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Leading the Way

Vision 2016: People working together as a global enterprise for aerospace leadership

The Boeing Company

Boeing is the world's leading aerospace company and the largest manufacturer of commercial jetliners and military aircraft combined, providing products and tailored services to airlines and U.S. and allied armed forces around the world. Our capabilities include rotorcraft, electronic and defense systems, missiles, satellites, launch systems and advanced

information and communication systems. Our reach extends to customers in more than 90 countries around the world, and we are a leading U.S. exporter in terms of sales. With corporate offices in Chicago, Boeing employs more than 159,300 people in 49 American states and 70 countries. Our enterprise also leverages the talents of hundreds of thousands more people working for Boeing suppliers worldwide.



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Operational Highlights

- Achieved records for revenues, earnings, cash flow and backlog. Revenue rose 8 percent to \$66.4 billion; net income grew 84 percent to \$4.1 billion; cash flow rose 28 percent to \$9.6 billion; and total backlog increased more than 30 percent to \$327 billion.
- Set company record for commercial airplane orders and a third consecutive year of orders exceeding 1,000 planes with a total of 1,413 net (1,423 gross) orders during 2007. Also set single-year order records for our 787, 737 and freighters.
- Increased dividend 14 percent; approved a new share-repurchase plan for up to \$7 billion; and repurchased 29 million shares during the year.
- Further strengthened our balance sheet by increasing cash and short-term investments by \$2.9 billion and reducing consolidated debt by \$1.3 billion.
- Continued our focus on growth and productivity with substantial additions to backlog, major efficiency gains and solid execution on production and services programs, leading to overall company margins of 8.8 percent and simultaneous double-digit operating margins for the year in both our commercial airplane and defense businesses for the first time ever (10.7 percent each).
- Captured nine out of 11 major competitions entered by Integrated Defense Systems, including key orders for Tracking and Data Relay Satellites, Joint Cargo Aircraft, the Airborne Early Warning and Control aircraft for the Republic of Korea and two key pieces of NASA's Ares program; received 100-percent award fee for Ground-based Midcourse Defense program and 100 percent of incentive milestone criteria on Future Combat Systems.
- Achieved significant Commercial Airplanes milestones, including surpassing 800 orders for the 787; 7,000 orders for the 737; and 1,000 orders each for both the 767 and 777. Began 787 production, completed firm configuration of the 747-8 Intercontinental passenger plane, prepared for 777 Freighter production and continued investing for future growth.

2007 Financial Highlights

U.S. dollars in millions except per share data

	2007	2006	2005	2004	2003
Revenues	66,387	61,530	53,621	51,400	49,311
Net earnings	4,074	2,215	2,572	1,872	718
Earnings per share*	5.26	2.84	3.19	2.24	0.85
Operating margins	8.8%	4.9%	5.2%	3.9%	0.8%
Contractual backlog	296,964	216,567	160,637	104,778	104,855
Total backlog†	327,166	250,253	205,215	152,873	155,498

*Before cumulative effect of accounting change and net gain (loss) from discontinued operations

†Total backlog includes contractual and unobligated backlog. See page 25.

Message From Our Chairman Driving long-term growth and value creation



W. James McNerney, Jr., Chairman, President and Chief Executive Officer

**To the Shareholders
and Employees of
The Boeing Company:**

From this company's beginning, we have directed our passion, precision and innovation into our products, services, customers and citizenship. On that foundation, we are pursuing one big, overarching goal. We aim to be the world's strongest, best and best-integrated aerospace company—for today and tomorrow. Measured against that goal, 2007 stands out as a year of significant—and accelerating—progress.

We achieved record financial performance, which reflects the potent combination of good top-line growth and strong gains in productivity. Total revenues rose to an all-time high of \$66.4 billion. For the first time ever, both of our core businesses—Boeing Commercial Airplanes and Boeing Integrated Defense Systems—simultaneously achieved double-digit operating margins. Gains in productivity and performance in existing programs contributed significantly to earnings and helped offset additional investment in key growth programs. Our cash flow went from strong to even stronger—increasing from \$7.5 billion in 2006 to \$9.6 billion in 2007.

We also had our best year ever in capturing new business and adding to a backlog that now totals almost one third of a *trillion* dollars—or just about five times our total revenues in 2007.

Boeing Commercial Airplanes had spectacular success in landing 1,423 airplane orders during 2007, reaching more than 1,000 orders for an unprecedented third consecutive year and setting a Boeing record for total orders in a single year. Commercial airplane orders make up \$255 billion of Boeing's \$327 billion total backlog. Meanwhile, Integrated Defense Systems won nine out of 11 strategically important competitions in 2007—an outstanding success rate. IDS is among the industry leaders in profitability and holds a healthy \$72 billion backlog.

I attribute this success to the people of Boeing who continuously improved their teams' execution, productivity and quality of work, doing so with the utmost integrity. Without incremental improvements generated by thousands upon thousands of Boeing employees last year, we would not have met what was—to be sure—a very challenging business plan. I am exceedingly proud of this team for displaying the courage, commitment, integrity and accountability that it takes to learn, share, grow and improve.

With a record order book, the challenge before us is fundamentally one of execution. Meeting our budget and schedule commitments not only drives customer satisfaction and near-term financial results but is also a prerequisite for the stability that enables us to improve productivity further. Still more, we must extend the high level of performance-to-plan that we have in existing production programs to our emerging programs, including the eagerly awaited 787 Dreamliner.

During 2007, as a result of start-up difficulties in our extended supply chain and in our own factories, we announced delays in both the first flight and first deliveries of the 787. In doing so, we disappointed customers and investors alike. After four consecutive years of robust share-price appreciation, Boeing's stock declined in 2007 (down 1.6 percent for the year, compared to a 6.4-percent gain for the Dow Jones Industrial Average). While this decline brought our valuation down to more normal levels for our industry, we are confident that we will regain a premium for our shares as we deliver on our backlog and commitments—including the 787—and continue growing.

The growing pains we have experienced on the 787 are not uncommon with game-changing innovation. And that's what the 787 is all about. From the economic efficiency it will deliver for our customers, to the comfort and convenience it will provide passengers, and the reduced footprint it will leave on the environment, this is the right airplane at the right time. We believe strongly in the business model, and we are more confident than ever before in the technology behind the innovation.

Notwithstanding the challenges that remain, the 787 Dreamliner is well on

its way to extraordinary success. It took the 737 (the best-selling airliner in commercial aviation history) more than 15 years from the time it was launched to reach 1,000 orders. We expect to surpass that milestone with the 787 in less than half the time. Still more, with the greater volume comes greater opportunity for us to reduce cost, improve productivity and achieve higher performance early in the production run.

Changing Competitive Landscape

Many people talk of Boeing and Airbus as a "duopoly," and we certainly regard Airbus as an extremely tough competitor. In fact, we expect to see Airbus' competitiveness increase as it restructures itself and the U.S. dollar ultimately regains ground on the Euro. But Boeing and Airbus will not be alone forever. With encouragement from their governments, other companies are developing or building commercial airplanes at or near the lower end of the size range served by our airplanes. This includes companies in Japan, China, Canada, Russia and Brazil. We must be prepared for a future in which there could be more than two producers of large commercial airplanes.

At the same time, today's combination of high fuel prices and concern for the environment could tip the intermodal balance in regions that have or are building alternatives to air transport. For example, I recently had a conversation with a minister of a major European country that is strengthening its rail infrastructure but not building new airports, because its environmental policy encourages people to take trains for shorter trips.

The issue of the environment is real. It's not going to go away—and it shouldn't go away.

Fortunately, Boeing has a record of environmental achievement, as does the industry as a whole. Over the last 40 years, we have reduced carbon emissions from our commercial airplanes by around 70 percent and reduced noise emissions by 75 percent. However, commercial aviation still accounts for roughly 2 percent of world CO₂ emissions. That percentage is expected to grow moderately with airline-fleet and travel expansion in coming years. So we are taking action to ensure sustainable growth for our industry. At research-and-development facilities and with partners around the world, Boeing is working on a future that could include sustainable biofuels, fuel cells (which may one day replace the auxiliary power units on today's airplanes), more efficient air traffic management systems and additional improvements in reducing emissions.

Meanwhile, world defense markets are also changing. While this is opening up new avenues for growth outside the United States, it is also exposing Boeing and other U.S. defense companies to stiffer challenges from overseas competitors at home, where we expect budgets to moderate. Companies that provide the most innovative solutions—not only in terms of products but also with regard to risk, efficiency, lifecycle costs and network integration—will be the most successful. Boeing needs to continue performing well as an integrator of complex systems like the U.S. Army's Future Combat Systems. The company is also selectively developing in-house capabilities that, when combined with the best of industry, meet the enduring needs of our customers and enhance our strategic position in a competitive marketplace.

In anticipating this changing competitive landscape, we are drawing on a fundamental playbook of continuous

improvement to ensure both our current and future competitiveness through developing strong leaders; driving a continued focus on both top-line growth and bottom-line productivity; ensuring functional excellence (consistently following proven, common processes); maintaining a strong focus on ethics and compliance; driving a culture of openness, sharing and innovation; and acting with a sense of stewardship toward the world in which we are privileged to live and work.

Boeing Internationally: Global Growth, Productivity and Citizenship

We strive to build and sustain long-term relationships and embed Boeing as a respected member of communities and cultures all around the world. We recognize that great ideas also originate from places outside Boeing. So, more than looking solely to sell our products and services globally, one of our abiding goals is to both cultivate and access the best thinking and technology—wherever it may be found.

I will cite what we are doing in India as one example among many.

Air India entered the jet age on the wings of the Boeing 707 more than four decades ago. With air travel in India growing at a phenomenal 25-percent annual rate, we are in the fortunate position of being the leading supplier of commercial airplanes to Indian carriers. That entails some collateral responsibilities. We are helping India build its aviation infrastructure. We are also buying from local Indian companies, tapping into an amazing talent pool in engineering and information technology. Several of these companies supply high-end aviation-related software to our commercial business. These companies—

and others—could play an increasingly valuable part in driving both growth and productivity for the total Boeing enterprise.

While IDS is new to India, it is uniquely positioned, given the breadth and depth of its capabilities, to provide defense products that fit almost all of India's major stated procurement needs. Those include multirole fighters, attack and heavy-lift helicopters, anti-ship missiles and naval training and anti-submarine aircraft.

In India, people from our two core businesses share offices and work closely together in support of a common strategy. In following an integrated approach to doing business in this market, we are bringing “the best of Boeing” to India and “the best of India” to Boeing and our customers.

Accelerating Learning and Sharing

It is said, there is strength in diversity. Nothing could be truer, if one makes the critical assumption, as we do at Boeing, that our success is fueled by a culture of sharing that brings a diversity of people and viewpoints to innovating and to solving problems.

We have a great diversity of people and creative talent inside Boeing, and that is reflected in a long-standing, well-deserved reputation for doing amazing things and making a real difference in the world. Our people work on programs that are as challenging and different as the 787 Dreamliner, which involves technologies that will influence the course of commercial aviation for decades to come, and the Ground-based Midcourse Defense program, in which we have repeatedly demonstrated the ability to “hit a bullet with a bullet” in space with this important missile-defense project.

Our aspiration is for Boeing to become even greater than the sum of its parts (as great as those parts already are). This requires that we accelerate learning and sharing inside the company. The payout—faster innovation and problem solving—should impact both the top and bottom lines. It starts with improved employee engagement and broadening the flow of ideas. As a result, there should be clear evidence of continuously improving quality and service to our customers, as well as enhanced growth and improved productivity across our enterprise.

We drive learning and sharing in many ways, from our Leadership Center (the flagship of our comprehensive leadership-development approach) to our four growth-and-productivity initiatives. Here are some examples of how our strategy of leveraging the depth and breadth of Boeing is taking root:

- At the Leadership Center, Boeing leaders present real Boeing business challenges and ask classes for help solving them. In fact, my leadership team has received—and is acting on—good ideas from several 2007 classes on how we might expand our services businesses, strengthen our program management, more deeply embed our four growth-and-productivity initiatives into our operations, and more quickly share best practices.
- By partnering with BCA and IDS to consolidate nonproduction procurement and leverage companywide purchasing power through our Internal Services Productivity initiative, our Shared Services Group captured \$765 million of contract-negotiated price reductions in 2007.
- By embracing input from other parts of the company—most notably Lean+ practices from Commercial Airplanes, our satellite business has

regained profitability and competitiveness. Where once the attitude was “Don’t Need Help,” it’s now “Help Needed, Gladly Accepted and Readily Provided,” because today our satellite unit exports expertise, best practices and lessons learned to other parts of the company.

■ In 2007, we adopted a true companywide research-and-development strategy. Our intent is to manage our portfolio of technologies at an enterprise level through a matrixed approach that ties all our efforts together. We want to eliminate gaps and fragmentation, arrive at a better balance of technologies between near- and far-term uses, and tap into the over \$1 trillion that is spent around the world on research and development.

Sources of Incremental Growth

New programs and full production lines at Commercial Airplanes are the biggest drivers of our growth, and international sales—always vital to BCA—provide strong growth potential at IDS. Sharpening our culture of learning and sharing is as key to our growth as it is to our productivity—especially in those markets where an integrated Boeing brings strengths that others will find difficult to match.

Military derivatives of commercial airplanes, for example, have become a big and increasingly important market for Boeing. We expect this business to grow at a double-digit annual rate over the next several years. It used to be that commercial airplane airframes were torn apart and retrofitted in order to meet the heavy-duty structural requirements of military specifications. Today, 737 airframes destined for the U.S. Navy as reconnaissance and surveillance aircraft are being built alongside 737s for the world’s airlines.

Modifications to the aircraft are now being done in-line as opposed to after-the-fact. This is a prime example of the unique advantage, synergy and cost savings our big business units bring to our customers.

One of our fastest-growing and most profitable business areas is our commercial and military support services. Our growth here will be based on sticking to our strategy of expanding our core business and then moving to logical adjacencies across bridges of common cost structure, technology and customers. For example, an IDS Support Systems first-responder team has replicated the Lean+ approach that our Commercial Aviation Services team uses to reduce the response time from when a call comes in to when Boeing provides the product or service that a customer requested. We are also studying where we can better serve our customers by more closely aligning across our commercial and defense services by, for example, sharing infrastructures, or leveraging common supply chains such as in the provisioning of spare parts.

Leadership (and Leverage)

In any group or company, it is the leaders who define and shape the culture. Because that is so, nothing is more important to the future of the company than the development of leaders.

It is no accident that a few of the best companies—year after year—go on producing the best leaders. They are *leaders* in leadership *development*. They know the kind of leadership they want. They *model* it, *teach* it, *measure* it, *expect* it and *reward* it.

We are doing all of those things at Boeing.

We expect Boeing leaders to embody certain attributes (*chart the course, set high expectations, inspire others, find a way, live the Boeing values and deliver results*). And we have shaped our performance, pay and promotion systems—as well as our leadership and learning programs—around them. The Boeing Leadership Center plays an integral role in bringing people together within Boeing and creating a common language and common culture. Our top 270 leaders all teach there on a regular basis as we embed the concept of “leaders teaching leaders” throughout the company.

“Give me a lever...,” Archimedes famously said, “and I will move the world.” To my mind, leadership *is* leverage. What the leader does is to elevate the performance of others—helping them to achieve their full potential. And as people grow, so does the company.

In Closing

I am proud to lead the Boeing team. In every part of our business, our people are rising to the challenge of solving complex problems and delivering exceptional value to our customers. We delivered record performance by many measures in 2007, and I believe our performance will become even better—in 2008 and beyond—as we accelerate toward becoming the world’s strongest, best and best-integrated aerospace company.



Jim McNerney
Chairman, President and
Chief Executive Officer

We aim to be the world’s strongest, best and best-integrated aerospace company.

The Executive Council

Standing left to right:

J. Michael Luttig
Senior Vice President,
General Counsel

Thomas J. Downey
Senior Vice President,
Communications

Shephard W. Hill
Senior Vice President,
President,
Boeing International

Tod R. Hullin
Senior Vice President,
Public Policy

Michael J. Cave
Senior Vice President,
Business Development
and Strategy

Wanda K. Denson-Low
Senior Vice President,
Office of Internal
Governance

Richard D. Stephens
Senior Vice President,
Human Resources and
Administration



Seated left to right:

Scott E. Carson
Executive Vice President,
President and
Chief Executive Officer,
Commercial Airplanes

James A. Bell
Executive Vice
President, Finance,
Chief Financial Officer

James F. Albaugh
Executive Vice President,
President and
Chief Executive Officer,
Integrated Defense
Systems

John J. Tracy
Senior Vice President,
Engineering, Operations
and Technology,
Chief Technology Officer

Boeing Commercial Airplanes Focused on customers, productivity and growth



Exceptional market response to our airplane programs, along with continuing improvements in performance and efficiency, drove our solid financial performance this year.

Boeing Commercial Airplanes received record orders for the third year in a row, while revenues rose 17 percent to \$33.4 billion, with operating earnings of \$3.6 billion.

We delivered 441 airplanes in 2007, up from 398 in 2006. Our first Next-Generation 737-700ER and 737-900ER commercial airplanes were delivered to our launch customers. The 777 jetliner completed its one-millionth flight under extended-range twin-engine operations. We also delivered the 3,000th Everett-built widebody airplane, and we reached firm configuration on the 747-8 Intercontinental.

Boeing Commercial Airplanes continues to achieve efficient performance as it steadily increases production rates. Engaged employees and streamlined processes are driving increased quality and reduced assembly time and costs across the system.

Market demand for Boeing airplanes grew in 2007 along with our productivity; we booked a record 1,423 gross orders, an increase from 1,050 in 2006. Milestone orders included the 7,000th 737 order and the 1,000th order for each of the 767 and 777 airplane programs. In addition, we posted a record-setting 369 orders for the 787 Dreamliner, which is the fastest-selling new airplane in history with more than 800 orders since 2004.

The world received its first glimpse of our revolutionary new airplane when we rolled out the 787 Dreamliner in July. Our confidence in the fundamental design and technologies of the 787 continues to grow. However, we have been challenged by start-up issues in our factory and in our extended global supply chain. As a result, the 787's first flight is now scheduled for around the end of the second quarter of 2008 with first deliveries expected in early 2009. Resources from around the company are being brought to bear on the 787 program to more effectively manage our production system, and we are focused on flying, certifying and delivering this breakthrough airplane to our customers.

Delivering on commitments to our customers remains key to meeting our financial performance goals.

In the coming year, we will continue to focus on all of our product development programs and delivering on our commitments to customers and partners. We also will continue to integrate the companywide Lean+ growth-and-productivity initiative throughout the organization. Through our sharp attention to the needs of our airplane operators and their passengers, dedication to productivity improvements and strong financial performance, we will continue to earn our position as the world's premier manufacturer of commercial jetliners.

Beyond advancing materials from which future commercial jets will be built, the 787 Dreamliner introduces new ways of manufacturing airplanes and doing business — for suppliers and Boeing. First delivery and entry into service are expected in early 2009.

Customers rely on Boeing to deliver best-of-industry solutions to complex and evolving mission requirements.

Boeing Integrated Defense Systems won nine out of 11 major competitions it entered in 2007, validating our focus on the enduring needs of our customers and offering solutions that address current and future requirements. We are expanding our diverse portfolio of production programs, new capabilities and world-class support, using deep customer insight and a capabilities-based organization that combines the best of Boeing with the best of global industry.

Customers reaffirmed Boeing's value as an integrator of complex technology and systems through their high customer-satisfaction ratings on major programs such as Future Combat Systems and Ground-based Midcourse Defense. We positioned Boeing for growth in a new business area with work on U.S. border security systems. We also enhanced our competitiveness in space with major contract wins to support NASA's Ares I program and to build the next generation of Tracking and Data Relay Satellites.

Even with fewer total aircraft deliveries, we built impressive margins through strong execution across all production programs, including F/A-18E/F Super Hornet, EA-18G, C-17, F-22 and Apache. The first U.S. Army CH-47F Chinook helicopters became operational, and the U.S. Marine Corps deployed the first V-22 Ospreys to Iraq. Our factories also supported deliveries of C-17, Chinook, Apache and F-15 to international customers.

Despite the impact of flattening defense budgets and shifting priorities on new development and follow-on production, Boeing is growing by providing U.S. and international customers with operational readiness through maintenance, operations, upgrades, training and performance-based logistics. Support work for non-Boeing platforms was boosted with a major contract win to re-wing more than 240 U.S. Air Force A-10 aircraft.

A focus on productivity, cost reduction and low-risk, best-value solutions increases competitiveness and grows our domestic and international business.

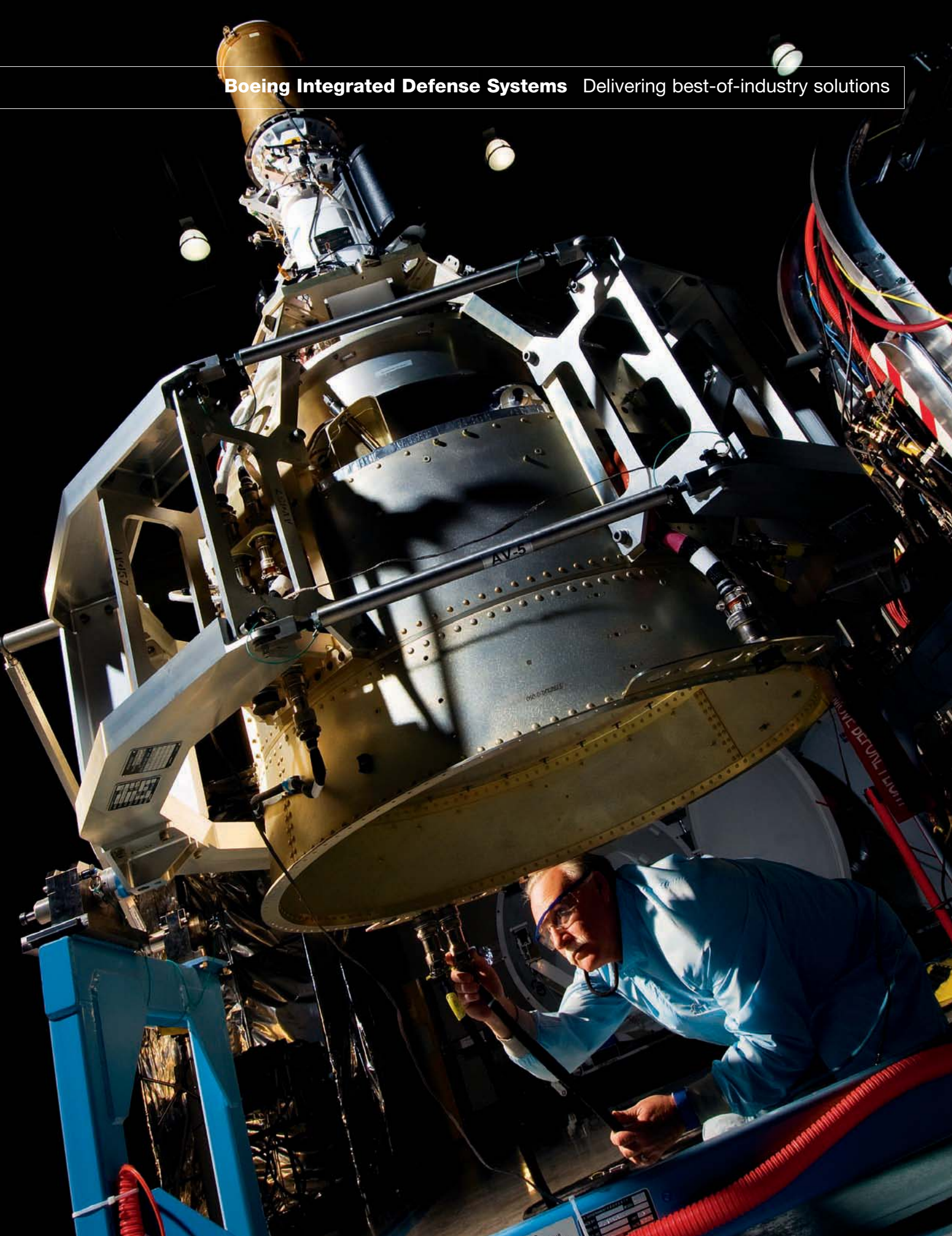
Boeing employees are identifying and implementing productivity improvements that result in significant cost savings. These savings directly affect profitability and competitiveness, allowing IDS to achieve record operating earnings in 2007, while growing key areas of our business.

Boeing is the only company in the world with the organic capabilities to address the broad range of our global customers enduring needs. Combining the best of Boeing Commercial Airplanes and Integrated Defense Systems is allowing us to deliver commercial-derivative aircraft to customers in the United States, Australia, Italy, Japan, Turkey, India and Korea. We are also leveraging our unique global partnerships to compete on international tactical aircraft, rotorcraft and surveillance aircraft programs.

We will continue earning our customers' trust and confidence by executing on our \$72 billion backlog as we anticipate and respond to their evolving requirements with the best that Boeing and the industry have to offer.

With 100-percent test success in 2007, the Boeing Ground-based Midcourse Defense team received exceptional performance evaluation ratings. An employee in Huntsville, Alabama, prepares an engineering test unit that will be used on the GMD program.

Boeing Integrated Defense Systems Delivering best-of-industry solutions



Serving Our Customers Delivering value wherever they operate



Focusing on customers and driving value to their businesses are top priorities for Boeing.

We continue to bring to market innovative products and services that are tailored to the needs of our customers. The “point-to-point” strategy that guides our commercial airplane product line has achieved tremendous success in the marketplace. We have a broad and balanced defense portfolio, whose diversity mitigates budgetary risks. We even arrange and provide financing solutions for commercial, space and defense customers.

Our support to customers does not end when a product is delivered. We continue to bring value to customers by providing training and service wherever they operate. The Boeing Commercial Airplanes Operations Center and rapid spares availability keep our airline customers’ jetliners operating reliably.

In the defense arena, we are revolutionizing sustainment, delivering best-value mission readiness to the warfighter of today and the network-enabled battlespace of tomorrow. Our comprehensive support includes supply chain management, engineering and field service throughout a program’s lifecycle. Our U.S. Navy and Air Force customers formally recognized our superb execution in 2007 on performance-based logistics contracts for programs such as the C-17 Globemaster and the F/A-18 strike fighter.

Each year we open training centers in new locations around the world to provide training services close to our airline customers’ home bases. Boeing subsidiary Alteon opened training centers in Singapore and Shanghai in 2007, bringing total training centers

worldwide to 22. Subsidiaries such as Jeppesen provide operations solutions for aviation, marine and rail needs, while Aviall helps to expand our ability to deliver comprehensive, integrated parts and services solutions to airline customers.

Support services continue to offer robust opportunities for growth.

We are taking advantage of opportunities to grow into logical adjacencies on non-Boeing platforms. We won a \$2 billion contract for engineering services and manufacturing of 242 wing sets for the U.S. Air Force’s A-10 Thunderbolt fleet. We also won a \$19 million contract to provide Mission Training Center services for U.S. Air Force F-16 pilots, where we are applying the expertise we gained from our experience in managing F-15C mission training.

Global partnerships with companies like Alsalam Aircraft Company, one of the largest and most experienced maintenance repair and overhaul companies in the Middle East, help provide skilled and responsive support for military and commercial customers wherever they are located.

We added several new performance-based logistics contracts to our portfolio in 2007. Boeing Integrated Logistics increased its backlog by a half billion dollars with new contracts for the U.S. Army’s AH-64 Apache attack helicopter and the Marine Corps’ AV-8B Harrier II.

By aligning ourselves with our customers and putting their needs first, we ensure that Boeing is the first company customers think of when they need new products and ongoing support.

Just 13 months after the first CH-47F rolled off the production line, Boeing met all 2007 scheduled commitments to deliver 37 Chinook helicopters (30 CH-47Fs and 7 in other models) in support of U.S. Army and international customers’ needs.

Our business is global, and Boeing continues to pursue growth-and-productivity opportunities worldwide by leveraging the depth and breadth of our integrated enterprise.

Our global presence and reach continue to provide access to markets, technology and talent as we develop and deliver best-in-industry solutions to our customers. In 2007, 40.7 percent of our revenues were directly related to international sales, up from 37.4 percent in 2006. We delivered Air India's first 777-200LR (Longer Range) Worldliner airplane, enabling the carrier to become the first India-based operator to offer direct, nonstop flights between the United States and India. Australia, Canada and the United Kingdom ordered C-17 Globemasters, and the Royal Australian Air Force announced plans to renew its fleet with 24 F/A-18F Super Hornets.

