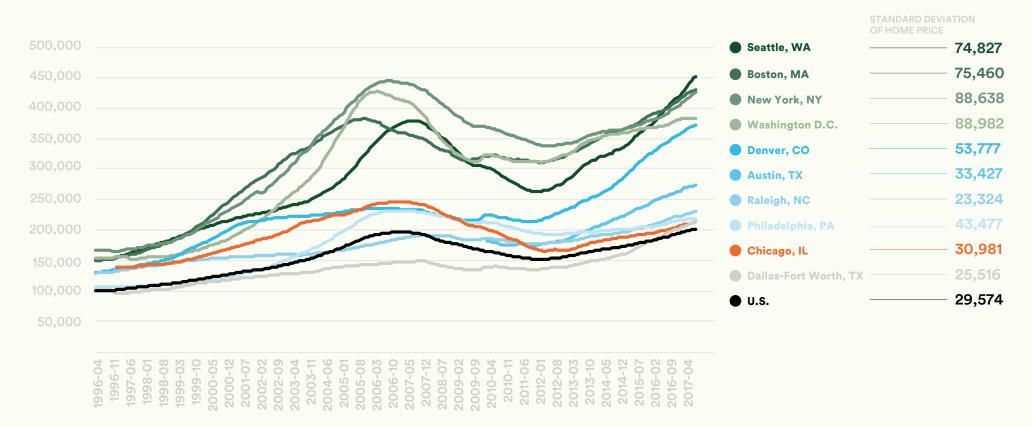








Chicago's housing market has greater stability than comparable cities and will be able to absorb HQ2's employees.



\$213,300
CHICAGO METRO MEDIAN HOME VALUE

\$154
CHICAGO METRO MEDIAN LIST

PRICE PER SQ. FT.



MEDIAN HOME VALUES

\$224,700

CITY OF CHICAGO

\$264,300

PILSEN NEIGHBORHOOD

\$276,600

SOUTH LOOP NEIGHBORHOOD

\$300,900

LOGAN SQUARE NEIGHBORHOOD

\$348,700

LAKEVIEW NEIGHBORHOOD

MEDIAN RENTS

\$1,688

CITY OF CHICAGO

\$1,833

PILSEN NEIGHBORHOOD

\$2,100

SOUTH LOOP NEIGHBORHOOD

\$1,800

LOGAN SQUARE NEIGHBORHOOD

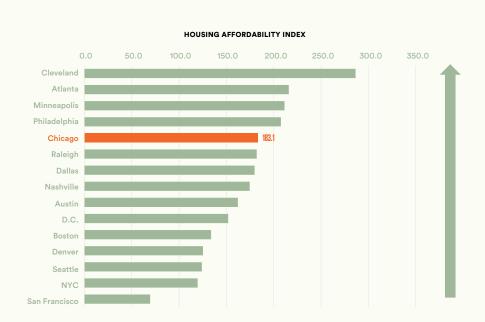
\$2,11

LAKEVIEW NEIGHBORHOOD

Source: Zillow, National Association of Realtors (2016)

HOUSING AFFORDABILITY

Higher index equals greater affordability based on percentage of income available for a mortgage loan.



Investing in the Next Generation



HQ2 employees and their families can choose from a wide range of excellent schools offering a spectrum of programs.

- The Chicago Public School system is the nation's thirdlargest, serving 392,000 students in 660 schools
- Chicago boasts the top 2 public high schools in the U.S., according to a study by Niche, and has more public schools in the Top 10 (3) than any other city
- The Chicago Public School system was the first school district in the country to elevate computer science as a core requirement for high school, and has aggressively expanded computer science to 107 schools and counting, with 60 being added each year
- Home to the largest network of International Baccalaureate schools in the nation
- Chicago was #1 in Advanced Placement Capstone diploma recipients in 2016
- Full-day kindergarten for all children; free pre-K to all qualifying 4-year-olds

CHICAGO HAS 81 NATIONALLY RANKED SCHOOLS, **INCLUDING 14 GOLD RATED**



Gold

Bronze

Source: Niche, U.S. News and World Report, Chicago Public Schools

Wide variety of educational programs

- International Baccalaureate
- Language, Cultural and Student Exchange Programs
- Advanced Placement
- Magnet Schools

Source: U.S. News and World Report

4K

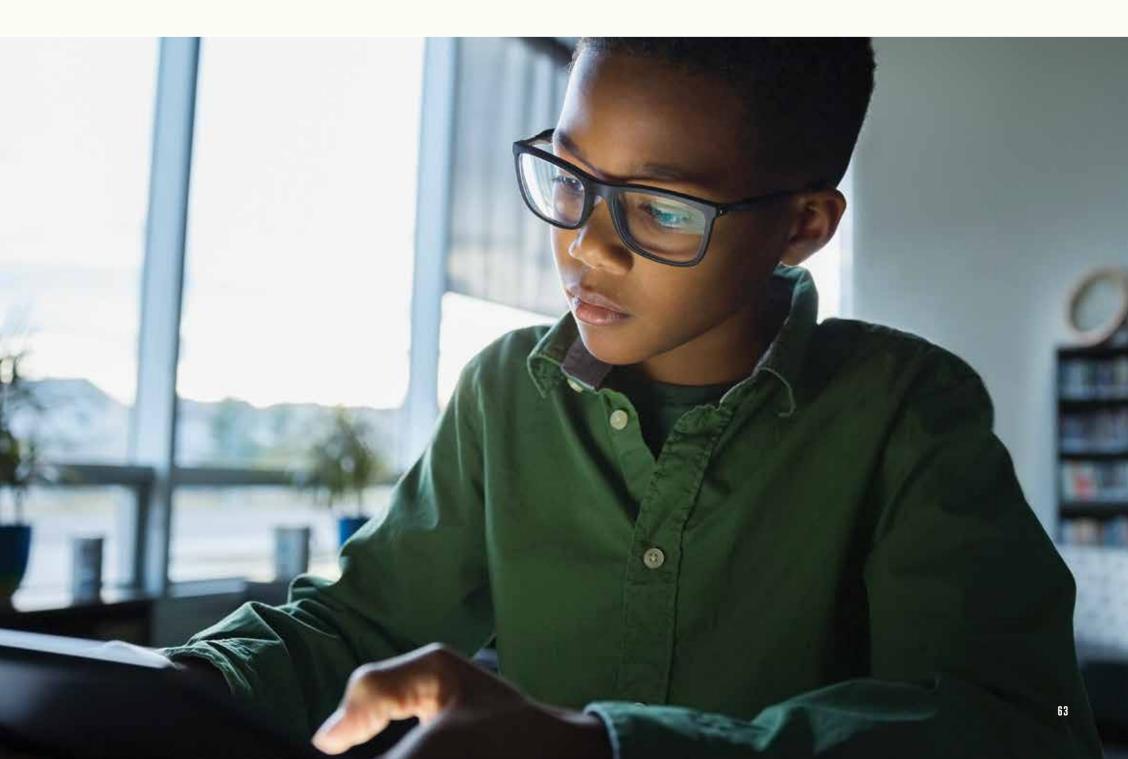
PUBLIC AND PRIVATE K-12 SCHOOLS, WITH 67 NATIONALLY RANKED SILVER- AND 14 GOLD-RATED PUBLIC HIGH SCHOOLS 21

SCHOOLS HAVE STEM PROGRAMS IN PARTNERSHIP WITH GOOGLE, MICROSOFT AND OTHERS TO DEVELOP CAREER PATHS

351

SCHOOLS HAVE FOREIGN LANGUAGE PROGRAMS, INCLUDING CHINESE & ARABIC 7

CHICAGO PUBLIC HIGH SCHOOLS ARE RANKED AMONG THE TOP 10 IN ILLINOIS



Healthcare



HQ2's employees would have access to world-class healthcare. Chicago is home to 95 hospitals, including three children's hospitals, and has five of the Top 15 teaching hospitals in the U.S.—more than any other city.

Chicago is one of just four cities with top-ranked acute, children's and rehabilitation hospitals, including:

- Northwestern Memorial Hospital: ranked among the best hospitals nationally in 11 specialties
- Ann & Robert H. Lurie Children's Hospital: the seventhbest children's hospital in the country, ranked nationally in 10 pediatric specialties
- Shirley Ryan Ability Lab: the #1 ranked hospital for adult rehabilitation

More than 28,400 physicians are directly involved in patient care, and Chicago is:

- #2 in the nation for physicians in hospital practice
- #3 for medical, surgical, and other specialists
- #3 for family medicine and general practitioners

The Chicago metro ranks in the Top 25 in the U.S. for several specialties including:

- Cardiology & Heart Surgery
- Gastroenterology & GI Surgery
- **Neurology & Neurosurgery**
- **Orthopedics**
- Geriatrics
- **Diabetes & Endocrinology**
- Ear Nose & Throat
- Cancer
- Nephrology
- **Pulmonology**



Sustainability



Chicago is equipped and eager to support Amazon's sustainability goals for HQ2.

- Chicago is one of the top U.S. cities for sustainable design and development, with leadership spanning over a decade
- The Economist ranked Chicago #1 in the U.S. for environmental governance policies
- In 2017, Chicago became the first major city to win the **ENERGY STAR Partner of the Year Award**
- Chicago is ranked #1 in the U.S. for green office space, with two-thirds of commercial space certified under **LEED or ENERGY STAR programs**
- By 2025, all the City's public buildings will be powered by 100% renewable energy
- Chicago is replacing 270,000 public lights with highquality LED fixtures that incorporate the largest smart lighting grid in North America. The new lights will consume 50-75 percent less electricity
- Chicago is the first and only jurisdiction in the United States to incorporate energy use data into real estate listings, allowing owners of low energy use homes to highlight the value of their energy efficiency upgrades
- Chicago's largest buildings track, verify, and report energy use. 2,700 buildings are benchmarking nearly three-quarters of a billion square feet and have already achieved \$17.6 million in energy savings
- Chicago has committed to the guidelines of the Paris Climate Agreement, and the city is 40% of the way to its 2025 goal of a 26-28% reduction of emissions below 2005 levels
- Chicago has one of the largest district energy cooling systems in the U.S., using chilled river water to cool 100 buildings and over 45 million square feet of space. The system includes over 14 miles of pipe and a capacity of over 8 million gallons of chilled water



Resilience



Chicago is the most resilient city in the U.S. and the fourth most resilient worldwide. That resiliency creates tangible benefits for any company planning long-term.

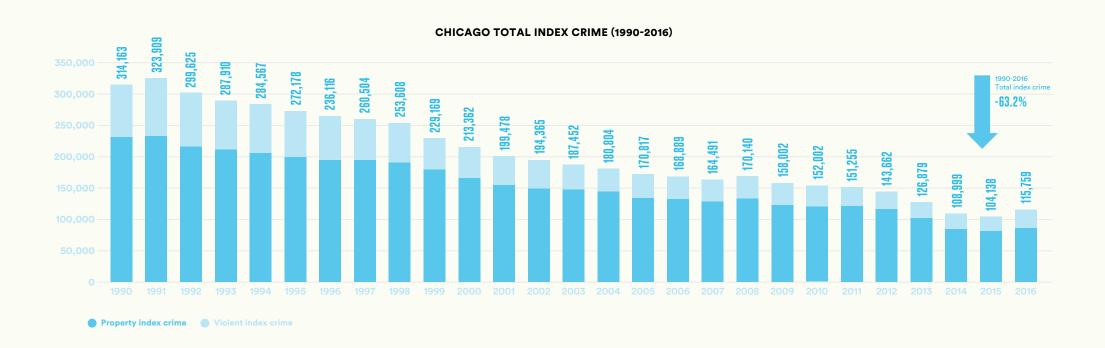
Just the facts

CRIME HAS DECLINED

- Overall, crime in Chicago has declined consistently since the 1990s and is at all-time lows near downtown
- Both the FBI and a Yale study rank Chicago in the middle of major U.S. cities for violence
- 60 percent of violent crimes are concentrated in four census tracts—pockets where economic development and new crime-fighting technologies are now contributing to 25-40% reductions in violence

GOVERNMENT FISCAL STABILITY

- The City and State are resolving their legacy financial costs head-on, while remaining competitive to businesses and residents
- The city has reduced its structural budget deficit by 80% over the past six years, and enacted a balanced funding solution for all its pension funds



Reliable costs

A RELIABLE GRID

- In 2016, ComEd, Chicago's electric distribution utility, had the best reliability ratings of all peer utilities, with more than 3.2 million customers experiencing zero (or only one) outages all year
- ComEd is completing a \$2.6 billion capital improvement plan to create one of the smartest and most resilient electrical systems in the country
- Chicago also has Internet service redundancy, with 59 Internet providers, including 6 cable providers, 19 copper providers, 9 DSL providers, 14 fiber providers, 4 fixed wireless providers, 5 mobile broadband providers, and 2 satellite providers

ABUNDANT WATER

- While water may become a scarce commodity worldwide in coming decades, Chicago's Lake Michigan contains 5% of the world's freshwater
- The city's water infrastructure also has the capacity to serve a million new residents

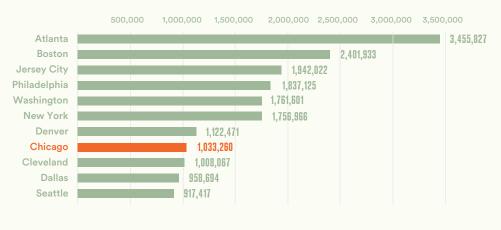
ENERGY COSTS

• Chicago's utility reliability is complemented by low energy costs

WATER COSTS

• The region's water supply keeps water costs stable

ESTIMATED ANNUAL WATER COSTS FOR HQ2



Assumes costs on fully ramped up building of 6mm sq. ft. commercial office space Assumes annual consumption of 133.1mm gallons of water/ wastewater

Source: EPA, GWI Water Tariff Survey (2016)

ESTIMATED ANNUAL ENERGY COSTS FOR HQ2



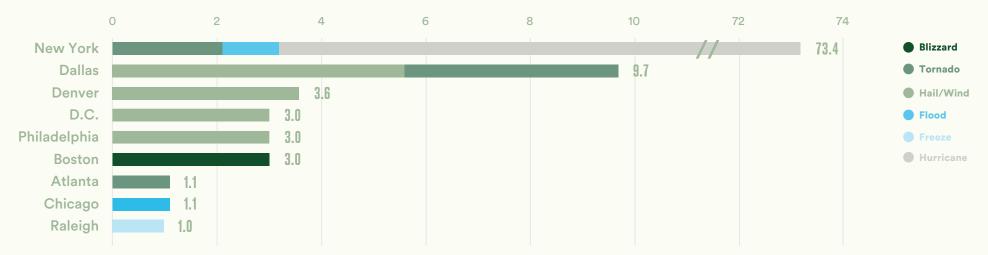
Assumes costs on fully ramped up building of 6mm sq. ft. commercial office space Assumes annual consumption of 131.4mm kWh of electricity

Source: U.S. Energy Information Administration

INSULATED FROM DISASTERS

- The region is insulated from natural disasters: the city does not face drought, wildfires, tornadoes, earthquakes or hurricanes
- Chicago is immune from long-term sea level rise, which will impact 1 in 4 people in Boston and New York City, and 1 in 10 people in D.C., within the next 80 years

TOTAL DAMAGE FROM BILLION DOLLAR NATURAL DISASTERS, 2012-2017



Source: National Oceanic and Atmospheric Administration, Nature Change Climate Journal, National Interagency Fire Center, USGS, Grosvenor







Our Sites Deliver



We are ready.

The Chicago region is home to an array of site possibilities that each give Amazon the tools and ability to build a future where it can continue to thrive and reach new heights for generations to come.

Each site offers the common strengths of Chicago's diverse and talented workforce, unparalleled transportation systems and ability to quickly reach any destination in the world. Yet each site also offers a unique set of features that will allow Amazon to tailor a space to meet its needs today, and the needs of the company it will become.

We have sites that would allow Amazon to be at the very center of a vibrant urban core, or in an innovative district in one of Chicago's neighborhoods, or in a campus-like environment in our suburbs.

Each of these sites also reflects our relentlessly reinventive approach to property development. Whether it's the modernization of 1,000+ acres of underutilized industrial land, the reactivation of millions of square feet of space in historically significant buildings, or the reimagining of some of our most iconic and internationally-recognizable real estate assets, we have developed the policy approaches that move even the most complex and difficult plans ahead of even the tightest timelines. Because just as important as the selection of the right site is the ability to develop it in a way that inspires and fulfills a vision while beating deadlines and supporting a bottom line.

The following collection of sites is paired with proven and capable developers who have track records of delivering massive and complex developments. Each of these sites also has the full support of state, county and local governments, and our steadfast commitment to expediting any zoning, permitting and entitlements. This partnership means Amazon can build HQ2 quickly and efficiently, no matter which site, or combination of them, it selects.

Each site has 30-mile proximity to the population center as well as proximity to major highways and arterial roads within 1-2 miles and 45-minute proximity to O'Hare International Airport.

