



One Brand. One Look.
One Company.



A Never-Ending Journey

We = One

One Brand

One Vision

One Stock Price

One Visual Identity

One TV Ad Strategy

One TV Ad Theme

One Boeing

Inclusive, diverse, open and integrated.

One Vision

People Working Together as a Global Enterprise for Aerospace Leadership

August 1997

One Hundred Years of Innovation—July 2016

One DNA Based on Three Elements

Enterprising Spirit

Why We Do It.

Precision Performance

How We Do It.

Defining the Future

What We Achieve.

One Advertising Strategy

**Boeing People Working Together Do
Amazing Things**

One Advertising Theme

That's Why We're Here!

Featuring the People of Boeing...not a tagline.

One Portfolio of TV Spots

Lights Down...Music Up

Measuring Impact With Our External Target

Percent Who Feel Ads "Strongly Suggest"



Measuring Impact With Our Employees

Employees Who Rated Top 2 Box

Expresses The Way I Feel About Boeing

7 out of 10

Showcases Employee Commitment

7 out of 10

Showcases Product Benefits

8 out of 10

Overall Campaign Appeal

9 out of 10

One Brand. One Look. One Company.

The best of Boeing is unified, compelling and distinctive.



Example—Environmental Report Web site

Boeing: 2008 Environment Report - Microsoft Internet Explorer

File Edit View Favorites Tools Help

BOEING 2008 Environment Report

Creating a better future

Pioneering new technologies

Measuring our progress

Reducing our environmental footprint

CEO Message | Pioneering Technologies | Stewardship | Operational Performance | Community Investment

BOEING is a registered trademark of Boeing Management Company. Copyright (c) 1998-2008 Boeing.

Message from Jim McInerney

Climate change and pollution are serious global concerns. Recognizing that, Boeing has set a clear strategy to take action on protecting our ecosystem.



BOEING

2008 Environment Report

As a responsible corporate citizen and neighbor, we are focused on reducing energy use, greenhouse gas emissions, pollution and waste at our facilities over our business term. Boeing has a strong legacy of improving fuel efficiency and reducing noise in its products. We also have an excellent record of meeting regulatory and emerging compliance with environmental regulations.

But it is clear we need to accelerate our efforts. As a global contributor to 2 percent of global man-made carbon dioxide—the main greenhouse gas linked to climate change—concerns according to the United Nations Intergovernmental Panel on Climate Change (IPCC), The IPCC predicts it will grow to 3 percent by 2025.

Boeing has a leadership role to play in helping our industry and communities shape frameworks for addressing climate change that are most effective on a global basis.

In April, Boeing helped bring together customers, partners and competitors in the commercial aviation industry in Geneva, Switzerland, we jointly committed to a common, shared carbon reduction goal and the adoption of a carbon-free future.

We also acknowledged that the environmental challenge can best be solved only if we act in unison and globally at a global level. Focus areas will include cooperation on alternative energy sources, the rapid shift into the global transportation system—all elements that offer critical near- and medium-term potential for environmental gains.

Boeing is making great strides in real-world gains in fuel efficiency and transportation system improvements. We also have demonstrated that sustainably grown, non-toxic second-generation biofuels that do not compete with crop/ing other valuable products for reducing greenhouse gas emissions.

The past year we've also taken significant steps to strengthen our work internally so that we more than offset the projected increase in our production rates with environmental improvements.

We've established environmentally focused initiatives across Boeing and our corporate organization—Environment, Health and Safety. This organization is leading our environmental strategy for our products, processes and facilities and to reach out to our suppliers, customers and communities. We also created the Environment, Health and Safety Policy Council which leads. The council ensures that strategy and performance targets we set and monitored at the highest levels of corporate leadership.

And we signed internal practices, which provided a foundation to drive environmental thought and action across Boeing.

First, we acted to extend the International Organization for Standardization 14001 environmental management standard to all Boeing manufacturing sites by the end of 2008.