Over the next five years, two-thirds of commercial airplane sales are expected to involve international customers, and international sales of Boeing defense products and services are projected to increase. Our success depends on providing our customers with the right products and services and being viewed as a collaborative partner working to meet growing aspirations regarding skills, technology and economic benefit. The 787 business model, in which our partners in the U.S. and around the world design and build significant portions of the airplane, is a prototype for the future.

On the technology front, we are working aggressively with the world's leading organizations to leverage their research and development and enlist their expertise to offer the best technology solutions available. Boeing technology and R&D centers around the world strengthen the perception—and reality—of Boeing as a company that operates globally but works to the benefit of the local communities.

Boeing is improving the quality of life in the communities where we live and work.

Good corporate citizenship is one of our core values and an integral part of our global presence. Universally known for our products and our services, we also want to be known for the work Boeing does in our diverse communities to improve our world.

Boeing and its employees are actively engaged in supporting a wide range of education, health and welfare, civic engagement, arts and environmental programs. Examples include teaming with Water for Schools to provide clean water to students in South Africa; working with Junior Achievement China to introduce students to business principles; supporting the Soccorso Clown program to bring comfort to children in Italian hospitals; and renovating primary schools and providing computer labs in Turkey.

Although Boeing's global philanthropy is making a difference, we believe that our time, talent and leadership are even greater contributions. The people of Boeing are leading the way to build relationships that help make our company part of the fabric of communities wherever we have a presence.

Advancing green technologies in aviation, Boeing Research & Technology Europe in Madrid, Spain, worked with partners in Europe and the U.S. to create the world's first manned fuel-cell-powered aircraft, which began flight testing in early 2008.

Global Presence Collaborating and growing our business



Technology Working with our customers to define the future of aerospace



Boeing's enterprise technology strategy is designed to meet customers' needs today and tomorrow.

Boeing is helping customers define the future of aerospace while meeting their current needs. Today, we are implementing innovative applications of composites on the new 787 Dreamliner and delivering network-enabled and autonomous capabilities for the U.S. Army's Future Combat Systems program. We are also developing future technology breakthroughs such as higher-performing, lower-cost composite structures, next-generation air traffic management systems and environmentally progressive fuel-cell and biofuel technologies.

We are meeting these challenges by structuring our R&D activities and investments in a way that not only balances future customer needs with current ones but also focuses those needs on eight strategic technology domains. The result is an Enterprise Technology Investment Strategy that ensures both that critical technologies are ready when needed and that they are obtained through the most efficient means possible.

Accordingly, in addition to conducting our own internal R&D, Boeing is partnering with some of the best research agencies, universities and companies around the world. In doing so, we are leveraging their technologies and expertise to ensure we stay ahead of the competition by providing the most innovative and affordable aerospace solutions the world has to offer. Moreover, this approach provides Boeing with broader access to the \$1 trillion invested annually in R&D around the world.

Most recently, for example, we have been forming technology alliances in India to develop wireless and other network technologies and advanced materials for aerospace applications. In Australia, we're working on robotics, hypersonics and autonomous flight technologies; in Italy, thermoplastic composites; in Spain, environmental and air traffic management technologies; and in the United Kingdom, advanced manufacturing processes.

Our focused and integrated technology investment strategy, global partnerships and keen understanding of customers' needs provide a unique competitive advantage for Boeing.

We are applying state-of-the-art technologies to improve our current product lines on programs like the 737, 777, C-17 and F/A-18E/F. Such breakthroughs also allow us to offer next-generation solutions like the 737 derivatives for the multimission P-8A Poseidon for the U.S. Navy and the Airborne Early Warning & Control System for various international customers.

These technology improvements also allow us to pave the way for advances in flight. Examples include, the aerodynamically and structurally efficient X-48B blended wing-body concept; unmanned and autonomously controlled air vehicles for a variety of military and homeland defense applications; and hypersonic vehicles that can cross continents in 20 minutes and provide routine access to space.

The development and use of advanced modeling and simulation technology is helping us significantly reduce the time and cost of designing, developing and manufacturing ever-higher-quality, higher-performance products and systems to meet our customers' needs.

We are taking dramatic steps to strengthen our companywide commitment to environmental concerns.

Boeing's strong legacy of improving fuel efficiency and noise performance in our products is matched by steady progress in reducing the environmental impact of our operations and an excellent record of compliance with environmental regulations. But we must accelerate improvements in a world increasingly challenged by climate change and other environmental issues.

Last year, we consolidated environmentally focused initiatives inside Boeing into one corporate organization — Environment, Health and Safety, which is developing an integrated, enterprisewide strategy that includes our products, processes and facilities, as well as our suppliers and customers. We also created the Environment, Health and Safety policy council, which is led by Boeing Chairman, President and CEO Jim McNerney, to ensure that strategy and performance targets are set and monitored at the highest levels of company leadership.

In 2007, we aligned internal practices, providing 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 major Boeing manufacturing sites by the end of 2008. We have already certified our Exmouth, Australia; Everett, Washington; and Portland, Oregon, sites.

Second, we developed five-year improvement targets at our facilities of 25 percent for energy efficiency, greenhouse gas emissions intensity and solid-waste recycling rates, with a similar goal for hazardous-waste reduction. These targets will ensure

we more than offset the environmental impact of expected production-rate growth and build on the 37-percent reduction in energy consumption and 52-percent cut in hazardous waste achieved in the past 10 years.

Our greatest contributions will continue to come through pioneering new technologies with improved environmental performance.

Across Boeing, we are pioneering new technologies needed to develop and deliver environmentally progressive products and services. Aerospace is an essential part of modern life. It underpins economic growth by contributing to as much as 8 percent of global gross domestic product. Aviation accounts for about 2 percent of man-made emissions of carbon dioxide, and Boeing intends to help reduce that rate as the world's fleet of commercial airplanes grows.

Boeing has committed to improving the fuel efficiency of each new generation of commercial airplanes by 15 percent. We are working on developing alternative fuels with improved environmental performance such as sustainably grown biofuels. Fuel-cell technology holds promise in providing cleaner, quieter operation of secondary airplane power systems. Boeing is also actively supporting and developing solutions to improve the global air transportation system, which offers critical near-term potential for environmental gains.

Further demonstrating our commitment, Boeing has joined the World Business Council for Sustainable Development and is a member of the Pew Center for Global Climate Change to sponsor best practices and drive environmental improvements globally.

Spurring development of aviation biofuels, Boeing seeks to leverage research like that of the Hawaii Agriculture Research Center on *Jatropha curcas*, a sustainably grown, second-generation, non-food crop that offers the potential to reduce greenhouse gas emissions.

Pioneering Environmental Performance Strengthening our commitment to the environment

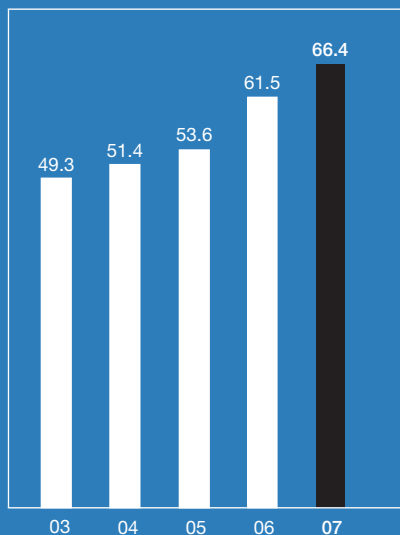


Financials Delivering performance through growth and productivity

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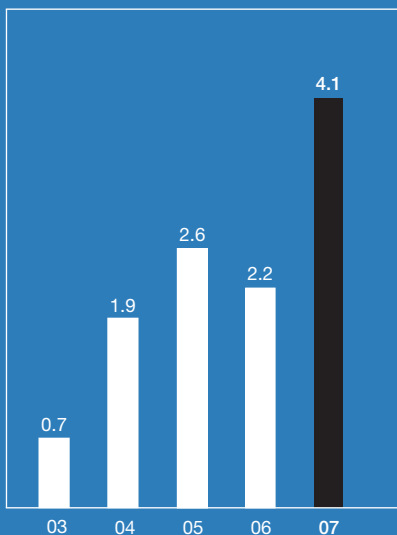
Revenues

U.S. dollars in billions



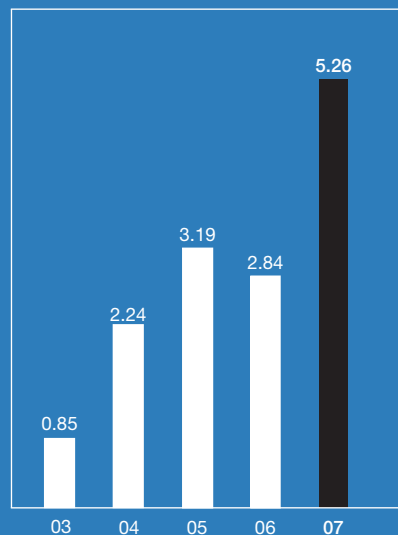
Net Earnings

U.S. dollars in billions



Earnings Per Share*

U.S. dollars



*Before cumulative effect of accounting change and net gain (loss) from discontinued operations

Comparison of Cumulative* Five-Year Total Shareholder Returns

	Company/Index	Base Period 2002	Years Ending December					
			2003	2004	2005	2006	2007	
\$300	Boeing	100	130.43	162.86	224.60	288.35	288.04	
\$250								
\$200	S&P 500 Aerospace & Defense	100	123.09	142.79	165.53	207.18	247.20	
\$150								
\$100	S&P 500 Index	100	128.68	142.68	149.69	173.33	182.85	
\$50								
\$0								
			02	03	04	05	06	07

■ The Boeing Company
 ■ S&P 500 Aerospace & Defense
 ■ S&P 500 Index

*Cumulative return assumes \$100 invested; includes reinvestment of dividends

Five-Year Summary (Unaudited)

(Dollars in millions except per share data)

	2007	2006	2005	2004	2003
Operations					
Revenues					
Commercial Airplanes ^(a)	\$ 33,386	\$ 28,465	\$ 21,365	\$ 19,925	\$ 21,380
Integrated Defense Systems: ^{(b)(c)}					
Precision Engagement and Mobility Systems	13,685	14,107	13,308	12,646	11,605
Network and Space Systems	11,696	11,941	12,221	12,992	11,392
Support Systems	6,699	6,391	5,577	5,101	4,610
Total Integrated Defense Systems	32,080	32,439	31,106	30,739	27,607
Boeing Capital Corporation ^(d)	815	1,025	966	959	991
Other	280	299	657	275	625
Accounting differences/eliminations	(174)	(698)	(473)	(498)	(1,292)
Total revenues	\$ 66,387	\$ 61,530	\$ 53,621	\$ 51,400	\$ 49,311
General and administrative expense ^(d)	3,531	4,171	4,228	3,657	3,200
Research and development expense	3,850	3,257	2,205	1,879	1,651
Other income, net	484	420	301	288	460
Net earnings from continuing operations ^(d)	\$ 4,058	\$ 2,206	\$ 2,562	\$ 1,820	\$ 685
Cumulative effect of accounting change, net of taxes			17		
Income from discontinued operations, net of taxes ^(e)				10	33
Net gain/(loss) on disposal of discontinued operations, net of tax	16	9	(7)	42	
Net earnings	\$ 4,074	\$ 2,215	\$ 2,572	\$ 1,872	\$ 718
Basic earnings per share from continuing operations	5.36	2.88	3.26	2.27	0.86
Diluted earnings per share from continuing operations	5.26	2.84	3.19	2.24	0.85
Cash dividends declared	\$ 1,129	\$ 991	\$ 861	\$ 714	\$ 573
Per share	1.45	1.25	1.05	0.85	0.68
Additions to plant and equipment	1,731	1,681	1,547	1,246	836
Depreciation of plant and equipment	978	1,058	1,001	1,028	1,005
Employee salaries and wages	14,852	15,871	13,667	12,700	12,067
Year-end workforce	159,300	154,000	153,000	159,000	157,000
Financial position at December 31					
Total assets ^(e)	\$ 58,986	\$ 51,794	\$ 59,996	\$ 56,224	\$ 55,171
Working capital	(4,258)	(6,718)	(6,220)	(5,735)	892
Property, plant and equipment, net	8,265	7,675	8,420	8,443	8,597
Cash and cash equivalents	7,042	6,118	5,412	3,204	4,633
Short-term investments	2,266	268	554	319	
Total debt	8,217	9,538	10,727	12,200	14,443
Customer financing assets	7,105	8,890	10,006	11,001	10,914
Shareholders' equity ^(e)	9,004	4,739	11,059	11,286	8,139
Per share	12.22	6.25	14.54	14.23	10.17
Common shares outstanding (in millions) ^(f)	736.7	757.8	760.6	793.2	800.3
Contractual Backlog					
Commercial Airplanes ^(a)	\$255,176	\$174,276	\$124,132	\$ 65,482	\$ 63,929
Integrated Defense Systems: ^{(b)(c)}					
Precision Engagement and Mobility Systems	22,957	24,739	21,630	21,296	22,871
Network and Space Systems	9,167	7,838	6,324	10,923	11,753
Support Systems	9,664	9,714	8,551	7,077	6,302
Total Integrated Defense Systems	41,788	42,291	36,505	39,296	40,926
Total	\$296,964	\$216,567	\$160,637	\$104,778	\$104,855

Cash dividends have been paid on common stock every year since 1942.

(a) In the first quarter of 2006, Commercial Airplanes changed its accounting policy for concessions received from vendors. The years 2005 through 2003 were retroactively adjusted for comparative purposes.

(b) Effective January 1, 2007, the B-1 bomber program (formerly included in PE&MS) and certain Boeing Australia Limited programs (formerly included in N&SS) are included in Support Systems. The years 2006 through 2003 were restated for comparative purposes.

(c) In 2006, we realigned IDS into three capabilities-driven businesses: PE&MS, N&SS, and Support Systems. As part of the realignment, certain advanced systems and research and development activities previously included in the Other segment transferred to the new IDS segments. The years 2005 through 2002 were restated for comparative purposes.

(d) During 2004, BCC sold substantially all of the assets related to its Commercial Financial Services business. Thus, the Commercial Financial Services business is reflected as discontinued operations. The year 2003 was restated for comparative purposes.

(e) Statement of Financial Accounting Standard No. 158, *Employers' Accounting for Defined Benefit Pension and Other Postretirement Plans* was adopted in 2006 and reduced shareholders' equity by \$8.2 billion. Retrospective application is not permitted.

(f) Computation represents actual shares outstanding as of December 31, and excludes treasury shares and the outstanding shares held by the ShareValue Trust.

Forward-Looking Information Is Subject to Risk and Uncertainty

Certain statements in this report may constitute “forward-looking” statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are based upon assumptions as to future events that may not prove to be accurate. These statements are not guarantees of future performance and involve risks, uncertainties and assumptions that are difficult to predict. Actual outcomes and results may differ materially from what is expressed or forecasted in these forward-looking statements. As a result, these statements speak only as of the date they were made and we undertake no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. Words such as “expects,” “intends,” “plans,” “projects,” “believes,” “estimates,” and similar expressions are used to identify these forward-looking statements. These include, among others, statements relating to:

- the effect of economic downturns or growth in particular regions;
- the adequacy of coverage, by allowance for losses, of risks related to our non-U.S. accounts receivable being payable in U.S. dollars;
- the continued operation, viability and growth of Commercial Airplane revenues and successful execution of our backlog in this segment;
- the timing and effects of decisions to complete or launch a Commercial Airplane program;
- the ability to successfully develop and timely produce the 787 and 747-8 aircraft;
- the effect of political and legal processes, changing priorities or reductions in the U.S. government or international government defense, including C-17 aircraft, and space budgets on our revenues;
- the negotiation of collective bargaining agreements;
- the continuation of long-term trends in passenger revenue yields in the airline industry;
- the effect of valuation decline of our aircraft;
- the impact of airline bankruptcies on our revenues or operating results;
- the continuation of historical costs for fleet support services;
- the receipt of cost sharing payments for research and development;
- the receipt of estimated award and incentive fees on U.S. government contracts;
- the future demand for commercial satellites and projections of future order flow;
- the potential for technical or quality issues on development programs, including the Airborne Early Warning & Control program and other fixed price development programs, or in the commercial satellite industry to affect schedule and cost estimates or cause us to incur a material charge or experience a termination for default;
- the outcome of any litigation and/or government investigation in which we are a party and other contingencies;
- returns on pension fund assets, impacts of future interest rate changes on pension obligations and healthcare cost inflation trends;
- the amounts and effects of underinsured operations including satellite launches;
- the scope, nature or impact of acquisition or disposition activity and investment in any joint ventures/strategic alliances including Sea Launch and United Launch Alliance, and indemnifications related thereto; and
- the expected cash expenditures and charges associated with the exit of the Connexion by Boeing business.

This report includes important information as to these factors in the “Management’s Discussion and Analysis of Financial Condition and Results of Operations” and in the Notes to our consolidated financial statements included herein.

Management's Discussion and Analysis of Financial Condition and Results of Operations

Consolidated Results of Operations and Financial Condition

Overview

We are a global market leader in design, development, manufacture, sale and support of commercial jetliners, military aircraft, satellites, missile defense, human space flight and launch systems and services. We are one of the two major manufacturers of 100+ seat airplanes for the worldwide commercial airline industry and the second-largest defense contractor in the U.S. While our principal operations are in the U.S., we rely extensively on a network of partners, key suppliers and subcontractors located around the world.

Our business strategy is centered on successful execution in healthy core businesses—Commercial Airplanes and Integrated Defense Systems (IDS)—supplemented and supported by Boeing Capital Corporation (BCC). Taken together, these core businesses generate substantial earnings and cash flow that permit us to invest in new products and services that open new frontiers in aerospace. We focus on producing the airplanes the market demands and we price our products to provide a fair return for our shareholders while continuing to find new ways to improve efficiency and quality. IDS integrates its resources in defense, intelligence, communications and space to deliver capability-driven solutions to its customers at reduced costs. Our strategy is to leverage our core businesses to capture key next-generation programs while expanding our presence in adjacent and international markets, underscored by an intense focus on growth and productivity. Our strategy also benefits as commercial and defense markets often offset each others' cyclicity. BCC delivers value through supporting our business units and managing overall financing exposure.

In 2007, our revenues grew by 8%. Earnings from operations increased 93%. We continued to invest in key growth programs as Research and Development expense grew by 18% to \$3.9 billion, reflecting increased spending on the 787 and 747-8 programs and lower cost sharing payments from suppliers. We generated operating cash flow of \$9.6 billion driven by operating and working capital performance. We reduced debt by \$1.3 billion and repurchased 29 million common shares. Our contractual backlog grew 37% to \$297 billion, driven by 46% growth at Commercial Airplanes while our total backlog grew 31% to \$327 billion.

We expect continued growth in Commercial Airplane revenues and deliveries as we execute our record backlog and respond to global demand by ramping up commercial aircraft production. We expect IDS revenue to remain relatively flat in 2008 compared with 2007 and anticipate that the U.S. Department of Defense (U.S. DoD) budget growth will begin to moderate over the next several years. We are focused on improving financial performance through a combination of productivity and customer-focused growth.

Consolidated Results of Operations

Revenues

(Dollars in millions)			
Years ended December 31,	2007	2006	2005
Commercial Airplanes	\$33,386	\$28,465	\$21,365
Integrated Defense Systems	32,080	32,439	31,106
Boeing Capital Corporation	815	1,025	966
Other	280	299	657
Accounting differences/eliminations	(174)	(698)	(473)
Revenues	\$66,387	\$61,530	\$53,621

Revenues in 2007 grew by \$4,857 million, primarily due to the growth at Commercial Airplanes. Commercial Airplanes revenues increased by \$4,921 million, primarily due to higher new airplane deliveries and increased commercial aviation support activities. IDS revenues decreased by \$359 million, primarily due to lower revenues in Network and Space Systems (N&SS) resulting from the formation of the United Launch Alliance (ULA) joint venture in 2006 and lower revenues in Precision Engagement and Mobility Systems (PE&MS), offset by growth in Support Systems. BCC revenues decreased by \$210 million primarily due to a decrease in the customer financing portfolio. Accounting differences/eliminations changed by \$524 million primarily due to fewer Commercial Airplanes intercompany deliveries when compared with 2006.

Higher consolidated revenues in 2006 were primarily due to higher new commercial aircraft deliveries. IDS revenues were up moderately in 2006 as growth in PE&MS and Support Systems was partially offset by lower volume in N&SS. BCC revenues increased in 2006 primarily due to higher investment income and higher net gain on disposal of assets. Other segment revenues decreased in 2006 as a result of the buyout of several operating lease aircraft in the amount of \$369 million in 2005. Accounting differences/eliminations decreased revenues due to higher Commercial Airplanes intercompany deliveries in 2006.

Earnings from Operations

The following table summarizes our earnings from operations:

(Dollars in millions)			
Years ended December 31,	2007	2006	2005
Commercial Airplanes	\$ 3,584	\$ 2,733	\$ 1,431
Integrated Defense Systems	3,440	3,032	3,919
Boeing Capital Corporation	234	291	232
Other	(243)	(738)	(363)
Unallocated Expense	(1,185)	(1,733)	(2,407)
Settlement with U.S. Department of Justice, net of accruals		(571)	
Earnings from operations	\$ 5,830	\$ 3,014	\$ 2,812

Operating earnings in 2007 improved by \$2,816 million compared with 2006. The increase is partly due to the \$571 million global settlement with U.S. Department of Justice (U.S. DoJ) that occurred in the second quarter of 2006. Commercial Airplanes earnings increased by \$851 million compared with the same period in 2006, primarily due to higher new airplane deliveries, commercial aviation support activities and improved cost performance offset by increased research and development

Management's Discussion and Analysis

expense. Commercial Airplanes' research and development expense increased by \$572 million to \$2,962 million compared with the same period 2006, primarily due to spending on the 787 and 747-8 programs. IDS earnings increased by \$408 million compared with 2006. The increase is primarily due to 2006 charges of \$770 million in the PE&MS segment related to Airborne Early Warning & Control (AEW&C), partially offset by lower 2007 earnings on several programs in the PE&MS and N&SS segments. BCC operating earnings decreased \$57 million reflecting lower revenues partially offset by a recovery of losses and lower expenses. Other segment earnings improved by \$495 million primarily due to the absence of losses related to Connexion by Boeing, which included a charge of \$320 million to exit this business in 2006. Lower unallocated expense in 2007 contributed \$548 million to the 2007 earnings improvement.

Operating earnings increased in 2006 compared with 2005 primarily driven by improved earnings at Commercial Airplanes resulting from higher revenue from new aircraft deliveries, increased earnings from commercial aviation support business and improved cost performance. Lower unallocated expense in 2006 also contributed to the 2006 earnings increase. This was partially offset by a \$571 million charge for global settlement with U.S. DoJ, lower IDS earnings reflecting a \$569 million net gain on the sale of our Rocketdyne business in 2005 and \$770 million of charges on the AEW&C development program in 2006 partially offset by improved margins on other programs and a \$320 million charge related to the exit of the Connexion by Boeing business recorded in Other segment.

The most significant items included in Unallocated expense are shown in the following table:

(Dollars in millions) Years ended December 31,	2007	2006	2005
Pension and other postretirement	\$ (686)	\$ (472)	\$ (851)
Share-based plans	(233)	(680)	(999)
Deferred compensation	(51)	(211)	(186)
Other	(215)	(370)	(371)
Unallocated expense	\$ (1,185)	\$ (1,733)	\$ (2,407)

We recorded net periodic benefit cost related to pensions and other postretirement benefits of \$1,773 million, \$1,663 million and \$1,852 million in 2007, 2006 and 2005, respectively. Not all net periodic benefit cost is recognized in earnings in the period incurred because it is allocated to production as product costs and a portion remains in inventory at the end of the reporting period. Accordingly, earnings from operations included \$1,730 million, \$1,227 million and \$1,893 million in 2007, 2006, and 2005, respectively. A portion of pension and other postretirement expense is recorded in the business segments and the remainder is included in unallocated pension and other postretirement expense.

Unallocated pension and other postretirement expense represents the difference between costs recognized under GAAP in the consolidated financial statements and federal cost accounting standards required to be utilized by our business segments for U.S. government contracting purposes.

Pension and other postretirement expense increased during 2007 when compared with 2006 primarily due to increased overall pension costs recognized in inventory as of December 31, 2006, which are subsequently expensed in cost of sales in 2007. Pension and other postretirement expense decreased in 2006 compared with 2005 mainly due to an absence of net settlement and curtailment charges partially offset by an increase in the amount of actuarial loss that was amortized.

The reduction in Share-based plans expense is primarily due to lower Performance Shares outstanding during 2007 and higher expense acceleration during 2006, resulting from 12 payouts compared with six payouts in 2007. The decrease in 2006 Share-based plans expense is primarily due to the increase in our stock price during 2005 which resulted in additional compensation expense due to an increase in the number of performance shares meeting the price growth targets and being converted to common stock. The year over year changes in deferred compensation expense are primarily driven by changes in our stock price. Other expense decreased in 2007 partly due to reduced intercompany profit elimination as a result of fewer intercompany deliveries during 2007 compared with 2006.

Other Earnings Items

(Dollars in millions) Years ended December 31,	2007	2006	2005
Earnings from operations	\$ 5,830	\$3,014	\$2,812
Other income, net	484	420	301
Interest and debt expense	(196)	(240)	(294)
Earnings before income taxes	6,118	3,194	2,819
Income tax expense	(2,060)	(988)	(257)
Net earnings from continuing operations	\$ 4,058	\$2,206	\$2,562

Other income, which primarily consists of interest income, was higher in 2007 compared with 2006 as a result of increases in average principal balances and higher average rates of return on cash and investments. Other income was higher in 2006 compared with 2005 as a result of increases in average principal balances and higher average rates of return, partially offset by lower interest income compared with 2005 related to federal income tax settlements for prior years.

Interest and debt expense decreased in 2007 and in 2006, primarily due to debt repayments.

The effective income tax rate of 33.7% for 2007 differed from the 2006 effective income tax rate of 30.9% primarily due to Foreign Sales Corporation and Extraterritorial Income exclusion tax benefits that existed in 2006, but did not recur in 2007. This was partially offset by the non-deduction in 2006 of the global settlement with the U.S. DoJ and other income tax provision adjustments. The 2007 tax rate of 33.7% included enhanced Research and Development credits that exceeded the credits in 2006. The effective income tax rate of 30.9% for 2006 differed from the 2005 effective income tax rate of 9.1% primarily due to the favorable 2005 settlement with the Internal Revenue Service and the non-deduction in 2006 of the global settlement with the U.S. DoJ. For additional discussion related to Income Taxes see Note 4.

Management's Discussion and Analysis

Backlog

Contractual backlog of unfilled orders excludes purchase options, announced orders for which definitive contracts have not been executed, and unobligated U.S. and non-U.S. government contract funding. Contractual backlog increased by \$80,397 million in 2007 compared to 2006 as a result of increases at Commercial Airplanes of \$80,900 million, which were due to new orders in excess of deliveries for all programs offset by decreases at IDS of \$503 million.

Unobligated backlog includes U.S. and non-U.S. government definitive contracts for which funding has not been authorized. Funding that is subsequently received is moved to contractual backlog. The decrease in IDS unobligated backlog of \$3,502 million during 2007 compared with 2006 is primarily due to funding released from existing contracts on Future Combat Systems (FCS), Proprietary, C-17, P-8A and F-18, partially offset by increases in the F-22 program and Support Systems.

Segment Results of Operations and Financial Condition

Commercial Airplanes

Business Environment and Trends

Airline Industry Environment The fundamental drivers of air travel growth are a combination of economic growth and the increasing propensity to travel due to increased trade, globalization and improved airline services driven by liberalization of air traffic rights between countries. Air traffic growth continues to exceed its long-term trend due to strong performance of these key drivers. Global economic growth, the primary driver of air traffic growth, remained above long-term trend for the fourth straight year in 2007. The world economy has grown at an average 3.8% annual rate since 2004 compared to the long-term trend rate of 3.1%. The increasingly diversified world economy is forecast to continue above-trend growth through the end of the decade although there is increased uncertainty in the near-term outlook due to a slowdown in the United States economy.

