

A show of optimism

Boeing and the aerospace industry head into the Farnborough Airshow with a growing sense of optimism

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Optimism. One simple word that reflects the growing sentiment within Boeing and the aerospace industry. Midpoint through the year we can look back at the progress we have made—as well as look forward to where we are headed as a company.

So what is fueling the optimism within Boeing? We only have to look at the data points: the continuing recovery of the global economy, the World Trade Organization ruling that will establish rules for a level playing field for commercial airplane manufacturers, and the global demand for Boeing products.

The increasing sense of optimism is also evident across our industry. The biennial Farnborough International Airshow, the aerospace exhibition held in the United Kingdom July 19–25, is shaping up to be one of the busiest and biggest in recent memory. Global industry events such as this serve as international platforms for companies like Boeing to showcase advanced-technology products.

At this year's show, Boeing's presence will be dominated by the first appearance in Europe of the 787 Dreamliner—an event that is already creating huge excitement within the industry. And Boeing Defense, Space & Security will create more enthusiasm with a new concept—an Unmanned Systems Display. (See *Frontiers* story, Page 28.) Employees can follow the Farnborough Airshow coverage daily in Boeing News Now.

Of course, the air show is about more than just promoting our products and services; it is also about meeting with our customers, partners, government officials, the media—getting perspective on customer needs, maintaining and enhancing relationships, telling the story of what Boeing's employees are doing every day to ensure our competitive success. It also provides an opportunity for the general public to visit the Boeing exhibit, learn about the company, interact with employees and see firsthand the state-of-the-art Boeing products on display.

In 2009, 42 percent of our more than \$68 billion in revenues came from international sales. The international market represents opportunities well in excess of \$1 trillion over the next 10 years, and the company looks to international markets to support its growth in both commercial and defense businesses. Currently,



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the Boeing Commercial Airplanes backlog is roughly 80 percent international, while BDS plans to grow its international business from the current 16 percent to 20–25 percent of total revenue in the next five years.

Key to future success will be our relationships with partners around the world. Whether it is in Europe, the Middle East, Latin America, North America, Africa or Asia, we are building and strengthening our collaborative efforts with suppliers, customers and other important industry stakeholders who



shape and influence markets, bringing new work and career opportunities for Boeing employees.

This month's issue of *Frontiers* features our Boeing operation and employees in Brussels, who represent the company to the institutions of the European Union and NATO (Page 38). Boeing is committed to building constructive relationships with Europe's decision-makers to advance the interests of the aerospace industry in a way that benefits both European and American competitiveness and growth.

Even as we continue our efforts to ensure a fair and level playing field consistent with WTO rulings, we will strengthen our presence as a reliable, long-term, environmentally progressive partner to European governments and industry.

Our formula to grow globally is straightforward: Operate as one company, build strong local presence, leverage global intellectual, financial and industrial capabilities, and offer the customer the highest-quality products at the right price with the best service. Simple formula; proven results. ■

PHOTOS: (Clockwise, from top left) Shep Hill, president of Boeing International and senior vice president of Business Development and Strategy. BOB FERGUSON/BOEING The 787 Dreamliner is scheduled to make its first flight to Europe to be part of the air show. LEO DEJILLAS A full-scale Phantom Ray will be part of Boeing's Unmanned Systems Display at the Farnborough International Airshow. BOEING