



Pew Center for Global Climate Change 2010 Corporate Energy Efficiency Conference

Breaking Through: Gaining Senior Level Support for Energy Efficiency

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The Boeing Company Overview



- World's largest, most diversified aerospace company
- Design, assemble and support commercial jetliners, defense systems, satellites and launch vehicles
- Customers in more than 90 countries
 - Total revenue in 2009: \$68.3 billion
 - 70% of commercial airplane revenue historically from customers outside the United States
- Manufacturing, service and technology partnerships with companies around the world
- 157,000 employees in 49 US states and 70 countries

Partnering worldwide for mutual growth and prosperity

The Challenge

“Just as employees mastered “impossible” challenges like supersonic flight, stealth, space exploration and super-efficient composite airplanes, now we must focus our spirit of innovation and our resources on reducing greenhouse-gas emissions in our products and operations.”

W. J. McNerney
Chairman, President and CEO
The Boeing Company



Boeing's Environmental Action Agenda

Vision

Pioneering Environmentally Progressive Technologies
Relentlessly Reducing Our Environmental Impact

Stewardship

Setting Aggressive Improvement Targets – and Beating Them

Inspiration

Harnessing Boeing's Culture of Excellence and Improvement

Communication

Engaging Our Industry, Communities and Investors

Lifecycle Environmental Footprint Reduction

Suppliers



- Manufacturing waste
- Energy use
- Emissions

Operations



- Manufacturing waste
- Energy use
- Emissions
- Water use

In Service



- Emissions
- Noise
- Fuel use

End of Service



- Resale
- Materials recovery
- Recycle

Boeing's 2012 Environmental Targets

25%
Improvement

- Energy Efficiency
- Greenhouse Gas Emissions Intensity
- Hazardous Waste
- Solid Waste Recycling



On track, outperformed our 2009 plan

Global Environmental Engagement

- The Nature Conservancy



- World Business Council for Sustainable Development



- EPA Climate Leaders



- Carbon Disclosure Project



- Pew Center on Global Climate Change



- EPA ENERGY STAR



- World Environment Center



Committed to Transparency



Annual Report

- Sharing progress and successes
- Identifying areas for improvement
- Encouraging feedback



Environment Report

Carbon Disclosure Project



Reporting on our targets and commitments

Implemented a Common Environmental Management System

All Major Sites Certified



- Anaheim/Huntington Beach, California
- Auburn, Washington
- Bankstown, Australia
- El Segundo, California
- Everett, Washington
- Exmouth, Australia
- Fishermans Bend, Australia
- Frederickson, Washington
- Houston, Texas
- Huntsville, Alabama
- Integrated Defense Systems sites in Puget Sound, Washington
- Kennedy Space Center, Florida
- Long Beach, California
- Macon, Georgia
- Mesa, Arizona
- North Boeing Field, Washington
- Philadelphia, Pennsylvania
- Portland, Oregon
- Renton, Washington
- St. Louis, Missouri
- Salt Lake City, Utah
- San Antonio, Texas
- Sylmar, California
- Wichita, Kansas
- Winnipeg, Canada

ISO 14001 Is the global environmental standard

Conservation Initiative Focus Areas

Carpooling / Vanpooling
Public Transportation



Alternative Fuels
Greener Vehicles



Water efficiency
and conservation



Energy efficiency
and conservation



Renewable Energy



Greener
Buildings

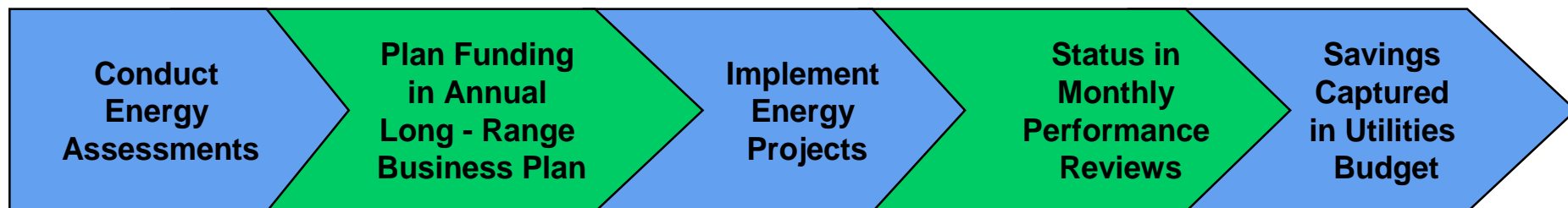
Reduce
Reuse
Recycle



Driving productivity and reducing environmental footprint

Conservation Investment Fund

- Targeted investments part of comprehensive energy reduction plan
- 3% – 5% of total annual utilities cost budgeted annually
- Requirement established with all site leaders – One Team, One Plan
- Typical projects include: lighting and mechanical system upgrades, variable speed drives, re-commissioning, building envelope improvements, and energy management control systems
- Average payback: 2.5 - 3.0 years
- Performance measured monthly based on fund expenditure, annual energy savings and financial return



Conservation Awards



- Annual award program since 2004
- Award categories
 - Energy conservation
 - Renewable energy
 - Solid waste & recycling
 - Water conservation
 - Alternative commuting
- Financial and environmental benefits
- Leadership engagement and sponsorship
- Visibility across the enterprise

Recognizing and celebrating successes

Breaking Through: Gaining Senior Level Support for Energy Efficiency

- Embed the business imperative from the top down
- Demonstrate both financial and environmental benefits
- Ensure well understood vision, strategies and goals
- Establish leadership accountability at all levels
- Maintain consistent management system and operating rhythm
- Leverage sustaining operations and embed into culture (not an “add-on”)
- Integrate with other improvement initiatives for maximum synergy
- Keep progress and successes visible throughout the organization



Commitment, accountability, communication