Increasingly liberalized and competitive air travel markets are also supporting strong traffic growth. Many bilateral air service agreements governing air traffic rights between countries are liberalizing air travel around the world particularly in high growth markets such as China and India which have signed multiple new agreements over the last several years. In addition, open skies agreements, in which all traffic rights restrictions are eliminated, continue to emerge with United States—European Union open skies negotiations being the most prominent recent example. Airline ownership is also becoming more commercially driven—governments are reducing ownership and control stakes, moving away from national carriers. All of these facets of liberalization are increasing competition between airlines and further stimulating demand for air travel. In this increasingly liberalized environment, airlines are offering improved service levels increasing flight frequency and airport pairs served by 5% per year since 2004.

The combination of these two fundamental drivers has led to a 9% annual average increase in the number of passengers since 2003. In addition, high fuel prices are spurring strong

demand to replace older, less fuel efficient airplanes. Together, these two factors have led to strong demand for new aircraft—over 7,000 orders for large commercial jet aircraft over the last four years, increasing industry backlog levels to seven years of deliveries at current production rates.

Fuel prices are also playing a key role in increasing the current demand for new aircraft. Strong economic growth has also led to sustained high oil and fuel prices. Between 2003 and 2007, jet fuel expense grew from 15 percent to more than 30 percent of airline operating costs. Airlines are responding by improving the fuel efficiency of their aircraft operations and reducing cost in many other areas. They are implementing more efficient (internet based) distribution systems, reducing commission payments, and drawing on their employees for participation in labor cost reduction. These initiatives, combined with strong demand, are enabling industry-wide profitability despite high fuel prices. Worldwide airlines achieved a \$5.6 billion net profit in 2007 and are forecast to earn \$5.0 billion in 2008.

Looking forward, our 20-year forecast is for a long-term average growth rate of 5% per year for passenger traffic, and 6% per year for cargo traffic based on projected average annual worldwide real economic growth rate of 3%. Based on long-term global economic growth projections, and factoring in increased utilization of the worldwide airplane fleet and requirements to replace older airplanes, we project a \$2.8 trillion market for 28,600 new airplanes over the next 20 years.

The industry remains vulnerable to near-term exogenous developments including disease outbreaks (such as avian flu), terrorism, global economic cycles, increased global environmental regulations and fuel prices. Fuel prices are forecast to remain elevated and volatile in the near-term due to strong demand driven by economic growth and historically low surplus capacity to cushion against supply shocks.

Industry Competitiveness The commercial jet aircraft market and the airline industry remain extremely competitive. We expect the existing long-term downward trend in passenger revenue yields worldwide (measured in real terms) to continue into the foreseeable future. Market liberalization in Europe and Asia has continued to enable low-cost airlines to gain market share. These airlines have increased the downward pressure on airfares. This results in continued cost pressures for all airlines and price pressure on our products. Major productivity gains are essential to ensure a favorable market position at acceptable profit margins.

Continued access to global markets remains vital to our ability to fully realize our sales potential and long-term investment returns. Approximately two-thirds of Commercial Airplanes' sales and contractual backlog are directly from customers based outside the United States.

We face aggressive international competitors who are intent on increasing their market share. They offer competitive products and have access to most of the same customers and suppliers. Airbus has historically invested heavily to create a family of products to compete with ours. Regional jet makers Embraer and Bombardier, coming from the less than 100-seat commercial jet market, continue to develop larger and more capable

Management's Discussion and Analysis

airplanes. Additionally, other competitors from Russia, China, and Japan are likely to enter the 70 to 130 seat aircraft market over the next few years. This market environment has resulted in intense pressures on pricing and other competitive factors.

Worldwide, airplane sales are generally conducted in U.S. dollars. Fluctuating exchange rates affect the profit potential of our major competitors, all of whom have significant costs in other currencies. A decline of the U.S. dollar relative to their local currencies as experienced in 2007 puts pressure on competitors' revenues and profits. Competitors often respond by aggressively reducing costs and increasing productivity, thereby improving their longer-term competitive posture. Airbus has recently announced such initiatives targeting a two-year reduction in its development cycle and a significant increase in overall productivity by 2010. If the U.S. dollar strengthens, Airbus can use the extra efficiency to develop new products and gain market share.

We are focused on improving our processes and continuing cost-reduction efforts. We continue to leverage our extensive customer support services network which includes aviation support, spares, training, maintenance documents and technical advice for airlines throughout the world. This enables us to provide a higher level of customer satisfaction and productivity. These efforts enhance our ability to pursue pricing strategies that enable us to price competitively and maintain satisfactory margins.

Operating Results

(Dollars in millions)

Years ended December 31,	2007	2006	2005
Revenues	\$ 33,386	\$ 28,465	\$ 21,365
% of Total company revenues	50%	46%	40%
Earnings from operations	\$ 3,584	\$ 2,733	\$ 1,431
Operating margins	10.7%	9.6%	6.7%
Research and development	\$ 2,962	\$ 2,390	\$ 1,302
Contractual backlog	\$255,176	\$174,276	\$124,132

Revenues The increase in revenue of \$4,921 million in 2007 from 2006 was primarily attributable to higher new airplane deliveries, including model mix changes, of \$3,369 million, increased commercial aviation support business of \$1,432 million and \$120 million primarily attributable to revenue from aircraft trading.

The increase in revenue of \$7,100 million in 2006 from 2005 was primarily attributable to higher new airplane deliveries, including model mix changes, of \$6,820 million, increased commercial aviation support business of \$873 million offset by \$593 million primarily attributable to lower revenue from aircraft trading. In 2005 we delivered 29 fewer than expected airplanes due to the International Association of Machinists and Aerospace Workers (IAM) strike during the month of September 2005. This resulted in approximately \$2,000 million lower revenue than anticipated for 2005.

Commercial jet aircraft deliveries as of December 31, including deliveries under operating lease, which are identified by parentheses, were as follows:

	717	737 NG	747	757	767	777	Total
2007							
Cumulative Deliveries	155	2,466	1,396	1,049	959	687	
Deliveries		330*	16		12*	83	441
2006							
Cumulative Deliveries	155	2,136	1,380	1,049	947	604	
Deliveries	5(3)	302*	14		12*	65	398
2005							
Cumulative Deliveries	150	1,834	1,366	1,049	935	539	
Deliveries	13(5)	212*	13	2	10*	40	290

*Intracompany deliveries were one 767 aircraft and one 737 Next Generation aircraft in 2007, two 767 aircraft and eight 737 Next Generation aircraft in 2006 and two 767 aircraft and two 737 Next Generation aircraft in 2005.

Earnings from Operations The \$851 million increase in earnings from operations in 2007 over the comparable period of 2006 was primarily attributable to earnings of \$950 million on increased new aircraft deliveries and \$304 million in increased earnings primarily attributable to commercial aviation support business. In addition cost performance improved by \$169 million. These were offset by an increase in research and development costs of \$572 million.

The \$1,302 million increase in earnings from operations in 2006 over the comparable period of 2005 was primarily attributable to earnings of \$1,781 million on increased new aircraft deliveries and \$315 million in increased earnings primarily attributable to commercial aviation support business. In addition cost performance improved by \$226 million. Such items were offset by increased research and development costs of \$1,088 million. In 2005 we had a loss on the sale of Wichita,

Kansas and Tulsa and McAlester, Oklahoma operations of \$68 million. The IAM strike resulted in lower operating earnings in 2005 due to 29 fewer than expected airplane deliveries.

Backlog The backlog increase in 2007 related to orders in excess of deliveries for all programs, while the increase in 2006 related to orders in excess of deliveries for 737NG, 747 and 787.

Accounting Quantity The accounting quantity is our estimate of the quantity of airplanes that will be produced for delivery under existing and anticipated contracts. Its determination is limited by the ability to make reasonably dependable estimates of the revenue and costs of these contracts. It is a key determinant of gross margins we recognize on sales of individual airplanes throughout a program's life. Estimation of each program's accounting quantity takes into account several factors that are indicative of the demand for that program, including

Management's Discussion and Analysis

firm orders, letters of intent from prospective customers, and market studies. We review our program accounting quantities quarterly.

Commercial aircraft production costs include a significant amount of infrastructure costs, a portion of which do not vary with production rates. As the amount of time needed to produce the accounting quantity decreases, the average cost of the accounting quantity also decreases as these infrastructure

costs are included in the total cost estimates, thus increasing the gross margin and related earnings provided other factors do not change.

The accounting quantity for each program may include units that have been delivered, undelivered units under contract, and units anticipated to be under contract in the reasonable future (anticipated orders). In developing total program estimates all of these items within the accounting quantity must be considered. The table below provides details as of December 31:

	Program						
	717	737 NG	747	757	767	777	787
2007							
Program accounting quantities	156	3,800	1,474	1,050	998	950	*
Undelivered units under firm orders ¹		2,076	125		52	357	817
Cumulative firm orders (CFO) ²	155	4,542	1,521	1,049	1,011	1,044	
Anticipated orders	N/A	N/A	N/A	N/A	N/A	N/A	
Anticipated orders as a % of CFO	N/A	N/A	N/A	N/A	N/A	N/A	
2006							
Program accounting quantities	156	3,200	1,449	1,050	985	900	*
Undelivered units under firm orders ¹		1,560	116		28	299	448
Cumulative firm orders (CFO) ²	155	3,696	1,496	1,049	975	903	
Anticipated orders	N/A	N/A	N/A	N/A	8	N/A	
Anticipated orders as a % of CFO	N/A	N/A	N/A	N/A	1%	N/A	
2005							
Program accounting quantities	156	2,800	1,424	1,050	971	800	*
Undelivered units under firm orders ¹	5	1,123	58		30	288	287
Cumulative firm orders (CFO) ²	155	2,957	1,424	1,049	965	827	
Anticipated orders	N/A	N/A	N/A	N/A	3	N/A	
Anticipated orders as a % of CFO	N/A	N/A	N/A	N/A	0%	N/A	

*The accounting quantity for the 787 program will be determined in the year of first airplane delivery, targeted for 2009.

¹ Firm orders represent new aircraft purchase agreements where the customers' rights to cancel without penalty have expired. Typically customer rights to cancel without penalty include the customer receiving approval from its Board of Directors, shareholders, government and completing financing arrangements. All such cancellation rights must be satisfied or expired prior to recording a firm order even if satisfying such conditions are highly certain. Firm orders exclude option aircraft and aircraft with cancellation rights.

² Cumulative firm orders represent the cumulative number of commercial jet aircraft deliveries plus undelivered firm orders.

737 Next-Generation The accounting quantity for the 737 Next-Generation program increased by 600 units during 2007 due to the program's normal progression of obtaining additional orders and delivering aircraft.

747 Program The accounting quantity for the 747 program increased by 25 units during 2007. In the fourth quarter of 2007 we completed firm configuration of the 747-8 Intercontinental airplane and during 2006 we completed firm configuration of the 747-8 Freighter. While there are always risks to development, production and certification schedules in the introduction of a new commercial derivative airplane, deliveries of the first 747-8 Freighter and Intercontinental airplane are targeted for late 2009 and late 2010.

767 Program The accounting quantity for the 767 program increased by 13 units during 2007.

777 Program The accounting quantity for the 777 program increased by 50 units during 2007 as a result of the program's normal progression of obtaining additional orders and delivering aircraft. Firm configuration of the 777 Freighter was completed during 2006. Deliveries of the first 777 Freighter are targeted for late 2008.

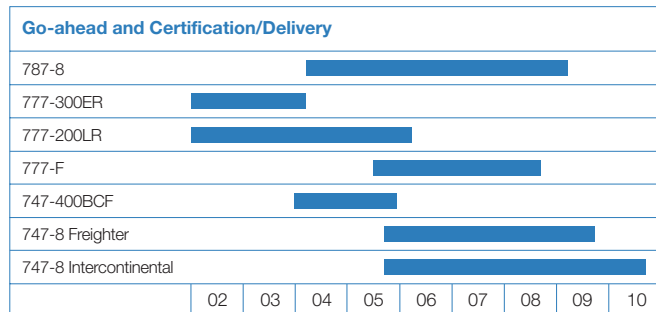
787 Program We are in the very critical stages of final assembly and planning for flight test, and the risks that are always inherent in these latter stages of airplane production still remain. We continue to address challenges associated with assembly of the first airplanes, including start-up issues in our factory, management of our extended global supply chain, completion and integration of traveled work and reconciliation of the airplane's configuration with supplier and partner engineering. In January 2008 we announced that first flight of the 787 has been moved from the end of the first quarter of 2008 to around the end of the second quarter of 2008 to provide additional time to complete assembly of the first airplane. Deliveries are now expected to begin in early 2009, rather than late 2008. We continue working with our customers and suppliers to assess the specific impacts of the schedule change on the flight test program and entry into service.

Fleet Support We provide the operators of our commercial airplanes with assistance and services to facilitate efficient and safe aircraft operation. Collectively known as commercial aviation support, these activities and services begin prior to aircraft delivery and continue throughout the operational life of the aircraft. They include flight and maintenance training, field service

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support costs, engineering services and technical data and documents. The costs for fleet support are expensed as incurred and have been historically less than 1.5% of total consolidated costs of products and services. This level of expenditures is anticipated to continue in the upcoming years. These costs do not vary significantly with current production rates.

Research and Development The following chart summarizes the time horizon between go-ahead and certification/initial delivery for major Commercial Airplanes derivatives and programs.



Our Research and development expense increased \$572 million and \$1,088 million in 2007 and 2006. Research and development expense is net of development cost sharing payments received from suppliers. The increase in 2007 was due to higher spending of \$542 million, primarily on 787 and 747-8, and \$30 million of lower supplier development cost sharing payments. We anticipate a decrease in research and development spending for 2008 primarily due to reduced 787 product development activities.

Integrated Defense Systems

Business Environment and Trends

IDS consists of three capabilities-driven businesses: Precision Engagement and Mobility Systems (PE&MS), Network and Space Systems (N&SS), and Support Systems.

Defense Environment Overview The U.S. is faced with continuous force deployments overseas, stability operations in Afghanistan and Iraq, and uncertainties about near-peer adversary states with growing sophistication and military means. At the same time, our defense department faces the simultaneous requirements to recapitalize important defense capabilities and to transform the force to take advantage of available technologies to meet the changing national security environment as outlined in the latest Quadrennial Defense Review (QDR). All of this must be carried out against a backdrop of significant Federal budget deficits and bipartisan objectives to reduce and ultimately eliminate annual deficit spending as well as the upcoming 2008 Presidential elections. We anticipate that the national security environment will remain challenging for at least the next decade.

Because U.S. DoD spending was about half of worldwide defense spending and represented approximately 84% of IDS revenue in 2007, the trends and drivers associated with the U.S. DoD budget are critical. The U.S. DoD budget has grown substantially over the past decade, particularly after the terrorist attacks of September 11, 2001. Although the growth rate

had moderated in recent years, the 2009 submittal equates to a 7.5% increase over 2008. The President's request for fiscal year 2009 is \$515 billion, excluding the additional initial request of \$70 billion to continue the fight in the Global War on Terror (GWOT). The Procurement account continues to see growth with a request of \$104 billion, a 5% increase over 2008, while the Research, Development, Test & Evaluation account increased modestly to \$80 billion, a 4% increase from the 2008 level. (All projections and percentage increases are made without taking inflation into account and without accounting for Supplemental funding.)

Over the past years, emergency supplemental requests have been used to cover the on-going costs of the GWOT. In addition to the fiscal year 2008 discretionary budget request, the President also submitted supplemental requests totaling \$189 billion to cover operations in the GWOT. It is anticipated that additional supplemental requests for 2009 will exceed \$100 billion, including the \$70 billion initially requested, and that the trend to use supplemental requests to fund the GWOT will continue.

Even though we continue to see modest growth in the U.S. DoD budget, it is unlikely that the U.S. DoD will be able to fully fund the hardware programs already in development as well as new initiatives in order to address the capability gaps identified in the latest QDR. This imbalance between future costs of hardware programs and expected funding levels is not uncommon in the U.S. DoD and is routinely managed by internally adjusting priorities and schedules, restructuring programs, and lengthening production runs to meet the constraints of available funding and occasionally by cancellation of programs. We expect the U.S. DoD will respond to future budget constraints by focusing on affordability strategies that emphasize jointness and network-enabled operations. These strategies will be enabled through persistent intelligence, surveillance, and reconnaissance, long-range strike, special operations, unmanned systems, precision guided kinetic and non-kinetic weapons as well as continued privatization of logistics and support activities to improve overall effectiveness while maintaining control over costs.

Consolidation of contractor-provided U.S. government launch capabilities was completed with the formation of the ULA joint venture in 2006. This consolidation was driven by the limited schedule of government launches as well as the downturn in the commercial launch market. Launch contractors had built business cases around the government market being supplemented by a robust commercial market, but as the commercial market declined these business cases were re-evaluated. The U.S. government has an assured access to space policy which requires that two separate vehicles be available for use. The ULA joint venture is intended to provide this assurance.

Civil Space Transportation and Exploration Environment

NASA has had stable but very little growth in their funding in this decade. NASA's fiscal year 2007 appropriation of \$16.6 billion was approximately equal to the fiscal year 2006 funding level. NASA's budget remains focused on needed funds for Space Shuttle Operations, International Space Station, and new initiatives associated with the Vision for Space Exploration. We anticipate funding levels to remain in

Management's Discussion and Analysis

the \$17–\$18 billion range in the near future. NASA is continuing to pursue elements of the Vision for Space Exploration, which will provide additional opportunities.

Commercial Satellite Environment The commercial satellite market has strengthened since the downturn earlier in the decade and is expected to stabilize with replacement demand through the end of the decade. The market remains extremely competitive with overcapacity across the overall industry and strong pressure on pricing. We will continue to pursue profitable commercial satellite opportunities where the customer values our technical expertise and unique solutions.

Integrated Defense Systems Operating Results

IDS Realignment Effective January 1, 2007, the B-1 bomber program (formerly included in PE&MS) and certain Boeing Australia Limited programs (formerly included in N&SS) are included in Support Systems. Business segment data for all periods presented have been adjusted to reflect the realignment. See Note 22.

Operating Results

(Dollars in millions) Years ended December 31,	2007	2006	2005
Revenues	\$32,080	\$32,439	\$31,106
% of Total company revenues	48%	53%	58%
Earnings from operations	\$ 3,440	\$ 3,032	\$ 3,919
Operating margins	10.7%	9.3%	12.6%
Research and development	\$ 851	\$ 791	\$ 855
Contractual backlog	\$41,788	\$42,291	\$36,505
Unobligated backlog	\$29,922	\$33,424	\$44,008

Since our operating cycle is long-term and involves many different types of development and production contracts with varying delivery and milestone schedules, the operating results of a particular year, or year-to-year comparisons of revenues and earnings, may not be indicative of future operating results. In addition, depending on the customer and their funding sources, our orders might be structured as annual follow-on contracts, or as one large multi-year order or long-term award. As a result, period-to-period comparisons of backlog are not necessarily indicative of future workloads. The following discussions of comparative results among periods should be viewed in this context.

Revenues IDS revenues decreased 1% in 2007 primarily due to the exclusion of the government Delta volume from N&SS revenues, now a revenue component for our joint venture ULA. Decreased revenue from this exclusion and lower revenues in the PE&MS segment were partially offset by increased volume in other N&SS programs and growth in the Support Systems segment. IDS revenues increased 4% in 2006 as growth in PE&MS and Support Systems was partially offset by lower volume in N&SS.

Operating Earnings IDS operating earnings increased by \$408 million in 2007 compared with 2006 primarily due to \$770 million of charges on the AEW&C development program in 2006. The 2007 increase was partially offset by lower earnings in the PE&MS and N&SS segments. Operating earnings decreased

by \$887 million in 2006 compared with 2005 reflecting a \$569 million net gain on the sale of Rocketdyne in 2005 and \$770 million of charges on the AEW&C development program in 2006 partially offset by improved margins on other programs.

Backlog Total backlog is comprised of contractual backlog, which represents work we are on contract to perform for which we have received funding, and unobligated backlog, which represents work we are on contract to perform for which funding has not yet been authorized and appropriated. IDS total backlog decreased 5% in 2007, from \$75,715 million to \$71,710 million, primarily due to current year deliveries and sales on multi-year contracts awarded in prior years with the largest decreases in FCS, C-17, and P-8A programs.

For further details on the changes between periods, refer to the discussions of the individual segments below.

Additional Considerations Our business includes a variety of development programs which have complex design and technical challenges. Many of these programs have cost-type contracting arrangements. In these cases the associated financial risks are primarily in lower profit rates or program cancellation if milestones and technical progress are not accomplished. Examples of these programs include Airborne Laser, E/A-18G, Family of Beyond Line-of-Sight Terminals (JTRS), FCS, Ground-based Midcourse Defense (GMD), Joint Tactical Radio System, P-8A and Proprietary programs.

Some of our development programs are contracted on a fixed-price basis. Many of these programs have highly complex designs. As technical or quality issues arise, we may experience schedule delays and cost impacts, which could increase our estimated cost to perform the work or reduce our estimated price, either of which could result in a material charge. These programs are ongoing, and while we believe the cost and fee estimates incorporated in the financial statements are appropriate, the technical complexity of these programs creates financial risk as additional completion costs may become necessary or scheduled delivery dates could be missed, which could trigger termination-for-default provisions, the loss of satellite in-orbit incentive payments, or other financially significant exposure. These programs have risk for reach-forward losses if our estimated costs exceed our estimated contract revenues. Examples of these programs include AEW&C, international KC-767 Tanker, commercial and military satellites, SBInet, Vigilare and High Frequency Modernisation.

Precision Engagement and Mobility Systems Operating Results

(Dollars in millions) Years ended December 31,	2007	2006	2005
Revenues	\$13,685	\$14,107	\$13,308
% of Total company revenues	21%	23%	25%
Earnings from operations	\$ 1,629	\$ 1,208	\$ 1,720
Operating margins	11.9%	8.6%	12.9%
Research and development	\$ 447	\$ 392	\$ 432
Contractual backlog	\$22,957	\$24,739	\$21,630
Unobligated backlog	\$ 8,564	\$ 8,962	\$15,054

Management's Discussion and Analysis

Revenues PE&MS revenues decreased 3% in 2007 compared with an increase of 6% in 2006. The decrease of \$422 million in 2007 was due to reduced deliveries of the Apache and T-45 aircraft and Joint Direct Attack Munitions, partially offset by higher deliveries of Chinook and F-18 aircraft and higher volume on the P-8A program. The revenue growth of \$799 million in 2006 was driven by higher deliveries of F-15 and Apache aircraft and higher volume on P-8A, F-22, and Chinook, partially offset by reduced revenues on AEW&C.

Deliveries of new-build production aircraft, excluding remanufactures and modifications, were as follows:

	2007	2006	2005
F/A-18 Models	44	42	42
T-45TS Goshawk	9	13	10
F-15E Eagle	12	12	6
C-17 Globemaster	16	16	16
CH-47 Chinook	10	2	
AH-64 Apache	17	31	12
C-40A Clipper	3	1	2
Total New-Build Production Aircraft	111	117	88

Operating Earnings PE&MS operating earnings increased by \$421 million in 2007 primarily due to the 2006 charges of \$770 million on the AEW&C development program, which were partially offset by lower 2007 earnings due to revised cost estimates on the international KC-767 Tanker program, lower prices on the C-17 program and revised cost and revenue estimates on the AEW&C program. Operating earnings decreased by \$512 million in 2006 due to the above mentioned AEW&C charge, which was partially offset by earnings from revenue growth, favorable contract mix, and reduced Company-Sponsored Research & Development expenditures on the 767 Tanker program.

Research and Development The PE&MS segment continues to focus its research and development resources where it can use its customer knowledge, technical strength and large-scale integration capabilities to provide innovative solutions to meet the war fighter's enduring needs. Research and development has remained consistent over the past several years. Research and development activities leverage our capabilities in architectures, system-of-systems integration and weapon systems technologies to develop solutions which are designed to enhance our customers' capabilities in the areas of mobility, precision effects, situational awareness and survivability. These efforts focus on increasing mission effectiveness and interoperability, and improving affordability, reliability and economic ownership. Continued research and development investments in unmanned technology and systems have enabled the demonstration of multi-vehicle coordinated flight and distributed control of high-performance unmanned combat air vehicles. Research and development in advanced weapons technologies emphasizes, among other things, precision guidance and multi-mode targeting. Research and development investments in the Global Tanker Aircraft program represent a significant opportunity to provide state-of-the-art refueling capabilities to domestic and non-U.S. customers. Investments were also made to support various intelligence, surveillance, and reconnaissance business opportunities including P-8A and AEW&C

aircraft. Other research and development efforts include upgrade and technology insertions to network-enable and enhance the capability and competitiveness of current product lines such as the F/A-18E/F Super Hornet, F-15E Eagle, AH-64 Apache, CH-47 Chinook and C-17 Globemaster.

Backlog PE&MS total backlog decreased by 6% in 2007 compared with 2006 primarily due to deliveries and sales on C-17, F/A-18, P-8A and F-15. These decreases were partially offset by a multi-year contract for F-22 aircraft and international orders for AEW&C and F/A-18 aircraft. Total backlog decreased by 8% in 2006 compared with 2005 primarily due to deliveries and sales on F/A-18 and F-15 from multi-year contracts awarded in prior years.

Additional Considerations Items which could have a future impact on PE&MS operations include the following:

AEW&C During 2006 we recorded charges of \$770 million on our international Airborne Early Warning & Control program. This development program, also known as Wedgetail in Australia and Peace Eagle in Turkey, consists of a 737-700 aircraft outfitted with a variety of command and control and advanced radar systems, some of which have never been installed on an airplane before. Wedgetail includes six aircraft and Peace Eagle includes four aircraft. This is an advanced and complex fixed-price development program involving technical challenges at the individual subsystem level and in the overall integration of these subsystems into a reliable and effective operational capability. We believe that the cost estimates incorporated in the financial statements are appropriate; however, the technical complexity of the programs creates financial risk as additional completion costs may be necessary or scheduled delivery dates could be missed.

International KC-767 Tanker Program During 2007, the PE&MS segment recorded charges of \$152 million which were partially offset at the consolidated level. Currently the international KC-767 Tanker program includes four aircraft for the Italian Air Force and four aircraft for the Japanese Air Self Defense Force. These charges are associated with additional estimated costs for mitigating both the risks on the flight test program and the delivery risk associated with the Italy and Japan contracts. These programs are ongoing, and while we believe the cost estimates incorporated in the financial statements are appropriate, the technical complexity of the programs creates financial risk as additional completion and development costs may be necessary or scheduled delivery dates could be missed.

C-17 As of December 31, 2007 we delivered 171 of the 190 C-17 aircraft ordered by the U.S. Air Force, with final deliveries scheduled for 2009. In June 2007, based upon continued bipartisan congressional support, including the House Armed Services Committee addition of \$2.4 billion for 10 C-17s in their mark of the 2008 budget, and U.S. Air Force testimony to Congress reflecting interest in additional C-17 aircraft, we directed key suppliers to begin work on 10 aircraft beyond the 190 currently on order. As of December 31, 2007, inventory expenditures and potential termination liabilities to suppliers for work performed related to anticipated orders for 10 C-17 aircraft to the U.S. Air Force and anticipated international orders

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for three additional aircraft totaled approximately \$215 million. It is reasonably possible that we will decide in 2008 to complete production of the C-17 if further orders are not received. We are still evaluating the full financial impact of a potential production shut-down, including any recovery that would be available from the government. Such recovery from the government would not include the costs incurred by us resulting from the second-quarter direction to key suppliers to begin working on the additional 10 aircraft.

Network and Space Systems Operating Results

(Dollars in millions)

Years ended December 31,	2007	2006	2005
Revenues	\$11,696	\$11,941	\$12,221
% of Total company revenues	18%	19%	23%
Earnings from operations	\$ 891	\$ 952	\$ 1,395
Operating margins	7.6%	8.0%	11.4%
Research and development	\$ 300	\$ 301	\$ 334
Contractual backlog	\$ 9,167	\$ 7,838	\$ 6,324
Unobligated backlog	\$20,210	\$23,723	\$27,634

Revenues N&SS revenues decreased 2% in both 2007 and 2006. The decrease of \$245 million in 2007 was primarily due to the exclusion of government Delta volume, now a component of our equity investment in ULA and lower FCS volume, partially offset by increased volume on SBInet and several satellite programs. The decrease of \$280 million in 2006 was primarily due to lower volume in Proprietary and GMD as well as the divestiture of our Rocketdyne business, which were partly offset by significant growth in FCS and higher Delta IV volume. Additional impacts resulted from fewer milestone completions in our commercial satellite business in 2006 and the completion of a Homeland Security contract in 2005.

