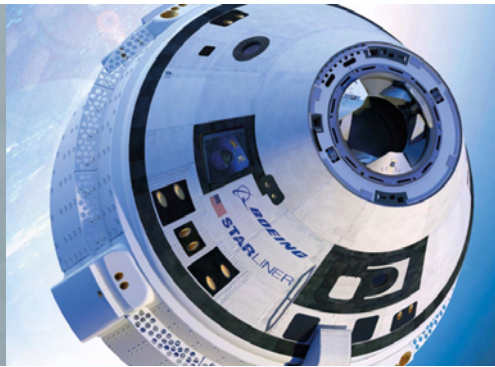
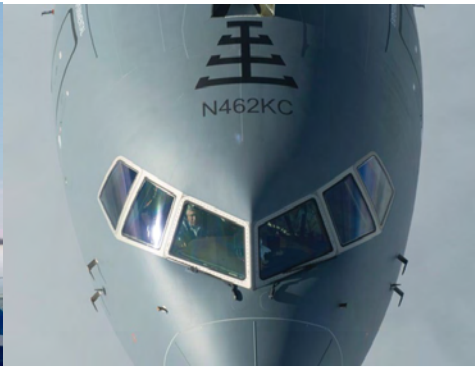




CMI – Current State, Challenges and Future Opportunities



Connect / Protect / Explore / Inspire

Glen M. Brown, Ph.D.
Manager, Product Development
Boeing Commercial Airplanes

What we do today

The Next 100 Years



COMMERCIAL AIRPLANES

Boeing 7-series family of airplanes leads the industry



DEFENSE, SPACE & SECURITY

World's largest manufacturer of military aircraft and satellites and major service provider to NASA

Large-scale systems integration, networking technology and solutions provider



GLOBAL SERVICES

A dedicated services business focused on the needs of global defense, space and commercial customers



BOEING CAPITAL CORPORATION

Financing solutions focused on customer requirements



Connect and protect people globally

Boeing in Japan: by the numbers

Strong partnerships, rich heritage, exciting future



80%
market share
1,000
airplanes
purchased
100
787s in service
360,000
passengers/ day