CITY CORE

Chicago's city core, anchored by the "Loop" hub of our elevated train system, is the city's Central Business District (CBD) and serves as the center of the region's transportation and communications systems while supporting continued growth all around it.

1 The Downtown Gateway District

2 City Center Campus

INNOVATIVE URBAN DISTRICTS

We are seeing major growth north, west and south of the Central Business District, including former industrial districts that have become new and diverse communities. These large-scale sites in the immediate vicinity of the CBD would allow Amazon to define an entire new district. Most have a public waterfront presence along either the Chicago River or Lake Michigan and active owners with investment strategies and design options that can be tailored to meet Amazon's needs.

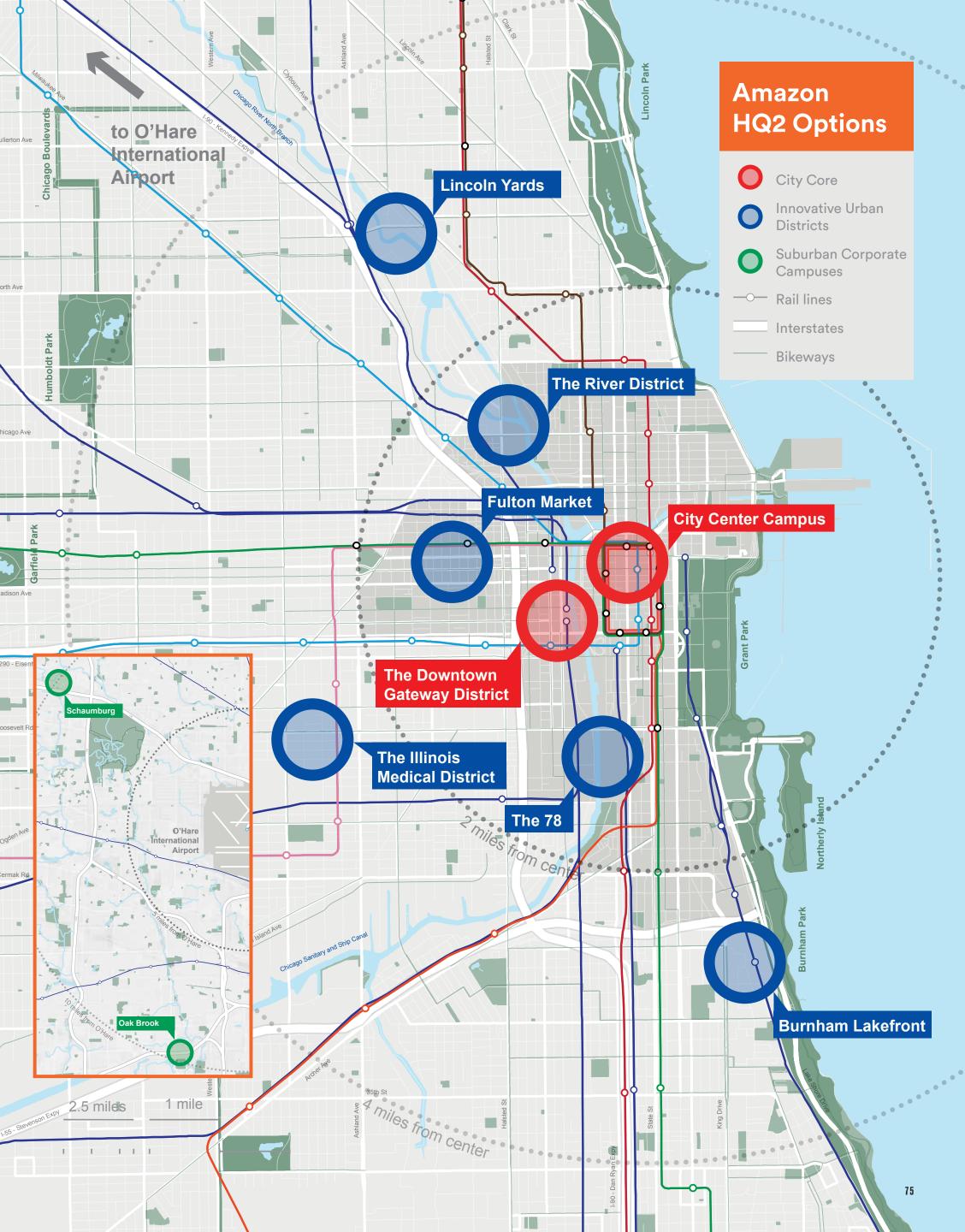
- 1 Lincoln Yards
- 2 The River District
- 3 Fulton Market
- The Illinois Medical District
- 5 The 78
- Burnham Lakefront

SUBURBAN CORPORATE CAMPUSES

The Chicago region also offers corporate campuses with well-established highway networks and rapid access to O'Hare International Airport. These sites offer long-established reputations as international business hubs, and contain buildings ready to occupy immediately and to build out in the future.

- 1 Schaumburg
- Oak Brook

The following section includes information, maps and images, for each of the three types of locations that describe their unique qualities in how they align with Amazon's requirements for Day One and vision for 2027.







City Core

Chicago's city core, anchored by the "Loop" hub of our elevated train system, is the city's Central Business District (CBD) and serves as the center of the region's transportation and communications systems while supporting continued growth all around it.

1	The Downtown	Gateway District	

78

2 City Center Campus

The Downtown Gateway District



The Downtown Gateway District is a collection of existing move-in-ready buildings, major renovation and new development opportunities at a major gateway to Chicago's business district. With regional and national rail terminals, city rapid transit systems and a nearby confluence of interstates, this is a gateway opportunity for Amazon. 130,000 suburban commuters arrive daily, along with commuters from Chicago's highly skilled neighborhoods.

Anchor opportunities include available space in the Willis Tower, an opportunity in the landmark art deco Old Post Office (undergoing renovation), and innovative over-site development opportunities at Union Station. 18 million sq. ft. of office is available over five existing buildings and seven development sites. A major development site at Union Station, and three new A+ office towers, are the centerpiece. This collection of sites is within an area rich in restaurants, hotels, housing, the Chicago River corridor and the full offer of Chicago's Loop neighborhood.

There is active collaboration among property owners to realize the full potential of this location for Amazon.

LOCATION

Central Business District

MAJOR INSTITUTIONS

UIC, DePaul The Art Institute Theater District Civic Opera

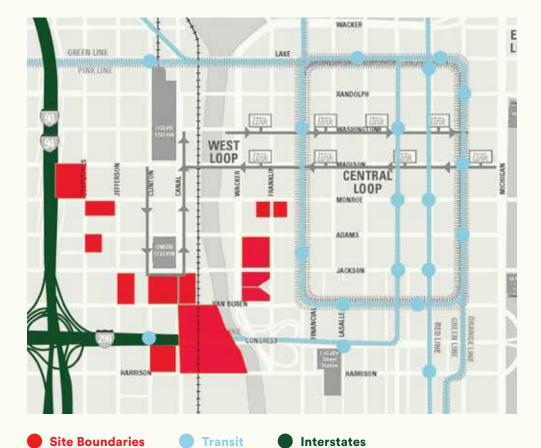
OPEN SPACE

Riverwalk

Union Station's Great Hall

Millennium Park





TRANSPORTATION/CONNECTIVITY

TIME TO O'HARE AIRPORT

45 Min.

🚗 25 Min.

KEY DEVELOPMENT DATA

FORMER USE Various

CURRENT USE **Various**

LAND AREA

N/A

DEVELOPMENT CAPACITY

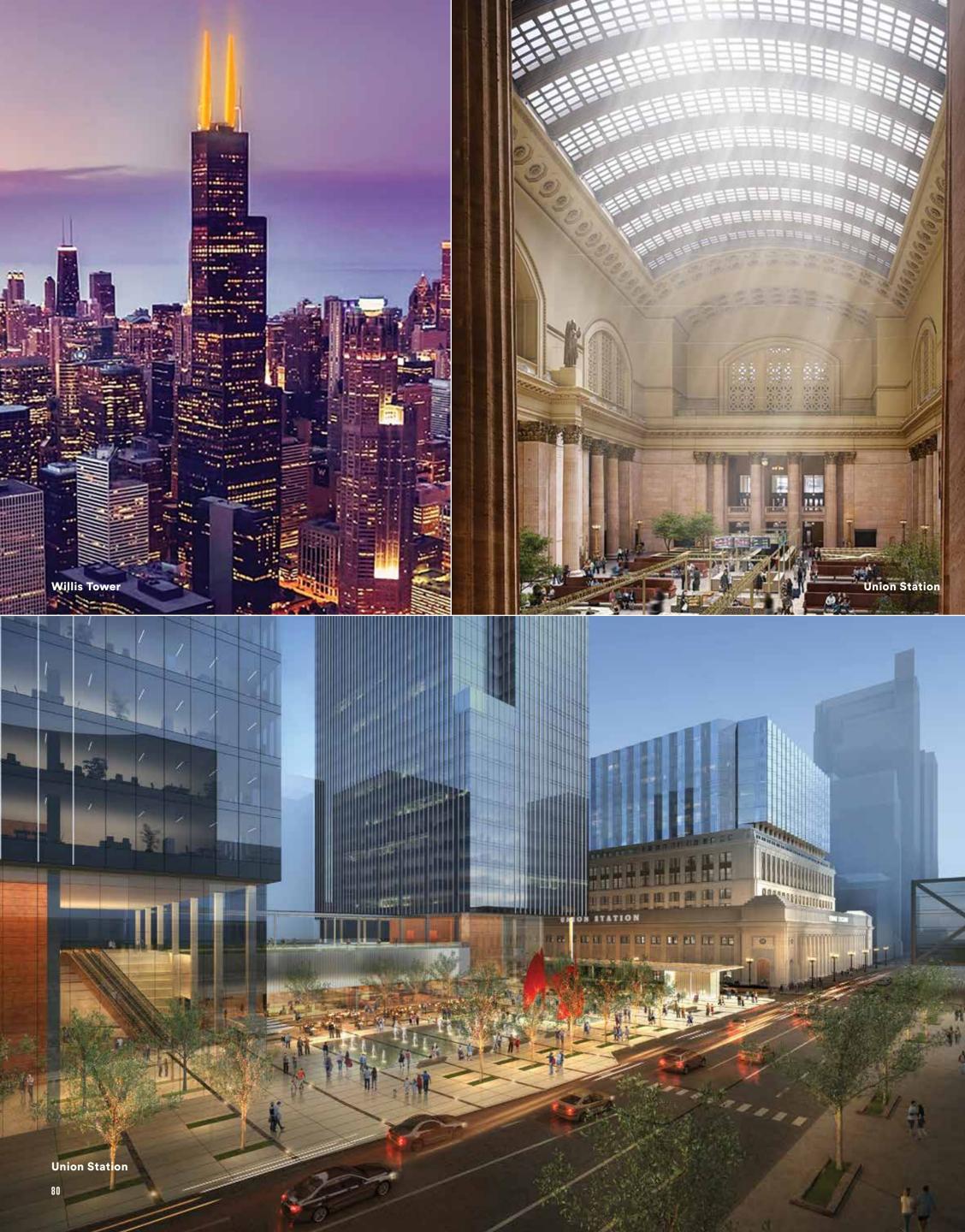
18 Million Sq. Ft.

PROPOSED ROLE/MIX OF USES

Office Retail/Entertainment Residential Hotel

Civic/Public Spaces





The Downtown Gateway District Site Vision2027

In 2027, the Downtown Gateway District will be a thriving, high-density mixed-use district, with Amazon as the key component of the business mix. Proposed buildings and sites are within minutes' walking distance on pedestrian friendly streets. Amazon's new offices and workspaces will be intermingled with historic and contemporary landmark buildings. This urban campus will be part of a neighborhood where three large-scale landmark buildings will also have undergone transformational change with new entertainment, retail, cultural and civic activities.

CORE AMAZON WORKPLACE CONCEPT

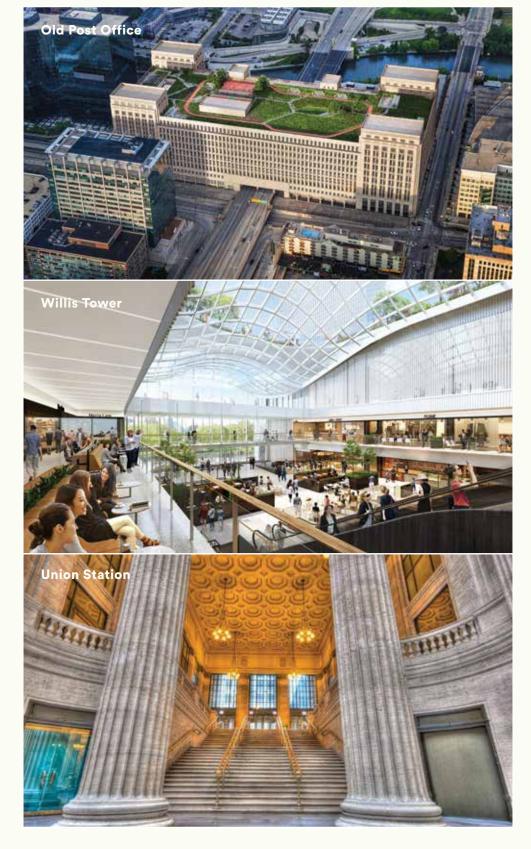
A range of office and workspace types can be delivered to meet Amazon's diverse needs—spaces in existing multi-tenant buildings, major components of large-scale renovations and sites for new buildings which Amazon can design specifically for its needs. There are multiple options, including the opportunity for a large component of Amazon's needs to be met in a single, or immediately proximate, building(s). Under any option, Amazon will be integrated into a world-class and global-scale central business district.

NEIGHBORHOOD CONCEPT

Existing building and parcel options enable Amazon to integrate into the Downtown Gateway District and subsequently enhance it through build-to-suit development. The Downtown Gateway District is a 24/7 mixed-use neighborhood home to large corporations from diverse sectors. The Downtown Gateway District examples include financial services (Goldman Sachs, BofA, UBS), consulting (EY, Deloitte, Navigant), technology (Uber, Gogo, Facebook), corporate (Hyatt, Boeing) and many others.

PLACE CONCEPT

The Downtown Gateway District is central to high-density residential and entertainment neighborhoods. Within a one-mile radius, 18,500 residential units and 7,500 hotel rooms have been recently completed or are under construction, with more than 300 new restaurant licenses since 2015. Union Station is emblematic of character goals, where new mixed-use construction coexists alongside irreplaceable iconic architecture and becomes animated with vibrant retail and cultural programming.



CONNECTIVITY CONCEPT

The Downtown Gateway District is at the center of Chicago's multimodal transit infrastructure. Union Station and Ogilvie Transportation Center regional rail stations are joined by Chicago Transit Authority rapid transit stations east and south, rapid bus lines, bike routes and walkable city streets. This area has a 100/100 "Transit Score," a 95 "Walk Score" and an 87 "Bike Score."

UTILITIES/COMMUNICATIONS

Seven fiber carrier lines are available in the Downtown Gateway District, offering an abundance of alternatives and a competitive procurement environment. Dark fiber is available to 350 E Cermak, one of the world's largest data centers. At least three ComEd power substations are available, providing redundancies for mission-critical HQ2 facilities. District cooling is available, providing scalable access to low-cost chilled water.

The Downtown **Gateway District** Amazon Chicago-Day One

The concept for the initial HQ2 facility is to present a range of existing building types to accommodate the 500,000 sq. ft. 2019 occupancy. Day One options include single- and multi-tenant configurations in buildings either under construction or planned for redevelopment, including 625 W Adams (438,000 sq. ft.), Willis Tower (500,000 sq. ft.), the Old Post Office (500,000 sq. ft.), 311 W Monroe (400,000 sq. ft.) and The Franklin (590,000 sq. ft.). On Day One, Willis Tower will be completing the 300,000 sq. ft. "Tower Hall". In 2020, Union Station's headhouse will deliver hotel and apartment units above the atrium-enclosed 110,000 sq. ft. of Great Hall retail.

DAY ONE, PHASE 1

The Downtown Gateway District offers two single-tenant options for 1Q 2018 occupancy. 625 W Adams is a 438,000 sq. ft. 20-story speculative ground-up development, and 311 W Monroe is a turnkey 400,000 sq. ft. single-tenant office redevelopment. Three multi-tenant options are available, each of which is expandable beyond the initial 500,000 sq. ft. premises. Options include Amazon's existing building, The Franklin, the Willis Tower (undergoing a \$500 million renovation) and the historic rehabilitation of the landmark Old Post Office (undergoing a \$600 million renovation).

PHASE 1 IMPLEMENTATION

Anticipating Phase 2 requirements is key to Phase 1 planning. If expansion within Day One buildings is not intended, planning for ground-up Phase 2 development likely needs to begin rapidly. Union Station may commence demolition in 2018 to deliver an efficient 1.2 million sq. ft. Class A+ tower for occupancy starting 4Q 2020, with up to 3.5 million sq. ft. total, at a pace depending on Amazon's goals for HQ2 design collaboration and employee ramp-up.