Delta launch and new-build satellite deliveries were as follows:

	2007	2006	2005
Delta II Commercial	3		
Delta II Government		2	2
Delta IV Government		3	
Satellites	4	4	3

Delta government launches are excluded from our deliveries after December 1, 2006 due to the formation of ULA.

Operating Earnings N&SS operating earnings decreased by \$61 million in 2007 and decreased by \$443 million in 2006. The decrease in 2007 was due to lower earnings on FCS and several satellite programs. These decreases were partially offset by higher award fees on GMD and a \$44 million gain on sale of Anaheim property. The decrease in 2006 was primarily due to the \$569 million net gain on the Rocketdyne sale and higher contract values for Delta IV launch contracts in 2005, partially offset by increased earnings in the FCS program in 2006. N&SS operating earnings include equity earnings of \$85 million, \$71 million and \$72 million from the United Space Alliance joint venture in 2007, 2006, and 2005, respectively and equity loss of \$11 million and equity earnings of \$5 million from the ULA joint venture in 2007 and 2006. The ULA equity earnings and loss amounts are net of the basis difference amortization.

Divestitures On February 28, 2005, we completed the stock sale of Electronic Dynamic Devices Inc. to L-3 Communications. On August 2, 2005 we completed the sale of our Rocketdyne business to United Technologies Corporation. See Note 7 Exit Activity and Divestitures.

Research and Development The N&SS research and development funding remains focused on the development of intelligence and surveillance systems; communications and command and control capabilities that support a network-enabled architecture approach for our various government customers. We are investing in the communications market to enable connectivity between existing air/ground platforms, increase communications availability and bandwidth through more robust space systems, and leverage innovative communications concepts. Key programs in this area include Joint Tactical Radio System, FCS, Global Positioning System, and Transformational Satellite Communications System. Investments were also made to support concepts that will lead to the development of next-generation space intelligence systems. Along with increased funding to support these areas of architecture and network-enabled capabilities development, we also maintained our investment levels in global missile defense and advanced missile defense concepts and technologies.

Backlog N&SS total backlog decreased by 7% in 2007 compared with 2006 due to revenues recognized on multi-year orders received in prior years on FCS and Proprietary programs, partially offset by an increase in our Space Exploration programs. Total backlog decreased by 7% in 2006 compared with 2005 primarily due to revenues recognized on multi-year orders received in prior years on the FCS program.

Additional Considerations Items which could have a future impact on N&SS operations include the following:

United Launch Alliance On December 1, 2006, we completed the transaction with Lockheed Martin Corporation (Lockheed) to create a 50/50 joint venture named United Launch Alliance L.L.C. (ULA). ULA combines the production, engineering, test and launch operations associated with U.S. government launches of Boeing Delta and Lockheed Atlas rockets. In connection with the transaction, we initially contributed net assets of \$914 million at December 1, 2006. On July 24, 2007 we and Lockheed reached agreement with respect to resolution of the final working capital and the value of the launch vehicle support contracts that each party contributed to form ULA. Effective August 15, 2007 the parties received all necessary approvals pursuant to the terms of the Consent Order and the terms of the agreement which resulted in additional contributions from both parties with Boeing agreeing to contribute an additional \$97 million which did not result in a cash outflow as it will be offset against future payments due to us from ULA associated with an inventory supply agreement. Additionally, conformed accounting adjustments made by ULA resulted in adjustments to ULA's balance sheet. The book value of our investment exceeds our proportionate share of ULA's net assets. This difference will be expensed ratably in future years. Based on the adjusted contributions and the conformed accounting policies established by ULA, this amortization is expected to be approximately \$14 million annually for the next 17 years.

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In connection with the formation of ULA, we and Lockheed each committed to provide up to \$25 million in additional capital contributions, and we each have agreed to extend a line of credit to ULA of up to \$200 million to support its working capital requirements. We and Lockheed transferred performance responsibility for certain U.S. government contracts to ULA as of the closing date. We and Lockheed agreed to jointly guarantee the performance of those contracts to the extent required by the U.S. government.

In December 2006, we agreed to indemnify ULA through December 31, 2020 against potential non-recoverability of \$1,375 million of Boeing Delta inventories included in contributed assets plus \$1,860 million of inventory subject to the inventory supply agreement which ends on March 31, 2021. Since inception, ULA sold \$443 million of inventories that were contributed by us. During 2007, ULA determined that certain Delta II inventory is not fully recoverable. As a result we recorded charges of \$31 million for non-recoverable Delta II inventory and \$39 million for our share of the loss recorded by ULA related to Delta II. Future decisions regarding the Delta II program could reduce our earnings by up to \$100 million.

We also agreed to indemnify ULA in the event ULA is unable to obtain re-pricing of certain contracts which we contributed to ULA and to which we believe ULA is entitled. We will be responsible for any shortfall and may record up to \$332 million in pre-tax losses related to these contracts.

Sea Launch The Sea Launch venture, in which we are a 40% partner, provides ocean-based launch services to commercial satellite customers.

We have issued credit guarantees to creditors of the Sea Launch venture to assist it in obtaining financing. In the event we are required to perform on these guarantees, we believe we can recover a portion of the cost (estimated at \$486 million) through guarantees from the other venture partners. The components of this exposure are as follows:

(Dollars in millions)	Estimated Maximum Exposure	Established Reserves	Estimated Proceeds from Recourse	Estimated Net Exposure
Credit guarantees	\$ 457	\$183	\$274	
Partner Loans (principal and interest)	479	287	192	
Trade receivable from Sea Launch	337	334		3
Performance guarantees	33		20	13
Subcontract termination	8			8
Other receivables and Inventory	47	39		8
	\$1,361	\$843	\$486	\$32

We made no additional capital contributions to the Sea Launch venture during the year ended December 31, 2007.

The venture conducted zero, five and four successful launches for the years ended December 31, 2007, 2006, and 2005, respectively. A Sea Launch Zenit-3SL vehicle, carrying a Boeing-built NSS-8 satellite, experienced an anomaly during launch on January 30, 2007. The launch platform has been repaired and resumed flight operations on January 15, 2008, successfully launching a Boeing-built satellite. The venture

incurred losses in 2007 due to a delay in its 2007 launch manifest that was caused by the launch anomaly and unusually strong ocean currents at the launch site during November and December. The venture incurred losses in 2006 and 2005 due to the relatively low price and volume of launches, driven by a depressed commercial satellite market and oversupply of launch vehicles as well as a high level of debt and debt servicing requirements.

We suspended recording equity losses after writing our investment in and direct loans to Sea Launch down to zero in 2001 and accruing our obligation for third-party guarantees on Sea Launch indebtedness. We are not obligated to provide any further financial support to the Sea Launch venture. However, in the event that we do extend additional financial support to Sea Launch in the future, we will recognize suspended losses as appropriate. In addition, we continue to look at alternative capital structures for the venture.

Satellites The Boeing-built NSS-8 satellite was declared a total loss due to an anomaly during launch on January 30, 2007. The NSS-8 satellite was insured for \$200 million which was collected during the second and third quarter of 2007. New Skies Satellites B.V. (New Skies) declined to exercise its option to purchase a replacement spacecraft due to its assertion that we anticipatorily breached the contract. We believe that had New Skies exercised its option, we would have fulfilled our contractual responsibilities. We do not expect New Skies' assertion to materially impact our consolidated results of operations, financial position, or cash flows.

See the discussions of Boeing Satellite Systems International, Inc. (BSSI) litigation/arbitration with ICO Global Communications (Operations), Ltd., Thuraya Satellite Telecommunications, Telesat Canada, and Space Communications Corporation in Note 21.

Support Systems Operating Results

(Dollars in millions) Years ended December 31,	2007	2006	2005
Revenues	\$6,699	\$6,391	\$5,577
% of Total company revenues	10%	10%	10%
Earnings from operations	\$ 920	\$ 872	\$ 804
Operating margins	13.7%	13.6%	14.4%
Research and development	\$ 104	\$ 98	\$ 89
Contractual backlog	\$9,664	\$9,714	\$8,551
Unobligated backlog	\$1,148	\$ 739	\$1,320

Revenues Support Systems revenues increased \$308 million in 2007 and \$814 million in 2006, an increase of 5% and 15%. The increases were due to higher Integrated Logistics (IL) program volume resulting from the 2006 acquisition of Aviall, Inc. (Aviall) and increased revenue on the C-17 support program. Higher international program volume in 2007 was the result of our increased ownership in Alsalam Aircraft Company (Alsalam) which occurred during the second quarter of 2006. Lower volume on several Maintenance, Modification and Upgrades (MM&U) and Training Systems and Services (TS&S) programs partially offset the 2007 increases. Higher volume on several MM&U programs also contributed to the significant growth in 2006 revenues.

Management's Discussion and Analysis

In the second quarter of 2006 we increased our ownership interest in Alsalam, which operates as a Maintenance, Repair and Overhaul facility for various military and commercial aircraft. As a result, we began consolidating Alsalam's financial statements, which generated revenues of \$207 million during 2007 and \$137 million during the last three quarters of 2006.

Operating Earnings Support Systems operating earnings increased by 5% in 2007 and increased by 9% in 2006 driven by the revenue increases mentioned above in addition to a different contract mix.

Research and Development Support Systems continues to focus investment strategies on its core businesses including IL, MM&U, TS&S and Advanced Logistics Support Systems, as well as on moving into the innovative Network Centric Logistics areas. Investments have been made to continue the development and implementation of innovative and disciplined tools, processes and systems as market discriminators in the delivery of integrated customer solutions. Examples of successful programs stemming from these investment strategies include the C-17 Globemaster Sustainment Partnership, the F/A-18 Integrated Readiness Support Teaming program, and the F-15 Singapore Performance Based Logistics contract.

Backlog Support Systems total backlog increased by 3% in 2007 compared with 2006 due to increases in TS&S programs and International Support programs which were partially offset by decreases in MM&U and IL programs. Total backlog increased by 6% in 2006 compared with 2005 driven by a large IL order for Chinook support.

Boeing Capital Corporation Segment

Business Environment and Trends

BCC's customer financing and investment portfolio at December 31, 2007 totaled \$6,532 million, which was substantially collateralized by Boeing produced commercial aircraft. While worldwide traffic levels are well above those in the past, the effects of higher fuel prices continue to impact the airline industry. At the same time, the credit ratings of some airlines, particularly in the United States, have remained at low levels. A substantial portion of BCC's portfolio is concentrated among U.S. commercial airline customers.

Certain aircraft models in BCC's portfolio have recently experienced a lower rate of decline in market value and some models have experienced increases in market value. This market value condition had been due to certain positive factors including passenger load at record high levels, a limited supply of economically viable used aircraft, increasing lease rates and increased demand from used aircraft buyers.

Aircraft values and lease rates are impacted by the number and type of aircraft that are currently out of service. Approximately 1,600 commercial jet aircraft (8.2% of current world fleet) continue to be parked, including both in-production and out-of-production aircraft types, of which over 60% are not expected to return to service. Aircraft valuations could decline if significant numbers of aircraft, particularly types with relatively few operators, are placed out of service.

Summary Financial Information

(Dollars in millions) Years ended December 31,	2007	2006	2005
Revenues	\$815	\$1,025	\$966
Earnings from operations	\$234	\$ 291	\$232
Operating margins	29%	28%	24%

Revenues BCC segment revenues consist principally of lease income from equipment under operating lease and interest from financing receivables and notes. BCC's revenues decreased \$210 million in 2007, resulting from lower interest income on notes receivable of \$75 million, lower investment income of \$50 million primarily due to the sale or repayment at maturity of certain investments in 2006 and lower net gain on disposal of assets of \$47 million. BCC's revenues increased \$59 million in 2006, primarily due to an increase of investment income and higher gain on the sale of aircraft and certain investments in notes receivable.

Operating Earnings BCC's operating earnings are presented net of interest expense, provision for (recovery of) losses, asset impairment expense, depreciation on leased equipment and other operating expenses. Operating earnings decreased by \$57 million in 2007 primarily due to lower revenues partially offset by lower interest expense, lower asset impairment expense and lower depreciation expense and a recovery of losses. The increase in operating earnings in 2006 compared with 2005 was primarily due to higher revenues.

Financial Position The following table presents selected financial data for BCC:

(Dollars in millions)	2007	2006
BCC Customer Financing and Investment Portfolio	\$6,532	\$8,034
Valuation Allowance as a % of Total Receivables	2.5%	2.4%
Debt	\$4,327	\$5,590
Debt-to-Equity Ratio	5.0-to-1	5.0-to-1

BCC's customer financing and investment portfolio at December 31, 2007 decreased from December 31, 2006 due to prepayment of certain notes receivable, normal portfolio run-off and sale of certain portfolio assets. At December 31, 2007 and 2006, BCC had \$86 million and \$259 million of assets that were held for sale or re-lease of which \$86 million and \$253 million had firm contracts to be sold or placed on lease. Additionally, aircraft subject to leases with a carrying value of approximately \$292 million are scheduled to be returned off lease in the next 12 months. These aircraft are being remarketed or the leases are being extended and \$132 million were committed at December 31, 2007.

BCC enters into certain transactions with the Other segment in the form of intercompany guarantees and other subsidies.

Finance Restructurings From time to time, certain BCC customers have requested a restructuring of their transactions with BCC. As of December 31, 2007, BCC has not reached agreement on any restructuring requests that would have a material adverse effect on its earnings, cash flows and/or financial position.

Management's Discussion and Analysis

Other Segment

Other segment operating losses were \$243 million during 2007 as compared to losses of \$738 million in 2006. The reduction of \$495 million was primarily due to the absence of losses related to Connexion by Boeing, which we exited in 2006. As part of our exit from this business, we recognized a charge of \$320 million in 2006, in addition to losses of \$237 million for the year ended December 31, 2006. We have not reached final settlements with all customers or suppliers. We do not believe the final settlements will have a material adverse effect on our earnings, cash flows and/or financial position.

Other segment operating losses were \$738 million during 2006 as compared to losses of \$363 million in 2005. The increase of \$375 million was primarily due to the \$320 million charge from the exit of the Connexion by Boeing business and the \$68 million environmental expense recognized in 2006. The Other segment recorded \$74 million of lower valuation allowances for customer financing in 2006 compared to 2005. Additionally, during 2005, the Other segment recognized earnings of \$63 million associated with the buyout of several operating lease aircraft by a customer.

Liquidity and Capital Resources

Cash Flow Summary

(Dollars in millions) Years ended December 31,	2007	2006	2005
Net earnings	\$ 4,074	\$ 2,215	\$ 2,572
Non-cash items	2,835	3,097	3,494
Changes in working capital	2,675	2,187	934
Net cash provided by operating activities	9,584	7,499	7,000
Net cash used by investing activities	(3,822)	(3,186)	(98)
Net cash used by financing activities	(4,884)	(3,645)	(4,657)
Effect of exchange rate changes on cash and cash equivalents	46	38	(37)
Net increase in cash and cash equivalents	924	706	2,208
Cash and cash equivalents at beginning of year	6,118	5,412	3,204
Cash and cash equivalents at end of year	\$ 7,042	\$ 6,118	\$ 5,412

Operating Activities

Net cash provided by operating activities increased by \$2,085 million to \$9,584 million in 2007, primarily due to an increase in Net earnings. In addition, working capital improved in 2007, reflecting higher advances driven by commercial airplane orders and decreases in customer financing assets due to pre-payment of certain notes receivable and normal portfolio run-off, which were partially offset by an increase in inventories driven by the continued ramp-up of the 787 program.

Net cash provided by operating activities increased by \$499 million to \$7,499 million in 2006. The increase was primarily due to working capital improvements which were partially offset by lower Net earnings. The working capital improvements in 2006 compared with 2005 reflect \$1,340 million of lower

pension contributions in 2006. Working capital reductions in 2006 also reflect higher advances driven by commercial airplane orders, decreased investment in customer financing, and lower income tax payments which were partially offset by a decrease in accounts payable and other liability.

Investing Activities

Cash used for investing activities increased to \$3,822 million in 2007 from \$3,186 million in 2006, largely due to increases in short-term investments, primarily time deposits and commercial paper, partially offset by our investment in the acquisition of Aviall in 2006. At December 31, 2007 the recorded balances of time deposits and commercial paper classified as short-term investments were \$1,025 million and \$799 million.

As of December 31, 2007, our externally managed portfolio of investment grade fixed income instruments had an average duration of 1.5 years. The balance, at December 31, 2007 and 2006, was \$3,269 million and \$3,180 million, of which \$306 million and \$257 million was classified as short-term. The investments are held as available for sale.

Cash used for investing activities increased to \$3,186 million in 2006 from \$98 million in 2005. The increase is primarily due to our investment of \$1,738 million in the 2006 acquisition of Aviall, net of \$42 million of cash acquired, and \$458 million of assumed debt, in an all-cash merger. The assumed debt was repaid on the acquisition closing date. In 2005, we received proceeds of \$1,676 million, primarily from the disposition of our Commercial Airplanes operations in Wichita, Kansas and Tulsa and McAlester, Oklahoma, and the sale of Rocketdyne.

Financing Activities

Cash used by financing activities increased to \$4,884 million in 2007 from \$3,645 million in 2006 primarily due to increased common share repurchases. Cash used by financing activities decreased to \$3,645 million in 2006 from \$4,657 million in 2005 primarily due to lower common share repurchases.

During 2007, we repurchased 28,995,599 shares at an average price of \$95.68 in our open market share repurchase program and 28,432 shares in stock swaps. During 2006, we repurchased 21,184,202 shares at an average price of \$80.18 in our open market share repurchase program, 3,749,377 shares at an average price of \$80.28 as part of the ShareValue Trust distribution, and 49,288 shares in stock swaps. During 2005, we repurchased 45,217,300 shares at an average price of \$63.60 in our open market share repurchase program and 33,660 shares in stock swaps.

In 2007, we repaid \$1,406 million of debt, including \$1,309 million of debt held at BCC. In 2006, we repaid \$1,681 million of debt, including \$713 million of debt held at BCC and \$458 million of debt assumed in the Aviall acquisition. In 2005, we repaid \$1,378 million of debt. There were no debt issuances during 2007, 2006, or 2005. At December 31, 2007 and 2006, the recorded balance of debt was \$8,217 million and \$9,538 million, of which \$4,327 million and \$5,590 million was recorded at BCC.

Management's Discussion and Analysis

Credit Ratings

Our credit ratings are summarized below:

	Fitch	Moody's	Standard & Poor's
Long-term:			
Boeing/BCC	A+	A2	A+
Short-term:			
Boeing/BCC	F1	P-1	A-1

On September 12, 2007, Fitch Ratings revised its ratings outlook to positive from stable, citing continuation of strong orders and production ramp-up of large commercial aircraft, in addition to an over-funded status of our pension plans, debt reduction and stronger than expected cash flows. The ratings were reaffirmed at A+ for long-term borrowings and F1 for short-term borrowings. On January 16, 2008, Fitch Ratings changed their outlook on the A+ rating to stable from positive, citing the impact of delays in the 787 program.

Capital Resources

We and BCC have commercial paper programs that continue to serve as significant potential sources of short-term liquidity. Throughout 2007 and at December 31, 2007, neither we nor BCC had any commercial paper borrowings outstanding.

We believe we have substantial borrowing capacity. Currently, we have \$3,000 million (\$1,500 million exclusively available for BCC) of unused borrowing on revolving credit line agreements. In 2007, we renewed the 364-day revolving credit facility and the 5-year credit facility, of which \$500 million and \$1,000 million is allocated to BCC. BCC has an aggregate of \$3,421 million available for issuance from shelf registrations filed with the SEC, which are due to expire in November 2008. We believe our internally generated liquidity, together with access to external capital resources, will be sufficient to satisfy existing commitments and plans, and also to provide adequate financial flexibility to take advantage of potential strategic business opportunities should they arise within the next year.

We and Lockheed have agreed to make available to ULA a line of credit in the amount of up to \$200 million each as may be necessary from time to time to support ULA's Expendable Launch Vehicle business during the five year period following December 1, 2006. ULA did not request any funds under the line of credit as of December 31, 2007.

In accordance with Statement of Financial Accounting Standards No. 158, *Employers' Accounting for Defined Benefit Pension and Other Postretirement Plans—an amendment of FASB Statements No. 87, 88, 106 and 132(R)* (SFAS 158), we recognize the funded status of our defined benefit pension and other postretirement plans, with a corresponding after-tax adjustment to Accumulated other comprehensive loss. The 2007 annual remeasurement of our pension and other postretirement plans resulted in a net \$3,441 million increase in Shareholders' equity.

As of December 31, 2007, we were in compliance with the covenants for our debt and credit facilities.

Disclosures about Contractual Obligations and Commercial Commitments

The following table summarizes our known obligations to make future payments pursuant to certain contracts as of December 31, 2007, and the estimated timing thereof.

Contractual Obligations

(Dollars in millions)	Total	Less than 1 year	1–3 years	3–5 years	After 5 years
Long-term debt (including current portion)	\$ 8,114	\$ 746	\$ 1,197	\$ 2,090	\$ 4,081
Interest on debt*	5,607	507	910	684	3,506
Pension and other post retirement cash requirements	7,403	675	1,441	1,549	3,738
Capital lease obligations	103	19	22	22	40
Operating lease obligations	1,086	221	297	158	410
Purchase obligations not recorded on statement of financial position	104,023	37,922	40,785	18,281	7,035
Purchase obligations recorded on statement of financial position	10,827	9,829	598	396	4
Total contractual obligations	\$137,163	\$49,919	\$45,250	\$23,180	\$18,814

*Includes interest on variable rate debt calculated based on interest rates at December 31, 2007. Variable rate debt was approximately 3% of our total debt at December 31, 2007.

Income Tax Obligations

As of December 31, 2007, our total liability for income taxes payable, including uncertain tax positions, was \$1,374 million, of which \$253 million we expect to pay in the next twelve months. We are not able to reasonably estimate the timing of future cash flows related to the remaining \$1,121 million. Our income tax obligations are excluded from the table above. See Note 4.

Pension and Other Postretirement Benefits

Pension cash requirements are based on an estimate of our minimum funding requirements, pursuant to ERISA regulations, although we may make additional discretionary contributions. Estimates of other postretirement benefits are based on both our estimated future benefit payments and the estimated contributions to a single plan that is funded through a trust.

Purchase Obligations

Purchase obligations represent contractual agreements to purchase goods or services that are legally binding; specify a fixed, minimum or range of quantities; specify a fixed, minimum, variable, or indexed price provision; and specify approximate timing of the transaction. In addition, the agreements are not cancelable without substantial penalty. Purchase obligations include amounts recorded as well as amounts that are not recorded on the statements of financial position. Approximately 11% of the purchase obligations disclosed above are reimbursable to us pursuant to cost-type government contracts.

Management's Discussion and Analysis

Purchase Obligations Not Recorded on the Consolidated Statement of Financial Position Production related purchase obligations not recorded on the Consolidated Statement of Financial Position include agreements for production goods, tooling costs, electricity and natural gas contracts, property, plant and equipment, and other miscellaneous production related obligations. The most significant obligation relates to inventory procurement contracts. We have entered into certain significant inventory procurement contracts that specify determinable prices and quantities, and long-term delivery time-frames. In addition, we purchase raw materials on behalf of our suppliers. These agreements require suppliers and vendors to be prepared to build and deliver items in sufficient time to meet our production schedules. The need for such arrangements with suppliers and vendors arises from the extended production planning horizon for many of our products. A significant portion of these inventory commitments is supported by firm contracts and/or has historically resulted in settlement through reimbursement from customers for penalty payments to the supplier should the customer not take delivery. These amounts are also included in our forecasts of costs for program and contract accounting. Some inventory procurement contracts may include escalation adjustments. In these limited cases, we have included our best estimate of the effect of the escalation adjustment in the amounts disclosed in the table above.

Industrial Participation Agreements We have entered into various industrial participation agreements with certain customers outside of the U.S. to facilitate economic flow back and/or technology transfer to their businesses or government agencies as the result of their procurement of goods and/or services from us. These commitments may be satisfied by our placement of direct work or vendor orders for supplies, opportunities to bid on supply contracts, transfer of technology or other forms of assistance. However, in certain cases, our commitments may be satisfied through other parties (such as our vendors) who purchase supplies from our non-U.S. customers. We do not commit to industrial participation agreements unless a contract for sale of our products or services is signed. In certain cases, penalties could be imposed if we do not meet our industrial participation commitments. During 2007, we incurred no such penalties. As of December 31, 2007, we have outstanding industrial participation agreements totaling \$8.9 billion that extend through 2024. Purchase order commitments associated with industrial participation agreements are included in the table above. To be eligible for such a purchase order commitment from us, a country outside the U.S. or customer must have sufficient capability to meet our requirements and must be competitive in cost, quality and schedule.

Purchase Obligations Recorded on the Consolidated Statement of Financial Position Purchase obligations recorded on the Consolidated Statement of Financial Position primarily include accounts payable and certain other liabilities including accrued compensation and dividends payable.

Commercial Commitments

The following table summarizes our commercial commitments outstanding as of December 31, 2007.

(Dollars in millions)	Total Amounts Committed/ Maximum Amount of Loss	Less than 1 year	1–3 years	4–5 years	After 5 years
Standby letters of credit and surety bonds	\$ 4,973	\$4,585	\$ 238	\$ 1	\$ 149
Aircraft financing commercial commitments	8,350	879	2,764	3,443	1,264
Total commercial commitments	\$13,323	\$5,464	\$3,002	\$3,444	\$1,413

Aircraft financing commercial commitments include commitments to arrange or provide financing related to aircraft on order, under option for deliveries or proposed as part of sales campaigns based on estimated earliest funding dates. Based on historical experience, we currently do not anticipate that all of these commitments will be exercised by our customers, see Note 13.

Industrial Revenue Bonds

We utilize Industrial Revenue Bonds (IRB) issued by the City of Wichita, Kansas and Fulton County, Georgia to finance the purchase and/or construction of real and personal property, see Note 12.

Contingent Obligations

We have significant contingent obligations that arise in the ordinary course of business, which include the following:

Legal

Various legal proceedings, claims and investigations are pending against us. Most significant legal proceedings are related to matters covered by our insurance. Legal contingencies are discussed in Note 21, including our contesting the default termination of the A-12 aircraft, employment and benefits litigation brought by several of our employees, and litigation/arbitration involving BSSI programs.

Environmental Remediation

We are involved with various environmental remediation activities and have recorded a liability of \$679 million at December 31, 2007. For additional information, see Note 13.

Income Taxes

We have recorded a net liability of \$1,272 million at December 31, 2007 for uncertain tax positions. For further discussion of these contingencies, see Note 4.

Off-Balance Sheet Arrangements

We are a party to certain off-balance sheet arrangements including certain guarantees. For discussion of these arrangements, see Note 12.

Management's Discussion and Analysis

Critical Accounting Policies

Contract Accounting

Contract accounting involves a judgmental process of estimating the total sales and costs for each contract, which results in the development of estimated cost of sales percentages. For each contract, the amount reported as cost of sales is determined by applying the estimated cost of sales percentage to the amount of revenue recognized.

Due to the size, length of time and nature of many of our contracts, the estimation of total sales and costs through completion is complicated and subject to many variables. Total contract sales estimates are based on negotiated contract prices and quantities, modified by our assumptions regarding contract options, change orders, incentive and award provisions associated with technical performance, and price adjustment clauses (such as inflation or index-based clauses). The majority of these contracts are with the U.S. government. Generally the price is based on estimated cost to produce the product or service plus profit. The Federal Acquisition Regulations provide guidance on the types of cost that will be reimbursed in establishing contract price. Total contract cost estimates are largely based on negotiated or estimated purchase contract terms, historical performance trends, business base and other economic projections. Factors that influence these estimates include inflationary trends, technical and schedule risk, internal and subcontractor performance trends, business volume assumptions, asset utilization, and anticipated labor agreements.

The development of cost of sales percentages involves procedures and personnel in all areas that provide financial or production information on the status of contracts. Estimates of each significant contract's sales and costs are reviewed and reassessed quarterly. Any changes in these estimates result in recognition of cumulative adjustments to the contract profit in the period in which changes are made.

Due to the significance of judgment in the estimation process described above, it is likely that materially different cost of sales amounts could be recorded if we used different assumptions, or if the underlying circumstances were to change. Changes in underlying assumptions/estimates, supplier performance, or circumstances may adversely or positively affect financial performance in future periods. If the combined gross margin for all contracts in IDS for all of 2007 had been estimated to be higher or lower by 1.0%, it would have increased or decreased pre-tax income for the year by approximately \$321 million.