Second, we developed the year improvement targets at our facilities. These targets set the bar for 25 percent improvement in energy efficiency, greenhouse gas emissions intensity and solid waste recycling rates. We set a similar goal for hazardous waste reduction. These are challenging goals that have been woven into the business planning and performance evaluation processes that we at the heart of how we at Boeing do business. The targets require targeted action and continued enterprise support.

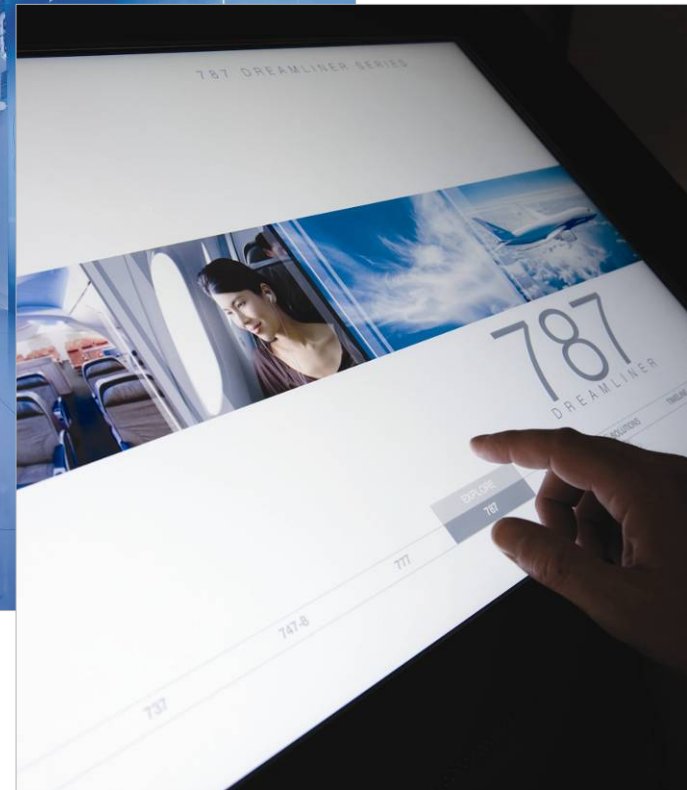
Further demonstrating our commitment, the year Boeing joined the U.S. Environmental Protection Agency's Clean Leadership Program, which committed to address carbon dioxide reductions. We are also members of the World Business Council for Sustainable Development and the Pew Center on Global Climate Change to work to learn from our peers and communities, sponsor best practices and drive environmental improvement globally.

As you will see in the report, Boeing also supports effective and targeted environmental report activity—and we intend to honor the Report of 2008.

It is my hope that you find the report an informative and comprehensive demonstration of how we at Boeing are taking real action to create a better future.

Jim McInerney
 Jim McInerney
 Chairman, President and Chief Executive Officer

Examples—Exhibits and displays



Examples—Business unit marketing collateral

Consolidated Afloat Networks and Enterprise Services (CANES)

CANES will ensure a common network computing environment to the entire U.S. Navy fleet, providing greater security and a more collaborative, effective warfighting capability.



ADVANCED NETWORK SOLUTIONS FOR TOMORROW'S NAVY

Consolidated Afloat Networks and Enterprise Services (CANES)

CANES—A New Approach to Afloat C4I
Many years ago, if you were going to build a network and you were not sure how to build it, you would build it the way you knew how to build it. The CANES program is a new approach to building afloat networks. It is a new approach to building afloat networks that will ensure the U.S. Navy has the most secure, most collaborative, and most effective warfighting capability at sea.

Standard-Repeat Architecture (SRA) COST Reduction
Through the use of a standard architecture, the Navy is able to build afloat networks that are more secure, more collaborative, and more effective. This is achieved through the use of a standard architecture that is based on a common set of hardware and software. This approach allows the Navy to build afloat networks that are more secure, more collaborative, and more effective.