LAND AREA **EXISTING BUILDING(S)** Single Tenant N/A 625 W Adams 311 W Monroe

Multi-Tenant **Old Post Office** Willis Tower The Franklin

DEVELOPMENT PARCELS

NO. OF PROPERTIES

Union Station: three Class A+ towers, 3.5 million sq. ft. (Riverside) 321 S Wacker: two Class A+ towers, 2.4 million sq. ft. (John Murphy)

AVAILABLE FLOOR SPACE 500,000 Sq. Ft.

Outdoor Plaza

EXISTING BUILDING AMENITIES Fitness Terraces

Retail/Food Hall/Entertainment **Tenant Lounge**

DEVELOPMENT CAPACITY 500,000-18 Million Sq. Ft.

PROPOSED ROLE/MIX OF USES

Office

Retail/Entertainment Civic/Public Spaces

Residential

EARLIEST OCCUPANCY DATE

Existing: 1Q 2018 (Various)

Development: 4Q 2020 (Union Station)

Т	IMELINE TO OCCUPANCY (DEVELOPMENT)

ENTITLEMENTS

1Q 2018

NO. OF OTHER OWNERS

BUILDING REFURBISHMENT

INFRASTRUCTURE

2018

SITE PREPARATION

1Q 2019

1Q 2019

CONSTRUCTION

2Q 2019

MOVE-IN

4Q 2020

IMPLEMENTATION STRUCTURE OPTIONS

Own

development options. Owners are flexible to deal terms.

Lease

It is anticipated that HQ2 will negotiate with a narrowed group of existing and

Joint-Venture

DEVELOPER CAPACITY

The portfolio of 12 sites is controlled by a group of qualified investors, managers and developers with experience in executing complex investment, redevelopment and ground-up development plans. The sites are represented by a group that includes Blackstone, Tishman Speyer, Riverside (20 million sq. ft. Class A+/A Chicago office development and redevelopment), Sterling Bay (3.5 million sq. ft. developed/ redeveloped since 2012, including seven corporate headquarters), The 601W Companies and White Oak/CA Ventures.



PARCEL	ADDRESS/PROJECT NAME	PHASE	PROPOSED RSF
1	625 West Adams	1	438,000
2	233 South Wacker (Willis Tower)	1	500,000
3	The Old Post Office	1	500,000
4	311 West Monroe	1	400,000
5	The Franklin	1	600,000
6	Union Towers 1 & 2	II	2,400,000
7	Union Tower 3	П	1,100,000
8	The Old Post Office (Existing)	II	2,000,000
9	301 & 321 South Wacker	II	2,400,000
10	300 Block of Jefferson (Jackson/Van Buren)	III	To Be Determined
11	601 West Monroe	III	To Be Determined
(12)	645 West Madison	III	To Be Determined
(13)	The Old Post Office (New Buildings)	III	To Be Determined





2

City Center Campus



The City Center Campus offers Amazon a unique opportunity to become an integral part of Chicago's Loop. The centrally located future campus core is fully integrated into existing infrastructure and a multimodal transportation network with direct access to both airports. The campus provides connectivity to the educated population of the metro area and vital residential neighborhoods, creating an ideal live-work-play-learn balance. The site is just steps away from an abundance of cultural venues, the Chicago Riverwalk, restaurants and Millennium Park. The opportunity to redevelop an entire city block in downtown Chicago also aligns with Amazon's commitment to sustainability.

LOCATION

Central Business District MAJOR INSTITUTIONS

World-Class
Universities,
Health Care Facilities,
Cultural Institutions

OPEN SPACE

Lakefront Riverwalk Millennium Park Grant Park





Site Boundaries

• т

Transit

Interstates

TRANSPORTATION/CONNECTIVITY

TIME TO O'HARE AIRPORT

41 Min.

🙀 25 Min.

FO

KEY DEVELOPMENT DATA

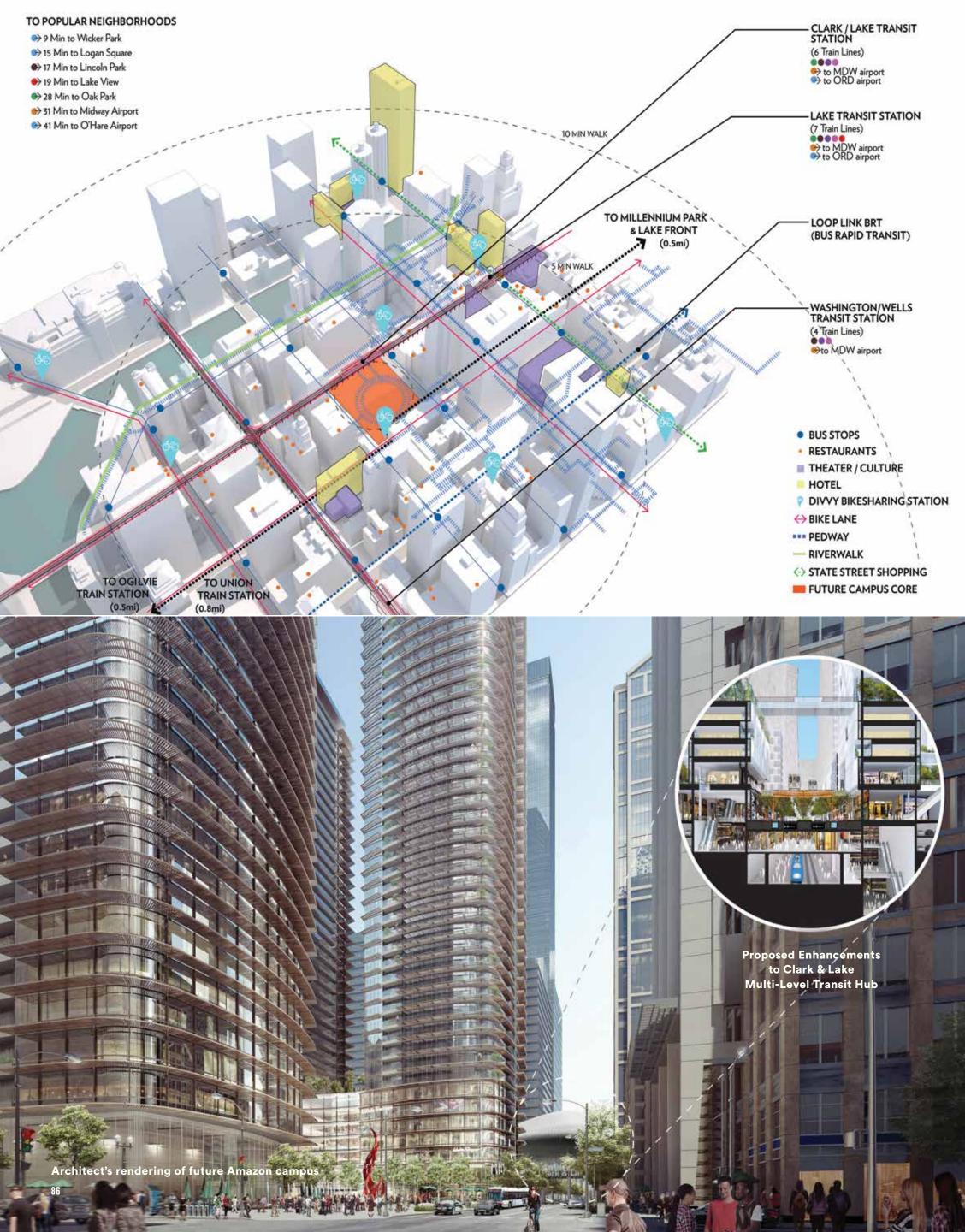
FORMER USE CURRENT USE
Office Office

LAND AREA
6.5 Acres

DEVELOPMENT CAPACITY
500,000-8,000,000+ Sq. Ft.

PROPOSED ROLE/MIX OF USES
Office
Accessory Amenities



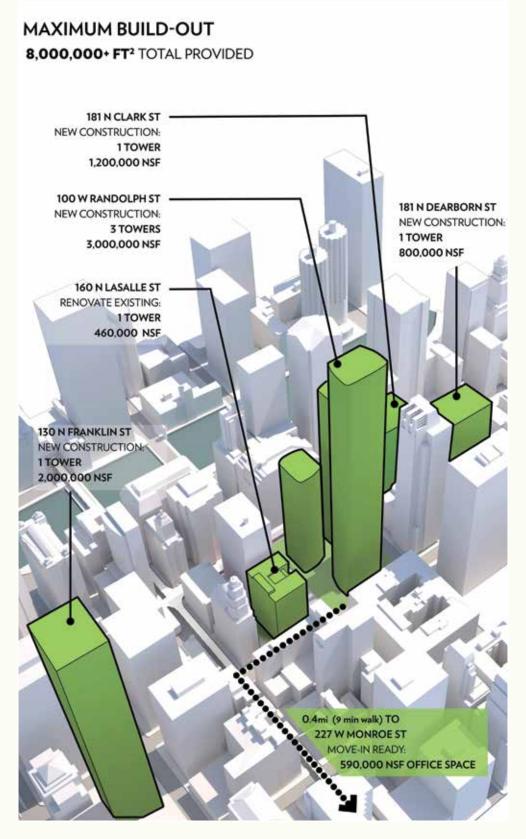


City Center Campus Site Vision— 2027

Building and occupancy concepts can vary in response to Amazon's adjacency and occupancy requirements. Amazon's operations can grow around the future campus core, engaging surrounding sites to provide ultimate capacity and flexibility. Its unique location, within a thriving urban context, allows Amazon to meet its immediate needs and invest in growth organically. A proposed enhanced transit hub can provide an urban gateway from the multi-level CTA rail system to the City Center Campus doorstep.

CORE AMAZON WORKPLACE CONCEPT

The development of an entire city block in the heart of downtown will allow Amazon to author a chapter in Chicago's rich architectural history. The concept facilitates Amazon's vision for an innovative and integrated environment built for its team. Chicago is a dynamic city that offers unrivaled quality of life. Its affordable cost of living attracts diverse talent, driving the local economy forward. The number of new households in the Loop is growing at a greater annual rate than any other area. These urban dwellers are attracted to housing that offers a wealth of amenities within walking distance to shopping, dining, entertainment and employment centers. The City Center Campus offers Amazon the opportunity to create an ideal live-work-playlearn environment.



CONNECTIVITY CONCEPT

This site offers unparalleled access to public transportation. The City Center Campus provides on-site CTA rail transportation to all eight lines, including direct access to O'Hare and Midway international airports. The site is integrated into a multimodal transportation network with significant pedestrian and biking activity, along with direct access to all downtown CTA bus lines, bus rapid transit (Loop Link) lines and bike lanes, and is less than one mile from interstate access. Union, Ogilvie and Millennium stations are less than a mile away, providing access to the vast array of suburban destinations. The site is also accessible to other areas of the City via the Pedway.

UTILITIES/COMMUNICATIONS

The City Center Campus currently has access to all utility, Internet and telecommunications services. Water, gas and electrical connections surround the property today with capacity to support the fully redeveloped site. Sufficient fiber connectivity exists on-site to support any scale of development, and a direct fiber connection to an AT&T Point of Presence is 0.2 miles from the campus center and surrounding sites. Door-to-door dark fiber access is available from the campus center to multiple major co-location and data centers. Additionally, multiple long haul (8) and metro (16) providers' fiber runs through the campus. This existing infrastructure will allow for capital investment in innovation and talent.

City Center Campus Amazon Chicago Day One

To meet the immediate demands for occupancy, the City Center Campus concept proposes to refurbish the 460,000 sq. ft. 160 North LaSalle Street building, a State-owned office building, adjacent to the primary campus site. As 160 North LaSalle's sole tenant, Amazon could fully conceptualize the space. In addition, 590,000 sq. ft. is available at 227 West Monroe, Amazon's existing Chicago-based office. Contiguous to existing Amazon operations, the site provides an opportunity for seamless expansion. Because these are existing structures, no new entitlements are required; interiors would only need to be redeveloped, minimizing initial capital investment.

DAY ONE, PHASE 1

Reuse of both structures will allow for occupancy as requested in 2019, while providing maximum flexibility to meet initial requirements. Since Amazon is already a tenant at 227 West Monroe, the expansion of the offices would be seamless. As the sole tenant in 160 North LaSalle, Amazon can conceptualize the space redesign, control branding and configure accessory amenities as desired.

LAND AREA 83,000 Sq. Ft. 35,000 Sq. Ft.

EXISTING BUILDING(S)
227 W Monroe
160 N LaSalle

AVAILABLE FLOOR SPACE

EXISTING BUILDING AMENITIES

590,000 Sq. Ft. & 460,000 Sq. Ft.

Restaurants Fitness Center Parking Conference Center Private Club

DEVELOPMENT CAPACITY **500,000–1,050,000 Sq. Ft.**

PROPOSED ROLE/MIX OF USES

Office

Accessory Amenities

EARLIEST OCCUPANCY DATE

03/01/2019

PHASE 1 IMPLEMENTATION

A combination of both is available to address Day One occupancy. Office space within 227 West Monroe is available immediately with minimal capital investment. 160 North LaSalle can be phased and renovated on a floor-by-floor basis as tenants are relocated. Infrastructure upgrades are not necessary, as the sites are already serviced by all utilities and have the capacity to meet Amazon's needs.

EXISTING BUILDING(S)
227 W Monroe
160 N LaSalle

PRIMARY OWNER(S)
Tishman Speyer
State of Illinois

NO. OF PROPERTIES **2**

NO. OF OTHER OWNERS **0**

TIMELINE TO OCCUPANCY



IMPLEMENTATION STRUCTURE OPTIONS

Own

Lease

Joi

Joint-Venture

DEVELOPER CAPACITY

Primary sites are owned by the State of Illinois. The State is open to either a joint-venture with Amazon, in an Amazon-led development, or creating a competitive turnkey process of qualified developers familiar with the market in Chicago.







Innovative Urban Districts

We are seeing major growth north, west and south of the Central Business District, including former industrial districts that have become new and diverse communities. These large-scale sites in the immediate vicinity of the CBD would allow Amazon to define an entire new district. Most have a public waterfront presence along either the Chicago River or Lake Michigan and active owners with investment strategies and design options that can be tailored to meet Amazon's needs.

O	Lincoln Yards	92
2	The River District	98
3	Fulton Market	104
4	The Illinois Medical District	110
5	The 78	116
6	Burnham Lakefront	122

Lincoln Yards

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Lincoln Yards is one of the most dynamic in-fill corporate campus sites. It comprises iverfront acres between Bucktown and Lincoln Park, two of Chicago's most iconic neighborhoods. It is a site of scale that currently offers robust, existing and multimodal transit connectivity, fiber-rich infrastructure, a reasonable cost of living, vibrant neighborhood adjacency and immediate development opportunities with future expansion options. These attributes, coupled with a development that embodies a live-work-play ethos necessary to attract and retain a well-rounded workforce, are perfect for HQ2.