Program Accounting

Program accounting requires the demonstrated ability to reliably estimate the relationship of sales to costs for the defined program accounting quantity. A program consists of the estimated number of units (accounting quantity) of a product to be produced in a continuing, long-term production effort for delivery under existing and anticipated contracts. The determination of the accounting quantity is limited by the ability to make reasonably dependable estimates of the revenue and cost of

existing and anticipated contracts. For each program, the amount reported as cost of sales is determined by applying the estimated cost of sales percentage for the total remaining program to the amount of sales recognized for airplanes delivered and accepted by the customer.

Factors that must be estimated include program accounting quantity, sales price, labor and employee benefit costs, material costs, procured parts, major component costs, overhead costs, program tooling costs, and routine warranty costs. Estimation of the accounting quantity for each program takes into account several factors that are indicative of the demand for the particular program, such as firm orders, letters of intent from prospective customers, and market studies. Total estimated program sales are determined by estimating the model mix and sales price for all unsold units within the accounting quantity, added together with the sales for all undelivered units under contract. The sales prices for all undelivered units within the accounting quantity include an escalation adjustment that is based on projected escalation rates, consistent with typical sales contract terms. Cost estimates are based largely on negotiated and anticipated contracts with suppliers, historical performance trends, and business base and other economic projections. Factors that influence these estimates include production rates, internal and subcontractor performance trends, customer and/or supplier claims or assertions, asset utilization, anticipated labor agreements, and inflationary trends.

To ensure reliability in our estimates, we employ a rigorous estimating process that is reviewed and updated on a quarterly basis. Changes in estimates are normally recognized on a prospective basis; when estimated costs to complete a program exceed estimated revenues from undelivered units in the accounting quantity, a loss provision is recorded in the current period.

The program method of accounting allocates tooling and production costs over the accounting quantity for each program. Because of the higher unit production costs experienced at the beginning of a new program and substantial investment required for initial tooling, new commercial aircraft programs, such as the 787 program, typically have lower margins than established programs.

Due to the significance of judgment in the estimation process described above, it is likely that materially different cost of sales amounts could be recorded if we used different assumptions, or if the underlying circumstances were to change. Changes in underlying assumptions/estimates, or circumstances may adversely or positively affect financial performance in future periods. If combined cost of sales percentages for all commercial airplane programs for all of 2007 had been estimated to be higher or lower by 1%, it would have increased or decreased pre-tax income for the year by approximately \$278 million.

Aircraft Valuation

Impairment Review for Assets Under Operating Leases and Held for Sale or Re-lease We evaluate assets under operating lease or assets held for sale or re-lease for impairment when the expected undiscounted cash flow from the asset is less than its carrying value. We use various assumptions when

Management's Discussion and Analysis

determining the expected undiscounted cash flow including our intentions for how long we will hold an asset subject to operating lease before we sell the asset, the expected future lease rates, lease terms, residual value of the asset, periods in which the asset may be held in preparation for a follow-on lease, maintenance costs, remarketing costs and the remaining economic life of the asset.

When we determine that impairment is indicated for an asset, the amount of impairment expense recorded is the excess of the carrying value over the fair value of the asset.

Had future lease rates on assets evaluated for impairment been 10% lower, we estimate that we would have incurred additional impairment expense of \$6 million for the year ended December 31, 2007.

Used aircraft acquired by the Commercial Airplanes segment are included in Inventory at the lower of cost or market as it is our intent to sell these assets. To mitigate costs and enhance marketability, aircraft may be placed on operating lease. While on operating lease, the assets are included in 'Customer financing', however, the valuation continues to be based on the lower of cost or market.

Allowance for Losses on Customer Financing Receivables

The allowance for losses on receivables (valuation provision) is used to provide for potential impairment of receivables on the Consolidated Statements of Financial Position. The balance represents an estimate of probable but unconfirmed losses in the receivables portfolio. The estimate is based on various qualitative and quantitative factors, including historical loss experience, collateral values, and results of individual credit and collectibility reviews. The adequacy of the allowance is assessed quarterly.

Two of the major factors influencing the level of our allowance are customer credit ratings and collateral values. If each customer's credit rating were increased or decreased by one major rating category at December 31, 2007, the allowance would have decreased by \$22 million or increased by \$49 million. If the collateral values were 10% lower at December 31, 2007, the allowance would have increased by \$27 million.

Lease Residual Values Equipment under operating leases is carried at cost less accumulated depreciation and is depreciated to estimated residual value using the straight-line method over the period that we project we will hold the asset for lease. Estimates used in determining residual values significantly impact the amount and timing of depreciation expense for equipment under operating leases. If the estimated residual values declined 5% at December 31, 2007, this would result in a future cumulative pre-tax earnings impact of \$105 million recognized over the remaining depreciable periods, of which \$10 million would be recognized in 2008.

Goodwill and Indefinite-Lived Intangible Impairments

Goodwill and other acquired intangible assets with indefinite lives are not amortized but are tested for impairment annually, and when an event occurs or circumstances change such that it is reasonably possible that an impairment may exist. Our

annual testing date is April 1. We test goodwill for impairment by first comparing the book value of net assets to the fair value of the related operations. If the fair value is determined to be less than book value, a second step is performed to compute the amount of the impairment. In this process, a fair value for goodwill is estimated, based in part on the fair value of the operations, and is compared to its carrying value. The shortfall of the fair value below carrying value represents the amount of goodwill impairment.

We estimate the fair values of the related operations using discounted cash flows. Forecasts of future cash flows are based on our best estimate of future sales and operating costs, based primarily on existing firm orders, expected future orders, contracts with suppliers, labor agreements, and general market conditions. Changes in these forecasts could significantly change the amount of impairment recorded, if any.

The cash flow forecasts are adjusted by an appropriate discount rate derived from our market capitalization plus a suitable control premium at the date of evaluation. Therefore, changes in the stock price may also affect the amount of impairment recorded. At the date of our previous impairment test, a 10% increase or decrease in the value of our common stock would have had no impact on the financial statements.

Indefinite-lived intangibles consist of brand and trade names acquired in business combinations. We test these intangibles for impairment by comparing their carrying value to current projections of discounted cash flows attributable to the brand and trade names. Any excess carrying value over the amount of discounted cash flows represents the amount of the impairment. A 10% decrease in the discounted cash flows would result in an impairment charge of approximately \$11 million.

Postretirement Plans

We have defined benefit pension plans covering substantially all our employees. We also have other postretirement benefits consisting principally of healthcare coverage for eligible retirees and qualifying dependents. Accounting rules require an annual measurement of our projected obligations and plan assets. These measurements require several assumptions, the most significant of which are the discount rate, the expected long-term rate of asset return, and medical trend rate (rate of growth for medical costs). Changes in assumptions can significantly affect our future annual expense. In addition, as result of our adoption of SFAS 158, differences between actual and expected returns on assets, changes in assumptions, and changes in plan provisions could significantly increase or decrease Shareholders' Equity (net of taxes) at future measurement dates.

We use a discount rate that is based on a point-in-time estimate as of our September 30 annual measurement date. Changes in the discount rate will increase or decrease our recorded liabilities with a corresponding adjustment to Shareholders' Equity as of the measurement date. In the following table, we show the sensitivity of our pension and other postretirement benefit plan liabilities and net periodic cost to a 25 basis point change in the discount rate.

Management's Discussion and Analysis

As of September 30, 2007 (Dollars in millions)

	Change in discount rate	
	Increase 25 bps	Decrease 25 bps
Pension plans		
Projected benefit obligation (pensions)	(1,263)	1,436
Net periodic pension cost	(145)	155
Other postretirement benefit plans		
Accumulated postretirement benefit obligation	(168)	185
Net periodic postretirement benefit cost	(14)	13

Pension expense is also sensitive to changes in the expected long-term rate of asset return. An increase or decrease of 25 basis points in the expected long-term rate of asset return would have increased or decreased 2007 pension income by approximately \$114 million. Differences between the actual

return on plan assets and the expected long term rate of return are reflected in Shareholders' Equity (net of taxes) as of our annual measurement date.

The assumed medical trend rates have a significant effect on the following year's expense recorded liabilities and Shareholders' Equity. In the following table, we show the sensitivity of our other postretirement benefit plan liabilities and net periodic cost to a 100 basis point change.

As of September 30, 2007 (Dollars in millions)

	Change in medical trend rate	
	Increase 100 bps	Decrease 100 bps
Other postretirement benefit plans		
Accumulated postretirement benefit obligation	621	(545)
Net periodic postretirement benefit cost	121	(109)

Quantitative and Qualitative Disclosures About Market Risk

Interest Rate Risk

We have financial instruments that are subject to interest rate risk, principally investments, fixed-rate debt obligations, and customer financing assets and liabilities. Historically, we have not experienced material gains or losses on these instruments due to interest rate changes. Additionally, BCC uses interest rate swaps with certain debt obligations to manage exposure to interest rate changes.

The principal source of BCC's market risk relates to interest rate changes. This risk is managed by matching the profile of BCC's liabilities with the profile of BCC's assets. Exposure to mismatched risk is measured and managed with the use of interest rate derivatives. We do not use interest rate derivatives for speculative or trading purposes. Although many of the assets, liabilities and derivatives affected by a change in interest rates are not traded, if we had an immediate, one-time, 100 basis-point increase in market rates at December 31, 2007, we estimate that the tax-adjusted net fair value of these items would have decreased by \$12 million compared to a decrease of \$9 million at December 31, 2006.

Based on the portfolio of other Boeing existing debt, the unhedged exposure to interest rate risk is not material. The investors in the fixed-rate debt obligations that we issue do not generally have the right to demand we pay off these obligations prior to maturity. Therefore, exposure to interest rate risk is not believed to be material for our fixed-rate debt.

Foreign Currency Exchange Rate Risk

We are subject to foreign currency exchange rate risk relating to receipts from customers and payments to suppliers in foreign currencies. We use foreign currency forward and option contracts to hedge the price risk associated with firmly committed and forecasted foreign denominated payments and receipts related to our ongoing business. Foreign currency contracts are sensitive to changes in foreign currency exchange rates. At December 31, 2007, a 10% unfavorable exchange rate movement in our portfolio of foreign currency contracts would have reduced our unrealized gains by \$69 million. Consistent with the use of these contracts to neutralize the effect of exchange rate fluctuations, such unrealized losses or gains would be offset by corresponding gains or losses, respectively, in the remeasurement of the underlying transactions being hedged. When taken together, these forward currency contracts and the offsetting underlying commitments do not create material market risk.

Consolidated Statements of Operations

(Dollars in millions except per share data)
Years Ended December 31,

	2007	2006	2005
Sales of products	\$ 57,049	\$ 52,644	\$ 44,174
Sales of services	9,338	8,886	9,447
Total revenues	66,387	61,530	53,621
Cost of products	(45,375)	(42,490)	(36,858)
Cost of services	(7,732)	(7,594)	(7,767)
Boeing Capital Corporation interest expense	(295)	(353)	(359)
Total costs and expenses	(53,402)	(50,437)	(44,984)
	12,985	11,093	8,637
Income from operating investments, net	188	146	88
General and administrative expense	(3,531)	(4,171)	(4,228)
Research and development expense, net of credits of \$130, \$160, and \$611	(3,850)	(3,257)	(2,205)
Gain/(loss) on dispositions/business shutdown, net	38	(226)	520
Settlement with U.S. Department of Justice, net of accruals		(571)	
Earnings from operations	5,830	3,014	2,812
Other income, net	484	420	301
Interest and debt expense	(196)	(240)	(294)
Earnings before income taxes	6,118	3,194	2,819
Income tax expense	(2,060)	(988)	(257)
Net earnings from continuing operations	4,058	2,206	2,562
Net gain/(loss) on disposal of discontinued operations, net of taxes of \$9, \$5 and \$(5)	16	9	(7)
Cumulative effect of accounting change, net of taxes of \$10			17
Net earnings	\$ 4,074	\$ 2,215	\$ 2,572
Basic earnings per share from continuing operations	\$ 5.36	\$ 2.88	\$ 3.26
Net gain/(loss) on disposal of discontinued operations, net of taxes	0.02	0.01	(0.02)
Cumulative effect of accounting change, net of taxes			0.03
Basic earnings per share	\$ 5.38	\$ 2.89	\$ 3.27
Diluted earnings per share from continuing operations	\$ 5.26	\$ 2.84	\$ 3.19
Net gain/(loss) on disposal of discontinued operations, net of taxes	0.02	0.01	(0.01)
Cumulative effect of accounting change, net of taxes			0.02
Diluted earnings per share	\$ 5.28	\$ 2.85	\$ 3.20

See notes to consolidated financial statements on pages 44–76.

Consolidated Statements of Financial Position

(Dollars in millions except per share data)
December 31,

	2007	2006
Assets		
Cash and cash equivalents	\$ 7,042	\$ 6,118
Short-term investments	2,266	268
Accounts receivable, net	5,740	5,285
Current portion of customer financing, net	328	370
Deferred income taxes	2,341	2,837
Inventories, net of advances and progress billings	9,563	8,105
Total current assets	27,280	22,983
Customer financing, net	6,777	8,520
Property, plant and equipment, net	8,265	7,675
Goodwill	3,081	3,047
Other acquired intangibles, net	2,093	1,698
Deferred income taxes	197	1,051
Investments	4,111	4,085
Pension plan assets, net	5,924	1,806
Other assets, net of accumulated amortization of \$385 and \$272	1,258	929
	\$ 58,986	\$ 51,794
Liabilities and Shareholders' Equity		
Accounts payable and other liabilities	\$ 16,676	\$ 16,201
Advances and billings in excess of related costs	13,847	11,449
Income taxes payable	253	670
Short-term debt and current portion of long-term debt	762	1,381
Total current liabilities	31,538	29,701
Deferred income taxes	1,190	
Accrued retiree health care	7,007	7,671
Accrued pension plan liability, net	1,155	1,135
Non-current income taxes payable	1,121	
Other long-term liabilities	516	391
Long-term debt	7,455	8,157
Shareholders' equity:		
Common shares issued, par value \$5.00 – 1,012,261,159 and 1,012,261,159 shares	5,061	5,061
Additional paid-in capital	4,757	4,655
Treasury shares, at cost	(14,842)	(12,459)
Retained earnings	21,376	18,453
Accumulated other comprehensive loss	(4,596)	(8,217)
ShareValue Trust shares	(2,752)	(2,754)
Total shareholders' equity	9,004	4,739
	\$ 58,986	\$ 51,794

See notes to consolidated financial statements on pages 44–76.

Consolidated Statements of Cash Flows

(Dollars in millions)

Years ended December 31,

	2007	2006	2005
Cash flows – operating activities:			
Net earnings	\$ 4,074	\$ 2,215	\$ 2,572
Adjustments to reconcile net earnings to net cash provided by operating activities:			
Non-cash items –			
Share-based plans expense	287	743	1,036
Depreciation	1,334	1,445	1,412
Amortization of other acquired intangibles	152	100	91
Amortization of debt discount/premium and issuance costs	(1)	14	23
Pension expense	1,082	746	1,225
Investment/asset impairment charges, net	51	118	83
Customer financing valuation (benefit)/provision	(60)	32	73
(Gain)/loss on disposal of discontinued operations	(25)	(14)	12
(Gain)/loss on dispositions/business shutdown, net	(38)	226	(520)
Other charges and credits, net	197	82	129
Excess tax benefits from share-based payment arrangements	(144)	(395)	(70)
Changes in assets and liabilities –			
Accounts receivable	(392)	(244)	(592)
Inventories, net of advances and progress billings	(1,558)	444	(1,965)
Accounts payable and other liabilities	928	(744)	963
Advances and billings in excess of related costs	2,369	1,739	3,562
Income taxes receivable, payable and deferred	1,290	933	628
Other long-term liabilities	71	(62)	(476)
Pension contributions	(580)	(522)	(1,862)
Accrued retiree health care	(664)	114	30
Customer financing, net	1,458	718	589
Other	(247)	(189)	57
Net cash provided by operating activities	9,584	7,499	7,000
Cash flows – investing activities:			
Property, plant and equipment additions	(1,731)	(1,681)	(1,547)
Property, plant and equipment reductions	59	225	51
Acquisitions, net of cash acquired	(75)	(1,854)	(172)
Proceeds from dispositions of discontinued operations			33
Proceeds from dispositions		123	1,676
Contributions to investments	(5,710)	(2,815)	(2,866)
Proceeds from investments	3,817	2,850	2,725
Other	(182)	(34)	2
Net cash used by investing activities	(3,822)	(3,186)	(98)
Cash flows – financing activities:			
New borrowings	40	1	
Debt repayments	(1,406)	(1,681)	(1,378)
Stock options exercised, other	209	294	348
Excess tax benefits from share-based payment arrangements	144	395	70
Common shares repurchased	(2,775)	(1,698)	(2,877)
Dividends paid	(1,096)	(956)	(820)
Net cash used by financing activities	(4,884)	(3,645)	(4,657)
Effect of exchange rate changes on cash and cash equivalents	46	38	(37)
Net increase in cash and cash equivalents	924	706	2,208
Cash and cash equivalents at beginning of year	6,118	5,412	3,204
Cash and cash equivalents at end of year	\$ 7,042	\$ 6,118	\$ 5,412

See notes to consolidated financial statements on pages 44–76.

Consolidated Statement of Shareholders' Equity

(Dollars in millions except per share data)	Common Stock	Additional Paid-In Capital	Treasury Stock	ShareValue Trust	Retained Earnings	Accumulated Comprehensive Other Loss	Total
Balance January 1, 2005	\$5,059	\$3,420	\$ (8,810)	\$(2,023)	\$15,565	\$(1,925)	\$11,286
Net earnings					2,572		2,572
Unrealized loss of certain investments, net of tax of \$8						(12)	(12)
Reclassification adjustment for losses realized in net earnings, net of taxes of \$(15)						21	21
Minimum pension liability adjustment, net of tax of \$(45)						167	167
Currency translation adjustment						(29)	(29)
Comprehensive income							2,719
Restricted stock compensation and reclassification of deferred compensation		3					3
Share-based compensation		720					720
ShareValue Trust market value adjustment		773		(773)			
Tax benefit related to share-based plans		35					35
Excess tax pools		63					63
Treasury shares issued for share-based plans, net		(666)	612				(54)
Changes in capital stock	2	23					25
Treasury shares repurchased			(2,877)				(2,877)
Cash dividends declared (\$1.05 per share)					(861)		(861)
Balance December 31, 2005	\$5,061	\$4,371	\$(11,075)	\$(2,796)	\$17,276	\$(1,778)	\$11,059
Net earnings					2,215		2,215
Unrealized gain on derivative instruments, net of tax of \$(16)						23	23
Unrealized gain on certain investments, net of tax of \$(7)						13	13
Reclassification adjustment for gains realized in net earnings, net of tax of \$23						(39)	(39)
Minimum pension liability adjustment, net of tax of \$(1,116)						1,733	1,733
Currency translation adjustment						73	73
Comprehensive income							4,018
SFAS 158 transition amount, net of tax of \$5,195						(8,242)	(8,242)
Share-based compensation		487					487
ShareValue Trust activity		(20)		(259)			(279)
Tax benefit related to share-based plans		36					36
Excess tax pools		325					325
Treasury shares issued for stock options exercised, net		(51)	345				294
Treasury shares issued for other share-based plans, net		(493)	270				(223)
Treasury shares repurchased			(1,698)				(1,698)
Treasury shares transfer			(301)	301			
Cash dividends declared (\$1.25 per share)					(991)		(991)
Dividends related to Performance Share payout					(47)		(47)
Balance December 31, 2006	\$5,061	\$4,655	\$(12,459)	\$(2,754)	\$18,453	\$(8,217)	\$ 4,739
Net earnings					4,074		4,074
Unrealized gain on derivative instruments, net of tax of \$(58)						97	97
Unrealized gain on certain investments, net of tax of \$(11)						17	17
Reclassification adjustment for gains realized in net earnings, net of tax of \$13						(21)	(21)
Currency translation adjustment						87	87
Postretirement liability adjustment, net of tax of \$(1,948)						3,441	3,441
Comprehensive income							7,695
Share-based compensation		287					287
ShareValue Trust activity		(2)		2			
Tax benefit related to share-based plans		18					18
Excess tax pools		85					85
Treasury shares issued for stock options exercised, net		(32)	241				209
Treasury shares issued for other share-based plans, net		(254)	151				(103)
Treasury shares repurchased			(2,775)				(2,775)
Cash dividends declared (\$1.45 per share)					(1,129)		(1,129)
Dividends related to Performance Share payout					(11)		(11)
FIN 48 transition amount					(11)		(11)
Balance December 31, 2007	\$5,061	\$4,757	\$(14,842)	\$(2,752)	\$21,376	\$(4,596)	\$ 9,004

See notes to consolidated financial statements on pages 44–76.

Summary of Business Segment Data

(Dollars in millions)

Years ended December 31,

	2007	2006	2005
Revenues:			
Commercial Airplanes	\$33,386	\$28,465	\$21,365
Integrated Defense Systems:			
Precision Engagement and Mobility Systems	13,685	14,107	13,308
Network and Space Systems	11,696	11,941	12,221
Support Systems	6,699	6,391	5,577
Total Integrated Defense Systems	32,080	32,439	31,106
Boeing Capital Corporation	815	1,025	966
Other	280	299	657
Accounting differences/eliminations	(174)	(698)	(473)
Total revenues	\$66,387	\$61,530	\$53,621
Earnings from operations:			
Commercial Airplanes	\$ 3,584	\$ 2,733	\$ 1,431
Integrated Defense Systems:			
Precision Engagement and Mobility Systems	1,629	1,208	1,720
Network and Space Systems	891	952	1,395
Support Systems	920	872	804
Total Integrated Defense Systems	3,440	3,032	3,919
Boeing Capital Corporation	234	291	232
Other	(243)	(738)	(363)
Unallocated expense	(1,185)	(1,733)	(2,407)
Settlement with U.S. Department of Justice, net of accruals		(571)	
Earnings from operations	5,830	3,014	2,812
Other income, net	484	420	301
Interest and debt expense	(196)	(240)	(294)
Earnings before income taxes	6,118	3,194	2,819
Income tax expense	(2,060)	(988)	(257)
Net earnings from continuing operations	4,058	2,206	2,562
Net gain/(loss) on disposal of discontinued operations, net of taxes of \$9, \$5, and (\$5)	16	9	(7)
Cumulative effect of accounting change, net of taxes of \$10			17
Net earnings	\$ 4,074	\$ 2,215	\$ 2,572

This information is an integral part of the Notes to consolidated financial statements. See Note 22 for further segment results.

Notes to Consolidated Financial Statements *(Dollars in millions except per share data)*

Note 1 – Summary of Significant Accounting Policies

Principles of Consolidation

Our Consolidated Financial Statements include the accounts of all majority-owned subsidiaries and variable interest entities that are required to be consolidated.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make assumptions and estimates that directly affect the amounts reported in the Consolidated Financial Statements. Significant estimates for which changes in the near term are considered reasonably possible and that may have a material impact on the financial statements are disclosed in these notes to the Consolidated Financial Statements.

Operating Cycle

For classification of certain current assets and liabilities, we use the duration of the related contract or program as our operating cycle, which is generally longer than one year and could exceed 3 years.

Revenue and Related Cost Recognition

Contract Accounting Contract accounting is used for development and production activities predominantly by the three segments within Integrated Defense Systems (IDS). These activities include the following products and systems: military aircraft, helicopters, missiles, space systems, missile defense systems, satellites, and information and battle management systems. The majority of business conducted in the IDS segments is performed under contracts with the U.S. government and non-U.S. governments that extend over a number of years. Contract accounting involves a judgmental process of estimating the total sales and costs for each contract resulting in the development of estimated cost of sales percentages. For each contract, the amount reported as cost of sales is determined by applying the estimated cost of sales percentage to the amount of revenue recognized.

We combine contracts for accounting purposes when they are negotiated as a package with an overall profit margin objective, they essentially represent an agreement to do a single project for a single customer, they involve interrelated construction activities with substantial common costs, and they are performed concurrently or sequentially. When a group of contracts is combined, revenue and profit are earned uniformly over the performance of the combined contracts.

Sales related to contracts with fixed prices are recognized as deliveries are made, except for certain fixed-price contracts that require substantial performance over an extended period before deliveries begin, for which sales are recorded based on the attainment of performance milestones. Sales related to

contracts in which we are reimbursed for costs incurred plus an agreed upon profit are recorded as costs are incurred. The Federal Acquisition Regulations provide guidance on the types of cost that will be reimbursed in establishing contract price. Contracts may contain provisions to earn incentive and award fees if specified targets are achieved. Incentive and award fees that can be reasonably estimated and are probable are recorded over the performance period of the contract. Incentive and award fees that cannot be reasonably estimated are recorded when awarded.

Program Accounting Our Commercial Airplanes segment predominantly uses program accounting to account for cost of sales related to commercial airplane programs. Program accounting is a method of accounting applicable to products manufactured for delivery under production-type contracts where profitability is realized over multiple contracts and years. Under program accounting, inventoriable production costs, program tooling costs, and routine warranty costs are accumulated and charged to cost of sales by program instead of by individual units or contracts. A program consists of the estimated number of units (accounting quantity) of a product to be produced in a continuing, long-term production effort for delivery under existing and anticipated contracts. The determination of the accounting quantity is limited by the ability to make reasonably dependable estimates of the revenue and cost of existing and anticipated contracts. To establish the relationship of sales to cost of sales, program accounting requires estimates of (a) the number of units to be produced and sold in a program, (b) the period over which the units can reasonably be expected to be produced, and (c) the units' expected sales prices, production costs, program tooling, and routine warranty costs for the total program.

We recognize sales for commercial airplane deliveries as each unit is completed and accepted by the customer. Sales recognized represent the price negotiated with the customer, adjusted by an escalation formula as specified in the customer agreement. The amount reported as cost of sales is determined by applying the estimated cost of sales percentage for the total remaining program to the amount of sales recognized for airplanes delivered and accepted by the customer.

Concession Sharing Arrangements We account for sales concessions to our customers in consideration of their purchase of products and services as a reduction to revenue (sales concessions) when the related products and services are delivered. The sales concessions incurred may be partially reimbursed by certain suppliers in accordance with concession sharing arrangements. We record these reimbursements, which are presumed to represent reductions in the price of the vendor's products or services, as a reduction in Cost of products.

Spare Parts Revenue We recognize sales of spare parts upon delivery and the amount reported as cost of sales is recorded at average cost.

Notes to Consolidated Financial Statements

Service Revenue Service revenue is recognized in Sales of services when the service is performed with the exception of U.S. government service agreements, which are accounted for using contract accounting. Service activities primarily include the following: Delta launches, ongoing maintenance of International Space Station and Space Shuttle, support agreements associated with military aircraft and helicopter contracts, and technical and flight operation services for commercial aircraft. Lease and financing revenue arrangements are also included in Sales of services on the Consolidated Statements of Operations. Service revenue and associated cost of sales from pay-in-advance subscription fees are deferred and recognized as services are rendered.

Financial Services Revenue We record financial services revenue associated with sales-type finance leases, operating leases, and notes receivable.

For sales-type finance leases, we record an asset at lease inception. This asset is recorded at the aggregate future minimum lease payments, estimated residual value of the leased equipment, and deferred incremental direct costs less unearned income. Income is recognized over the life of the lease to approximate a level rate of return on the net investment. Residual values, which are reviewed periodically, represent the estimated amount we expect to receive at lease termination from the disposition of the leased equipment. Actual residual values realized could differ from these estimates. Declines in estimated residual value that are deemed other than temporary are recognized as Cost of services in the period in which the declines occur.

For operating leases, revenue on leased aircraft and equipment is recorded on a straight-line basis over the term of the lease. Operating lease assets, included in Customer financing, are recorded at cost and depreciated over the period that we project we will hold the asset to an estimated residual value, using the straight-line method. Prepayments received on operating lease contracts are classified as Deferred lease income on the Consolidated Statements of Financial Position. We periodically review our estimates of residual value and recognize forecasted changes by prospectively adjusting depreciation expense.

For notes receivable, notes are recorded net of any unamortized discounts and deferred incremental direct costs. Interest income and amortization of any discounts are recorded ratably over the related term of the note.

Reinsurance Revenue Our wholly-owned insurance subsidiary, Astro Ltd., participates in a reinsurance pool for workers' compensation. The member agreements and practices of the reinsurance pool minimize any participating members' individual risk. Reinsurance revenues were \$84, \$84, and \$101 during 2007, 2006, and 2005 respectively. Reinsurance costs related to premiums and claims paid to the reinsurance pool were \$93, \$91, and \$115 during 2007, 2006, and 2005 respectively. Revenues and costs are presented net in Cost of services in the Consolidated Statements of Operations.