60+
years
300
aircraft in
defense of
Japan

200
teammates
30
NPOs
supported
8
university
partners

150
suppliers
\$5B/ yr
procured
64,000
jobs supported



COMMERCIAL MARKET OUTLOOK 2019–2038

BUILDING THE FUTURE TOGETHER

INTERNATIONAL PARIS AIR SHOW 2019

Randy Tinseth
Vice President, Commercial Marketing

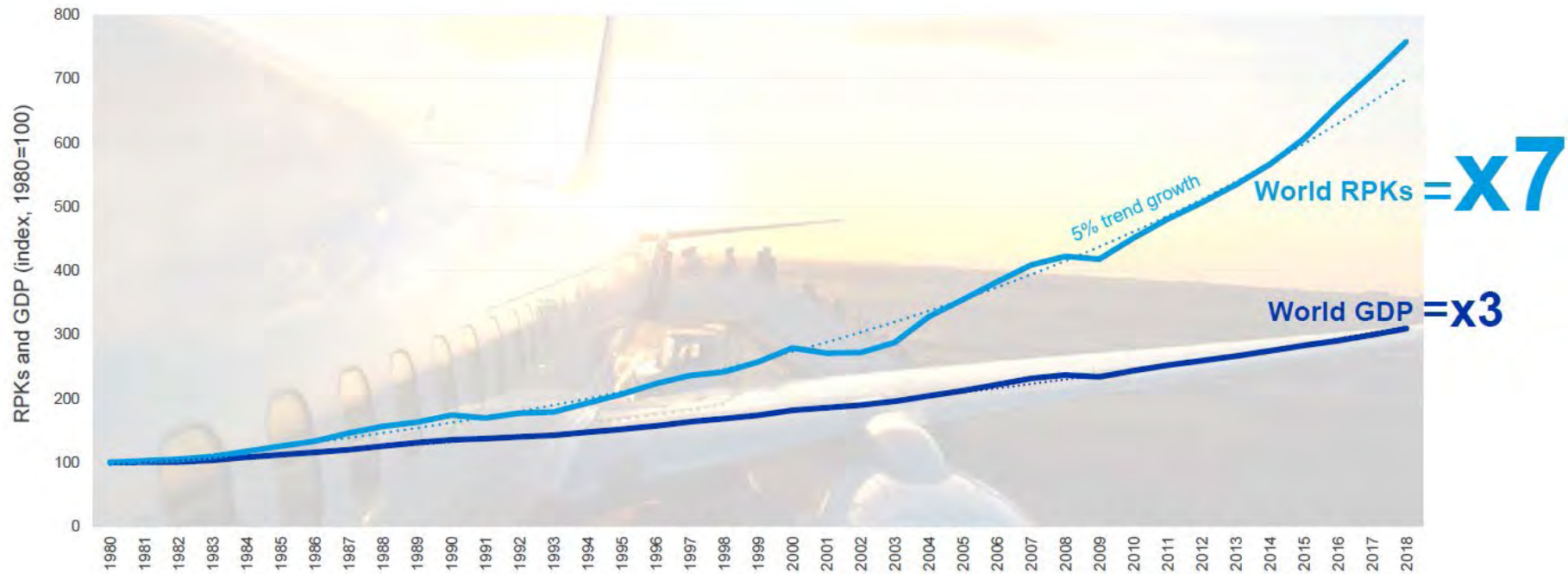
17 June 2019

The statements contained herein are based on good faith assumptions and are to be used for general information purposes only. These statements do not constitute an offer, promise, warranty or guarantee of performance.
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CSM-RJT2019CMOROLL-17JUN19

Resilient growth market continues

INTERNATIONAL PARIS AIR SHOW 2019



RPKs = Revenue Passenger Kilometers

SOURCE: ICAO scheduled traffic / 2018E/202019F IATA December 2018, GDP (constant \$ and exchange rate) from Oxford Economics

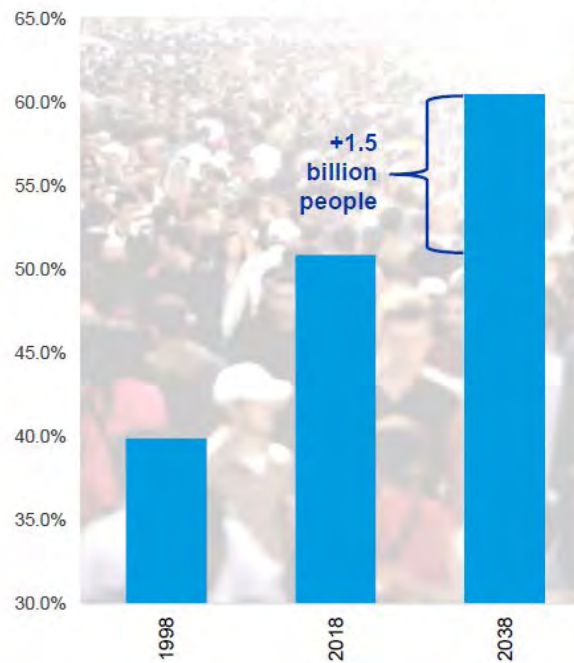
Structural factors driving sustainable growth