LOCATION

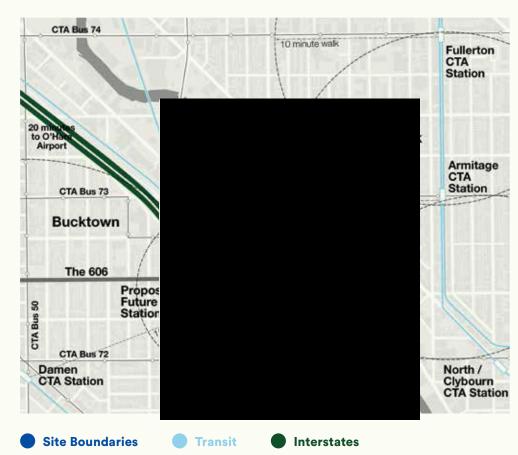
Lincoln Park and Bucktown neighborhoods

MAJOR INSTITUTIONS
DePaul University
UI Labs
Wrigley Innovation Center
Lincoln Park Zoo
Chicago History Museum
Steppenwolf Theatre Company
The Second City

OPEN SPACE

in Lincoln Yards
2 miles of Chicago River access
The 606 elevated trail
Lincoln Park
North Avenue Beach
Wicker Park





TRANSPORTATION/CONNECTIVITY

TIME TO O'HARE AIRPORT

29 Min.

20 Min.

KEY DEVELOPMENT DATA

FORMER USE

CURRENT USE

Manufacturing Development

Ready

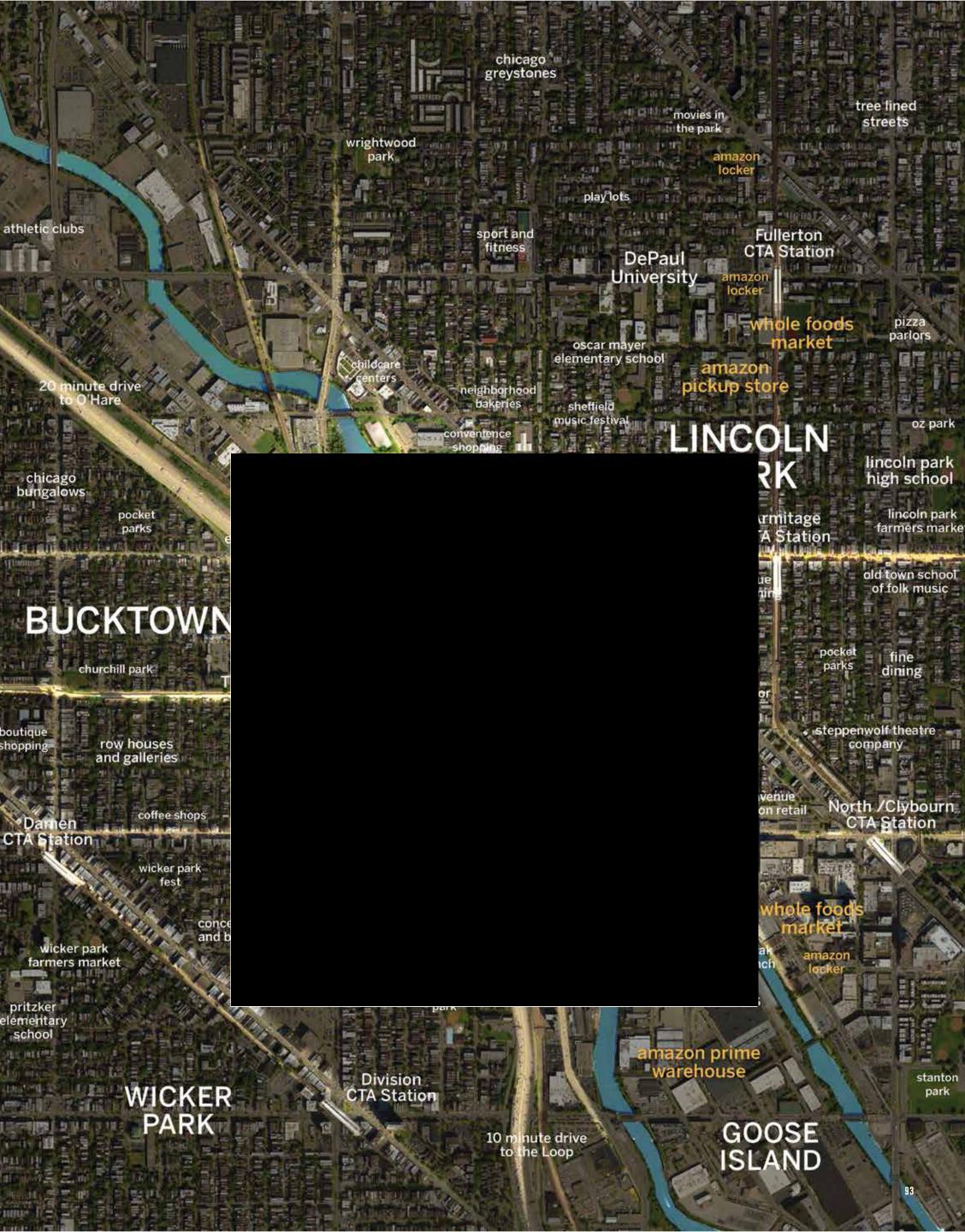
LAND AREA

DEVELOPMENT CAPACITY

Over 20 Million Sq. Ft.

PROPOSED ROLE/MIX OF USES

Office Residential Entertainment Recreation Retail Hospitality



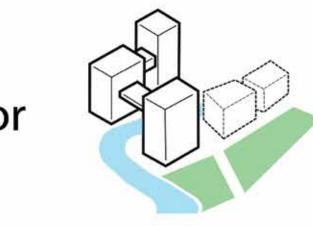




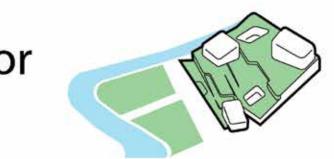




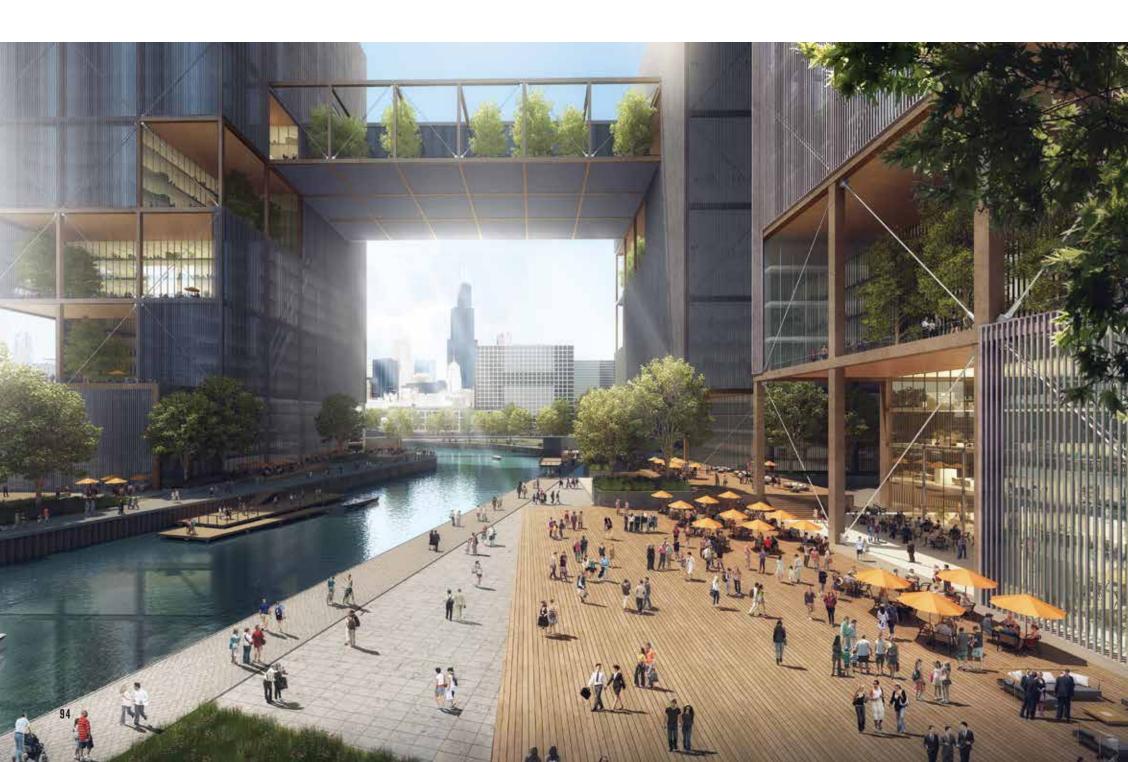
campus quad 30-50K SF per floor



network buildings 50-80K SF per floor

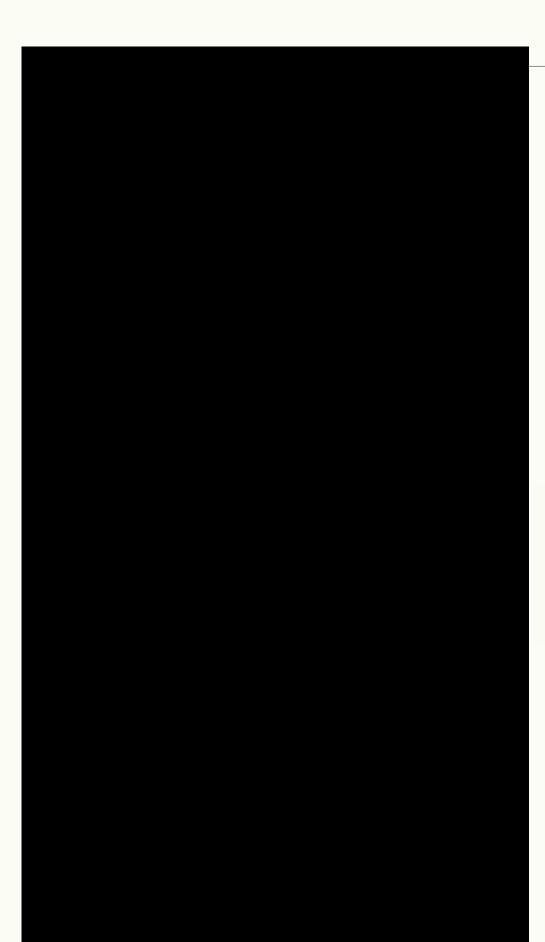


mega floorplates 450K + SF per floor



Lincoln Yards Site Vision— 2027

Talent, culture and lifestyle in a dynamic urban setting. Lincoln Yards is Amazon's opportunity to create its own campus, reflecting its vision while integrating into Chicago's established neighborhood culture.





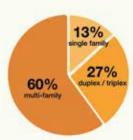
ALL MODES COME TO LINCOLN YARDS TODAY

You can walk, bike and ride from anywhere in the metropolitan area.

- Lincoln Yards is 10 minutes to the Loop
- Adjacent to the Kennedy Expressway
- Adjacent to a Metra commuter rail station
- Within walking distance of three CTA train stations, three CTA bus routes and Divvy bikeshare stations
- O'Hare International Airport is just 20 minutes by car or 29 minutes via public transportation
- The 606 trail and water taxi routes will soon be extended through the site

THE LINCOLN YARDS LIFESTYLE

Lincoln Yards is surrounded by arts and culture, renowned educational institutions and the parks of Bucktown and Lincoln Park. Within three miles of Lincoln Yards, the residents enjoy a mix of housing options at reasonable prices:



2017 Median Home Values

- Lincoln Park-\$568,348
- Bucktown-\$421,854
- Over half of all rental units in Lincoln Park and Bucktown rent for less than \$1,250 per month.

In addition to these diverse options, over 7,500 new residential units are planned for Lincoln Yards, including a range of price points and size options to appeal to a wide variety of residents.



A REINVIGORATED SITE, A HEALTHY CAMPUS

Lincoln Yards will be one of the healthiest and most vibrant urban environments in the U.S. Surrounded by neighborhoods with some of the highest walkability scores in Chicago, Lincoln Yards will be further connected by bridges, trails and riverwalks. An emphasis on cycling and multiple public transit options will result in low carbon emissions. In addition, water taxis, kayak launches and the 606 trail will be easy to use.

Lincoln Yards will employ recycled, regional and renewable building technologies and materials to achieve LEED neighborhood development certification. Habitat restoration, stormwater capture/reuse, vegetative roofs and photovoltaic and geothermal energy systems will play roles in creating a sustainable and responsible urban campus for Amazon to call home.

Lincoln Yards Amazon Chicago Day One

Lincoln Yards is already underway. Sterling Bay has pad-ready sites for more than 8 million sq. ft. of a build-to-suit campus. In less than 18 months, Amazon can be operational, with the first 1.5 million sq. ft. at Lincoln Yards constructed to its exact specifications.

For earlier delivery, Sterling Bay offers 311 W Monroe, a rarely available, tenant-ready office building in downtown Chicago. Amazon can occupy the building's entire 400,000 sq. ft. in Q1 2018, with exclusive naming rights for a Central Business District location. Just 10 minutes from Lincoln Yards, and adjacent to Amazon's existing office at 227 W Monroe, 311 W Monroe may be used as a temporary incubator space or a permanent foothold in Chicago's Central Business District.

PHASE ONE: BUILD-TO-SUIT AT LINCOLN YARDS

None

LAND AREA

EXISTING BUILDING(S)

PRIMARY OWNER(S)

Sterling Bay

PHASE ONE: AVAILABLE NOW AT 311 W MONROE

EXISTING BUILDING(S)
311 W Monroe

PRIMARY OWNER(S)

Sterling Bay

AVAILABLE FLOOR SPACE

500,000-1,500,00 Sq. Ft.

NO. OF PROPERTIES

1–3

AVAILABLE FLOOR SPACE

400,000 Sq. Ft.

NO. OF PROPERTIES

1

DEVELOPMENT CAPACITY

Over 8 Million Sq. Ft. for HQ2, Over 20 Million Sq. Ft. Total

PROPOSED ROLE/MIX OF USES

HQ2

Residential Office

Hospitality

Entertainment and Recreation

Retail

311 W MONROE BUILDING AMENITIES

Indoor/Outdoor Lounge
Bowling & Arcade
Fitness Center
Conference Facilities
Event Spaces
Secure Bike Room

311 W MONROE LOCATION



IMPLEMENTATION STRUCTURE OPTIONS

Own



Lease

Joint-Venture

TIMELINE TO OCCUPANCY

Q4 2017 Day 1 **JAN 2018**

Phase 1: 500,00 - 1,500,000 Sq. Ft. Build-to-Suit

Planned Development Application Construction Permit Application **MARCH 2018**

Phase 1: 500,00 - 1,500,000 Sq. Ft. Build-to-Suit

Planned Development Approved Construction Permit Insurance or Amazon Operational in 311 W Monroe Completing Phase I

Phase II and Beyond Planned Development Application **MARCH 2018**

Phase II and Beyond

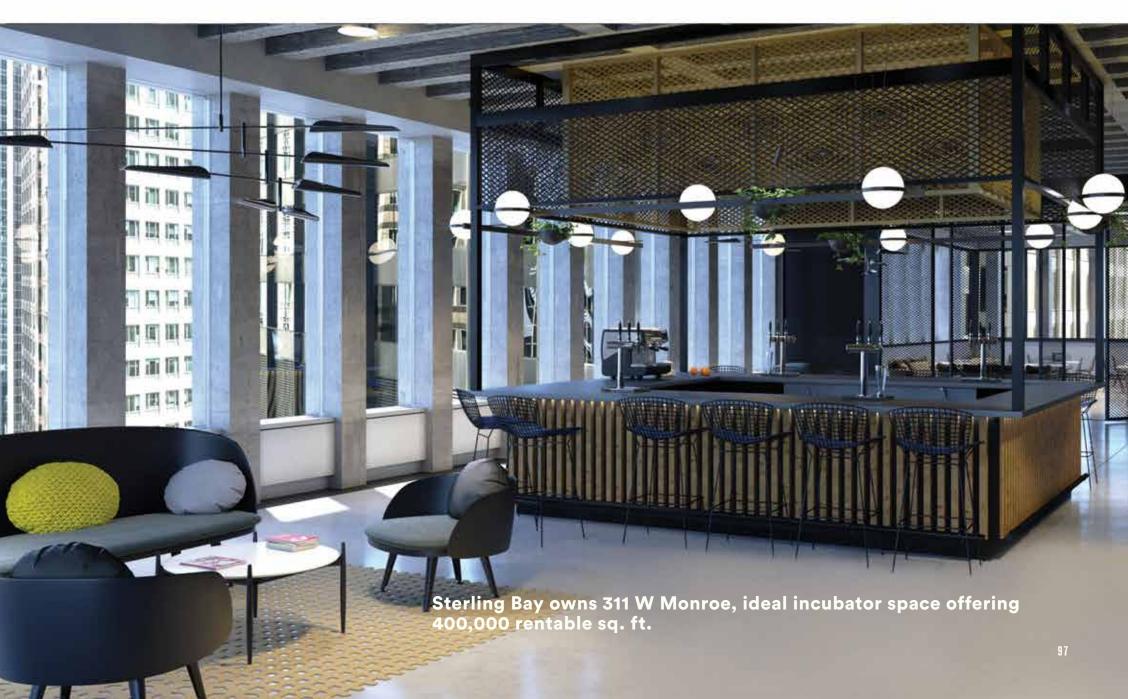
Planned Development Approved **DECEMBER 2018**

Phase II

500,000-1,500,000 SF Build-to-Suit Turnover to Amazon Q1 2019

Phase I 500,000-1,500,000 SF Build-to-Suit Operational HQ2





The River District



The River District is a new neighborhood in Chicago's city center, anchored by 37 acres of continuous riverfront land that is primed for rapid development. Located at the confluence of Chicago's most dynamic office, residential and entertainment districts, The River District is proximate to five separate CTA train stations, the Union Station/Ogilvie downtown commuter train hubs, the interstate highway system and a dense network of major bus and bike routes. Given its unique locational attributes, the site represents an opportunity to create a truly bespoke neighborhood that is pedestrian-, bike- and transit-friendly, while also convenient to regional commuters and international travelers.

LOCATION

Downtown

MAJOR INSTITUTIONS Northwestern Medical Northwestern **Chicago Campus** OPEN SPACE **Riverwalk Montgomery Ward Park**



Site Boundaries

Transit

Interstates

TRANSPORTATION/CONNECTIVITY

TIME TO O'HARE AIRPORT

45 Min.

25 Min.

KEY DEVELOPMENT DATA

FORMER USE **Printing**

CURRENT USE Vacant/Printing

LAND AREA

37.2 Acres (Single Owner) 8+ Acres (Adjacent **Development Pads)**

DEVELOPMENT CAPACITY 13,100,000 Sq. Ft. (37-Acre Site) 2,500,000+ Sq. Ft. (Adjacent Sites)

PROPOSED ROLE/MIX OF USES Office Street-Level Retail Up to 5,000 Residential Units Up to 1,200 Hotel Keys





The River District Site Vision— 2027

The River District will be a vibrant mixed-use neighborhood located within a high-quality urban environment. Seated in Chicago's city center, and at the nexus of River North and Fulton Market, The River District will serve as the connective link between these two dynamic neighborhoods. 3,200 feet of public riverwalk will complete a continuous 2.5-mile pedestrian link to Lake Michigan, and 12.5 acres of on-site open space will support a healthy and creative workforce with myriad choices for indoor/outdoor recreation.