Fleet Support

We provide the operators of all our commercial airplane models assistance and services to facilitate efficient and safe aircraft operation. Collectively known as fleet support services, these activities and services include flight and maintenance training, field service support, engineering services, and technical data and documents. Fleet support activity begins prior to aircraft delivery as the customer receives training, manuals, and technical consulting support, and continues throughout the operational life of the aircraft. Services provided after delivery include field service support, consulting on maintenance, repair, and operational issues brought forth by the customer or regulators, updating manuals and engineering data, and the issuance of service bulletins that impact the entire model's fleet. Field service support involves our personnel located at customer facilities providing and coordinating fleet support activities and requests. The costs for fleet support are expensed as incurred as Cost of services.

Research and Development

Research and development includes costs incurred for experimentation, design, testing, and bid and proposal efforts related to government products and services and are expensed as incurred unless the costs are related to certain contractual arrangements. Costs that are incurred pursuant to such contractual arrangements are recorded over the period that revenue is recognized, consistent with our contract accounting policy. We have certain research and development arrangements that meet the requirement for best efforts research and development accounting. Accordingly, the amounts funded by the customer are recognized as an offset to our research and development expense rather than as contract revenues.

We have established cost sharing arrangements with some suppliers for the 787 program, which have enhanced our internal development capabilities and have offset a substantial portion of the financial risk of developing this aircraft. Our cost sharing arrangements explicitly state that the supplier contributions are for reimbursements of costs we incur for experimentation, basic design, and testing activities during the development of the 787. In each arrangement, we retain substantial rights to the 787 part or component covered by the arrangement. The amounts received from these cost sharing arrangements are recorded as a reduction to research and development expenses since we have no obligation to refund any amounts received per the arrangements regardless of the outcome of the development efforts. Specifically, under the terms of each agreement, payments received from suppliers for their share of the costs are typically based on milestones and are recognized as earned when we achieve the milestone events and no ongoing obligation on our part exists. In the event we receive a milestone payment prior to the completion of the milestone, the amount is classified in Accounts payable and other liabilities until earned.

Notes to Consolidated Financial Statements

Share-Based Compensation

Our primary types of share-based compensation consist of Performance Shares, ShareValue Trust distributions, stock options, and other stock unit awards. In 2005, we adopted the provisions of SFAS No. 123 (Revised 2004), *Share-Based Payment* (SFAS No. 123R) using the modified prospective method.

Income Taxes

Provisions for federal, state, and non-U.S. income taxes are calculated on reported Earnings before income taxes based on current tax law and also include, in the current period, the cumulative effect of any changes in tax rates from those used previously in determining deferred tax assets and liabilities. Such provisions differ from the amounts currently receivable or payable because certain items of income and expense are recognized in different time periods for financial reporting purposes than for income tax purposes. Significant judgment is required in determining income tax provisions and evaluating tax positions.

Effective January 1, 2007, we adopted Financial Accounting Standards Board (FASB) Interpretation No. (FIN) 48, *Accounting for Uncertainty in Income Taxes* (FIN 48), which requires a more-likely-than-not threshold for financial statement recognition and measurement of tax positions taken or expected to be taken in a tax return. We record a liability for the difference between the benefit recognized and measured pursuant to FIN 48 and the tax position taken or expected to be taken on our tax return. To the extent that our assessment of such tax positions changes, the change in estimate is recorded in the period in which the determination is made. Prior to 2007, we established contingencies for income tax when, despite the belief that our tax positions were fully supportable, we believed that it was probable that our positions would be challenged and possibly disallowed by various authorities. The consolidated tax provision and related accruals included the impact of such reasonably estimable losses and related interest and penalties as deemed appropriate.

With the adoption of FIN 48, we also began reporting tax-related interest and penalties as a component of Income tax expense. Prior to 2007, income tax-related interest income was classified as Other income, net, whereas, tax-related interest expense and penalties were reported as a component of Income tax expense.

Postretirement Plans

We sponsor various pension plans covering substantially all employees. We also provide postretirement benefit plans other than pensions, consisting principally of health care coverage to eligible retirees and qualifying dependents. Benefits under the pension and other postretirement benefit plans are generally based on age at retirement and years of service and for some

pension plans, benefits are also based on the employee's annual earnings. The net periodic cost of our pension and other postretirement plans is determined using the projected unit credit method and several actuarial assumptions, the most significant of which are the discount rate, the long-term rate of asset return, and medical trend (rate of growth for medical costs). A portion of net periodic pension and other postretirement income or expense is not recognized in net earnings in the year incurred because it is allocated to production as product costs, and reflected in inventory at the end of a reporting period. If gains and losses, which occur when actual experience differs from actuarial assumptions, exceed ten percent of the greater of plan assets or plan liabilities we amortize them over the average future service period of employees.

Effective December 31, 2006, we adopted SFAS No. 158, *Employers' Accounting for Defined Benefit Pension and Other Postretirement Plans—an amendment of FASB Statements No. 87, 88, 106 and 132(R)* (SFAS No. 158) which requires that the Consolidated Statements of Financial Position reflect the funded status of the pension and postretirement plans.

Postemployment Plans

We record a liability for postemployment benefits, such as severance or job training, when payment is probable, the amount is reasonably estimable, and the obligation relates to rights that have vested or accumulated.

Environmental Remediation

We are subject to federal and state requirements for protection of the environment, including those for discharge of hazardous materials and remediation of contaminated sites. We routinely assess, based on in-depth studies, expert analyses and legal reviews, our contingencies, obligations, and commitments for remediation of contaminated sites, including assessments of ranges and probabilities of recoveries from other responsible parties who have and have not agreed to a settlement and of recoveries from insurance carriers. Our policy is to accrue and charge to current expense identified exposures related to environmental remediation sites based on our best estimate within a range of potential exposure for investigation, cleanup, and monitoring costs to be incurred. Estimated remediation costs are not discounted to present value as the timing of payments cannot be reasonably estimated. We may be able to recover a portion of the remediation costs from insurers or other third-parties; such recoveries are recorded when realization of the claim for recovery is deemed probable.

Cash and Cash Equivalents

Cash and cash equivalents consist of highly liquid instruments, such as commercial paper, certificates of deposit, time deposits, and other money market instruments, which have original maturities of less than three months. We aggregate our cash balances by bank, and reclassify any negative balances to Accounts payable and other liabilities.

Notes to Consolidated Financial Statements

Inventories

Inventoried costs on commercial aircraft programs and long-term contracts include direct engineering, production and tooling costs, and applicable overhead, which includes fringe benefits, production related indirect and plant management salaries and plant services, not in excess of estimated net realizable value. To the extent a material amount of such costs are related to an abnormal event or are fixed costs not appropriately attributable to our programs or contracts, they are expensed in the current period rather than inventoried. Inventoried costs include amounts relating to programs and contracts with long-term production cycles, a portion of which is not expected to be realized within one year. Included in inventory for federal government contracts is an allocation of allowable costs related to manufacturing process reengineering. We net advances and progress billings on long-term contracts against costs incurred to date for each contract in the Consolidated Statements of Financial Position. Contracts where costs incurred to date exceed advances and progress billings are reported in Inventories, net of advances and progress billings. Contracts where advances and progress billings exceed costs incurred to date are reported in Advances and billings in excess of related costs.

Because of the higher unit production costs experienced at the beginning of a new or derivative commercial airplane program (known as the learning curve effect), the actual costs incurred for production of the early units in the program may exceed the amount reported as cost of sales for those units. In addition, the use of a total program gross profit rate to delivered units may result in costs assigned to delivered units in a reporting period being less than the actual cost of those units. The excess actual costs incurred over the amount reported as cost of sales is disclosed as deferred production costs, which are included in inventory along with unamortized tooling costs.

The determination of net realizable value of long-term contract costs is based upon quarterly contract reviews that determine an estimate of costs to be incurred to complete all contract requirements. When actual contract costs and the estimate to complete exceed total estimated contract revenues, a loss provision is recorded. The determination of net realizable value of commercial aircraft program costs is based upon quarterly program reviews that determine an estimate of revenue and cost to be incurred to complete the program accounting quantity. When estimated costs to complete exceed estimated program revenues to go, a loss provision is recorded.

Used aircraft purchased by the Commercial Airplanes segment and general stock materials are stated at cost not in excess of net realizable value. See 'Aircraft valuation' within this Note for our valuation of used aircraft purchased by the Commercial Airplanes segment. Spare parts inventory is stated at lower of average unit cost or market. We review our commercial spare parts and general stock materials each quarter to identify impaired inventory, including excess or obsolete inventory, based on historical sales trends, expected production usage,

and the size and age of the aircraft fleet using the part. Impaired inventories are charged to Cost of products in the period the impairment occurs.

Included in inventory for commercial aircraft programs are amounts paid or credited in cash, or other consideration to certain airline customers, that are referred to as early issue sales consideration. Early issue sales consideration is recognized as a reduction to revenue when the delivery of the aircraft under contract occurs. In the unlikely situation that an airline customer was not able to perform and take delivery of the contracted aircraft, we believe that we would have the ability to recover amounts paid through retaining amounts secured by advances received on aircraft to be delivered. However, to the extent early issue sales consideration exceeds advances and is not considered to be recoverable, it would be recognized as a current period expense.

Precontract Costs

We may, from time to time, incur costs to begin fulfilling the statement of work under a specific anticipated contract that we are still negotiating with a customer. If we determine it is probable that we will be awarded the specific anticipated contract, then we capitalize the precontract costs we incur, excluding any start-up costs which are expensed as incurred. Capitalized precontract costs of \$27 and \$40 at December 31, 2007 and 2006, are included in Inventories, net of advances and progress billings, in the accompanying Consolidated Statements of Financial Position.

Property, Plant and Equipment

Property, plant and equipment are recorded at cost, including applicable construction-period interest, less accumulated depreciation and are depreciated principally over the following estimated useful lives: new buildings and land improvements, from 10 to 40 years; and new machinery and equipment, from 3 to 20 years. The principal methods of depreciation are as follows: buildings and land improvements, 150% declining balance; and machinery and equipment, sum-of-the-years' digits. Capitalized internal use software is included in Other assets and amortized using the straight line method over five years. We periodically evaluate the appropriateness of remaining depreciable lives assigned to long-lived assets, including assets that may be subject to a management plan for disposition.

We review long-lived assets, which includes property, plant and equipment, for impairment in accordance with SFAS No. 144, *Accounting for the Impairment or Disposal of Long-Lived Assets* (SFAS No. 144). Long-lived assets held for sale are stated at the lower of cost or fair value less cost to sell. Long-lived assets held for use are subject to an impairment assessment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. If the carrying value is no longer recoverable based upon the undiscounted future cash flows of the asset, the amount of the impairment is the difference between the carrying amount and the fair value of the asset.

Notes to Consolidated Financial Statements

Asset Retirement Obligations

On December 31, 2005, we adopted FIN No. 47, *Accounting for Conditional Asset Retirement Obligations—an interpretation of FASB Statement No. 143* (FIN 47). In accordance with FIN 47, we record all known asset retirement obligations for which the liability's fair value can be reasonably estimated, including certain asbestos removal, asset decommissioning and contractual lease restoration obligations. Recorded amounts are not material.

We also have known conditional asset retirement obligations, such as certain asbestos remediation and asset decommissioning activities to be performed in the future, that are not reasonably estimable due to insufficient information about the timing and method of settlement of the obligation. Accordingly, these obligations have not been recorded in the Consolidated Financial Statements. A liability for these obligations will be recorded in the period when sufficient information regarding timing and method of settlement becomes available to make a reasonable estimate of the liability's fair value. In addition, there may be conditional asset retirement obligations that we have not yet discovered (e.g. asbestos may exist in certain buildings but we have not become aware of it through the normal course of business), and therefore, these obligations also have not been included in the Consolidated Financial Statements.

Goodwill and Other Acquired Intangibles

Goodwill and other acquired intangible assets with indefinite lives are not amortized, but are tested for impairment annually and when an event occurs or circumstances change such that it is reasonably possible that impairment may exist. Our annual testing date is April 1.

We test goodwill for impairment by first comparing the carrying value of net assets to the fair value of the related operations. If the fair value is determined to be less than carrying value, a second step is performed to compute the amount of the impairment. In this process, a fair value for goodwill is estimated, based in part on the fair value of the operations, and is compared to its carrying value. The shortfall of the fair value below carrying value represents the amount of goodwill impairment.

Indefinite-lived intangibles consist of brand and trade names acquired in business combinations. We test these intangibles for impairment by comparing their carrying value to current projections of discounted cash flows attributable to the brand and trade names. Any excess carrying value over the amount of discounted cash flows represents the amount of the impairment.

Our finite-lived acquired intangible assets are amortized on a straight-line basis over their estimated useful lives as follows: developed technology, 5 to 12 years; product know-how, 30 years; customer base, 12 to 15 years; distribution rights, 6 to 30 years; and other, 2 to 17 years. In accordance with SFAS No. 144, we evaluate the potential impairment of finite-lived acquired intangible assets when appropriate. If the carrying

value is no longer recoverable based upon the undiscounted future cash flows of the asset, the amount of the impairment is the difference between the carrying amount and the fair value of the asset.

Investments

We classify investment securities as either held-to-maturity or available-for-sale. Held-to-maturity securities include commercial paper and are carried at amortized cost.

Available-for-sale securities include marketable debt and equity securities and Enhanced Equipment Trust Certificates (EETCs) and are recorded at their fair values, with unrealized gains and losses reported as part of Accumulated other comprehensive loss on the Consolidated Statements of Financial Position. Realized gains and losses on marketable securities are recognized based on the cost of securities using the first-in, first-out method. Realized gains and losses on all other available-for-sale securities are recognized based on specific identification.

The fair value of marketable securities is based on quoted market prices. The fair value of non-publicly traded securities, including certain EETCs, is based on discounted cash flows at market yield. In cases when we determine that it is probable that recovery of our investment will come from recovery of collateral, the fair value is based on the underlying collateral.

Available-for-sale and held-to-maturity securities are assessed for impairment quarterly. To determine if an impairment is other-than-temporary, we consider the duration and severity of the loss position, the strength of the underlying collateral, the term to maturity, and credit rating. For investments that are deemed other-than-temporarily impaired, losses are recorded in Cost of products or Cost of services and payments received on these investments are recorded using the cost recovery method.

The equity method of accounting is used to account for investments for which we have the ability to exercise significant influence, but not control, over an investee. Significant influence is generally deemed to exist if we have an ownership interest in the voting stock of an investee of between 20% and 50%.

We classify investment income and loss on our Consolidated Statements of Operations based on whether the investment is operating or non-operating in nature. Operating investments align strategically and are integrated with our operations. Earnings from operating investments, including our share of income or loss from equity method investments, dividend income from certain cost method investments, and any gain/loss on the disposition of these investments, are recorded in Income from operating investments, net. Non-operating investments are those we hold for non-strategic purposes. Earnings from non-operating investments, including interest and dividends on marketable securities, are recorded in Other income, net.

Notes to Consolidated Financial Statements

Derivatives

All derivative instruments are recognized in the financial statements and measured at fair value regardless of the purpose or intent of holding them. We use derivative instruments to principally manage a variety of market risks. We record our interest rate swaps, foreign exchange derivatives and commodity contracts at fair value based on discounted cash flow analyses. For derivatives designated as hedges of the exposure to changes in fair value of the recognized asset or liability or a firm commitment (referred to as fair value hedges), the gain or loss is recognized in earnings in the period of change together with the offsetting loss or gain on the hedged item attributable to the risk being hedged. The effect of that accounting is to include in earnings the extent to which the hedge is not effective in achieving offsetting changes in fair value. For our cash flow hedges, the effective portion of the derivative's gain or loss is initially reported in shareholders' equity (as a component of Accumulated other comprehensive loss) and is subsequently reclassified into earnings in the same period or periods during which the hedged forecasted transaction affects earnings. The ineffective portion of the gain or loss of a cash flow hedge is reported in earnings immediately. We also hold certain instruments for economic purposes that are not designated for hedge accounting treatment. For these derivative instruments, the changes in their fair value are also recorded in earnings as Other income, net.

Aircraft Valuation

Used Aircraft Under Trade-in Commitments and Aircraft Under Repurchase Commitments In conjunction with signing a definitive agreement for the sale of new aircraft (Sale Aircraft), we have entered into specified-price trade-in commitments with certain customers that give them the right to trade in used aircraft upon the purchase of Sale Aircraft. Additionally, we have entered into contingent repurchase commitments with certain customers wherein we agree to repurchase the Sale Aircraft at a specified price, generally ten years after delivery of the Sale Aircraft. Our repurchase of the Sale Aircraft is contingent upon a future, mutually acceptable agreement for the sale of additional new aircraft. If we execute an agreement for the sale of additional new aircraft, and if the customer exercises its right to sell the Sale Aircraft to us, a contingent repurchase commitment would become a trade-in commitment. Our historical experience is that no contingent repurchase agreements have become trade-in commitments.

All trade-in commitments at December 31, 2007 and 2006 are solely attributable to Sale Aircraft and did not originate from contingent repurchase agreements. Exposure related to trade-in commitments may take the form of:

- (1) Adjustments to revenue for the difference between the contractual trade-in price in the definitive agreement and our best estimate of the fair value of the trade-in aircraft as of the date of such agreement, would be recorded in Inventory and recognized upon delivery of the Sale Aircraft, and/or
- (2) Charges to cost of products for adverse changes in the fair value of trade-in aircraft that occur subsequent to signing of a definitive agreement for Sale Aircraft but prior to the purchase of the used trade-in aircraft. Estimates based on current aircraft values would be included in Accounts payable and other liabilities.

The fair value of trade-in aircraft is determined using aircraft specific data such as model, age and condition, market conditions for specific aircraft and similar models, and multiple valuation sources. This process uses our assessment of the market for each trade-in aircraft, which in most instances begins years before the return of the aircraft. There are several possible markets in which we continually pursue opportunities to place used aircraft. These markets include, but are not limited to, the resale market, which could potentially include the cost of long-term storage; the leasing market, with the potential for refurbishment costs to meet the leasing customer's requirements; or the scrap market. Trade-in aircraft valuation varies significantly depending on which market we determine is most likely for each aircraft. On a quarterly basis, we update our valuation analysis based on the actual activities associated with placing each aircraft into a market. This quarterly valuation process yields results that are typically lower than residual value estimates by independent sources and tends to more accurately reflect results upon the actual placement of the aircraft.

Used aircraft acquired by the Commercial Airplanes segment are included in Inventories at the lower of cost or market as it is our intent to sell these assets. To mitigate costs and enhance marketability, aircraft may be placed on operating lease. While on operating lease, the assets are included in Customer financing, however, the valuation continues to be based on the lower of cost or market. The lower of cost or market assessment is performed quarterly using the process described above.

Asset Valuation for Assets Under Operating Lease, Assets Held for Sale or Re-lease and Collateral Underlying Receivables

Customer financing includes operating lease equipment, notes receivables, and sales-type/financing leases. Sales-type/financing leases are treated as receivables, and allowances for losses are established as necessary.

We assess the fair value of the assets we own, including equipment under operating leases, assets held for sale or re-lease, and collateral underlying receivables, to determine if their fair values are less than the related assets' carrying values.

Notes to Consolidated Financial Statements

Differences between carrying values and fair values of finance leases and notes and other receivables, as determined by collateral value, are considered in determining the allowance for losses on receivables.

We use a median calculated from published collateral values from multiple third-party aircraft value publications based on the type and age of the aircraft to determine the fair value of aircraft. Under certain circumstances, we apply judgment based on the attributes of the specific aircraft or equipment, usually when the features or use of the aircraft vary significantly from the more generic aircraft attributes covered by outside publications.

Impairment Review for Assets Under Operating Leases and Held for Sale or Re-lease We evaluate assets under operating lease or assets held for sale or re-lease for impairment when the expected undiscounted cash flow from the asset is less than the carrying value. We use various assumptions when determining the expected undiscounted cash flow including our intentions for how long we will hold an asset subject to operating lease before it is sold, the expected future lease rates, lease terms, residual value of the asset, periods in which the asset may be held in preparation for a follow-on lease, maintenance costs, remarketing costs and the remaining economic life of the asset. We state assets held for sale at the lower of carrying value or fair value less costs to sell.

When we determine that impairment is indicated for an asset, the amount of impairment expense recorded is the excess of the carrying value over the fair value of the asset.

Allowance for Losses on Receivables We record the potential impairment of receivables in our portfolio in a valuation account, the balance of which is an accounting estimate of probable but unconfirmed losses in the receivables portfolio. The allowance for losses on receivables relates to two components of receivables: (a) specifically identified receivables that are evaluated individually for impairment and (b) all other receivables.

We determine a receivable is impaired when, based on current information and events, it is probable that we will be unable to collect amounts due according to the original contractual terms of the receivable agreement, without regard to any subsequent restructurings. Factors considered in assessing collectibility include, but are not limited to, a customer's extended delinquency, requests for restructuring and filings for bankruptcy. We determine a specific impairment allowance based on the difference between the carrying value of the receivable and the estimated fair value of the related collateral.

We review the adequacy of the allowance attributable to the remaining receivables (after excluding receivables subject to a specific impairment allowance) by assessing both the collateral exposure and the applicable cumulative default rate. Collateral exposure for a particular receivable is the excess of the carrying value of the receivable over the fair value of the related collateral. A receivable with an estimated fair value in excess of

the carrying value is considered to have no collateral exposure. The applicable cumulative default rate is determined using two components: customer credit ratings and weighted average remaining contract term. Credit ratings are determined for each customer in the portfolio. Those ratings are updated based upon public information and information obtained directly from our customers.

We have entered into agreements with certain customers that would entitle us to look beyond the specific collateral underlying the receivable for purposes of determining the collateral exposure as described above. Should the proceeds from the sale of the underlying collateral asset resulting from a default condition be insufficient to cover the carrying value of our receivable (creating a shortfall condition), these agreements would, for example, permit us to take the actions necessary to sell or retain certain other assets in which the customer has an equity interest and use the proceeds to cover the shortfall.

Each quarter we review customer credit ratings, published historical credit default rates for different rating categories, and multiple third party aircraft value publications as a basis to validate the reasonableness of the allowance for losses on receivables. There can be no assurance that actual results will not differ from estimates or that the consideration of these factors in the future will not result in an increase or decrease to the allowance for losses on receivables.

Supplier Penalties

We record an accrual for supplier penalties when an event occurs that makes it probable that a supplier penalty will be incurred and the amount is reasonably estimable. Until an event occurs, we fully anticipate accepting all products produced under production-related contracts.

Guarantees

We account for guarantees in accordance with FASB Interpretation No. 45, *Guarantor's Accounting and Disclosure Requirements for Guarantees, Including Indirect Guarantees of Indebtedness of Others*. We record a liability for the fair value of guarantees in Accounts Payable and other liabilities that are issued or modified after December 31, 2002. For a residual value guarantee where we received a cash premium, the liability is equal to the cash premium received at the guarantee's inception. For credit and performance guarantees, the liability is equal to the present value of the expected loss. We determine the expected loss by multiplying the creditor's default rate by the guarantee amount reduced by the expected recovery, if applicable, for each future period the credit or performance guarantee will be outstanding. If at inception of a guarantee, we determine there is a probable related contingent loss, we will recognize a liability for the greater of (a) the fair value of the guarantee as described above or (b) the probable contingent loss amount.

Notes to Consolidated Financial Statements

Note 2—Goodwill and Acquired Intangibles

Changes in the carrying amount of goodwill by reportable segment for the years ended December 31, 2007, 2006 and 2005 were as follows:

	Commercial Airplanes	Precision Engagement and Mobility Systems	Network and Space Systems	Support Systems	Total
Balance at January 1, 2005	\$ 282	\$616	\$924	\$126	\$1,948
Goodwill Adjustments	21	(13)	(18)	11	1
Divestitures	(23)		(2)		(25)
Balance at December 31, 2005	\$ 280	\$603	\$904	\$137	\$1,924
Aviall acquisition ¹	1,014			41	1,055
Other ²	71		(3)		68
Balance at December 31, 2006	\$1,365	\$603	\$901	\$178	\$3,047
Goodwill Adjustments	(25)			(1)	(26)
Acquisition ³	60				60
Balance at December 31, 2007	\$1,400	\$603	\$901	\$177	\$3,081

¹ On September 20, 2006, we acquired all of the outstanding shares of Aviall, Inc. (Aviall) for \$1,780. The acquisition of Aviall was accounted for under the purchase method of accounting. The purchase price was allocated to the net assets acquired based on their fair values and finalized in the fourth quarter of 2006.

² The increase in goodwill is primarily the result of an acquisition in the second quarter 2006. The purchase price allocation for this acquisition was finalized in the fourth quarter of 2006.

³ The increase in goodwill is primarily the result of an acquisition in the first quarter 2007. The purchase price allocation for this acquisition was finalized in the fourth quarter of 2007.

As of December 31, 2007 and 2006, we had indefinite-lived intangible assets with carrying amounts of \$499 relating to tradenames.

Amortization expense for acquired finite-lived intangible assets for the years ended December 31, 2007 and 2006 was \$152 and \$100. Estimated amortization expense for the five succeeding years are as follows: 2008—\$209; 2009—\$207; 2010—\$183; 2011—\$134 and 2012—\$124.

The gross carrying amounts and accumulated amortization of our other acquired finite-lived intangible assets were as follows at December 31:

	2007		2006	
	Gross Carrying Amount	Accumulated Amortization	Gross Carrying Amount	Accumulated Amortization
Developed technology	\$ 640	\$432	\$ 615	\$369
Product know-how	308	74	308	64
Customer base	325	77	307	51
Distribution rights	796	40	295	8
Other	249	101	241	75
	\$2,318	\$724	\$1,766	\$567

Acquired finite-lived intangibles of \$342 remain unpaid as of December 31, 2007.

Note 3—Earnings Per Share

The weighted-average number of shares outstanding (in millions) for the years ended December 31, used to compute earnings per share are as follows:

	2007	2006	2005
Weighted-average shares outstanding	750.5	760.5	779.4
Participating securities	8.8	10.5	9.1
Basic weighted-average shares outstanding	759.3	771.0	788.5
Diluted potential common shares	13.2	16.6	14.4
Diluted weighted-average shares outstanding	772.5	787.6	802.9

The numerator used to compute diluted earnings per share is as follows:

	2007	2006	2005
Net earnings	\$4,074	\$2,215	\$2,572
Expense related to diluted shares	2	27	
Total numerator	\$4,076	\$2,242	\$2,572

Expense related to diluted shares in the amount of \$2 and \$27 in 2007 and 2006 represented mark-to-market adjustment of vested performance shares to employees terminated as of December 31, 2005.

Notes to Consolidated Financial Statements

Basic earnings per share is calculated by the sum of (1) net income less declared dividends divided by the basic weighted average shares outstanding and (2) declared dividends divided by the weighted average shares outstanding.

The weighted-average number of shares outstanding for the year ended December 31 (in millions), included in the table below, is excluded from the computation of diluted earnings per share because the average market price did not exceed the exercise/threshold price. However, these shares may be dilutive potential common shares in the future.

	2007	2006	2005
Stock options			0.2
Stock units		0.1	
Performance Shares	0.7	4.0	24.9
Performance Awards	3.0	1.4	
ShareValue Trust	25.8	24.6	33.9

Note 4 – Income Taxes

The components of earnings before income taxes were:

Years ended December 31,	2007	2006	2005
U.S.	\$5,901	\$3,067	\$2,605
Non-U.S.	217	127	214
	\$6,118	\$3,194	\$2,819

Income tax expense/(benefit) consisted of the following:

Years ended December 31,	2007	2006	2005
Current tax expense			
U.S. federal	\$1,260	\$193	\$(276)
Non-U.S.	139	35	58
U.S. state	164	(58)	(86)
	1,563	170	(304)
Deferred tax expense			
U.S. federal	487	750	547
Non-U.S.	(6)	(6)	(120)
U.S. state	16	74	134
	497	818	561
Total income tax expense	\$2,060	\$988	\$257

The following is a reconciliation of the U.S. federal statutory tax rate of 35% to our recorded income tax expense/(benefit):

Years ended December 31,	2007	2006	2005
U.S. federal statutory tax	35.0%	35.0%	35.0%
Global Settlement with U.S. Department of Justice		6.7	
Foreign Sales Corporation/ Extraterritorial Income tax benefit		(5.8)	(5.6)
Research benefit	(2.4)	(0.7)	(1.2)
Federal audit settlement		(1.5)	(13.1)
State income tax provision, net of effect on U.S. federal tax	1.6	0.4	1.1
Change in valuation allowances	0.3		(3.2)
Other provision adjustments	(0.8)	(3.2)	(3.9)
Income tax expense	33.7%	30.9%	9.1%

Significant components of our deferred tax assets, net of deferred tax liabilities, at December 31 were as follows:

	2007	2006
Retiree health care accruals	\$ 2,581	\$ 3,257
Inventory and long-term contract methods of income recognition	209	640
Other employee benefits accruals	1,476	1,473
In-process research and development related to acquisitions	108	124
Net operating loss, credit, and charitable contribution carryovers (net of valuation allowance of \$20 and \$2)	275	319
Pension asset	(1,648)	(397)
Customer and commercial financing	(1,587)	(1,517)
Unremitted earnings of non-U.S. subsidiaries	(48)	(48)
Other net unrealized losses	(18)	37
Net deferred tax assets ¹	\$ 1,348	\$ 3,888

¹ Of the deferred tax asset for net operating loss and credit carryovers, \$151 expires in years ending from December 31, 2008 through December 31, 2027 and \$125 may be carried over indefinitely.