COTS-Based Approach
The use of commercial off-the-shelf (COTS) hardware and software allows the Navy to build afloat networks that are more secure, more collaborative, and more effective. This is achieved through the use of a standard architecture that is based on a common set of hardware and software. This approach allows the Navy to build afloat networks that are more secure, more collaborative, and more effective.

The Boeing Team—A Diversified Approach
Boeing's approach to CANES is a diversified approach that leverages the company's expertise in a wide range of technologies, including network architecture, hardware, and software. This approach allows the Navy to build afloat networks that are more secure, more collaborative, and more effective.

Boeing is Committed to the CANES Vision
As Boeing, we understand that the Navy's vision for CANES is to build afloat networks that are more secure, more collaborative, and more effective. We are committed to working with the Navy to ensure that we can help them achieve their vision.

Contact your sales representative for more information.
Email: canes@boeing.com

www.boeing.com
Boeing is a leader in providing advanced network solutions for the Navy.

KC-10 Contract Logistics Support (CLS)




THE KC-10. CAPABLE BOTH TODAY AND TOMORROW

This is an image of the Boeing aircraft used by the flight crew to provide...

Product Cards

CONNECTING THE INFORMATION NETWORK



JOINT TACTICAL RADIO SYSTEM GROUND MOBILE RADIOS

Product Brochure

BOEING



WGS
Wideband Global SATCOM

Wideband Global SATCOM (WGS) is the highest capacity communications satellite in the U.S. Defense and Civilian portfolio. Each WGS satellite can receive and transmit more than 3.8 gigabits per second — more than 10 times the combined bandwidth of the previous WGS satellite.

WGS provides low-latency, high-speed, and high-capacity communications, as well as Air and Global Broadcast Services, to the U.S. armed forces, allied forces, and other U.S. government agencies and allies. The WGS program has received the approval of the U.S. Congress and the U.S. Department of Defense, and is a key element of the U.S. military's global communications strategy.

Based on the Boeing 700 design, WGS satellites are the most powerful and most advanced in the world. They are the most powerful and most advanced in the world. They are the most powerful and most advanced in the world.

Under contract to the U.S. Air Force, Boeing is delivering an high-power satellite, and the associated ground-based equipment and on-board control equipment. The first WGS satellite went into operation over the Pacific in April 2008.

A QUANTUM LEAP IN SATCOM CAPABILITY FOR THE WARRIOR

Posters

Examples—Business unit marketing collateral



Product/Service Publication



Technical Publication



Calendar

Example—Advertising portal

The screenshot displays the Boeing website in a Microsoft Internet Explorer browser window. The address bar shows the URL: Boeing | That's Why We're Here | One Global Team Shaping the Future of Aerospace - Microsoft Internet Explorer. The browser's menu bar includes File, Edit, View, Favorites, Tools, and Help.

The website's main content area features a blue sky background with white text. At the top left is the Boeing logo. To the right, the text reads "That's Why We're Here". Below this, four columns of text describe Boeing's values: "Ensuring Our Forces Are Safer and Stronger", "Building Technology in Amazing New Ways", "Redefining Air Travel for a New Generation", and "Holding Ourselves to a Higher Standard".

The central focus is the headline "One Global Team Shaping the Future of Aerospace", enclosed in a white bracket. Below this headline is a dark blue navigation bar with the following links: "About Us", "Our Heritage", "Investors", and "Aerospace Enthusiasts".

The bottom section is divided into three columns:

- VIDEO:** A video player titled "What Others Dream. We Do. Boeing Corporate Video" with a "View Video" link. It features a portrait of a man in a suit.
- FEATURED LINK:** A link titled "Careers" with the subtext "Join Our Global Team" and a "Visit Website" link. It includes a photo of a woman in a dark top standing in front of a modern building.
- RELATED LINKS:** A list of links: "Boeing Home", "Employment", "News", and "Merchandise".