PLACE CONCEPT

The River District provides direct access to Chicago's densest office, residential and entertainment districts, combined with the scale to custom-build a wealth of new regional amenities on-site. It is directly west of River North and immediately northeast of Fulton Market, which together are the city's most popular destinations for new housing, upscale dining and exciting nightlife.

CORE AMAZON WORKPLACE CONCEPT

In the heart of Chicago's tech triangle,
The River District sits at ground zero for the
City's skilled workforce—in a location that
can immediately accommodate groundup development customized to Amazon's
needs. A two-mile radius to the site captures
250,000 residents in Chicago's densest and
most educated neighborhoods, including
both established and up-and-coming regions
to the north, west and south of downtown.

NEIGHBORHOOD CONCEPT



As part of the recently completed North Branch Framework, the site is zoned for high-density construction to mirror the highrise, mixed-use planning that characterizes River North. Expansive riverwalk and park space, along with new street connections to the city grid and neighborhood-serving retail, will weave the site into the surrounding neighborhoods and animate both the transit and pedestrian experience.





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CONNECTIVITY CONCEPT

Walkable to downtown, the site is in the heart of Chicago's regional transportation hub. Over 50 percent of the site sits within a quartermile of the CTA Blue Line (direct to O'Hare), with five separate CTA stations within a half-mile and Union Station/Ogilvie one mile south. Major bus lines bound the site, bicycle spoke routes are five minutes away, water taxis and a direct shuttle will link to the Loop and the interstate system is adjacent.

UTILITIES/COMMUNICATIONS

Bounded by major arterial boulevards and the Chicago River, the site is served by in-place utility and communication infrastructure. Initial phases (over 6 million sq. ft.) will be constructed along major streets using existing stub-outs. In-place fiber infrastructure will require no improvements to accommodate operations. Six fiber lines run through the site, and there is an immediately available dark fiber connection point on Grand Avenue.



SUSTAINABILITY CONCEPT

Given its riverfront location, transit connectivity and ample site area, The River District presents an opportunity to create not just sustainable buildings but a model, sustainable district built on a walkable, bikeable, low-carbon lifestyle. Buildings will achieve the LEED Gold standard and the highest modern energy standards, native vegetation will protect and diversify wildlife populations and stormwater solutions will maximize discharge efficiency.

The River District Amazon Chicago Day One

Tower 1 is a 500,000 sq. ft. Class A+ "new loft" office building that will kick off Phase 1 of the 13 million sq. ft. mixed-use urban riverfront campus. The transit-oriented site is designed to attract and retain top talent by creating a convenient and stimulating urban lifestyle. The seven-acre Phase 1a comprises office space across three towers, +/- 300 residential units, a full complement of premier amenities, conference areas and 4.6 acres of open space including 1,000 feet of riverwalk. The plan embraces the river to create a unique sense of place that will draw employees together and connect them with the community, and has the flexibility to convert the residential tower to either office space or a multipurpose commons building.

DAY ONE, PHASE 1

Tower 1 is a planned 500,000 square foot newly constructed office building, and the existing vacant building will be demolished. The design concept is a "new loft" product that combines large collaborative floor plates, high floor-to-ceiling heights and raw industrial design with state-of-the-art building technology, 2.5 acres of open space and best-in-class amenities and ground-floor retail. Tower 1 and the initial phasing plans can be adjusted to exactly match Amazon's requirements.

LAND AREA 309,277 Sq. Ft. 7.1 Acres EXISTING BUILDING(S)

N/A—Vacant building on site is prepped for demolition

AVAILABLE FLOOR SPACE **500,000 Sq. Ft.**

PHASE 1 AMENITIES

Food Hall, Fitness Center, Riverwalk, 2.5-Acre Public Plaza with Amphitheater

DEVELOPMENT CAPACITY
Up to 2,500,000 Sq. Ft.

PROPOSED ROLE/MIX OF USES

Office Street-Level Retail Residential (if desired)
Commons Building (if desired)

EARLIEST OCCUPANCY DATE

Q4 2019

PHASE 1 IMPLEMENTATION

The site is single-owner-controlled by Tribune Media, with Riverside Investment & Development as Phase 1a development manager. Development team has extensively studied the site and can deliver Q4 2019 occupancy with a qualified development team. Tower 1 will include the most advanced technology and systems available in a rational floor plate. Development team possesses an extensive track record of delivering complex global HQs on schedule, has experience structuring anchor lease ownership options and is flexible to Amazon's goals.

EXISTING BUILDING(S)

N/A—Shovel-Ready Site

PRIMARY OWNER(S)

Tribune Media

Riverside Investment & Development

NO. OF PROPERTIES

1

NO. OF OTHER OWNERS

N/A

TIMELINE TO OCCUPANCY

(1) ENTITLEMENTS

S **Q4 2017**

2 BUILDING REFURBISHMENT

3 Months

(4) INFRASTRUCTURE

RUCTURE In Place

(5) CONSTRUCTION

MOVE-IN

16 Months Q4 2019

3 Months

IMPLEMENTATION STRUCTURE OPTIONS

Own

Lease

Joint-Venture

Note: Owner is receptive to any deal structure as desired by Amazon.

DEVELOPER CAPACITY

2000-2017

• 20 Million Sq. Ft. of Development

2000-2017

• 150 N Riverside, The Main, North Bridge

2012-2017

• 1.5 Million Sq. Ft. of Development

- 1.23 million Sq. Ft. currently under management
- Second WiredScore Platinum building in Chicago (150 N Riverside)
- 2017 CCREA Developer of the Year
- 2016 NAIOP Office Development of the Year





3

Fulton Market



Fulton Market sits in a 21st century extension of Chicago's Central Business District. Once a meatpacking district, it is now a rich mix of offices, workspaces, restaurants, nightlife, hotels and housing, intermingled with industry, makers and artists. The district keeps its working grit while being a major draw for start-ups and multiple recent corporate headquarters relocations. It is now home to Dyson, Glassdoor, Google, Uber, McDonald's and WeWork—attracting the brightest minds in business and technology to a rapidly maturing business district.

Fulton Market is a vibrant, authentic, growing neighborhood that has retained its historic buildings while bringing major new investment and development. Soho House and a Stephanie Izard restaurant sit alongside takeout delis. On Day One, Amazon employees and visitors will be able to enjoy award-winning restaurants, lively nightlife, boutique hotels, active street life, new parks and, at its core, a place to work hard.

Fulton Market offers Amazon a rare assemblage of sites. There is a proximate collection of significant property owners across the Fulton Market area who will actively collaborate to meet Amazon's needs.

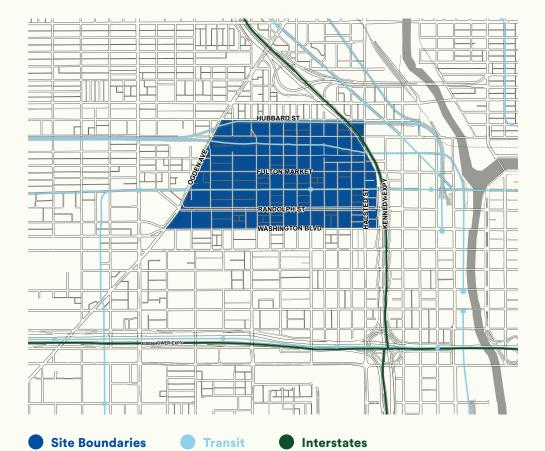
LOCATION

Fulton Market

MAJOR INSTITUTIONS University of Illinois Illinois Medical District United Center Malcolm X College

OPEN SPACE Union Park Skinner Park Mary Bartelme Park





TRANSPORTATION/CONNECTIVITY

TIME TO O'HARE AIRPORT

38 Min.

25 Min.

KEY DEVELOPMENT DATA

FORMER USE
Industrial

CURRENT USE
Mixed-Use

LAND AREA
241 Acres

DEVELOPMENT CAPACITY **Up to 13M Sq. Ft.**

PROPOSED ROLE/MIX OF USES

Office Hotel Retail Residential Recreation



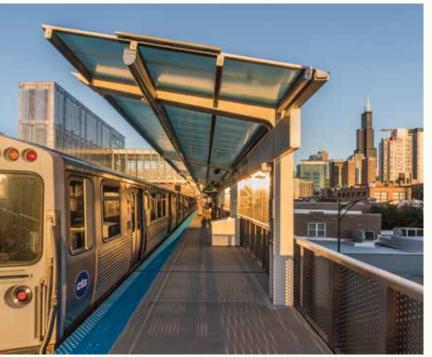




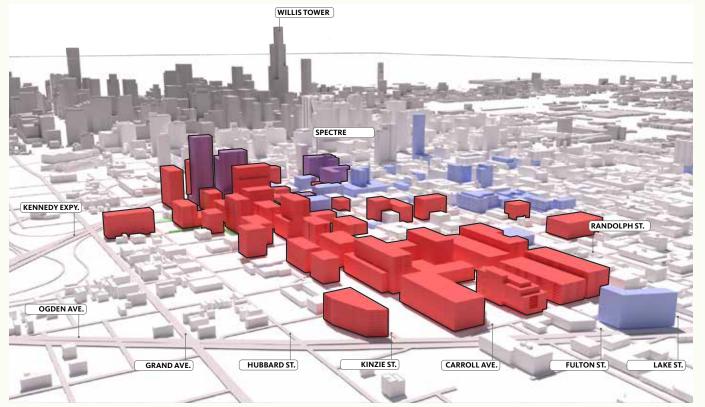












Phased Urban Integration

- Development Planned, Proposed & Under Construction (2012–2017) 4,367 Residential Units 2,782,000 Sq.Ft. Office 644 Hotel Keys
- Day One Sites 2.1M Sq.Ft. Office
- 2027 Integration
 Up to 9.5M Sq. Ft. Mixed-Use

70+ Acres of Developable Land

30+ Buildings.
One Opportunity.















RECENT DEVELOPMENT HIGHLIGHTS

- 1. 1K Fulton—Google Headquarters
- Swift & Sons
- 2. 900 W Randolph
- 3. SoHo House Chicago
 - Chicken Shop
- 4. 110 N Carpenter McDonald's Global Headquarters
- 5. Nobu Hotel
- 6. 1330 W Fulton—Dyson Headquarters

Fulton Market Site Vision— 2027

In 2027, Amazon can be seamlessly integrated into a dynamic, fine-grained, mixed-use district. It can occupy a range of converted buildings, historic or new, and take full control of larger sites to define its own environment. The company will have joined a growing downtown community with a distinct neighborhood vibe. To get to work, Amazon employees can walk, bike, take rapid transit or commute through one of the two regional rail terminals. A range of business supply chain, talent pool and lifestyle choices will be immediately available. Careful curation of the area by the City of Chicago, combined with the drive of the local business community and the company's leading role, will create a new, permanent home for Amazon's long-term growth.

THE NEIGHBORHOOD

Walking distance from the Loop, Fulton Market is known for its vibrant restaurants, retail and street life. Randolph Street, a distinctive business boulevard and city connector, is also a front door for the district. Lake Street is bustling every hour of the day with an overhead elevated transit line. Among the bustle, there are still smallscale surprises, in the arts, entertainment and culture, as well as long-standing Greek, Italian and Mexican businesses. Neighborhood streets shift from the intimate to the spectacular in a single block. Fulton Market also counts as its neighbors the Chicago Bulls, the Chicago Blackhawks, the 29,000-student University of Illinois-Chicago and the 30,000-employee Illinois Medical District.

A HIGHLY CONNECTED DISTRICT =

Fulton Market is connected to multiple transportation options, allowing Amazon's workforce to easily commute from local housing, Chicago's skill-rich neighborhoods or the suburbs. This is a highly walkable neighborhood, fully integrated into Chicago's bike network and with its own public "bike garage." The CTA elevated rapid transit system Green Line serves the area with two stations, offering five-minute links to the heart of the Loop. Bus routes encircle and run through the neighborhood. The area is within walking distance of the Ogilvie Transportation Center and Union Station, the region's primary commuter rail hubs. Fulton Market provides immediate access to I-290 and I-90/94 interstates, with O'Hare International Airport just a 25-minute drive away. O'Hare can also be reached by CTA Blue Line services from nearby stations in under 40 minutes. The district is fiber-rich, served by multiple cell providers, and has allowed immediate and high-speed connections for new businesses.





AN AUTHENTIC, EVOLVED TECH DESTINATION

The mix of converted warehouse building stock with thoughtful new construction has allowed Fulton Market to retain its authentic character as an urban neighborhood that works, lives and plays, all in the same place. It is now a focus for tech, creative, knowledge and professional workers and businesses. A range of office and workspace types can be delivered to meet Amazon's diverse needs-smaller spaces in existing multi-tenant buildings; stand-alone historic buildings; sites for new buildings, designed specifically for Amazon, intermingled across the area; or a core Amazon collection of neighboring new buildings. This core could meet a substantial part of the 8 million sq. ft. potential.

SUSTAINABLE INFRASTRUCTURE

Sustainability is inherent in a neighborhood such as Fulton Market, with excellent public transportation, high density and recent public infrastructure investments. New parks have been added, and "found" open space, along wide boulevards and transit lines, has led to linear park concepts similar to New York's High Line and Chicago's 606 rail-to-trail link. New underground infrastructure including water, sewer and high-speed fiber has been included in recent city infrastructure projects to service the increased demand. At the same time, building renovations and new construction have pursued the highest standards in performance, with Chicago's green building code-setting standard and owners seeking LEED certifications.

Fulton Market Amazon Chicago Day One

Amazon can build an interconnected HQ2 urban campus in the heart of Chicago's tech and creative hub. Amazon has a variety of paths to get to Day One, including reuse of existing buildings or entirely new buildings. There is a proximate collection of significant land and property owners across the Fulton Market area who can make this space or development available on 2019 timelines.

The City can draw on its long-standing relationships with property owners and developers throughout the West Loop to implement the plans and timelines necessary to establish Amazon's new headquarters in Fulton Market.

DAY ONE, PHASE 1

Zoning, site planning, design and infrastructure expansion efforts are underway on five properties, expecting turnkey delivery of more than 2 million combined sq. ft. of office, commercial and residential space by 2019.

Up to 2.195 million sq. ft. of new office and commercial space can be delivered to Amazon on Day One, within a fully accessible three-block area, which is interwoven into the established street grid and neighborhood. This facility can provide Amazon with a prominent, state-of-the-art technology hub, from which the company can oversee its Fulton Market evolution.

The City of Chicago recently developed a new land-use framework for Fulton Market to reflect the dynamic changes in the area. A new zoning approach will be implemented in late 2017 based on the framework, which will allow for a wide range of uses and increased densities across the area.

)	NO. OF PROPERTIES			
	5	NO. OF OTHER OWNERS N/A		
EXISTING BUILDING AMENITIES Rooftop Lounge Bike Room		TIMELINE TO OCCUPANCY		
Outdoor Terraces	1 ENTITLEMENTS	Q1 2018		
On-Site Parking	2 BUILDING REFURBISHME	ENT Underway		
DEVELOPMENT CAPACITY 650,000-2,195,000 Sq. Ft. PROPOSED ROLE/MIX OF USES		Spring 2018		
		Spring 2018		
estaurant	5 CONSTRUCTION	Summer 2018		
etail Open Space	6 MOVE-IN	Q4 2019		
	_	Joint-Venture		
	estaurant etail	ike Room Outdoor Terraces On-Site Parking 2 BUILDING REFURBISHME 3 SITE PREPARATION 4 INFRASTRUCTURE estaurant etail 5 CONSTRUCTION		

DEVELOPER CAPACITY

• Employment-Based: 16,894,000 Sq. Ft.; 42 Projects

2000-2017 • Mixed-Use: 10,591,000 Sq. Ft.; 29 Projects

• Total Office/Workspace Leased: At Least 25,000,000 Sq. Ft.











DAY ONE, SITE PLAN

SITE A

330 & 333 N GREEN 1.2 M SQ. FT. OFFICE

SITE B

801 W LAKE

650,000 SQ. FT. OFFICE

SITE C

170 N GREEN 345,000 SQ. FT. OFFICE

SITE D

905 W FULTON 93,000 SQ. FT. OFFICE

939 W FULTON 24,000 SQ. FT. OFFICE

Total Office Space—Day One 2.3 M SQ. FT.