Net deferred tax assets at December 31 were as follows:

	2007	2006
Deferred tax assets	\$ 9,640	\$12,174
Deferred tax liabilities	(8,272)	(8,284)
Valuation allowance	(20)	(2)
Net deferred tax assets	\$ 1,348	\$ 3,888

We recorded net deferred tax liabilities of \$11 and \$171 in 2007 and 2006, which were primarily due to acquisitions.

As required under SFAS 123R, deferred tax liabilities of \$79 and \$306 were reclassified to Additional paid in capital in 2007 and 2006. This represents the tax effect of the net excess tax pool created during 2007 and 2006 due to share awards paid with a fair market value in excess of the book accrual for those awards.

Included in the net deferred tax assets at December 31, 2007 and 2006 are deferred tax assets in the amounts of \$3,169 and \$5,240 related to other comprehensive income.

Net income tax payments/(refunds) were \$711, \$28 and (\$344) in 2007, 2006 and 2005, respectively.

We have provided for U.S. deferred income taxes and foreign withholding tax in the amount of \$48 on undistributed earnings not considered permanently reinvested in our non-U.S. subsidiaries. We have not provided for U.S. deferred income taxes or foreign withholding tax on the remainder of undistributed earnings from our non-U.S. subsidiaries because such earnings are considered to be permanently reinvested and it is not practicable to estimate the amount of tax that may be payable upon distribution.

FASB Interpretation No. 48

Effective January 1, 2007, we adopted FIN 48 which prescribes a more-likely-than-not threshold for financial statement recognition and measurement of a tax position taken or expected to be taken in a tax return. This interpretation also provides guidance on derecognition of income tax assets and liabilities, classification of current and deferred income tax assets and liabilities, accounting for interest and penalties

Notes to Consolidated Financial Statements

associated with tax positions, accounting for income taxes in interim periods and income tax disclosures. The cumulative effects of applying this interpretation have been recorded as a decrease of \$11 to Retained earnings, an increase of \$125 to Deferred income taxes and an increase of \$136 to Income taxes payable as of January 1, 2007.

In conjunction with adoption of FIN 48, we classified uncertain tax positions as non-current income tax liabilities unless expected to be paid in one year. We also began reporting income tax-related interest income in Income tax expense in our Consolidated Statement of Operations. In prior periods, such interest income was reported in Other income. Within the Consolidated Statements of Operations, Other income included interest of \$16 in 2006 and \$100 in 2005 related to federal income tax settlements for prior years. Penalties and tax-related interest expense are reported as a component of Income tax expense. As of December 31 and January 1, 2007, the amount of accrued income tax-related interest and penalties included in the Consolidated Statement of Financial Position was as follows: interest of \$143 and \$63, and penalties of \$17 and \$1. The amounts of interest and penalties accrued during 2007 are \$108 and \$17 respectively.

We are subject to examination in the U.S. federal tax jurisdiction for the 1998-2007 tax years. We are also subject to examination in major state and foreign jurisdictions for the 2001-2007 tax years, for which no individually material unrecognized tax benefits exist. During the third quarter of 2007 we received an Internal Revenue Service (IRS) audit report for the 2002-2003 tax years and have filed an appeal. We have also filed appeals with the IRS for the 1998-2001 tax years. We believe appropriate provisions for all outstanding issues have been made for all jurisdictions and all open years.

A reconciliation of the beginning and ending amount of unrecognized tax benefits is as follows:

Unrecognized Tax Benefits – January 1, 2007	\$1,097
Gross increases – tax positions in prior periods	181
Gross decreases – tax positions in prior periods	(85)
Gross increases – current-period tax positions	89
Lapse of statute of limitations	(10)
Unrecognized Tax Benefits – December 31, 2007	\$1,272

As of December 31 and January 1, 2007, the total amount of unrecognized tax benefits was \$1,272 and \$1,097, of which \$1,032 and \$905 would affect the effective tax rate, if recognized. These amounts are primarily associated with U.S. federal tax issues such as the tax benefits from the Foreign Sales Corporation/Extraterritorial Income (FSC/ETI) tax rules, the amount of research and development tax credits claimed, U.S. taxation of foreign earnings, and valuation issues regarding charitable contributions claimed. Also included in these amounts are accruals for domestic state tax issues such as the allocation of income among various state tax jurisdictions and the amount of state tax credits claimed.

It is reasonably possible that within the next 12 months we and the IRS will resolve some of the matters presently under consideration at appeals for 1998-2003 which may increase or decrease unrecognized tax benefits for all open tax years.

Settlement could increase earnings in an amount ranging from \$0 to \$130 based on current estimates. Audit outcomes and the timing of audit settlements are subject to significant uncertainty.

The Research and Development credit expired on December 31, 2007. The credit provided a 2.4% and a 0.7% reduction in the 2007 and 2006 effective tax rate. Congress is currently considering bills that will extend the credit. If the Research and Development credit is not legislatively enacted there could be an unfavorable impact on our 2008 effective income tax rate.

Note 5 – Accounts Receivable

Accounts receivable at December 31 consisted of the following:

	2007	2006
U.S. government contracts	\$2,838	\$2,667
Commercial customers	1,232	1,423
Other ¹	1,742	1,278
Less valuation allowance	(72)	(83)
	\$5,740	\$5,285

¹ Included \$498 and \$538 of reinsurance receivables held by Astro Ltd., a wholly owned subsidiary, which operates as a captive insurance company and \$683 and \$308 related to non-U.S. military contracts at December 31, 2007 and 2006.

The following table summarizes our accounts receivable under long-term contracts that were not billable or related to outstanding claims as of December 31:

	2007	2006
Unbillable		
Current	\$ 825	\$ 830
Expected to be collected after one year	520	705
	\$1,345	\$1,535
Claims		
Current	\$ 18	\$ 10
Expected to be collected after one year	128	84
	\$ 146	\$ 94

Unbillable receivables on long-term contracts arise when the sales or revenues based on performance attainment, though appropriately recognized, cannot be billed yet under terms of the contract as of the balance sheet date. Accounts receivable related to claims are items that we believe are earned, but are subject to uncertainty concerning their determination or ultimate realization. Accounts receivable, other than those described above, expected to be collected after one year are not material.

Note 6 – Inventories

Inventories at December 31 consisted of the following:

	2007	2006
Long-term contracts in progress	\$ 13,159	\$ 12,329
Commercial aircraft programs	11,710	8,743
Commercial spare parts, used aircraft, general stock materials and other	3,401	2,888
	28,270	23,960
Less advances and progress billings	(18,707)	(15,855)
	\$ 9,563	\$ 8,105

Notes to Consolidated Financial Statements

Delta launch program inventories that will be sold at cost to United Launch Alliance L.L.C. (ULA) under an inventory supply agreement that terminates on March 31, 2021 are included in long-term contracts in progress inventories. At December 31, 2006, the inventory balance was \$1,860. No sales have occurred through December 31, 2007. As part of its integration ULA is continuing to assess the future of the Delta II program. During the third quarter of 2007, ULA determined that certain Delta II inventory is not fully recoverable. As a result we recorded charges of \$31 for non-recoverable Delta II inventory and \$39 for our share of the loss recorded by ULA related to Delta II. Future decisions regarding the Delta II program could reduce our earnings by up to \$100 (see Note 12).

As a normal course of our Commercial Airplanes segment production process, our inventory may include a small quantity of airplanes that are completed but unsold. As of December 31, 2007 and 2006, the value of completed but unsold aircraft in inventory was insignificant. Inventory balances included \$234 subject to claims or other uncertainties relating to the A-12 program as of December 31, 2007 and 2006 (See Note 21).

Commercial aircraft program inventory includes amounts credited in cash or other consideration (early issued sales consideration), to airline customers totaling \$1,355 and \$1,375 as of December 31, 2007 and 2006.

Deferred production costs represent commercial aircraft programs production costs incurred on in-process and delivered units in excess of the estimated average cost of such units. As of December 31, 2007 and 2006, the balance of deferred production costs and unamortized tooling related to commercial aircraft programs, except the 777 program, was insignificant relative to the programs' balance-to-go estimates. As of December 31, 2007 and 2006, all significant excess deferred production costs or unamortized tooling costs are recoverable from existing firm orders for the 777 program. The deferred production costs and unamortized tooling are summarized in the following table:

	2007	2006
Deferred production costs:		
777 program	\$1,043	\$871
Unamortized tooling:		
777 program	256	329

Note 7 – Exit Activity and Divestitures

During August 2006, we decided that we would exit the Connexion by Boeing high speed broadband communications business. Our decision resulted in a pre-tax charge of \$320, which has been recognized in Loss/(gain) on dispositions/business shutdown, net during 2006 as outlined below:

Contract termination costs ¹	\$142
Write-off of assets ²	492
Early contract terminations ³	(314)
Total	\$320

¹ Included termination fees associated with operating leases as well as supplier and customer costs

² Primarily included write-off of capital lease assets

³ Primarily early terminations of capital lease obligations

As of December 31, 2006, \$52 was recorded in Accounts payable and other liabilities related to contract termination costs, which was substantially paid out during 2007 to complete the business shutdown. The exit of the Connexion by Boeing business resulted in cash expenditures of \$177 during 2006.

On February 28, 2005, we completed the stock sale of Electron Dynamic Devices Inc. (EDD) to L-3 Communications. EDD was a separate legal entity wholly owned by us. The corresponding net assets of the entity were \$45 and a net pre-tax gain of \$25 was recorded in the Network and Space Systems (N&SS) segment of IDS from the sale of the net assets. In addition, there was a related pre-tax loss of \$68 recorded in Accounting differences/eliminations for net pension and other postretirement benefit curtailments and settlements. In 2006, a \$15 gain was recorded for a subsequent purchase price adjustment on the sale.

On August 2, 2005, we completed the sale of the Rocketdyne Propulsion and Power (Rocketdyne) business to United Technologies Corporation for cash proceeds of approximately \$700 under an asset purchase agreement. This divestiture includes assets and sites in California, Alabama, Mississippi, and Florida. The Rocketdyne business primarily develops and builds rocket engines and provides booster engines for the space shuttle and the Delta family as well as propulsion systems for missile defense systems. A net pre-tax gain of approximately \$578 was recorded predominantly in the N&SS segment and a related pre-tax loss of \$200 for estimated pension and postretirement curtailments and settlements was recorded in our Other segment.

On June 16, 2005, we completed the sale of substantially all of the assets at our Commercial Airplanes facilities in Wichita, Kansas and Tulsa and McAlester, Oklahoma under an asset purchase agreement to a new entity which was subsequently named Spirit Aerosystems, Inc. (Spirit). Transaction consideration given to us included cash of approximately \$900, together with the transfer of certain liabilities and long-term supply agreements that provide us with ongoing cost savings. The consolidated net loss on this sale recorded in 2005 was \$287, including pension and postretirement impacts. We recognized a loss of \$103 in 2005 in the Consolidated Statement of Operations as Gain on dispositions, net, of which \$68 was recognized by the Commercial Airplanes segment and \$35 was recognized as Accounting differences/eliminations and Unallocated expense. The remaining loss of \$184 related to estimated pension and postretirement curtailments and settlements, was recorded in our Other segment. In 2006, a \$15 gain was recorded for a subsequent purchase price adjustment on the sale.

See Note 12 for discussion of the environmental indemnification provisions of these agreements.

Notes to Consolidated Financial Statements

Note 8—Customer Financing

Customer financing at December 31 consisted of the following:

	2007	2006
Aircraft financing		
Notes receivable	\$ 770	\$1,790
Investment in sales-type/finance leases	2,676	2,914
Operating lease equipment, at cost, less accumulated depreciation of \$1,024 and \$913	3,601	4,159
Other equipment financing		
Notes receivable	115	33
Operating lease equipment, at cost, less accumulated depreciation of \$90 and \$149	138	248
Less allowance for losses on receivables	(195)	(254)
	\$ 7,105	\$8,890

Interest rates on fixed-rate notes ranged from 5.50% to 10.33%, and interest rates on variable-rate notes ranged from 6.92% to 10.90%.

The components of investment in sales-type/finance leases at December 31 were as follows:

	2007	2006
Minimum lease payments receivable	\$ 3,814	\$ 4,475
Estimated residual value of leased assets	751	701
Unearned income	(1,889)	(2,262)
	\$ 2,676	\$ 2,914

Aircraft financing operating lease equipment primarily includes jet and commuter aircraft. At December 31, 2007 and 2006, aircraft financing operating lease equipment included \$86 and \$259 of equipment available for re-lease. At December 31, 2007 and 2006, we had firm lease commitments for \$86 and \$253 of this equipment.

When our Commercial Airplanes segment is unable to immediately sell used aircraft, it may place the aircraft under an operating lease. It may also finance the sale of new aircraft with a note receivable. The carrying amount of the Commercial Airplanes segment used aircraft under operating leases and aircraft sales financed with notes receivable included as a component of customer financing totaled \$156 and \$480 as of December 31, 2007 and 2006.

Impaired receivables and the allowance for losses on those receivables consisted of the following at December 31:

	2007	2006
Impaired receivables with no specific impairment allowance	\$197	\$1,032
Impaired receivables with specific impairment allowance	39	74
Allowance for losses on impaired receivables	13	20

The average recorded investment in impaired receivables as of December 31, 2007, 2006 and 2005, was \$589, \$1,191, and \$1,196, respectively. Income recognition is generally suspended for receivables at the date full recovery of income and principal becomes doubtful. Income is recognized when receivables become contractually current and performance is demonstrated by the customer. Interest income recognized on such receivables was \$50, \$104, and \$90 for the years ended December 31, 2007, 2006 and 2005, respectively.

The change in the allowance for losses on receivables for the years ended December 31, 2007, 2006 and 2005, consisted of the following:

	Allowance for Losses
Beginning balance—January 1, 2005	\$(403)
Customer financing valuation benefit/(provision)	(73)
Reduction in customer financing assets	202
Ending balance—December 31, 2005	(274)
Customer financing valuation benefit/(provision)	(32)
Reduction in customer financing assets	52
Ending balance—December 31, 2006	(254)
Customer financing valuation benefit/(provision)	60
Other	(1)
Ending balance—December 31, 2007	\$(195)

Aircraft financing is collateralized by security in the related asset. The value of the collateral is closely tied to commercial airline performance and may be subject to reduced valuation with market decline. Our financing portfolio has a concentration of various model aircraft. Aircraft financing related to major aircraft concentrations at December 31 were as follows:

	2007	2006
717 Aircraft (\$719 and \$760 accounted for as operating leases)*	\$2,472	\$2,595
757 Aircraft (\$836 and \$904 accounted for as operating leases)*	1,064	1,167
767 Aircraft (\$196 and \$201 accounted for as operating leases)	599	740
MD-11 Aircraft (\$528 and \$555 accounted for as operating leases)*	528	645
737 Aircraft (\$485 and \$550 accounted for as operating leases)	518	583
777 Aircraft (\$0 accounted for as operating leases)	96	718

*Out of production aircraft

We recorded charges related to customer financing asset impairment in operating earnings, primarily as a result of declines in projected future cash flows. These charges for the years ended December 31 were as follows:

	2007	2006	2005
Boeing Capital Corporation	\$33	\$53	\$33
Other Boeing	15	7	10
	\$48	\$60	\$43

Notes to Consolidated Financial Statements

Scheduled payments on customer financing are as follows:

Year	Principal Payments on Notes Receivable	Sales-Type/ Finance Lease Payments Receivable	Operating Lease Equipment Payments Receivable
2008	\$184	\$324	\$433
2009	95	307	383
2010	104	295	325
2011	156	336	241
2012	111	295	186
Beyond 2012	235	2,257	1,008

Customer financing assets we leased under capital leases and subleased to others totaled \$43 and \$137 at December 31, 2007 and 2006.

Note 9 – Property, Plant and Equipment

Property, plant and equipment at December 31 consisted of the following:

	2007	2006
Land	\$ 544	\$ 524
Buildings and land improvements	8,868	8,571
Machinery and equipment	9,308	8,614
Construction in progress	1,460	1,601
	20,180	19,310
Less accumulated depreciation	(11,915)	(11,635)
	\$ 8,265	\$ 7,675

Depreciation expense was \$978, \$1,058 and \$1,001 for the years ended December 31, 2007, 2006 and 2005, respectively. Interest capitalized during the years ended December 31, 2007, 2006 and 2005 totaled \$117, \$110 and \$84, respectively. At December 31, 2007, we had \$314 of operating lease properties, net of \$202 of accumulated depreciation.

For the year ended December 31, 2006, \$357 of capital lease obligations was incurred. Capital lease obligations incurred were not material for the years ended December 31, 2007 and 2005.

Rental expense for leased properties was \$411, \$388 and \$400, for the years ended December 31, 2007, 2006 and 2005, respectively. For the same periods, these expenses, substantially all minimum rentals, were net of sublease income of \$26, \$18, and \$22. At December 31, 2007, minimum rental payments under capital leases aggregated \$16, and payments due under capital leases during the next five years are not material. Minimum rental payments under operating leases with initial or remaining terms of one year or more aggregated \$1,038, net of sublease payments of \$47, at December 31, 2007. Payments, net of sublease amounts, due under operating leases during the next five years are as follows:

	2008	2009	2010	2011	2012
	\$205	\$158	\$119	\$91	\$60

Noncancellable future rentals due from customers for equipment on operating leases aggregated \$137 for the year ended

December 31, 2007. Payments due during the next five years are as follows:

	2008	2009	2010	2011	2012
	\$13	\$14	\$13	\$12	\$13

Note 10 – Cash, Cash Equivalents and Investments

Our investments, which are recorded in either Cash and cash equivalents, Short-term investments or Investments, consisted of the following at December 31:

	2007	2006
Cash and cash equivalents		
Cash and time deposits	\$5,406	\$5,710
Available-for-sale investments	134	118
Held-to-maturity investments	1,502	290
Total cash and cash equivalents	7,042	6,118
Short-term investments		
Time deposits	1,025	
Available-for-sale investments	442	268
Held-to-maturity investments	799	
Total short-term investments	2,266	268
Investments		
Available-for-sale investments	2,982	3,076
Equity method investments	1,085	964
Other investments	44	45
Total investments	4,111	4,085
Total cash, cash equivalents and investments	\$13,419	\$10,471

Available-For-Sale Investments

Our investments in available-for-sale debt and equity securities consisted of the following at December 31:

	2007			
	Cost	Gross Unrealized Gain	Gross Unrealized Loss	Estimated Fair Value
Debt: ⁽¹⁾				
Marketable Securities ⁽²⁾	\$3,385	\$29	\$(11)	\$3,403
ETCs/EETCs	145		(2)	143
Equity	2	10		12
	\$3,532	\$39	\$(13)	\$3,558

	2006			
	Cost	Gross Unrealized Gain	Gross Unrealized Loss	Estimated Fair Value
Debt: ⁽¹⁾				
Marketable Securities ⁽²⁾	\$3,319	\$ 4	\$(25)	\$3,298
ETCs/EETCs	145	7		152
Equity	4	8		12
	\$3,468	\$19	\$(25)	\$3,462

(1) At December 31, 2007, debt securities with estimated fair values of \$574 and cost of \$580 have been in a continuous unrealized loss position for 12 months or longer.

(2) The portfolio is diversified and highly liquid and primarily consists of investment grade fixed income instruments such as U.S. dollar debt obligations of the United States Treasury, other government agencies, corporations, mortgage-backed and asset-backed securities. We believe that the unrealized losses are not other-than-temporary. We do not have a foreseeable need to liquidate the portfolio and anticipate recovering the full value of the securities either as market conditions improve, or as the securities mature.

Notes to Consolidated Financial Statements

The contractual maturities of available-for-sale debt securities at December 31, 2007, were as follows:

	Cost	Estimated Fair Value
Due in 1 year or less	\$ 578	\$ 576
Due from 1 to 5 years	1,575	1,591
Due from 5 to 10 years	99	100
Due after 10 years	1,278	1,279
	\$3,530	\$3,546

Supplemental information about gross realized gains and losses on available-for-sale investment securities for the years ended December 31, are as follows:

	2007	2006	2005
Gains	\$ 5	\$56	
Losses, including impairments	(11)	(11)	\$(64)
Net	\$(6)	\$45	\$(64)

Held-To-Maturity Investments Our investments in held-to-maturity securities consist of commercial paper with maturities of less than one year. The held-to-maturity securities are recorded at their amortized cost of \$2,301 and \$290 as of December 31, 2007 and 2006, which approximates their fair value.

Equity Method and Other Investments

Equity Method Investments Our effective ownership percentages and balances of equity method investments consisted of the following as of December 31:

	Segment	Ownership Percentages	Investment Balance	
			2007	2006
United Launch Alliance	N&SS	50%	\$1,019	\$960
United Space Alliance	N&SS	50%	(70)⁽¹⁾	(92) ⁽¹⁾
HRL Laboratories	PE&MS	50%	35	34
APB Winglets	Commercial Airplanes	45%	31	12
Other	Primarily Commercial Airplanes and Support Systems		70	50
			\$1,085	\$964

⁽¹⁾ Credit balances are a result of our proportionate share of the joint venture's pension and postretirement related adjustments which reduce the carrying value of the investment.

On December 1, 2006, we entered into a transaction with Lockheed Martin Corporation (Lockheed) to create a 50/50 joint venture named United Launch Alliance L.L.C. (ULA). ULA combines the production, engineering, test and launch operations associated with U.S. government launches of Boeing

Delta and Lockheed Atlas rockets. ULA conducted 13 and one successful launches for the years ended December 31, 2007 and 2006. We and Lockheed each have agreed to provide ULA with initial cash contributions of up to \$25, and we each have agreed to extend a line of credit to ULA of up to \$200 to support its working capital requirements. See Note 21.

On July 24, 2007, we and Lockheed reached an agreement with respect to resolution of the final working capital and the value of the launch vehicle support contracts that each party contributed to form ULA. Effective August 15, 2007, the parties received all necessary approvals pursuant to the terms of the Consent Order with the U.S. Federal Trade Commission and the terms of the agreement, which resulted in additional contributions from both parties with Boeing agreeing to contribute an additional \$97. Our additional contribution liability will be offset by future payments from ULA under the Inventory Supply Agreement.

The Sea Launch venture, in which we are a 40% partner with RSC Energia of Russia (25%), Aker ASA of Norway (20%), PO Yuzhmash (10%) and SDO Yuzhnoye (5%) of the Ukraine, provides ocean-based launch services to commercial satellite customers. The venture conducted zero, five and four successful launches for the years ended December 31, 2007, 2006 and 2005, respectively. A Sea Launch Zenit-3SL vehicle, carrying a Boeing-built NSS-8 satellite, experienced an anomaly during launch on January 30, 2007. The launch platform has been repaired and resumed flight operations on January 15, 2008, successfully launching a Boeing-built satellite. We have financial exposure with respect to the venture, which relates to guarantees provided by us to certain Sea Launch creditors, performance guarantees provided by us to a Sea Launch customer, and financial exposure related to advances and other assets reflected in the consolidated financial statements.

We suspended recording equity losses after writing our investment in and direct loans to Sea Launch down to zero in 2001 and accruing our obligation for third-party guarantees on Sea Launch indebtedness. We are not obligated to provide any further financial support to the Sea Launch venture. However, in the event that we do extend additional financial support to Sea Launch in the future, we will recognize suspended losses as appropriate. In addition, we continue to look at alternative capital structures for the venture.

Other Investments During 2005, we recorded an asset impairment charge of \$42 in Other income related to the sale of certain investments in technology related funds for proceeds of \$24.

Notes to Consolidated Financial Statements

Note 11 – Accounts Payable and Other Liabilities

Accounts payable and other liabilities at December 31 consisted of the following:

	2007	2006
Accounts payable	\$ 5,714	\$ 5,643
Accrued compensation and employee benefit costs	4,996	4,852
Product warranties (a)	962	761
Environmental (b)	679	582
Forward loss recognition (c)	607	532
Other	3,718	3,831
	\$16,676	\$16,201

(a) See Note 12.

(b) See Note 13.

(c) Forward loss recognition relates primarily to Airborne Early Warning & Control.

Payments associated with these liabilities may occur in periods significantly beyond the next twelve months. Accounts payable included \$265 and \$335 at December 31, 2007 and 2006, attributable to checks written but not yet cleared by the bank.

Note 12 – Arrangements with Off-Balance Sheet Risk

We enter into arrangements with off-balance sheet risk in the normal course of business, as discussed below. These arrangements are primarily in the form of product warranties and guarantees.

Product Warranties

We provide product warranties in conjunction with certain product sales. The majority of our warranties are issued by our Commercial Airplanes segment. Generally, aircraft sales are accompanied by a three- to four-year standard warranty for systems, accessories, equipment, parts, and software manufactured by us or manufactured to certain standards under our authorization. These warranties are included in the programs' estimate at completion (EAC). Additionally, on occasion we have made commitments beyond the standard warranty obligation to correct fleet wide major warranty issues of a particular model. These costs are expensed as incurred. These warranties cover factors such as non-conformance to specifications and defects in material and design. Warranties issued by our IDS segments principally relate to sales of military aircraft and weapons hardware. These sales are generally accompanied by a six to twelve-month warranty period and cover systems, accessories, equipment, parts, and software manufactured by us to certain contractual specifications. These warranties cover factors such as non-conformance to specifications and defects in material and workmanship.

Estimated costs related to standard warranties are recorded in the period in which the related product sales occur. The warranty liability recorded at each balance sheet date reflects the estimated number of months of warranty coverage outstanding for products delivered times the average of historical monthly warranty payments, as well as additional amounts for certain major warranty issues that exceed a normal claims level.

Estimated costs of these additional warranty issues are considered changes to the initial liability estimate. The following table summarizes product warranty activity recorded during 2007 and 2006.

	Product Warranty Liabilities*
Beginning balance – January 1, 2006	\$781
Additions for 2006 deliveries	171
Reductions for payments made	(206)
Changes in estimates	15
Ending balance – December 31, 2006	761
Additions for 2007 deliveries	186
Reductions for payments made	(220)
Changes in estimates	235
Ending balance – December 31, 2007	\$962

*Amounts included in Accounts payable and other liabilities

Third-Party Guarantees

The following tables provide quantitative data regarding our third-party guarantees. The maximum potential payments represent a "worst-case scenario," and do not necessarily reflect our expected results. Estimated proceeds from collateral and recourse represent the anticipated values of assets we could liquidate or receive from other parties to offset our payments under guarantees. The carrying amount of liabilities recorded on the Consolidated Statements of Financial Position reflects our best estimate of future payments we may incur as part of fulfilling our guarantee obligations.

As of December 31, 2007	Maximum Potential Payments	Estimated Proceeds from Collateral/ Recourse	Carrying Amount of Liabilities*
Contingent repurchase commitments	\$4,284	\$4,275	\$7
Indemnifications to ULA**	1,221		7
Residual value guarantees	103	96	16
Credit guarantees related to the Sea Launch venture	457	274	183
Other credit guarantees	43	14	1
Performance guarantees	48	20	

As of December 31, 2006	Maximum Potential Payments	Estimated Proceeds from Collateral/ Recourse	Carrying Amount of Liabilities*
Contingent repurchase commitments	\$4,164	\$4,155	\$7
Indemnifications to ULA**	1,664		7
Residual value guarantees	252	215	15
Credit guarantees related to the Sea Launch venture	471	283	188
Other credit guarantees	31	17	
Performance guarantees	47	20	

*Amounts included in Accounts payable and other liabilities

**Amount includes indemnification payments related to contributed Delta launch program inventory of \$917 and \$1,375 plus indemnification payments of \$289 related to the pricing of certain contracts at December 31, 2007 and 2006, and \$15 related to miscellaneous Delta vendor contracts at December 31, 2007.

