Environment

Domestic

- Significant market opportunity
- Customer’s priorities shifting
- Focus on acquisition and contracting reform

International

- Growing, diversifying threats & security needs
- Value expectations high
- Exportability and local presence essential

Well Positioned for a Healthy Business
Markets Served

10 Year Outlook (2014 – 2023)

$2.8 Trillion Market

Services & Support $835B
Military Aircraft $1.075B
Network & Space $855B

Future Franchises

Program Expansion

International Growth

Sustaining Programs

Expansion and Growth Foundational to our Future
FY16 Budget

- Strong support for Boeing’s affordable capable solutions
- Products and services clearly aligned to the customer needs
- Pressures remain but budget forecast is favorable long-term

Boeing Top Programs $1.9B over FY15 Enacted
Differentiating BDS

- Focusing R&D investments to drive value and aligned to growth areas
- Intensifying focus on program execution and driving productivity
- Leverage One Boeing approach to capture growth and expand services
Investing for Growth

- Sustaining focused R&D targeting growth areas differentiates Boeing

- Leveraging technology and product information to expand capabilities

- Advancing productivity through technology and leveraging One-Boeing

Positioning for Profitable Growth
Executing & Growing

Healthy, Predictable Business

First-Time Quality

Market-Based Affordability

Optimized Geographical Diversity

Breaking the Cost Curve

Making the Right Decisions for the Long-term Success of BDS
Services Strategy

- Significant global growth opportunity to leverage Boeing’s installed based.

- Utilize “One-Boeing” approach to create value and expand capabilities.

- Leverage information technology and data analytics to increase market share.

Global Defense Services & Support Market 2014-2023

- $835B Market
- Integrated Logistics Support
- Maintenance Modifications Upgrades
- Training
- Other

Growing an Ever Expanding Global Business with Value-Creating Services
BDS Objectives

**Healthy, cost-competitive business**
with managed portfolio execution risks that positions BDS as the preferred partner

**Differentiated capabilities-based business**
with detailed customer insight and an evolved culture around innovation for future growth

**Global business** that recognizes the unique needs of our customers and delivers affordable, differentiated solutions

**Aligned workforce that brings adaptable, diverse and engaged talent** to create a stronger business for today and tomorrow

Continuing to Build a Bigger, Better Boeing