2027 Integration Up to 13M Sq. Ft. Mixed-Use



Future Pedestrian Promenade & Linear Park Some parcels may be suitable for open space in connection with large scale development



Day One — Key Pedestrian Connection

Day One — Available Sq. Ft.

4

The Illinois Medical District



The IMD is an established research, education and life sciences district, where a diverse, international workforce of 65,000 pursues innovation 24/7.

Well-served by transit and just west of downtown, The IMD is an independent government entity that hosts three colleges, four medical centers and numerous public and private technology enterprises.

The district is walking distance to authentic Chicago neighborhood experiences like Little Italy and Greektown, and minutes away from the City's business and cultural center.

It offers Amazon long-term growth opportunities and can meet its 2019 target.

Innovation.
Science.
Technology.
Research.
Education.

LOCATION

Illinois Medical District

MAJOR INSTITUTIONS
University of Illinois Health
(Medical, Nursing and Pharmacy)
University of Illinois at Chicago
Rush University Medical Center
Malcolm X College

OPEN SPACE Chicago River (2.0 miles)

Regional Parks:

- Douglas Park
- Addams/Medill Park
- Harrison Park





TRANSPORTATION/CONNECTIVITY

TIME TO O'HARE AIRPORT

50 Min.

🚘 25 Min.

KEY DEVELOPMENT DATA

FORMER USE CURRENT USE

Mostly Residential Mostly Vacant Land

LAND AREA

Approximately 40 Acres

DEVELOPMENT CAPACITY **8.7 Million Sq. Ft.**

PROPOSED ROLE/MIX OF USES

Office Retail Residential Lab/Medical Flex/Storage





The Illinois Medical District Site Vision— 2027

In 2027, HQ2 would be represented in a new extension of a major district focused on life sciences, healthcare and technology. Less than two miles from downtown and integrated into a highly educated neighborhood, Amazon would also be immediately connected to Chicago's transit, highway and bike street system. It will be able to design and set standards for an entire new collection of buildings.

CONNECTIVITY CONCEPT

The IMD is connected; two CTA lines and seven bus routes move 82,000 people a week through The IMD. Highway access is equally robust, with I-290 at The IMD's northern border. Bike lanes and bike sharing make closer commutes quick and easy. O'Hare and Midway airports are 30 to 40 minutes away, and The IMD heliport serves people and drones.

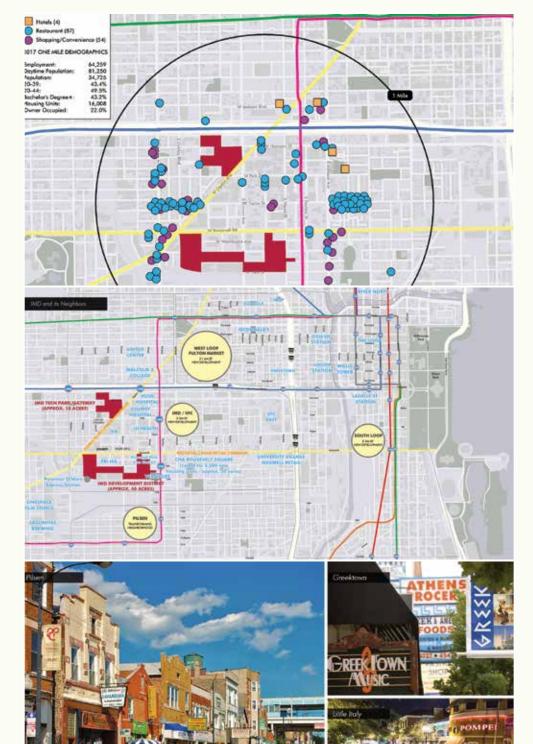
PLACE CONCEPT

The IMD is a 24/7 neighborhood in the heart of the Ogden Development Corridor, Chicago's hotbed of development. Think Google, McDonald's HQ, Lagunitas and Cinespace Studios. Bordering The IMD are 50 acres of City-controlled land zoned for 2,500 homes at all price points. All these elements make The IMD an exciting place

SUSTAINABILITY CONCEPT

at the heart of city life.

The IMD is a living sustainability lab. Clean energy provider GreatPoint Energy is based here. Rush University Health Center's tower is LEED Gold; the FBI facility is LEED Platinum. At The IMD, Amazon can explore net-zero energy or Living Building certifications—and enter a new dimension of sustainability.



CORE AMAZON WORKPLACE CONCEPT

The IMD can offer a 40-acre collection of available sites south of The Illinois Medical District, allowing Amazon to create its own environment. A framework of arterial and local streets will allow the creation of a range of building types, hosting offices, workspaces and employee amenities. These can be matched to Amazon's objectives for public-realm spaces for employees and neighbors. All can be seamlessly connected to the rest of The IMD, which already attracts a global workforce of 65,000 people focused on life sciences and technology.

UTILITIES/COMMUNICATIONS

With 17 fiber providers, The IMD is well-connected. That's no accident. The University of Illinois campus on-site is a heavy user. So are The IMD's four major medical centers. Amazon will have all the fiber it needs, plus shovel-ready sites with electric, gas and water. The proposed Amazon HQ2 sites are fully equipped—now and for the future.

NEIGHBORHOOD CONCEPT

The IMD is an authentic neighborhood, the kind that makes Chicago a richly diverse city, with access to all the urban amenities. Nightlife. Jazz clubs. Trendsetting restaurants. A world-class arts scene. They're all a walk, drive or train ride away. The neighborhood is connected but not congested.

The Illinois Medical District Amazon Chicago Day One

The first 500,000 sq. ft. for HQ2 will help shape Amazon's course over the next decade and beyond. The development and design concept need to come from a deep understanding of the company. The IMD's developer, Trammell Crow, solidly hit the mark with Amazon's Midtown 21 project in Seattle. The way Amazon built local amenities into its Seattle projects is an inspiration, and The IMD is an ideal place to repeat, and even exceed, that performance. At The IMD, Amazon can unpack a great urban workplace in the heart of a world-class city, joining some of the finest talent on the globe.

DAY ONE, PHASE 1

About 40 shovel-ready acres are available for Amazon at The IMD. A Day One facility of 500,000 sq. ft. would fit comfortably in the space. Micro-units to house Amazon employees moving to Chicago could find a place here as well. The projected occupancy date is December 15, 2019.

LAND AREA **EXISTING BUILDING(S) Vacant Land** Approximately 1,742,400 Sq. Ft. (40 Acres) AVAILABLE FLOOR SPACE 500,000 Sq. Ft. PROPOSED BUILDING AMENITIES Hotel Restaurants **Pharmacies** Residential Shopping/Convenience DEVELOPMENT CAPACITY 8.7M Sq. Ft. (5 Floor Area Ratio) PROPOSED ROLE/MIX OF USES Lab/Medical Office Retail Flex/Storage Residential EARLIEST OCCUPANCY DATE

PHASE 1 IMPLEMENTATION

The site of Amazon's Day One facility is now a shovel-ready vacant lot. Because The IMD controls the entire district and its zoning, there are no entitlement delays. If the project starts March 15, 2018, Amazon can occupy by December 15, 2019. Looking ahead, the City of Chicago has 50 acres of adjacent land, zoned for mixed-income residential. Amazon's HQ2 could empower such a development. The results would benefit both the company and the community.

EXISTING BUILDING(S) PRIMARY OWNER(S) **Vacant Land Illinois Medical District** (37 Acres) NO. OF OTHER OWNERS NO. OF PROPERTIES Vacant Land (Approximately 40 Acres) 1-Hastings Center Office, LLC (3 Acres) TIMELINE TO OCCUPANCY **ENTITLEMENT** N/A **BUILDING REFURBISHMENT** N/A SITE PREPARATION 09/10/2018 INFRASTRUCTURE In Place CONSTRUCTION 10/08/2018 MOVE-IN 12/15/2019

IMPLEMENTATION STRUCTURE OPTIONS

Own

Lease

Joint-Venture

DEVELOPER CAPACITY

2000-2017

12/15/2019

- Employment-based projects: 42.3M rentable sq. ft. and \$9.01 billion in office development and in process since 2000
- Mixed-Use developments: 6.9M rentable sq. ft. and \$2.3 billion of mixed-use development and in process since 2000
- Total office/workspace leased: 7.3M sq. ft. office space leased since 2012

2017

- 2017 current space under management: \$5.9 billion under development; additional \$5.9 billion "in the pipeline"
- Knowledge, capacity with tech and logistics: 18 leases with Amazon for both office and logistics uses



The78

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The largest undeveloped parcel of land in downtown Chicago, this 62-acre site represents an ambitious and transformative development project in the city, with unparalleled access to Chicago's riverfront entertainment and recreation. There are 77 neighborhoods in Chicago—this will be the 78th.

Envisioned by Related Companies, a premier global development firm, The 78 will be renowned as a marquee neighborhood in which to work, live and play. With a half-mile of dynamic riverfront amenities connecting directly to Chicago's famed Riverwalk experience, The 78 will be a completely walkable community connected by rail, road and waterways.

Presenting a compelling combination of scale, proximity and access to the downtown business district, The 78 will offer cultural, dining, residential and signature open spaces that embody a world-class city. The adjacent vibrant neighborhoods make up the lifeblood of Chicago—Chinatown, Pilsen, Little Italy and Bronzeville, to name a few. By extending the Loop's urban fabric, The 78 will offer over 14.5 million sq. ft. of office, residential, retail and institutional space in addition to over 16 acres of accessible space for cultural, health and recreational activities.

LOCATION

Bordered by Roosevelt Road, Clark Street, 16th Street and the Chicago River MAJOR INSTITUTIONS
Field Museum
Soldier Field
Adler Planetarium
Shedd Aquarium
Art Institute
Illinois Institute of Technology

OPEN SPACE Chicago River Ping Tom Park Grant Park Lake Michigan Lake Shore Trail





TRANSPORTATION/CONNECTIVITY

TIME TO O'HARE AIRPORT

55 Min.

25 Min.

KEY DEVELOPMENT DATA

FORMER USE Rail Yard

CURRENT USE
Vacant Parcel

LAND AREA **62 Acres**

Residential

The development capacity **~14.5 Million Sq. Ft.**

PROPOSED ROLE/MIX OF USES

Commercial
Educational
Cultural
Retail
Riverwalk
Parks and Open Space





The 78 Site Vision2027

The 78 will have three interconnected and unique forces: a vibrant collection of surrounding neighborhoods, unprecedented investment in transportation and green and open spaces and a bold master plan that unites residential, commercial, cultural, community and waterfront spaces in both organic and future-focused ways. Future residents, retailers and institutions will be attracted to The 78 by a confluence of public amenities. These same amenities will help Amazon attract and retain generations of innovative, talented and diverse leaders.

CORE AMAZON WORKPLACE CONCEPT

Future-Oriented Master Plan—With its expansive footprint and ability to adapt to the needs of an evolving neighborhood, The 78 will integrate into the existing fabric of downtown Chicago while promoting and retaining a unique identity.

Flexibility—The 78 is a shovel-ready site with opportunity to accommodate any design to attract and retain the future workforce. Central Location and Connectivity—Upon completion, The 78 will extend the height, density and activity of downtown Chicago. The location is ideal given the connectivity with existing bus and rapid transit train stations just steps away and the addition of a proposed Red Line station at the site. Walkable to some of the most desirable areas in Chicago and steps from regional train hubs, including Union Station, the site has over 6M people living within a 45-minute drive. Additionally, it is accessible to both major airports in under 45 minutes via car or transit.

PLACE CONCEPT



Successful mixed-use developments are driven by a dynamic program that connects to the fabric of the city. The 78 will raise this standard, drawing upon Related's experience in the curation of restaurant programs, wellness programming, cultural experiences and the execution of some of the most visited public spaces.

Above all, The 78 will draw inspiration from the local surroundings. Its art and architecture, its people and place in Chicago's history, will establish a powerful sense of place and belonging. The key to this vision will be incorporating the Chicago River by developing the full half-mile riverfront into a dedicated public recreation space. This will also include creating unique, discoverable places that shape a neighborhood filled with "Chicago Soul".





CONNECTIVITY CONCEPT

All roads, rail stops and water taxis lead to The 78, a completely walkable neighborhood. It will be the ideal location for connectivity with highway access, a new public transit station, nearby regional rail lines and new bike-friendly streets. Streets will be designed with protected bike lanes for easy connection to the existing network. The site features close proximity to major transit lines—the Red, Orange and Green lines. Additionally, the creation of a proposed Red Line subway stop at Clark Street & 15th Street will provide an even higher level of service. The Red Line is the most active rapid transit line, acting as the City's primary transportation artery. The Orange Line provides direct access to Midway International Airport in under 30 minutes. These transit connections combine to access over 56 linear miles and 79 stations. The site is also flanked by fiber infrastructure that supports the Chicago Board Options Exchange, the Chicago Board of Trade and the city's largest data centers providing for easy deployment of enterprise level network rings.

NEIGHBORHOOD CONCEPT

The 78 lies at the convergence of vibrant diverse and ethnic communities, a true melting pot of cultures from around the world. Established neighborhoods like Pilsen, Chinatown, Little Italy, Bridgeport, Dearborn Park, the Loop, Printer's Row, Motor Row and Bronzeville are all in close proximity to The 78. The adjacent South Loop community continues to experience sustained residential growth and is considered the most racially and socially diverse neighborhood in all of Chicago. In order to build on the surrounding cultural diversity, the master plan for The 78 will incorporate connectivity as a core tenet. Public spaces and programs will be designed to encourage interaction and will feature spaces to meet and exchange ideas in order to promote the creation of a unique community.

The 78 Amazon ChicagoDay One

Related has been exploring what constitutes a great place for over two years by studying precedent worldwide with the leading urban design planning studio SOM. Related recently called on renowned architectural firms Arquitectonica and SOM to assemble an inspiring vision for Amazon's HQ2 at The 78. The designers worked together to imagine what the workplace of the future will entail. Their designs created distinct public spaces, city and river sight lines, natural light and flexible floor plates—all providing opportunities for chance meetings and diverse experiences throughout the campus. This Phase 1 vision will be delivered in accordance with Amazon's desired timeline, the end of 2019.

DAY ONE, PHASE 1

Construction will commence by June 2018 with completion in 2019. Related's client-centered and collaborative design process will ensure that Amazon will have a building that is forward-thinking while balancing the programmatic, operational and aesthetic goals for the project. Execution is our strength. Every aspect of the project, from site work to technology infrastructure, will be completed with an attention to detail.

LAND AREA 62 Acres	EXISTING BUILDING(S) Not Applicable
AVAILABLE FLOOR SPACE	
Designed to Suit	
PROPOSED BUILDING AMENITIES	
Riverfront Access	Connected Campus
Green Space	Walkable Neighborhood
Public Transit	Bike-Friendly
DEVELOPMENT CAPACITY	
14.5 Million Sq. Ft.	
PROPOSED ROLE/MIX OF USES	
Residential	Cultural
Commercial	Retail
Educational	Parks and Open Space

PHASE 1 IMPLEMENTATION

The initial 500,000 sq. ft. is part of a much larger master-planned community, providing for near limitless flexibility and future growth for Amazon. Phase 1 will be located on the northernmost edge of the site, benefiting from direct access to existing dining, retail and cultural experiences via Roosevelt Road. In addition, there is an active thoroughfare for buses, cars and bikes at this location on the site. In the initial phase, areas along the half-mile riverfront will be constructed and programmed, and Clark, LaSalle, Wells and 15th streets will all be connected with the city grid. Accompanying residential, institutional and retail uses will be included to create the vibrant, diverse community that is envisioned as The 78.

EXISTING BUILDING(S) Not Applicable	PRIMARY OWNER(S) Roosevelt Clark Partners LLC (Related Companies)
NO. OF PROPERTIES 1	NO. OF OTHER OWNERS O

TIMELINE TO OCCUPANCY

2	BUILDING REFURBISHMENT	N/A
3	SITE PREPARATION	07/17/2018
4	INFRASTRUCTURE	08/31/2019
5	CONSTRUCTION	09/30/2019
6	MOVE-IN	12/31/2019

IMPLEMENTATION STRUCTURE OPTIONS

ENTITLEMENTS

Own	Lease	Joint-Venture

DEVELOPER CAPACITY

December 2019

EARLIEST OCCUPANCY DATE

Employment-based projects:

2000–2017 Related completed nearly 8 million sq. ft. of commercial projects for such tenants as Coach, Inc., L'Oreal, Intersection, Time Warner Inc., SAP, BCG, Converse, Cleveland Clinic and Vayner Media. Under construction and in development are an additional 22 million sq. ft. of commercial properties for such tenants as Blackrock, Cooley, Google, KKR, Point 72, Third Point Management and YouTube.

Mixed-use developments:

2000–2017 Related has completed over 7.5 million sq. ft. of mixed-use development including Time Warner Center and an initial phase of Hudson Yards in New York City, CityPlace in West Palm Beach and The Galleria in Abu Dhabi. Under construction and in development are over 55 million sq. ft. of projects including the remainder of Hudson Yards in New York City, The Grand in Los Angeles, CityPlace in Santa Clara, The 78 in Chicago and Brent Cross South and Tottenham Hale in London.