INTERNATIONAL PARIS AIR SHOW 2019

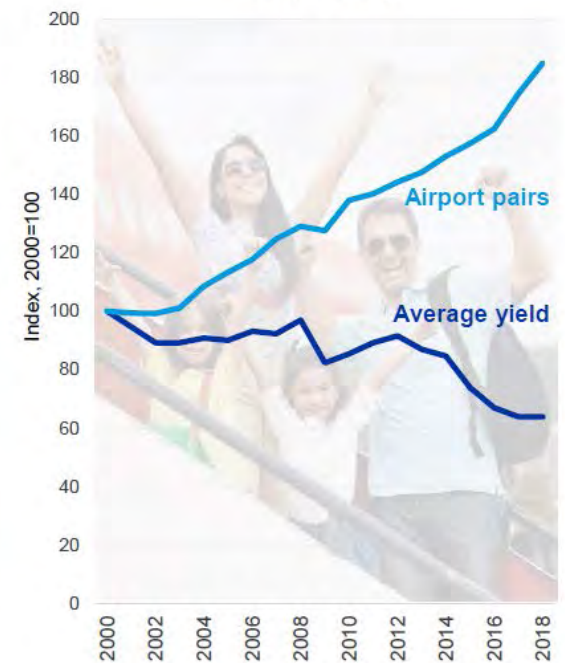
Global middle class expanding



Emerging and developing market urban population rising

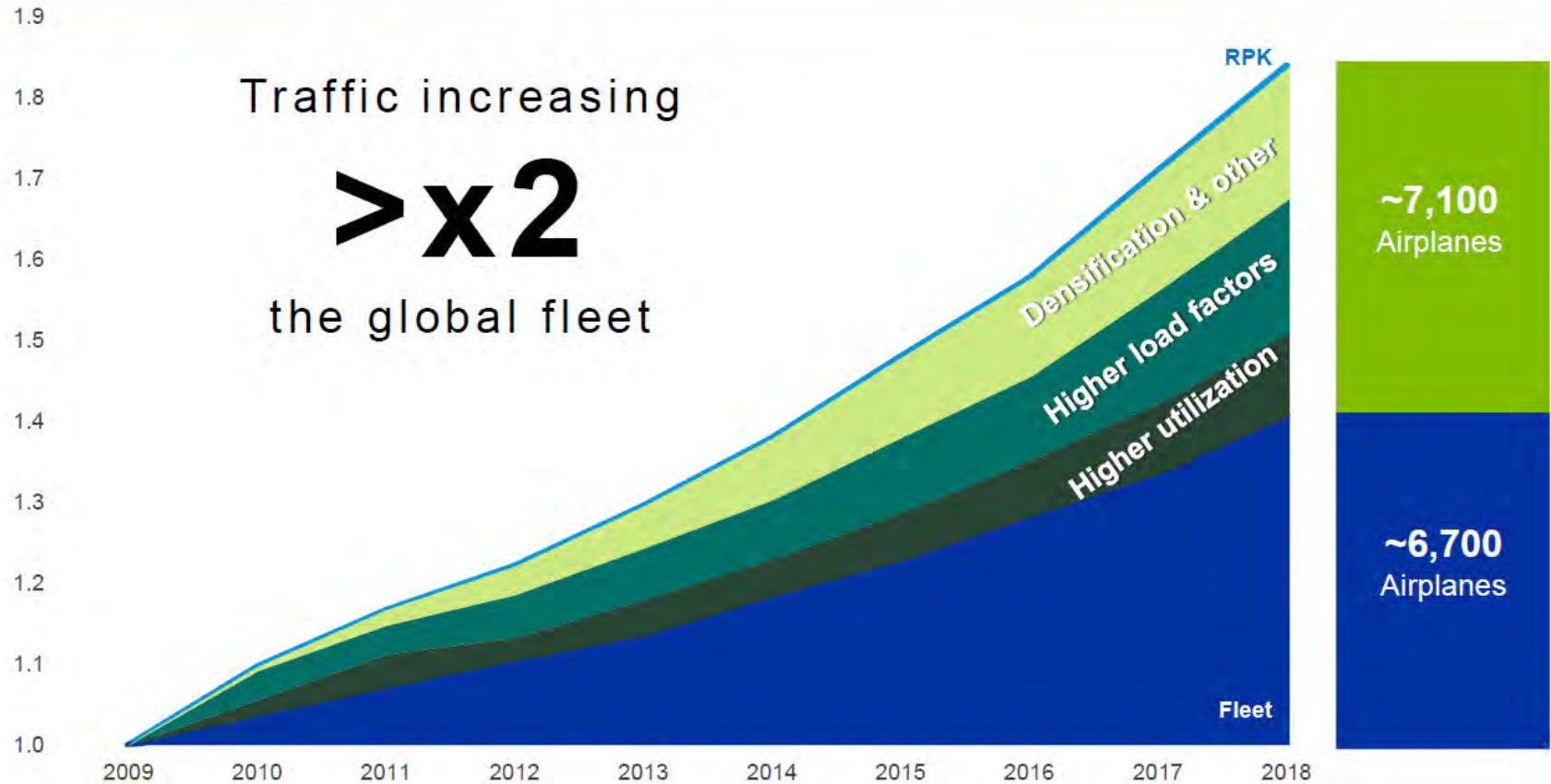


Accessibility and affordability improving



Productivity driving sustainable growth

INTERNATIONAL PARIS AIR SHOW 2019



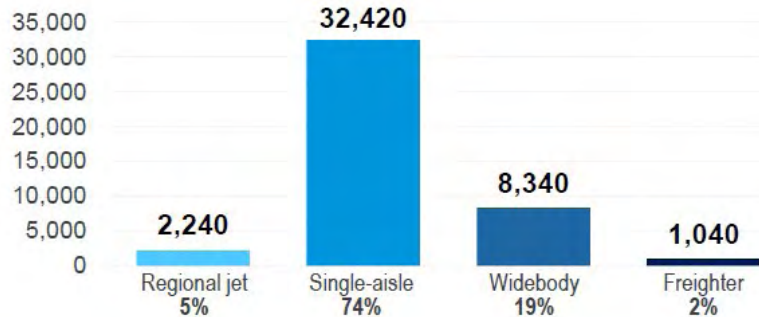
Airlines will need 44,000 new airplanes valued at \$6.8 trillion