At the very bottom, a small footer reads: "BOEING is a registered trademark of Boeing Management Company. Copyright (c) 1998-2009 Boeing. All rights reserved. | www.boeing.com"

Example—Ethics poster series



BOEING

Ethics

Lloyd Peterson
Manager, AOG Heavy Crating, Spare Distribution Center
Seattle, Washington
To learn more about Lloyd's perspective, go to [Ethics@Boeing](#).

Ethics starts with integrity...personal integrity.

When in doubt, reach out to a trusted co-worker, your manager, or an Ethics Advisor. Or you can get guidance online through Ethics@Boeing (<http://ethics.wtg.boeing.com>) or by phone through the Ethics Line at 1-888-875-7171.

©2008 Boeing. A member of Boeing Management Company. Through Boeing, all rights reserved.



BOEING

Ethics

Have confidence in raising questions or concerns.

When in doubt, reach out to a trusted co-worker, your manager, or an Ethics Advisor. Or you can get guidance online through Ethics@Boeing (<http://ethics.wtg.boeing.com>) or by phone through the Ethics Line at 1-888-875-7171.



BOEING

Ethics

I'm accountable for my choices and having higher standards.

When in doubt, reach out to a trusted co-worker, your manager, or an Ethics Advisor. Or you can get guidance online through Ethics@Boeing (<http://ethics.wtg.boeing.com>) or by phone through the Ethics Line at 1-888-875-7171.



BOEING

Ethics

It's just the way we do business...a given.

When in doubt, reach out to a trusted co-worker, your manager, or an Ethics Advisor. Or you can get guidance online through Ethics@Boeing (<http://ethics.wtg.boeing.com>) or by phone through the Ethics Line at 1-888-875-7171.



BOEING

Ethics

Leaders don't compromise on values...and all of us are leaders.

When in doubt, reach out to a trusted co-worker, your manager, or an Ethics Advisor. Or you can get guidance online through Ethics@Boeing (<http://ethics.wtg.boeing.com>) or by phone through the Ethics Line at 1-888-875-7171.



BOEING

Ethics

Robin Green
Senior Cost Accountant, BGA AP Cost Accounting
Renton, Washington
To learn more about Robin's perspective, go to [Ethics@Boeing](#).

Ethics is accuracy, thoroughness, consistency...my reputation.

When in doubt, reach out to a trusted co-worker, your manager, or an Ethics Advisor. Or you can get guidance online through Ethics@Boeing (<http://ethics.wtg.boeing.com>) or by phone through the Ethics Line at 1-888-875-7171.

©2008 Boeing. A member of Boeing Management Company. Through Boeing, all rights reserved.



BOEING

Ethics

We can't cut corners. People's lives depend on us.

When in doubt, reach out to a trusted co-worker, your manager, or an Ethics Advisor. Or you can get guidance online through Ethics@Boeing (<http://ethics.wtg.boeing.com>) or by phone through the Ethics Line at 1-888-875-7171.



BOEING

Ethics

Ethics is not just "by the book"...it's the extra mile.

When in doubt, reach out to a trusted co-worker, your manager, or an Ethics Advisor. Or you can get guidance online through Ethics@Boeing (<http://ethics.wtg.boeing.com>) or by phone through the Ethics Line at 1-888-875-7171.

Examples—Employee communications

2008 FALL ENROLLMENT
Benefits Information

Enroll
November 6–December 2

Actions you need to take:

- Review: This enrollment guide.
- Connect: To your Benefits Resources.
- Explore: Your health and insurance plan options and changes.
- Select: Your benefit plans or make changes.

Well Being
Choose well. Live well.

What's new for 2009

In the coming weeks, you'll have an opportunity to review your options and choose your 2009 health and insurance benefits. This guide describes important changes resulting from our new collective bargaining agreement effective January 1, 2009.

All other medical plan options available today will continue to be offered in 2009.