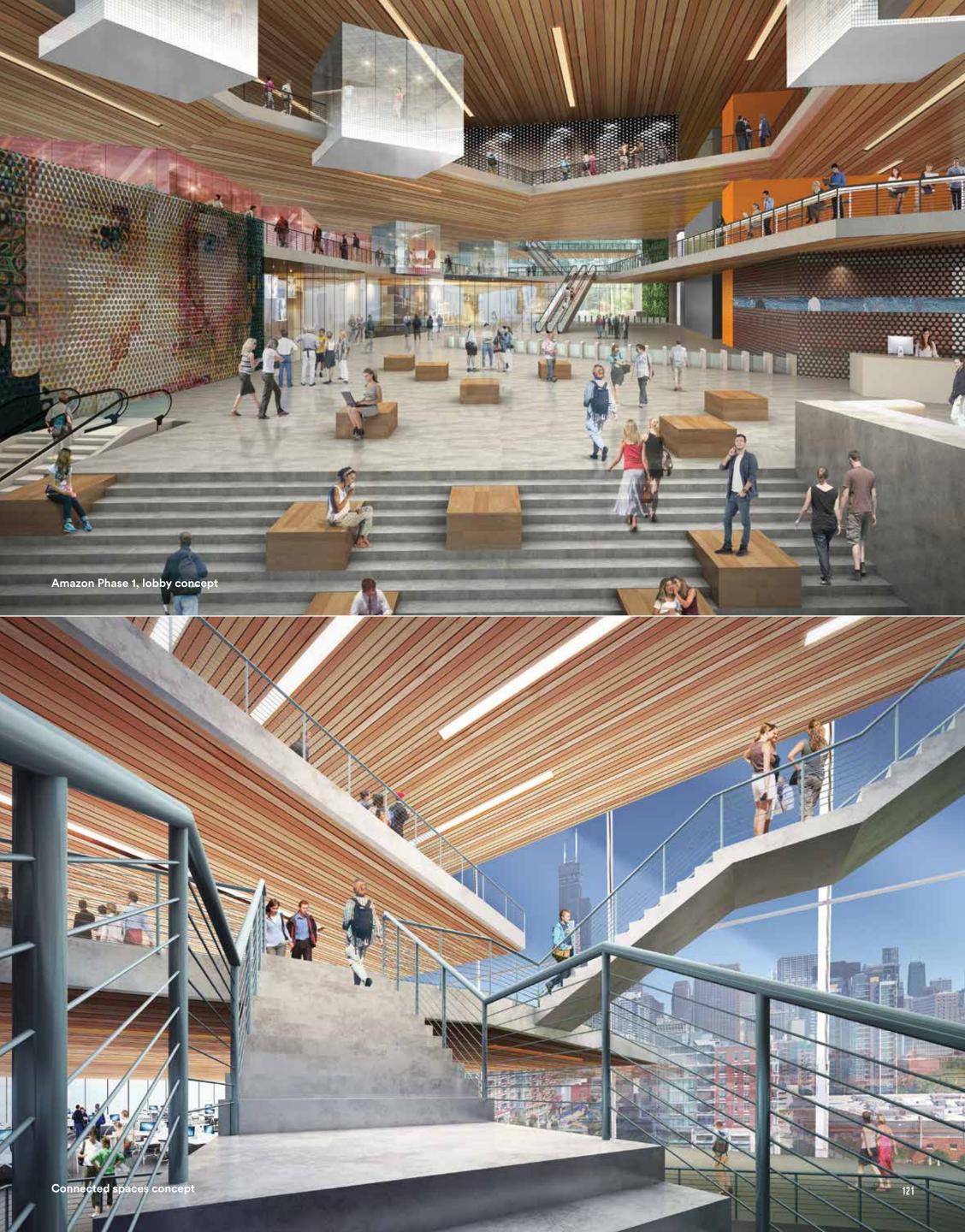
Total office/workspace leased:

2012–2017 Over the past five years, Related and its partners have leased/sold over 10 million sq. ft. of office space to marquee tenants including Google, Wells Fargo, DNB Bank, KKR, Milbank, Boies, Shiller & Flexner, Silver Lake, Cooley and Converse.

Current space under management:

2017 Related currently provides property management services to all property types, including over 65,000 apartments and over 23 million sq. ft. of commercial, retail and mixed-use space.

06/01/2018



Burnham Lakefront



LAKEFRONT

Burnham Lakefront, extending from McCormick Place to the 31st Street Beach and Marina, covers over half a mile of Lake Michigan frontage. Over 12M sq. ft. of mixed-use development anchors the community with multiple development opportunities.

CONNECTED

Multiple rail stations provide convenient transit, and direct freeway access from three major highways makes for short travel time to the rest of the City and international airports. Existing infrastructure allows direct and secure fiber connectivity, with unparalleled data capacity utilizing renewable energy and a district micro-grid.

TRANSFORMATIVE

Burnham Lakefront has a global presence while bringing catalytic investment and inclusive economic growth in the surrounding community.

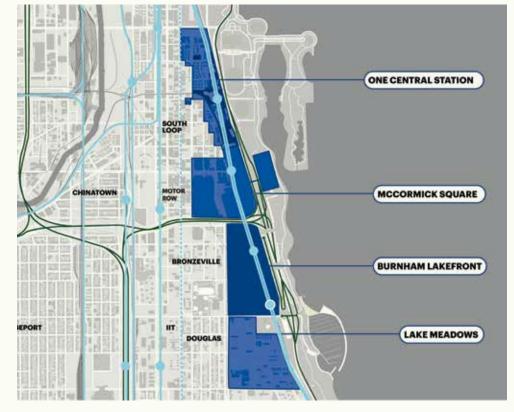
LOCATION

Burnham Lakefront

MAJOR INSTITUTIONS University of Chicago Adler Planetarium Field Museum Shedd Aquarium McCormick Place Soldier Field **Guaranteed Rate Field** Wintrust Arena

OPEN SPACE Lakefront Burnham Park Northerly Island 31st Street Beach and Marina McCormick Bird Sanctuary **Dunbar Park**





Site Boundaries

Transit

Interstates

TRANSPORTATION/CONNECTIVITY

TIME TO O'HARE AIRPORT

70 Min.

29 Min.

KEY DEVELOPMENT DATA

CURRENT USE FORMER USE Institutional Greenfield Industrial

LAND AREA 100 Acres

DEVELOPMENT CAPACITY 12,000,000 Sq. Ft.

PROPOSED ROLE/MIX OF USES

Tech Offices Research + Development Conference/Hotel Logistics **Community Amenities** Retail/Food + Beverage Residential





Burnham Lakefront Site Vision— 2027

This mixed-use district on Chicago's lakefront features new streets and public spaces, stitching together offices, housing, retail, cultural, educational and civic uses. Three proposed landscaped bridges, surrounded by workspaces, will connect pedestrians to the lakefront. An improved 27th Street station and proposed 31st Street station will provide transit access. Terraced, interconnected buildings will create an identity for the highly visible site with unobstructed views of Lake Michigan. An extended Cottage Grove Avenue will become the community's commercial corridor.

NEIGHBORHOOD CONCEPT •



Burnham Lakefront has many neighbors. This dynamic community capitalizes on its assets: shoreline, neighborhood culture, transit access, micro-grid, data connectivity, green space, marinas and entertainment. The site will attract innovators, entrepreneurs, disrupters and talent from elite educational institutions.

Burnham Lakefront bridges Chicago's vibrant communities with the world. The site is surrounded by deeply rooted neighborhoods: Bronzeville, Chinatown, Pilsen, Bridgeport, Hyde Park, McCormick Square, South Loop and Motor Row. Burnham Lakefront joins the evolution of these authentic Chicago communities.

With dramatic views and an integrated cityscape, the site is connected to the Western hemisphere's largest convention center, McCormick Place. The site leverages existing and proposed hotels, diverse housing options, urban retail, dining, sports and entertainment venues and learning environments desirable to any workforce. Its wonderful edges and dynamic public spaces boast stunning architecture, culture, music, arts, recreation, bike lanes and 18 miles of open space along Lake Michigan. The site is adjacent to many of Chicago's major cultural institutions and venues like Soldier Field, Grant Park, Museum Campus, Northerly Island and the future Obama Presidential Center.



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CONNECTIVITY CONCEPT

Multiple transit modes already serve
Burnham Lakefront. The existing, on-site
rail station at 27th Street and proposed
31st Street station. A CTA rail six blocks
away. Buses connect to downtown. Directly
connected to interstates and Lake Shore
Drive. Lakefront bike paths and bike share.
Office campus interspersed with open
space and amenities, encouraging activity.
Proposed pedways and tunnels provide
convenient, safe, secure connections.

UTILITIES/COMMUNICATIONS

Long-haul and metro fiber routes on-site and adjacent to site. Potential 125 megawatts of mission-critical data centers. Proposed development of Midwest's largest smart grid for distributed generation, centralized power production and energy storage. Multiple substations enable real-time, on-site power production and full redundancy. Total demand response synced with up to six adjacent micro-grids. Complete cellular coverage by all major carriers.



SUSTAINABILITY

Sustainability is a core principle of Burnham Lakefront. A self-sustaining, state-of-the-art campus environment. A net-zero or regenerative site combining solar, wind, geothermal, cogen and anaerobic digestion optimize energy efficiency. Ability to recycle heat captured from data centers and utilize lake water for campus-wide cooling. We are committed to community well-being and setting a new global standard for sustainable development.

Burnham Lakefront Amazon Chicago Day One

Burnham Lakefront provides two options for 500,000+ sq. ft. for Day One:

Option A (East): Terraced office buildings with large floor plates. Flexible indoor/outdoor workspaces. New office tower accessible from proposed 31st Street station. Workspaces overlooking new 31st Street public park. Commercial district along Cottage Grove Avenue.

Option B (West): 29th Street leading to lakefront. New buildings around central green space. Improved 27th Street station provides access to existing rail. Retail, housing and civic uses along Cottage Grove Avenue supplement residential/retail developments. Both options use entitled, publicly controlled land under an existing Planned Development.

DAY ONE, PHASE 1

The total land area of Phase One development is 100 acres. The mixed-use development has a capacity of 500,000–750,000 sq. ft. including offices, open green spaces and proposed transit stations along with retail, housing and civic uses on an improved Cottage Grove Avenue. The earliest occupancy date is December 1, 2019.

LAND AREA

100 acres

EXISTING BUILDING(S)

N/A

AVAILABLE + PROPOSED FLOOR SPACE

500,000+ Sq. Ft. (proposed)

PROPOSED BUILDING AMENITIES

State-of-the-Art Work Environment, Smart Building Technology, Proximity to Public Transit & City Center, Collaborative Spaces, Lake Views, Green Terraces, Convenience Retail/Services, Food Hall, Flexible Floor plates, Vehicle & Bicycle Parking, Fitness, Controlled Entry, Pet-Friendly

DEVELOPMENT CAPACITY

500,000-750,000 Sq. Ft.

PROPOSED ROLE/MIX OF USES

Corporate Headquarters, Open & Collaborative Tech Offices, Research & Development, Center for Advanced & Emerging Technology, Market Rate & Workforce Residential, Neighborhood & Destination Retail/Food & Beverage, Sports & Entertainment, TechWalk, Health & Wellness, Higher Education, Cultural Attractions, Neighborhood Outreach & Education

EARLIEST OCCUPANCY DATE

12/1/19

PHASE 1 IMPLEMENTATION

Burnham Lakefront includes two shovel-ready properties (East and West). The City of Chicago and the MPEA are the primary owners, with a designated development team. An anticipated, expedited entitlement process will span 3–6 months. Site preparation will occur 3/1/18–9/1/18. Infrastructure improvements will occur 3/1/18–3/1/19. Construction will occur 7/1/18–11/1/19. Move-in will commence 12/1/19. Implementation options include own, lease and joint-venture. Tenant improvements will span the final four months of construction.

PRIMARY OWNER(S)

N/A

Metropolitan Pier & Exhibition Authority
(MPEA); City of Chicago

NO. OF PROPERTIES

NO. OF OTHER OWNERS

O

TIMELINE TO OCCUPANCY

1	ENTITLEMENTS	3/1/18
2	BUILDING REFURBISHMENT	N/A
3	SITE PREPARATION	3/1/18-9/1/18
4	INFRASTRUCTURE	3/1/18-3/1/19
5	CONSTRUCTION	7/1/18-11/1/19
6	MOVE-IN	12/1/19

IMPLEMENTATION STRUCTURE OPTIONS

Own



Lease



Joint-Venture

DEVELOPER CAPACITY

Farpoint is a Chicago-based real estate development company with extensive experience in managing large-scale development and redevelopment projects. Farpoint is the product of 30+ years of experience creating some of Chicago's most iconic and innovative commercial office and mixed-use projects, notably Google, Gogo, Hillshire Farms and McDonald's. The principals at Farpoint have led the redevelopment of more than 5 million sq. ft. of commercial properties worth in excess of \$1 billion in and around the City of Chicago.

One Central Station Partners (Hammes/Fogelson/Forest City):

- Employment-based projects since 2000: 15.5 million sq. ft., \$4.6 billion value
- Mixed-use development projects since 2000: 80.5 million sq. ft., \$14.1 billion value
- Current office/workspace leased: 11.1 million sq. ft., \$3.9 billion value
- Current owned residential: 47,012 units
- Current space under management: 8.2 million sq. ft.
- Knowledge, capacity with tech and logistics sector: 6.2 million sq. ft.







Suburban Corporate Campuses

The Chicago region also offers corporate campuses with well-established highway networks and rapid access to O'Hare International Airport. These sites offer long-established reputations as international business hubs, and contain buildings ready to occupy immediately and to build out in the future.

1 Schaumburg

130

2 Oak Brook

136

Schaumburg



Located in the ninth-best place to live (according to Money magazine), the site served as the Global Headquarters for Motorola for over 50 years. Motorola Solutions' 1,600 employees and Zurich American Insurance's 3,000 employees offer a strong foundation for the site just 17 minutes west of O'Hare. The 265 acres will be transformed into an urban, walkable neighborhood with Amazon as the anchor. Development will include high-rise housing, restaurants, entertainment and connected open space with trails. The site is across the street from the Schaumburg Renaissance Hotel and Convention Center, which includes 100,000 sq. ft. of exhibition space and 500 hotel rooms.

LOCATION

Schaumburg

MAJOR INSTITUTIONS Roosevelt University Prairie Center for The Arts Schaumburg Convention Center

OPEN SPACE

Cook County Forest Preserve Schaumburg Boomers Baseball





Site Boundaries

Transit

Interstates

TRANSPORTATION/CONNECTIVITY

TIME TO O'HARE AIRPORT

N/A

A 17 Min.

KEY DEVELOPMENT DATA

FORMER USE Office

CURRENT USE Office

LAND AREA

265 Developable Acres

DEVELOPMENT CAPACITY 9 Million Sq. Ft.

PROPOSED ROLE/MIX OF USES

Amazon HQ **Experiential Retail** Office Hotel

Open Space & Cultural





Schaumburg Site Vision2027

The site will be transformed into an urban, walkable neighborhood with Amazon as the primary anchor. Development will include over 2,500 high-rise housing units, 10 restaurants, entertainment, a hotel and connected open space with miles of walking trails and a 10-acre park. Amazon employees will have access to Blue Ribbon award-winning schools and a wide variety of housing options, including over 22,000 multi-family units and over 13,000 single-family homes in Schaumburg.

CORE AMAZON WORKPLACE CONCEPT

The site allows for new construction without the constraints of existing buildings and tollway visibility from I-90. Surrounding infrastructure will be used, but all roadways and infrastructure in the site will be new. Amazon will enjoy a competitive workforce, eight higher education institutions, 220 restaurants, Woodfield Mall and other shopping destinations. Ten percent of Schaumburg's workforce comprises of IT professionals. The Chicago metro region has over 315,000 individuals in professional, scientific and technical services. Schaumburg businesses and employees have access to continued training and educational opportunities, including master's and doctorate degrees in business administration, computer sciences, organizational leadership, human resource management and organizational development. International firm Zurich will be Amazon's corporate neighbor.

NEIGHBORHOOD CONCEPT



Schaumburg is a community with first-rate services and amenities. The community is home to over 5,000 businesses. Woodfield Mall and the surrounding area include 9.5 million sq. ft. of retail, 12.1 million sq. ft. of office and 13.2 million sq. ft. of industrial space. Schaumburg features concerts, farmers markets, theatrical shows, artwork showings, minor league baseball games and numerous park facilities. Additionally, the Schaumburg Township District Library is the second-largest public library in Illinois, with more than 1 million visitors each year. These components contribute to why Schaumburg was recognized as the ninth-best place in the country to live by *Money* magazine.