INTERNATIONAL PARIS AIR SHOW 2019



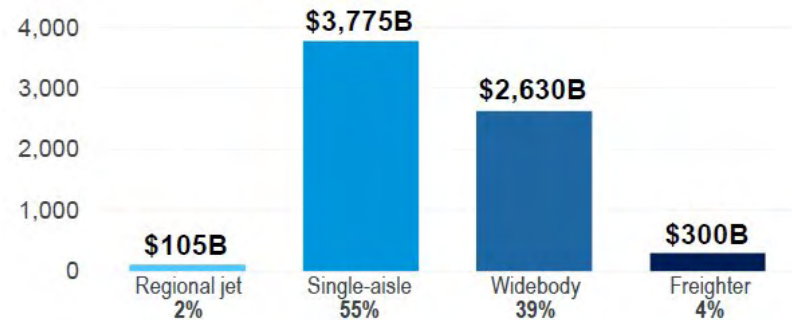
Airplane deliveries: 44,040

2019 - 2038



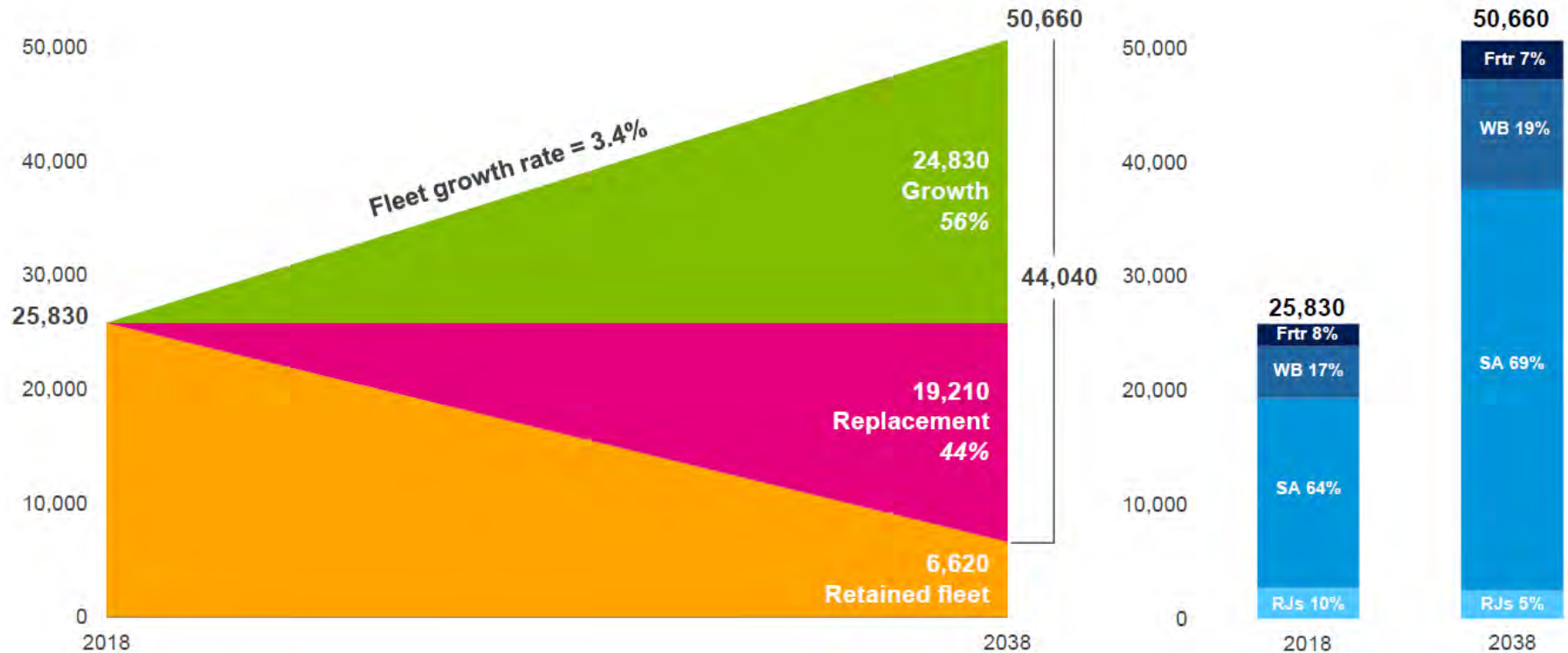
New airplane values: \$6.8T

2019 - 2038



Fleet will double, composition to shift

INTERNATIONAL PARIS AIR SHOW 2019



SOURCES: Fleet Analyzer & Boeing CMO

Market Outlook Summary

20-year forecast:
continued long-term growth

INTERNATIONAL PARIS AIR SHOW 2019

World
Economy
(GDP)

2.7%

Passenger
Traffic
(RPK)

4.6%

4.2%

Commercial
Services
(\$)

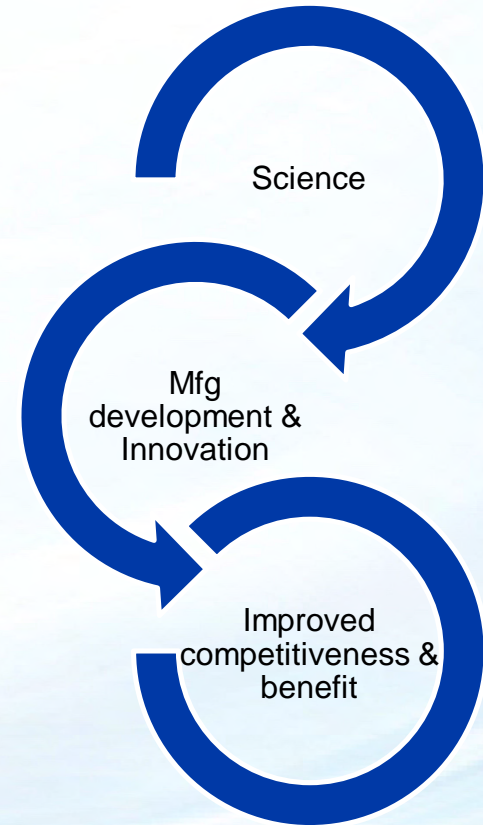
4.2%

Cargo
Traffic
(RTK)

Healthy growth outlook.....expected increase in competition....growing opportunities

Boeing's Goals in R&D Collaboration

- Collaboration projects must meet market environment
- Projects must meet Boeing's needs / interests
- Projects must deliver value-added / high return projects to the benefit of stakeholders
- Improves aerospace manufacturing innovation and competitiveness
- Influences funding decisions and priorities for our sponsor (METI)



Challenges

- Remain focused on CMI goals and objectives
- (Minor) adjustments as needed
- Renewed focus on priority areas and objectives
- Drive value-added / high return projects
- Growing global market, and increasing competition
- Increased competition for resources, skills, people



Opportunities

- Strengthen the relationships within the CMI
- Leverage our strengths
- Specific focus on value-added solutions with high return on investment
- Accelerate introduction of new (value-added) themes
- Delight our customers and sponsors
- Growing global market, increased competition
- Increased competition for resources, skills, people
- Position ourselves for success in evolving international market
- Building strength on strength
- Delivering on our commitments