Any funds left in your HSA at the end of the year will remain available to you. For details, visit www.boeing.com/learnhsa@plan.

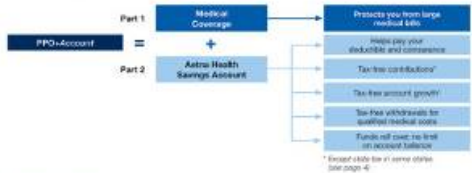
You won't want to miss this...

The future web site for the PPO+Account with an HSA, www.boeing.com/learnhsa@plan is a great way to learn about the features of this new option and decide if it's right for you. The information is simplified, with real-life examples of how the PPO+Account with an HSA works, plus options to test your knowledge.

- Makes learning easy.
- Helps you quickly find exactly important to you.

Don't miss it!

The new PPO+Account with an HSA. Beginning January 1, 2009, Boeing will offer a new health care plan option—the PPO+Account with an HSA. The plan has two parts:



Medical coverage:

The medical coverage is sponsored by Boeing and covers the same types of services and supplies as other Boeing health care plans, including prescription drugs and routine vision care.

It features a national Aetna network of hospitals, doctors, specialists and other health care providers. You'll receive a higher coverage level when you use an Aetna network provider (90%), but you're free to use nonnetwork providers at a lower coverage level (80%).

Each year, you'll need to meet a deductible before the plan begins paying benefits. The annual deductible applies to most expenses, including most prescription drugs, and is based on the coverage level you select:

- \$1,500 for employee only
- \$2,500 for employee + spouse or child(ren)
- \$3,750 for employee + spouse and child(ren)

Health Savings Account (HSA)

The HSA sponsored by Aetna is a bank account that you own. If you're eligible and choose to set up an HSA, you can accumulate money on a tax-advantaged basis for current or future medical expenses, even in retirement.

The HSA has a unique combination of tax-saving features and other advantages:

- Boeing will make contributions to your Aetna HSA that are tax-free to you.
- You can make your own pretax contributions through payroll deductions, up to an annual limit.
- The funds in your account grow tax-free, including any interest earnings.
- When you use the full tax free.



HSAs are subject to IRS rules. Details: www.irs.gov

Watch your mail

Your Boeing benefits enrollment packet will arrive in the next few weeks. The enrollment guide will provide step-by-step instructions on how to return your enrollment card and make changes during the enrollment period—November 6 through December 2. Any changes you make will be effective January 1, 2009.

Online at work:

- For an instant enrollment wizard.
- And access the 24-hour employee portal at atpcc.bey Boeing.com
- Click [SelfService](#)
- Click [MyProfile](#)
- Under [SelfService](#), Passwords/Resets, click [Help](#), [Forgot/Reset Password](#)

By phone:

To get a password reminder by mail, with your SSN, ID or driver or Social Security number attached, call Boeing's toll-free number at **800-432-2018**. When prompted, say "password." Then follow the instructions to have your password mailed to you. Passwords can't be phone ordered over the phone. If you need assistance for the Boeing enrollment card available at **800-756-0330**.

Copyright © 2008 Boeing. All rights reserved. 000002 is a trademark of Boeing Management Company. 000001 02/08/08

Get ready

For fall enrollment

2008 FALL ENROLLMENT
Benefits information

Example—Frontiers magazine



FEATURE STORY / BOEING FRONTIERS

One, for all

A companywide team has developed a fresh approach to visual identity that capitalizes on the power of the iconic Boeing brand.

By Chris Hovard

A brand is more than a logo, a name or an ad campaign. It's a promise that a company makes to the marketplace and the reputation a company earns for keeping that promise.

The best brands can hold a distinctive and powerful place in the market that allows them to introduce new products more successfully, defend their markets against competitors more easily, and command premium prices for goods and services. Leading companies manage what they do, what they say and how they present themselves to ensure that their promise is reinforced in everything that a customer, investor or influencer experiences. Boeing is one of those leading companies.