PLACE CONCEPT

Amazon's new headquarters will anchor a mixeduse center with a walkable core of offices, along with future high-end residential units, restaurants, experiential retail, entertainment and green space. The site will feature a 10-acre public park and connected open space with trails and recreational amenities. Employees will have residential options that allow them to live within walking distance to the office core, as well as access to Blue Ribbon award-winning schools and other housing options in Schaumburg.







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CONNECTIVITY CONCEPT

The site is located adjacent to Interstates 90 and 290, providing access to O'Hare Airport (17 minutes). I-90 features lanes dedicated to bus-onshoulder connections to provide faster and more consistent trips to the CTA Blue Line. The site is served by multiple commuter train stations, which allow access from various locations in the region. Private shuttles serve these commuters and could become public based on demand. The site is served by Schaumburg's free trolley and five suburban bus transit options, which feature direct transportation to Chicago-bound trains, O'Hare Airport, nearby train stations, local shopping establishments and nearby universities. There is commitment from Schaumburg and local transit service providers to enhance transit connections as part of a future vision for the site.

UTILITIES/COMMUNICATIONS

The proposed site features direct access to electric, natural gas, water and wastewater and high-speed broadband. Service providers in the Schaumburg area boast electric service quality levels (SAIDI) far better than the industry average, as well as water, wastewater and natural gas connections less than a mile from the site. Additionally, the site is home to a multitude of fiber connectivity options and cellular providers.



SUSTAINABILITY CONCEPT

The Schaumburg community is an industry leader in green initiatives and sustainability. The village maintains a Comprehensive Green Action Plan, which establishes methods for advancing sustainability. One initiative of the plan is the Green Recognition Program, which honors businesses and homes that promote energy efficiency, renewable energy, conservation of natural resources, water conservation and transportation. The village has received many awards itself for its sustainability efforts, including multiple Illinois sustainability awards, a Cool Cities Achievement Award and a National League of Cities award. Schaumburg's dedication to sustainability includes assisting Zurich North America in winning the LEED Platinum certification for its new headquarters.

Schaumburg Amazon Chicago Day One

The subject property has office space to accommodate over 500,000 sq. ft., available now, and up to 9 million sq. ft of buildable space across 265 acres. This will be Amazon's core business district, mixed with other office users across the site. During construction of the expanded HQ, Amazon will enjoy the office accommodations within a few hundred feet of the development, which include underground parking, a large fitness center and a café. Employees will also enjoy numerous acres of open and green space as well as hundreds of retailers and restaurants within a five-mile radius.

DAY ONE, PHASE 1

The subject property has 842,000 sq. ft. of available space. Amazon has options to create its first 500,000 sq. ft. office. Additional construction/redesign can begin by 2018 with Schaumburg's expedited entitlement process. During the construction of the new HQ, Amazon will enjoy office accommodations within a few hundred feet of the development.

PHASE 1 IMPLEMENTATION

UrbanStreet Group & VennPoint Real Estate have expressed great interest in collaborating with Amazon on its vision for the future of the area. With Amazon's new headquarters at the site, it will serve as an anchor for all forthcoming development. Amazon will be a cornerstone of a developing and bustling business and entertainment area.

LAND AREA 265 Acres	EXISTING BUILDING(S) 2	3	PRIMARY OWNER(S)/DEVELOPER UrbanStreet Group & VennPoint Real Estate
AVAILABLE FLOOR SPACE 842,000 Sq. Ft.			NO. OF OTHER OWNERS 0
EXISTING BUILDING AMENITIES Food Service Conference Rooms Underground Parking	Exercise Facilities	TIMELINE TO OCCUPANCY 1 ENTITLEMENTS 2 BUILDING REFURBISHMENT	01/01/2018 01/01/2019
DEVELOPMENT CAPACITY Million Sq. Ft.		3 SITE PREPARATION (4) INFRASTRUCTURE	06/01/2018 01/01/2018
PROPOSED ROLE/MIX OF USES Office Data Center		5 CONSTRUCTION 6 MOVE-IN	01/01/2018
EARLIEST OCCUPANCY DATE 01/01/2019		IMPLEMENTATION STRUCTURE OPTIONS Own Lease	Joint-Venture

DEVELOPER CAPACITY

Developer team experience includes:

- Master redevelopment of the 1,000-acre Glenview Naval Air Station in Chicago's northern suburbs, including development of 100-acre office component for corporate tenants
- Master urban redevelopment of 53rd Street in Chicago on behalf of the University of Chicago, including 200,000 sq. ft. of office and start-up company incubator space; 350,000 sq. ft. of retail, restaurant and entertainment space; and 267 units of new apartments and student housing
- Completed construction of 180-unit apartment complex .25 miles from site in 2017



Oak Brook



This suburban headquarters campus in business-friendly Oak Brook is ready for Amazon's use and creative vision. The site is reached by its own private entrance and includes four buildings: an international headquarters building, a Prairie-style headquarters office building, a training center with its own laboratory and kitchen area and a Hyattmanaged hotel. Two lakes complete the serene natural environment on campus, offering places for relaxation and inspiration. Low taxes, access to both the suburban and urban workforce, exceptional amenities and a green and safe community are just some of the reasons why many other businesses are headquartered in Oak Brook.

LOCATION

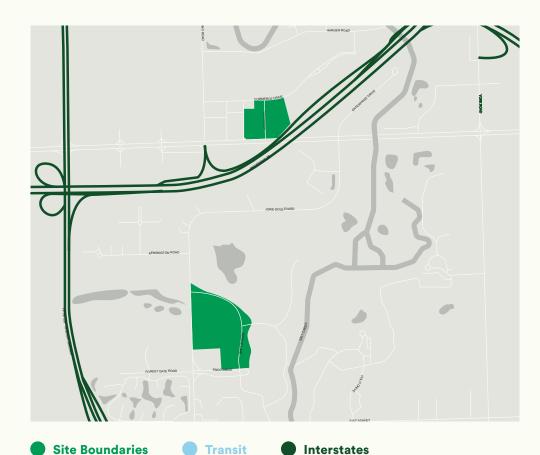
Oak Brook

MAJOR INSTITUTIONS Oakbrook Center **ITT Technical Institute Midwest Orthopaedics** at Rush

OPEN SPACE

Oak Brook Park District Village of Oak Brook **Sports Core**





TRANSPORTATION/CONNECTIVITY

TIME TO O'HARE AIRPORT

N/A

A 17 Min.

KEY DEVELOPMENT DATA

FORMER USE

CURRENT USE

McDonald's HQ Office/

Hospitality

LAND AREA

145 Acres

DEVELOPMENT CAPACITY 8 Million Sq. Ft.

PROPOSED ROLE/MIX OF USES

Commercial Hospitality Research





Oak Brook Site Vision2027

In 2027, the Amazon campus in Oak Brook is a small city, humming with life and creative energy. An expanded headquarters building is encircled by trendy retail and restaurants on campus. Amazon employees can be seen on campus during weekends, as they come to enjoy the lakes, bringing their dogs to the on-campus dog park, or biking, running or jogging along the two-way multipurpose lanes around the site.

CORE AMAZON WORKPLACE CONCEPT

Designed by world-renowned architect Dirk Lohan, the LEED Platinum-certified headquarters building offers modern and environmentally friendly features that could accommodate Amazon's dedication to sustainability. The workplace features exceptional views of the surrounding natural environment and natural light radiates the interior. Designed with plenty of open spaces that inspire collaboration and impromptu meetings, and adjacent to 20 acres of woodlands, pools, tennis courts, polo grounds, soccer fields, an elegant clubhouse and golf courses, this rich-on-experiences and outdoor activities workplace attracts the best of local and regional talent. Oak Brook's geographic location, educated workforce and partnerships with local educational institutions will ensure no shortage of talent.

NEIGHBORHOOD CONCEPT

The Village combines and balances the charm of small-town living with the cultural, recreational and commercial amenities found in a large metropolitan area. Top schools, beautiful residential neighborhoods and rich cultural and historical attractions make Oak Brook an attractive community in which to work, play and live. Its diverse population enjoys excellent quality of life, low taxes (no municipal property tax), convenient location and the best-rated schools.

Oak Brook offers a variety of upper-end housing options, making the area attractive to executive and professional staff. A unique feature of this small Village is the contiguous access to thousands of lower-cost apartments and a range of other affordable housing alternatives within five miles of campus.

PLACE CONCEPT

The Village of Oak Brook offers an astonishing mix of vibrant retail, modern hotels and fine-dining options. The retail, hotels and restaurants contribute to the thriving local economy, keep taxes and operational costs low for Oak Brook's corporate residents and make doing business here pleasurable. The Village is also the home of Oakbrook Center, the largest open-air mall within the contiguous United States—with more than 2 million sq. ft. of retail space. This open-air center has turned into a unique downtown area for Oak Brook and hosts biannual fine-art exhibitions as well as concerts and outdoor movies. Adding to the exciting events in the area, each year Oak Brook hosts a polo championship that attracts international teams from all over the world.







CONNECTIVITY CONCEPT

The founders of Oak Brook developed the community with a goal to achieve a balance between the commercial and residential areas. The Village's three segments, residential, office and retail, and recreation and culture are all interconnected by the Village Bikeway. Many of the natural attractions or historical places of interest, like Graue Mill or the historic Drake Hotel, could be reached by a pleasant walk or bike ride. Several transit stops are located along Rt. 83 and 22nd Street. Both I-88 and I-294 intersect Oak Brook, and two Metra stations are within five miles.

UTILITIES/COMMUNICATIONS

The Oak Brook area is rich in fiber. The Village has worked with several utilities to bring fiber connectivity to these specific sites. Fiber is routed along the parkway, on each site location, for connectivity and is on-site at the main McDonald's campus location. All major cellular carriers, Verizon, AT&T, T-Mobile and Sprint, are located within the Village. The Village is installing a new cell tower within the year, on their municipal campus, to accommodate enhanced coverage for residential and business use. The sites highlighted in the proposal are serviced by Commonwealth Edison and NICOR to deliver whatever service is required, and have the capability for further expansion to additional buildings.

SUSTAINABILITY CONCEPT

The McDonald's Headquarters building is LEED Platinum-certified. The Village of Oak Brook is a proponent of LEED and sustainability practices to create healthy, efficient and energy-saving green buildings and sites in its community. The Village's Building Staff are certified in energy conservation.

Oak Brook Amazon Chicago Day One

The site consists of over 700,000 sq. ft. and provides multiple options to meet Amazon's Day One requirements. Both the headquarters building and the training center are move-in ready and would allow Amazon's employees to start right away, in their new location in Oak Brook, saving Amazon time and resources. The training center, with its own test kitchen areas and a covered passageway to the Hyatt hotel on campus, offers Amazon's employees and visitors a potential place to work, eat, play and stay.

DAY ONE, PHASE 1

Amazon has multiple move-in-ready options to create its 500,000 sq. ft. office environment. In addition to the current, quality office space, and the McDonald's-owned soccer fields (35 acres) across from the campus, the Village of Oak Brook is open to pursuing the exchange of 459,013 sq. ft., approximately 10.5 acres of land adjacent to the McDonald's campus, where the Village's Butler Government Center resides, in return for assistance to fund construction of a new Village Government Center, either within Amazon's new campus or on other property that belongs to the Village. The total land available comprises two property owners and totals just over 6.28 million sq. ft. By 2027, the Village will work within statutory guidelines to achieve additional site acreage to accommodate Amazon's 8 million sq. ft. requirements.

PHASE 1 IMPLEMENTATION

The McDonald's properties include the main campus, a hotel and Hamburger University on Jorie Blvd., the headquarters building and the soccer fields. All the buildings are available for immediate occupancy, renovation or removal to redevelop the sites once they are secured from the McDonald's Corporation. The Village will begin working with Amazon and their developer on any redevelopment needs, which are anticipated to be completed within the required time frame.

LAND AREA 145 Acres	EXISTING BUILDING(S) 4	EXISTING BUILDING(S) McDonald's HQ McDonald's International HQ Hamburger University Hyatt at McDonald's Campus	PRIMARY OWNER(S) McDonald's The Village of Oak Brook	
AVAILABLE FLOOR SPACE 700,000 Sq. Ft.		NO. OF PROPERTIES 4	NO. OF OTHER OWNERS 0	
EXISTING BUILDING AMENITIES Parking Spaces Domestic Water Electricity	Domestic Sewage Natural Gas	TIMELINE TO OCCUPANCY 1 ENTITLEMENTS 2 BUILDING REFURBISHMENT	01/2019 Completed	
DEVELOPMENT CAPACITY 8 Million Sq. Ft.		3 SITE PREPARATION	Completed	
PROPOSED ROLE/MIX OF USES Commercial Hospitality Research	Office Mixed-Use	4 INFRASTRUCTURE5 CONSTRUCTION6 MOVE-IN	Completed 3-6 months 06/2019	
EARLIEST OCCUPANCY DATE 2018		Own Lease	Joint-Venture	

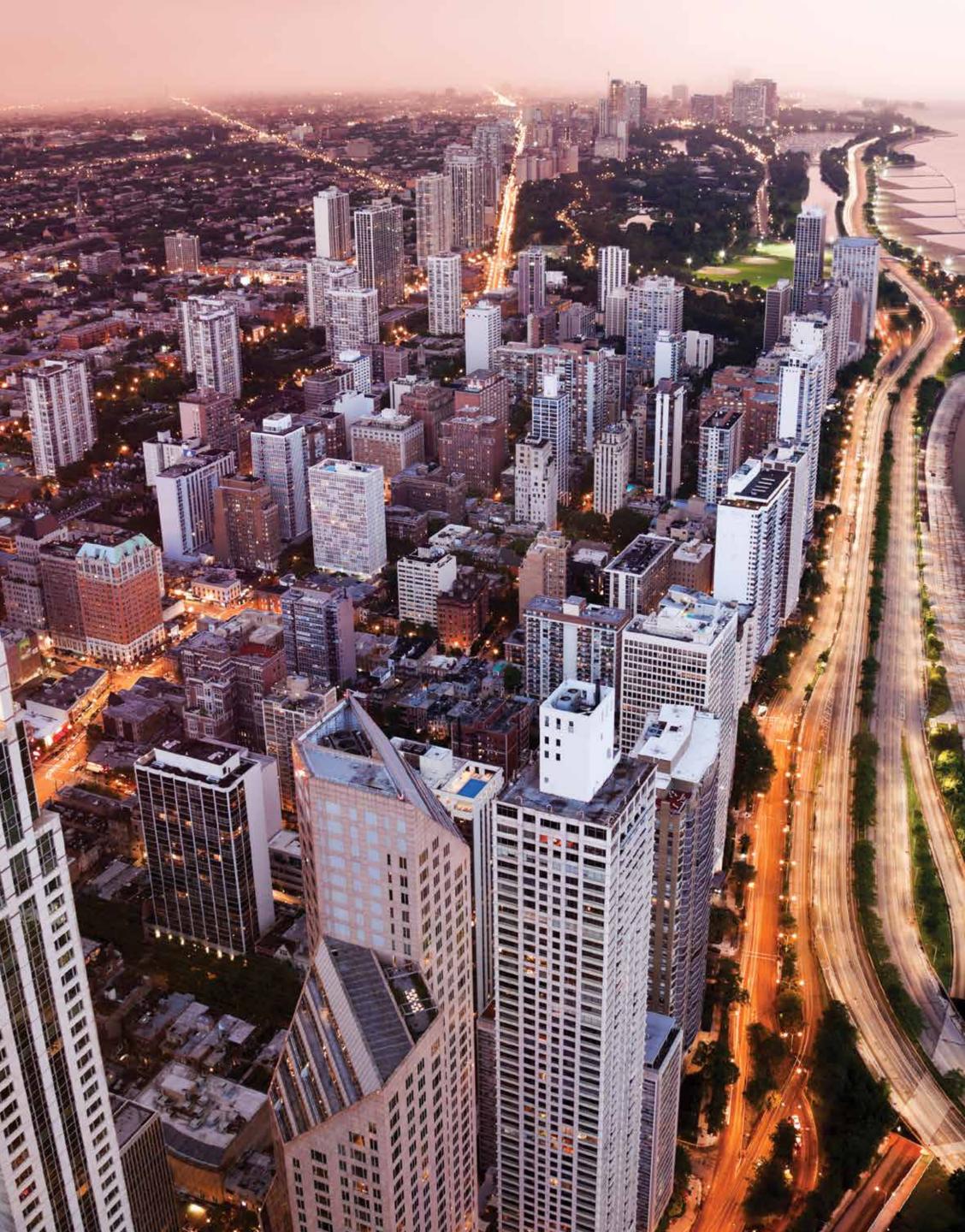
DEVELOPER CAPACITY

The Village and McDonald's look forward to working with Amazon's development team to construct the HQ to fit their specifications.









Chicago is the place we call home. And there's no place like it. We have a style all our own, from our comedy to our jazz, from our hot dogs to our pizza.







IT'S REALLY JUST A WELCOMING PLACE OF FRIENDLY NEIGHBORHOODS, GLOBAL ECONOMY, AND RELENTLESS REINVENTION.





