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The Boeing Company's return to health and profitability, and the increased value each of the company's business units is bringing to customers was the key message of the Boeing briefing at the Paris Air Show. This upbeat assessment was expressed by each of the company's business unit leaders.

"We are a much different company today than we were even six months ago," said Mike Sears, president of Military Aircraft & Missile Systems. "As a team, we excel at detailed customer knowledge and focus; large-scale integration; lean and efficient design and manufacturing; and an integrated portfolio of products. Together we are building the future of commercial, military and space flight - and it's truly exciting."

"Boeing is back," said Alan Mulally, president of Boeing Commercial Airplanes Group. "We have overcome recent production difficulties and are well on our way to meeting our commitment to deliver a record 620 commercial airplanes by the end of this year. That is more than two thirds of all commercial jets that will be delivered in 1999."

Jim Albaugh, president of Space & Communications, said "Boeing is preparing for increased commercialization and globalization of space, which represents the company's greatest potential for future growth. There are stable, long-term business opportunities in launch services, orbital systems and exploration, and missile defense; and we expect to grow market share in all three areas."

The presentation by Albaugh, Mulally and Sears marked the first in a series of Boeing presentations and product briefings that are being held throughout the air show, which begins today and runs through June 20. Boeing is featuring its new 717 jetliner, which is performing daily flight demonstrations. The company also is featuring an 80-foot, fully furnished mockup of the new Boeing Business Jet; as well as static displays of military aircraft, including the air-show debut of the RAH-66 Comanche helicopter.

Mulally said the outlook for Boeing commercial airplane products is very positive. He said, "market trends like fragmentation and deregulation are opening many new opportunities and only Boeing is positioned with a complete product line to meet customer needs."

Sears noted that increasing U.S. defense spending will enable the U.S. Department of Defense to execute its procurement plans. "This will benefit Boeing," he explained, "because the company plays major roles in key military programs, such as C-17, F-22 and the Apache Longbow helicopter." Sears also mentioned that employees companywide are very proud of the role Boeing's products played in bringing peace to war-torn Kosovo.

The business unit leaders emphasized the company's strategy to be more global through its worldwide partnerships and expanded presence and participation in international markets. "Good news for Boeing is good news for Europe," said Mulally. During the next five years, Boeing expects to spend approximately \$14 billion with European suppliers.

"The International Space Station is an excellent example of our global strategy," Albaugh said. "We're leading a team of 16 nations on the world's most complex space project. This experience has given us a more global view. It will help us, our partners and customers in the future as we pursue global alliances and joint ventures."

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