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## Overview

# The Boeing Company



# History

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- Founded in 1916 in the Puget Sound region of Washington state
- Became a leading producer of military and commercial aircraft
- Undertook a series of strategic mergers and acquisitions to become the world's largest, most diversified aerospace company
  - Aerospace pioneers now part of the Boeing enterprise include:
    - North American Aviation
    - McDonnell Douglas
    - Rockwell International (space and defense business)
    - Hughes Space & Communications
    - Jeppesen

**A heritage that mirrors the history of flight**

# What We Do Today

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- Design, assemble and support commercial jetliners
  - Boeing 7-series family of airplanes lead the industry
  - Commercial Aviation Services (CAS) offers broad range of services to passenger and freight carriers
- Design, assemble and support defense systems
  - World's largest designer and manufacturer of military transports, tankers, fighters and helicopters
  - Support Systems provides services to government customers worldwide
- Design and assemble satellites and launch vehicles
  - World's largest provider of commercial and military satellites; largest NASA contractor
- Integrate large-scale systems; develop networking technology and network-centric solutions
- Provide financing solutions focused on customer requirements
- Develop advanced systems and technology to meet future customer needs

**Connect and protect people globally**

# Vision 2016

People working together as a global enterprise for aerospace leadership



## Strategies

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Run healthy core businesses  
Leverage strengths into new products and services  
Open new frontiers

## Core competencies

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Detailed customer knowledge and focus  
Large-scale systems integration  
Lean enterprise

## Values

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Leadership  
Integrity  
Quality  
Customer satisfaction  
People working together  
A diverse and involved team  
Good corporate citizenship  
Enhancing shareholder value

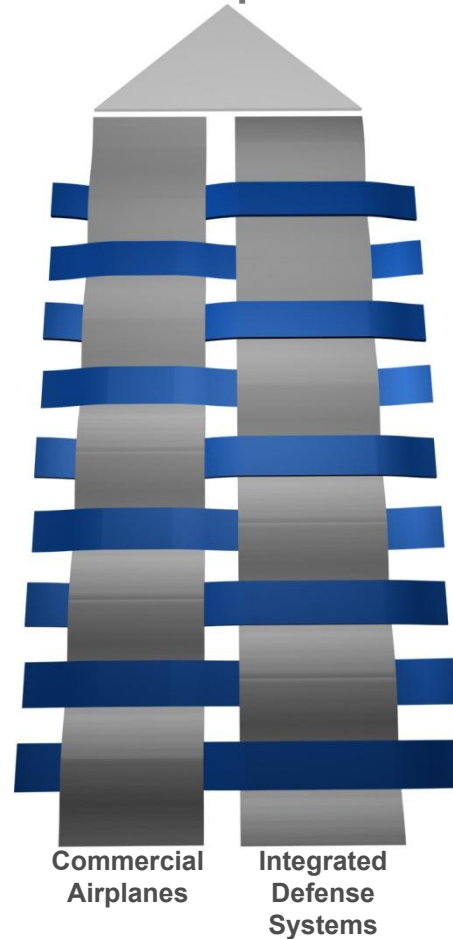
# Global Boeing

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- Customers in more than 90 countries
    - Total revenue in 2008: \$60.9 billion
    - 70 percent of commercial airplane revenue historically from customers outside the United States
  - Manufacturing, service and technology partnerships with companies around the world
    - Contracts with 22,000 suppliers and partners globally
  - Research, design and technology-development centers and programs in multiple countries
  - More than 158,000 Boeing employees in 49 states and 70 countries
- Partnering worldwide for mutual growth and prosperity**

# How We Are Organized

World-class performance



## Corporate functions:

- Business Development and Strategy
- Communications
- Engineering, Operations and Technology
- Finance/Shared Services Group/Boeing Capital Corp.
- Human Resources/Administration
- International
- Law
- Office of Internal Governance
- Government Relations

**Two businesses supported by nine corporate functions**

# Company Leadership



**Jim McNerney**  
Chairman, President and  
Chief Executive Officer

## Executive Council\*



**Jim Albaugh**  
Executive Vice President,  
President and CEO, Integrated  
Defense Systems



**James Bell**  
Executive Vice President,  
Corporate President and  
Chief Financial Officer



**Scott Carson**  
Executive Vice President,  
President and CEO,  
Commercial Airplanes



**Michael J. Cave**  
Senior Vice President,  
Business Development  
and Strategy



**Wanda Denson-Low**  
Senior Vice President,  
Internal Governance



**Tom Downey**  
Senior Vice President,  
Communications



**Shep Hill**  
President, Boeing International



**Timothy Keating**  
Senior Vice President,  
Government Relations



**Michael Luttig**  
Executive Vice President,  
General Counsel



**Rick Stephens**  
Senior Vice President,  
Human Resources and  
Administration



**John Tracy**  
Senior Vice President,  
Engineering, Operations &  
Technology, CTO

\* All members of the Executive Council are elected officers of The Boeing Company

# Corporate Offices

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- Headquartered in Chicago with presence in several other locations around the world
- Focused on:
  - Global growth strategies
  - Financial goals and performance
  - Sharing best practices, technologies and productivity improvements
  - Leadership development
  - Ethics and compliance



**Driving long-term growth and value creation**



# Boeing Commercial Airplanes

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- Headquartered in the Puget Sound region of Washington state
- 2008 revenues of \$28.3 billion
- Approximately 68,000 employees
- Offering a family of airplanes and a broad portfolio of aviation services for passenger and cargo carriers worldwide
  - Boeing airplanes represent three quarters of the world's fleet, with nearly 12,000 jetliners in service
  - Approximately 70 percent of Boeing commercial airplane sales (by value) go to customers outside of the United States



**The industry's source for customer-focused solutions**

# Integrated Defense Systems

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- Headquartered in St. Louis, Mo., with global operations in 4 nations and 21 states
- Formed in 2002 integrating Boeing's defense, space, intelligence and communications capabilities
- Designing, building and supporting net-enabled platforms and systems for government and commercial customers
- Balanced backlog across all markets including a strong mix of development, production and support contracts
- 2008 revenues of \$32 billion
- Approximately 70,000 employees



**Delivering the future**

# Boeing Capital Corporation

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- Headquartered in the Puget Sound area of Washington state
- Financing subsidiary of The Boeing Company
- Focused on assets that are critical to the core operations of Boeing customers
- Arranging and/or providing financing for customers of Boeing products
- Year-end 2008 portfolio of \$6.0 billion



**Providing financial services in support of Boeing sales**

# Engineering, Operations & Technology

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- Formed in 2006 to establish technical and functional excellence for the enterprise by maximizing Boeing's R&D yield
- Ensuring technology readiness
- Providing efficient, effective, secure IT solutions
- Protecting, leveraging intellectual property
- Executing safe and efficient test operations
- Driving environment, health & safety performance
- Establishing common systems/processes for Engineering, Operations and Supplier Management



**Pursuing technical & functional excellence for the enterprise**