Thanks to the products and services Boeing employees produce and provide—and to the company's illustrious history in aerospace—the Boeing brand is one of the most well-known brands in the world, routinely landing on lists of the world's most respected brands compiled by publications such as *Fortune's* and *Business Week's*. The Boeing brand is an irreplaceable asset that marketing research firms estimate to be worth billions of dollars.

But even a great brand needs maintenance to stay fresh and to support the changing needs of a growing business. That's why an enterprise-wide team has worked to ensure that the brand stays current, represents Boeing as one company, and properly supports the work Boeing employees are doing to build processes and work toward being the world's best and most integrated aerospace company.

"A few years ago, we began to take the next steps in the brand's evolution," said Phil Johnson, director of Brand Strategy and Advertising. "Owning a 'one brand' culture is more important now than ever before. We didn't become one of the world's iconic brands because of any one product or service. Our reputation comes from the breadth and depth of our capabilities. And that has to do with much more than how we look, it is also how we act. Every contact we have with stakeholders, from the quality of our products and services to the tone of our business communications to the appearance of our business cards, building signs and presentations, is an opportunity to strengthen the brand."

Johnson noted that about 20 years ago, Boeing had more than 200 different styles of business cards and letterhead. Some of our exterior signage matched, and our vehicle colors and markings were all over the map. Our articles and collateral literature looked different," he said. "Today that has changed, and we have strengthened our brand presence and reduced costs by millions of dollars. Now we need to take the next big step of ensuring that we present a unified, compelling and distinctive face to the world."

38 FEBRUARY 2009 / BOEING FRONTIERS

BOEING FRONTIERS / FEATURE STORY

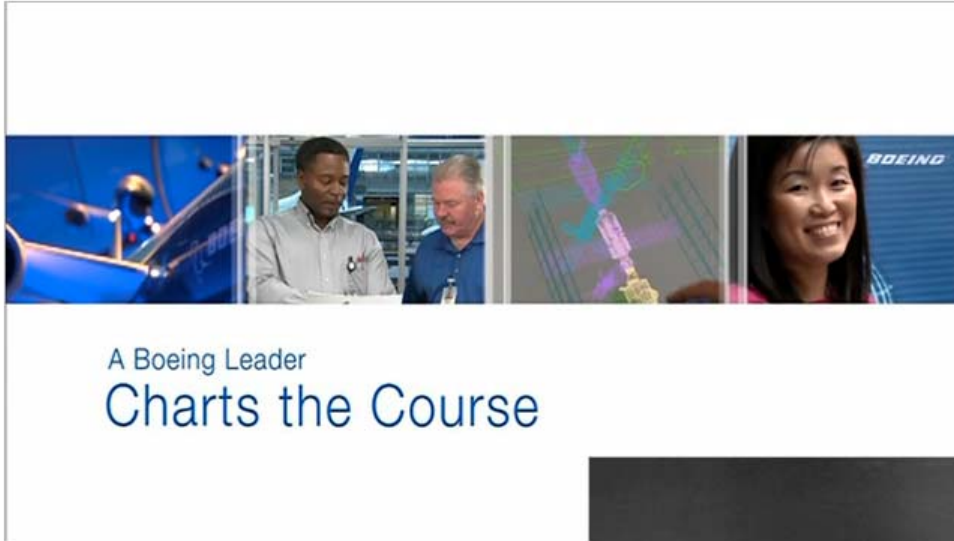
"We have strengthened our brand presence and reduced costs by millions of dollars."

—Phil Johnson, director of Brand Strategy and Advertising

A communication package created by the visual identity team includes a brochure, 30 cards and a wall poster that explain the Boeing brand visually in an easy-to-use format.

BOEING FRONTIERS / FEBRUARY 2009 37

Example—Leadership videos



What Others Dream, We Do.

Lights Down...Music Up