Notes to Consolidated Financial Statements

Contingent Repurchase Commitments We have entered into contingent repurchase commitments with certain customers in conjunction with signing a definitive agreement for the sale of new aircraft (Sale Aircraft). Under these commitments, we agreed to repurchase the Sale Aircraft at a specified price, generally ten years after delivery of the Sale Aircraft. Our repurchase of the Sale Aircraft is contingent upon a future, mutually acceptable agreement for the sale of additional new aircraft.

Indemnifications to ULA In December 2006, we agreed to indemnify ULA against potential losses that ULA may incur from certain contracts contributed by us. In the event ULA is unable to obtain certain additional contract pricing to which we believe ULA is entitled, we will be responsible for any shortfall and may record up to \$332 in pre-tax losses. The term of the indemnification is tied to the resolution of this matter with the customer.

In December 2006, we agreed to indemnify ULA in the event that \$1,375 of Delta launch program inventories included in contributed assets and \$1,860 of Delta program inventories subject to an inventory supply agreement are not recoverable from existing and future orders. The term of the inventory indemnification extends to December 31, 2020. Since inception, ULA sold \$443 of inventories that were contributed by us.

Residual Value Guarantees We have issued various residual value guarantees principally to facilitate the sale of certain commercial aircraft. Under these guarantees, we are obligated to make payments to the guaranteed party if the related aircraft or equipment fair values fall below a specified amount at a future time. These obligations are collateralized principally by commercial aircraft and expire in 1 to 11 years.

Credit Guarantees Related to the Sea Launch Venture We issued credit guarantees to creditors of the Sea Launch venture, of which we are a 40% partner, to assist the venture in obtaining financing. Under these credit guarantees, we are obligated to make payments to a guaranteed party in the event that Sea Launch does not make its loan payments. We have substantive guarantees from the other venture partners, who are obligated to reimburse us for their share (in proportion to their Sea Launch ownership percentages) of any guarantee payment we may make related to the Sea Launch obligations. These guarantees expire within the next 8 years.

Other Credit Guarantees We have issued credit guarantees, principally to facilitate the sale of commercial aircraft. Under these arrangements, we are obligated to make payments to a guaranteed party in the event that lease or loan payments are not made by the original lessee or debtor. A substantial portion of these guarantees has been extended on behalf of original lessees or debtors with less than investment-grade credit. Our commercial aircraft credit-related guarantees are collateralized by the underlying commercial aircraft. Current outstanding credit guarantees expire within the next 13 years.

Performance Guarantees We have outstanding performance guarantees issued in conjunction with joint venture investments. Pursuant to these guarantees, we would be required to make payments in the event a third-party fails to perform

specified services. We have guarantees from the other venture partners, who are obligated to reimburse us for a portion of any guarantee payments we may make related to the performance guarantee. Current performance guarantees expire within the next 10 years.

Other Indemnifications In conjunction with our sales of the EDD and Rocketdyne businesses and the sale of our Commercial Airplanes facilities in Wichita, Kansas and Tulsa and McAlester, Oklahoma in 2005, we provided indemnifications to the buyers relating to pre-closing environmental contamination and certain other items. The terms of the indemnifications are indefinite. As it is impossible to assess whether there will be damages in the future or the amounts thereof, we cannot estimate the maximum potential amount of future payments under these guarantees. Therefore, no liability has been recorded.

Industrial Revenue Bonds

Industrial Revenue Bonds (IRBs) issued by the City of Wichita are used to finance the purchase and/or construction of real and personal property at our Wichita site. Tax benefits associated with IRBs include a ten-year property tax abatement and a sales tax exemption from the Kansas Department of Revenue. We record the property on our Consolidated Statements of Financial Position, along with a capital lease obligation to repay the proceeds of the IRB. We have also purchased the IRBs and therefore are the bondholders as well as the borrower/lessee of the property purchased with the IRB proceeds.

The capital lease obligation and IRB asset are recorded net in the Consolidated Statements of Financial Position pursuant to FIN 39, *Offsetting of Amounts Related to Certain Contracts*. As of December 31, 2007 and 2006, the assets and liabilities associated with the City of Wichita IRBs were \$1,217 and \$1,419.

Note 13—Other Commitments and Contingencies

Environmental Matters

At December 31, 2007 and 2006, the aggregate amount of liabilities recorded relative to environmental matters were as follows:

	Environmental Liabilities
Beginning balance—January 1, 2006	\$532
Changes in estimate	122
Reductions for payments made	(72)
Ending balance—December 31, 2006	582
Changes in estimate	168
Reductions for payments made	(71)
Ending balance—December 31, 2007	\$679

The liabilities recorded represent our best estimate of costs expected to be incurred to remediate, operate, and maintain sites over periods of up to 30 years. Although not considered probable, it is reasonably possible that we may incur additional charges because of regulatory complexities, higher than expected costs and the risk of unidentified contamination.

Notes to Consolidated Financial Statements

As part of our estimating process, we develop a range of reasonably possible alternate scenarios which include highest cost estimates for all remediation sites based on our experience and existing laws and regulations. At December 31, 2007 and 2006 our reasonably possible highest cost estimate for all remediation sites exceeded our recorded liabilities by \$1,191 and \$939, excluding the impacts of any potential recoveries.

Discontinued Operations

As part of the 2004 purchase and sale agreement with General Electric Capital Corporation related to the sale of BCC's Commercial Financial Services business, BCC is involved in a loss sharing arrangement for losses that may exist at the end of the initial and subsequent financing periods of transferred portfolio assets, or, in some instances, prior to the end of the financing term, such as certain events of default and repossession. As of December 31, 2007, our maximum exposure to loss associated with the loss sharing arrangement was \$224. As of December 31, 2007 and 2006, the accrued liability under the loss sharing arrangement was \$59 and \$78.

Future Lease Commitments

As of December 31, 2007 and 2006, future lease commitments on aircraft and other commitments not recorded on the Consolidated Statements of Financial Position totaled \$240 and \$323. These lease commitments extend through 2020, and our intent is to recover these lease commitments through sublease arrangements. As of December 31, 2007, the future lease commitments on aircraft for each of the next five years were as follows: \$43 in 2008, \$20 in 2009, \$18 in 2010, \$19 in 2011, and \$19 in 2012. As of December 31, 2007 and 2006, Accounts payable and other liabilities included \$42 and \$65 attributable to adverse commitments under these lease arrangements.

Termination Liability

Due to lack of demand for the 717 and 757 airplanes, we have concluded production of these airplanes. The last 717 and 757 airplanes were delivered in the second quarter of 2006 and 2005 respectively. The following table summarizes the termination liability remaining in Accounts payable and other liabilities.

Termination Liability	January 1, 2006	Other*	2006		December 31, 2006	2007		December 31, 2007
			Change in estimate	Payments		Change in estimate	Payments	
Supplier termination	\$239		\$(4)	\$(190)	\$45	\$(15)	\$ (18)	\$12
Production disruption and shutdown related	3				3			3
Pension/postretirement related	43	\$(47)	4					
Severance	19		1	(11)	9		(1)	8
Total	\$304	\$(47)	\$ 1	\$(201)	\$57	\$(15)	\$(19)	\$23

*Represents transfer to prepaid pension expense

The above liability was determined based on available information and we make revisions to our estimates accordingly as new information becomes available.

Purchase Obligations

As of December 31, 2007 and 2006 we had \$104,023 and \$86,254 of production related purchase obligations not recorded on the Consolidated Statement of Financial Position. Such obligations include agreements for production goods, tooling costs, electricity and natural gas contracts, property, plant and equipment, inventory procurement contracts, and other miscellaneous production related obligations. As of December 31, 2007, the amounts of production related purchase obligations for each of the next five years were as follows: \$37,922 in 2008, \$23,704 in 2009, \$17,081 in 2010, \$10,976 in 2011, and \$7,305 in 2012.

Commercial Aircraft Commitments

In conjunction with signing a definitive agreement for the sale of new aircraft, we have entered into specified-price trade-in commitments with certain customers that give them the right to trade in their used aircraft for the purchase of Sale Aircraft. The total contractual trade-in value was \$924 and \$1,162 as of December 31, 2007 and 2006. We anticipate that a significant portion of these commitments will not be exercised by customers. There were no probable contractual trade-in commitments as of December 31, 2007. These trade-in commitment agreements have expiration dates from 2008 through 2015.

Potential C-17 Shut-Down

As of December 31, 2007, we delivered 171 of the 190 C-17 aircraft ordered by the U.S. Air Force, with final deliveries scheduled for 2009. In June 2007, based upon continued bipartisan congressional support, including the House Armed Services Committee addition of \$2.4 billion for 10 C-17s in their mark of the 2008 budget, and U.S. Air Force testimony to Congress reflecting interest in additional C-17 aircraft, we directed key suppliers to begin work on 10 aircraft beyond the 190 currently on order. As of December 31, 2007, inventory expenditures and potential termination liabilities to suppliers for work performed related to anticipated orders for 10 C-17 aircraft to the U.S. Air Force and anticipated international orders for 3 additional aircraft totaled approximately \$215. It

Notes to Consolidated Financial Statements

is reasonably possible that we will decide in 2008 to complete production of the C-17 if further orders are not received. We are still evaluating the full financial impact of a potential production shut-down, including any recovery that would be available from the government. Such recovery from the government would not include the costs incurred by us resulting from the second quarter direction to key suppliers to begin working on the additional 10 aircraft.

Department of Defense Office of the Inspector General Audit

We have been advised by the Department of Defense Office of the Inspector General (DoD OIG) that it is conducting an audit of the application of economic price adjustment (EPA) clauses included in our multi-year contracts for the C-17, F-18, and Apache programs. A final audit report has not been issued and the actions, if any, that our U.S. government customers may take in response to the audit are unknown at this time, as is any potential financial impact in the future.

Satellites

The Boeing-built NSS-8 satellite was declared a total loss due to an anomaly during launch on January 30, 2007. The NSS-8 satellite was insured for \$200 which was collected during the second and third quarter of 2007. New Skies Satellites B.V. (New Skies) declined to exercise its option to purchase a replacement spacecraft due to its assertion that we anticipatorily breached the contract. We believe that had New Skies exercised its option, we would have fulfilled our contractual responsibilities. We do not expect New Skies' assertion to materially impact our consolidated results of operations, financial position, or cash flows.

In certain launch and satellite sales contracts, we include provisions that specify that we bear risk of loss associated with the launch phase through acceptance in orbit by the customer. We have historically purchased insurance to cover these exposures when allowed under the terms of the contract and when economically advisable. The current insurance market reflects high premium rates and also suffers from a lack of capacity to handle all insurance requirements. We make decisions on the procurement of insurance based on our analysis of risk. There is one contractual launch scheduled in 2008 for which full insurance coverage may not be available or, if available, could be prohibitively expensive. We will continue to review this risk. We estimate that the potential uninsured amount for this launch could approach \$350 depending on the nature of the uninsured event.

Financing Commitments

Financing commitments totaled \$8,350 and \$10,164 as of December 31, 2007 and 2006. We anticipate that a significant portion of these commitments will not be exercised by the customers as we continue to work with third party financiers to provide alternative financing to customers.

In connection with the formation of ULA, we and Lockheed each committed to provide up to \$25 in additional capital contributions and we each have agreed to extend a line of credit to ULA of up to \$200 to support its working capital requirements during the five year period following December 1, 2006. ULA did not request any funds under the line of credit as of December 31, 2007.

We have entered into standby letters of credit agreements and surety bonds with financial institutions primarily relating to the guarantee of future performance on certain contracts. Contingent liabilities on outstanding letters of credit agreements and surety bonds aggregated approximately \$4,973 as of December 31, 2007 and approximately \$4,368 at December 31, 2006.

Company Owned Life Insurance

McDonnell Douglas Corporation insured its executives with Company Owned Life Insurance (COLI), which are life insurance policies with a cash surrender value. Although we do not use COLI currently, these obligations from the merger with McDonnell Douglas are still a commitment at this time. We have loans in place to cover costs paid or incurred to carry the underlying life insurance policies. As of December 31, 2007 and 2006, the cash surrender value was \$310 and \$288 and the total loans were \$298 and \$279. As we have the right to offset the loans against the cash surrender value of the policies, we present the net asset in Other assets on the Consolidated Statements of Financial Position as of December 31, 2007 and 2006.

Note 14—Debt

Total debt interest incurred, including amounts capitalized, was \$591, \$657, and \$713 for the years ended December 31, 2007, 2006 and 2005, respectively. Interest expense recorded by BCC is reflected as a separate line item on our Consolidated Statements of Operations, and is included in earnings from operations. Total company interest payments were \$616, \$657, and \$671 for the years ended December 31, 2007, 2006 and 2005, respectively.

We have \$3,000 currently available under credit line agreements. We have given BCC exclusive access to \$1,500 under these arrangements. We continue to be in full compliance with all covenants contained in our debt or credit facility agreements, including those at BCC.

On March 23, 2004, we filed a shelf registration with the Securities and Exchange Commission (SEC) for \$1,000 for the issuance of debt securities and underlying common stock. The entire amount remains available for potential debt issuance. BCC has \$3,421 that remains available from shelf registrations filed with the SEC. Both of BCC's shelf registrations expire in November 2008. The availability of funding under these shelf registrations is dependent on investor demand and market conditions.

Notes to Consolidated Financial Statements

On June 6, 2002, BCC established a Euro medium-term note program in the amount of \$1,500. At December 31, 2007 and 2006, BCC had zero debt outstanding under the program such that \$1,500 would normally be available for potential debt issuance. However, debt issuance under this program requires that documentation, information, and other procedures relating to BCC and the program be updated within the prior twelve months. In view of BCC's cash position and other available funding sources, BCC determined during 2004 that it was unlikely they would need to use this program in the foreseeable future. The program is thus inactive but available subject to updated documentation and procedures. The availability of funding under this program would be dependent on investor demand and market conditions.

Short-term debt and current portion of long-term debt, consisted of the following:

	At December 31, 2007		At December 31, 2006	
	Consolidated Total	BCC Only	Consolidated Total	BCC Only
Unsecured debt				
securities	\$685	\$685	\$1,256	\$1,256
Capital lease obligations	17	16	55	47
Non-recourse debt				
and notes	31	5	42	4
Other notes	29		28	
	\$762	\$706	\$1,381	\$1,307

Debt consisted of the following:

	December 31, 2007	December 31, 2006
Boeing Capital Corporation debt:		
Unsecured debt securities		
3.600% – 7.580% due through 2023	\$4,170	\$5,382
Non-recourse debt and notes		
4.840% – 7.690% notes due through 2013	71	76
Capital lease obligations		
4.070% – 8.250% due through 2015	86	132
Subtotal Boeing Capital Corporation debt	\$4,327	\$5,590
Other Boeing debt:		
Non-recourse debt and notes		
Enhanced equipment trust	\$ 405	\$ 442
Unsecured debentures and notes		
350, 9.750% due Apr. 1, 2012	349	349
600, 5.125% due Feb. 15, 2013	598	598
400, 8.750% due Aug. 15, 2021	398	398
300, 7.950% due Aug. 15, 2024 (puttable at holder's option on Aug. 15, 2012)	300	300
250, 7.250% due Jun. 15, 2025	248	247
250, 8.750% due Sep. 15, 2031	249	248
175, 8.625% due Nov. 15, 2031	173	173
400, 6.125% due Feb. 15, 2033	393	393
300, 6.625% due Feb. 15, 2038	300	300
100, 7.500% due Aug. 15, 2042	100	100
175, 7.875% due Apr. 15, 2043	173	173
125, 6.875% due Oct. 15, 2043	125	125
Capital lease obligations due through 2010	2	11
Other notes	77	91
Subtotal other Boeing debt	\$3,890	\$3,948
Total debt	\$8,217	\$9,538

At December 31, 2007, \$150 of BCC debt was collateralized by portfolio assets and underlying equipment totaling \$247. The debt consists of the 4.07% to 8.25% notes due through 2015.

Maturities of long-term debt for the next five years are as follows:

	2008	2009	2010	2011	2012
BCC	\$710	\$528	\$645	\$798	\$ 878
Other Boeing	52	23	22	73	363
	\$762	\$551	\$667	\$871	\$1,241

Note 15 – Postretirement Plans

We have various pension plans covering substantially all employees. We fund all our major pension plans through trusts. Pension assets are placed in trust solely for the benefit of the plans' participants, and are structured to maintain liquidity that is sufficient to pay benefit obligations as well as to keep pace over the long term with the growth of obligations for future benefit payments.

We also have postretirement benefits other than pensions which consist principally of health care coverage for eligible retirees and qualifying dependents, and to a lesser extent, life insurance to certain groups of retirees. Retiree health care is provided principally until age 65 for approximately half those retirees who are eligible for health care coverage. Certain employee groups, including employees covered by most United Auto Workers bargaining agreements, are provided lifetime health care coverage. We use a measurement date of September 30 for our pension and other postretirement benefit (OPB) plans.

Effective December 31, 2006, we adopted SFAS No. 158, which requires that the Consolidated Statements of Financial Position reflect the funded status of the pension and postretirement plans. The funded status of the plans is measured as the difference between the plan assets at fair value and the projected benefit obligation (PBO). We have recognized the aggregate of all overfunded plans in Pension plan assets, net and the aggregate of all underfunded plans in either Accrued retiree health care or Accrued pension plan liability, net. The portion of the amount by which the actuarial present value of benefits included in the PBO exceeds the fair value of plan assets, payable in the next 12 months, is reflected in Accounts payable and other liabilities.

Effective December 31, 2008, SFAS No. 158 will require us to measure plan assets and benefit obligations at fiscal year end. We currently perform this measurement at September 30 of each year. Beginning in fourth quarter of 2007 in accordance with this Standard, we eliminated the use of a three-month lag period when recognizing the impact of curtailments or settlements and, instead, recognize these amounts in the period in which they occur. The provisions of SFAS No. 158 do not permit retrospective application.

Notes to Consolidated Financial Statements

The components of net periodic benefit cost are as follows:

Years ended December 31,	Pensions			Other Postretirement Benefits		
	2007	2006	2005	2007	2006	2005
Components of net periodic benefit cost						
Service cost	\$ 953	\$ 908	\$ 910	\$136	\$143	\$ 147
Interest cost	2,681	2,497	2,457	473	436	454
Expected return on plan assets	(3,507)	(3,455)	(3,515)	(8)	(7)	(7)
Amortization of prior service costs	200	188	185	(88)	(90)	(110)
Recognized net actuarial loss	764	912	714	159	131	161
Settlement/curtailment loss/(gain)	10		552			(96)
Net periodic benefit cost	\$ 1,101	\$ 1,050	\$ 1,303	\$672	\$613	\$ 549

Settlement and curtailment losses/(gains) are primarily due to divestitures. See Note 7.

The following shows changes in the benefit obligation, plan assets and funded status of both pensions and OPB. Benefit obligation balances presented below reflect the PBO for our pension plans, and accumulated postretirement benefit obligations (APBO) for our OPB plans.

At September 30,	Pensions		Other Postretirement Benefits	
	2007	2006	2007	2006
Change in benefit obligation				
Beginning balance	\$45,582	\$45,183	\$ 8,334	\$ 8,057
Service cost	953	908	136	143
Interest cost	2,681	2,497	473	436
Plan participants' contributions	11	9		
Amendments	95	156	(34)	(101)
Actuarial (gain)/loss	(1,100)	(925)	(732)	295
Settlement/curtailment/acquisitions/dispositions, net	(57)	85	(8)	1
Benefits paid	(2,431)	(2,331)	(507)	(497)
Ending balance	\$45,734	\$45,582	\$ 7,662	\$ 8,334
Change in plan assets				
Beginning balance at fair value	\$46,203	\$43,484	\$ 89	\$ 82
Actual return on plan assets	6,029	4,239	10	6
Company contribution	580	526	15	17
Plan participants' contributions	11	9	1	
Settlement/curtailment/acquisitions/dispositions, net	(65)	216		
Benefits paid	(2,382)	(2,286)	(19)	(16)
Exchange rate adjustment	63	15		
Ending balance at fair value	\$50,439	\$46,203	\$ 96	\$ 89
Reconciliation of funded status to net amounts recognized				
Funded status-plan assets less projected benefit obligation	\$ 4,705	\$ 621	\$(7,566)	\$(8,245)
Adjustment for fourth quarter contributions	13	11	129	152
Net amount recognized	\$ 4,718	\$ 632	\$(7,437)	\$(8,093)
Amounts recognized in statement of financial position at December 31, consist of:				
Pension plan assets, net	\$ 5,924	\$ 1,806		
Accounts payable and other liabilities	(51)	(39)	\$(430)	\$ (422)
Accrued retiree health care			(7,007)	(7,671)
Accrued pension plan liability, net	(1,155)	(1,135)		
Net amount recognized	\$ 4,718	\$ 632	\$(7,437)	\$(8,093)

Notes to Consolidated Financial Statements

Amounts recognized in Accumulated other comprehensive loss at December 31, 2007 are as follows:

	Pensions	Other Postretirement Benefits
Net actuarial loss	\$5,750	\$1,620
Prior service cost/(credit)	1,219	(515)
Total recognized in Accumulated other comprehensive loss	\$6,969	\$1,105

The estimated amount that will be amortized from Accumulated other comprehensive loss into net periodic benefit cost during the year ended December 31, 2008 is as follows:

	Pensions	Other Postretirement Benefits
Recognized net actuarial loss	\$396	\$ 85
Amortization of prior service costs	206	(93)
Total	\$602	\$ (8)

The accumulated benefit obligation (ABO) for all pension plans was \$41,818 and \$41,706 at September 30, 2007 and 2006. All of our major tax qualified pension plans have plan assets that exceed the ABO at September 30, 2007. Key information for all plans with ABO in excess of plan assets as of September 30 is as follows:

	2007	2006
Projected benefit obligation	\$1,501	\$1,602
Accumulated benefit obligation	1,255	1,342
Fair value of plan assets	465	573

The Medicare Prescription Drug, Improvement and Modernization Act of 2003 reduced our APBO by \$516 at September 30, 2007 and \$573 at September 30, 2006. These reductions/actuarial gains are amortized over the expected average future service of current employees.

Assumptions

At September 30,	2007	2006	2005	2004
Discount rate: pension and OPB	6.20%	5.90%	5.50%	5.75%
Expected return on plan assets	8.25%	8.25%	8.50%	8.50%
Rate of compensation increase	5.50%	5.50%	5.50%	5.50%

In 2005, we modified our method of determining the discount rate so that the discount rate for each individual pension plan is determined separately based on the duration of each plan's liabilities. Previously, we determined a single discount rate for all our postretirement benefit plans. We made the change mainly because of the divergence in the populations of our various plans due to employee transfers, layoffs and divestitures. The new method continues to include a matching of the plans' expected future benefit payments against a yield curve that's based on high quality, non-callable bonds in the Bloomberg index as of the measurement date, omitting bonds with the ten percent highest and the ten percent lowest yields. The disclosed rate is the average rate for all the plans, weighted by

the projected benefit obligation. As of September 30, 2007, the weighted average was 6.20%, and the rates for individual plans ranged from 5.30% to 6.40%. As of September 30, 2006, the weighted average was 5.90%, and the rates for individual plans ranged from 5.00% to 6.00%.

The pension fund's expected return on assets assumption is derived from an extensive study conducted by our Trust Investments group and its actuaries on a periodic basis. The study includes a review of actual historical returns achieved by the pension trust and anticipated future long-term performance of individual asset classes with consideration given to the related investment strategy. While the study gives appropriate consideration to recent trust performance and historical returns, the assumption represents a long-term prospective return. The expected return on plan assets determined on each measurement date is used to calculate the net periodic benefit cost/(income) for the upcoming plan year.

At September 30,	2007	2006
Assumed health care cost trend rates		
Health care cost trend rate assumed next year	7.50%	8.00%
Ultimate trend rate	5.00%	5.00%
Year that trend reached ultimate rate	2013	2013

Assumed health care cost trend rates have a significant effect on the amounts reported for the health care plans. To determine the health care cost trend rates we look at a combination of information including ongoing claims cost monitoring, annual statistical analyses of claims data, reconciliation of forecast claims against actual claims, review of trend assumptions of other plan sponsors and national health trends, and adjustments for plan design changes, workforce changes, and changes in plan participant behavior. A one-percentage-point change in assumed health care cost trend rates would have the following effect:

	Increase	Decrease
Effect on postretirement benefit obligation	\$621	\$(545)
Effect on total of service and interest cost	59	(55)

Plan Assets

Pension assets totaled \$50,439 and \$46,203 at September 30, 2007 and 2006. In late 2006, the Company decided to modify the pension asset strategy with the objective of reducing volatility relative to pension liabilities, achieving a competitive investment return, achieving diversification between and within various asset classes, and managing other risks. In order to reduce the volatility between the value of pension assets and liabilities, the Company increased its allocation to fixed income as well as lengthened the duration of its fixed income holdings. The allocation to alternative investments, private equity, real estate, real assets, hedge funds, and global strategies, was also increased in order to address the return and diversification objectives. Key risk management areas addressed through this modified strategy include funded status risk, interest rate risk, market risk, operational risk, and liquidity.

Notes to Consolidated Financial Statements

Actual investment allocations vary from target allocations due to periodic investment strategy changes and the length of time it takes to complete investments in asset classes such as private equity, real estate, real assets, and other investments. Additionally, actual and target allocations vary due to the timing of benefit payments or contributions made on or near the measurement date.

Pension investment managers are retained with a specific investment role and corresponding investment guidelines. Investment managers have the ability to purchase securities on behalf of the pension fund and invest in derivatives, such as equity or bond futures, swaps, options, or currency forwards. Derivatives generally are used to achieve the desired market exposure of a security or an index, transfer value-added performance between asset classes, achieve the desired currency exposure, adjust portfolio duration, or rebalance the total portfolio to the target asset allocation.

The actual allocations for the pension assets at September 30, 2007 and 2006, and target allocations by asset category, are as follows:

Asset Category	Percentage of Plan Assets at September 30,		Target Allocations	
	2007	2006	2007	2006
Equity	38%	55%	28%	28%
Debt	46	37	45	45
Real estate and real assets	4	3	10	10
Private equity	4	3	6	6
Hedge funds	3	2	6	6
Global strategies	5		5	5
	100%	100%	100%	100%

Equity includes domestic and international equity securities, such as common, preferred or other capital stock, as well as equity futures, currency forwards and residual cash allocated to the equity managers. Equity includes our common stock in the amounts of \$0 (0% of plan assets) and \$1,260 (2.8% of plan assets) at September 30, 2007 and 2006. A currency management strategy was implemented during 2006 which uses currency forwards and options. Equity and currency management derivatives based on net notional amounts totaled 1.9% and 6.6% of plan assets at September 30, 2007 and 2006.

Debt includes domestic and international debt securities, such as U.S. Treasury securities, U.S. government agency securities, corporate bonds; cash equivalents; and investments in bond derivatives such as bond futures, options, swaps and currency forwards. Bond derivatives based on net notional amounts totaled 16.6% and 7.0% of plan assets at September 30, 2007 and 2006. Additionally, Debt includes "To-Be-Announced" mortgage-backed securities (TBA) and treasury forwards which have delayed, future settlement dates. Debt included \$2,478 and \$1,770 related to TBA securities and treasury forwards at September 30, 2007 and 2006.

Private equity represents private market investments which are generally limited partnerships. Real estate includes investments in private and public real estate. Real assets include

investments in natural resources (such as energy and timber) and infrastructure. Hedge funds include event driven, relative value, long-short and market neutral strategies. Global strategies seek to identify inefficiencies across various asset classes and markets, using long-short positions in physical securities and derivatives.

We held \$96 and \$89 in trust fund assets for OPB plans at September 30, 2007 and 2006. Most of these funds are invested in a balanced index fund which is comprised of approximately 60% equities and 40% debt securities. The expected rate of return on these assets does not have a material effect on the net periodic benefit cost.

Cash Flows

Contributions Required pension contributions under the Employee Retirement Income Security Act (ERISA) and the Pension Protection Act of 2006 are not expected to be material in 2008. In the first quarter of 2008 we expect to make a discretionary contribution to our plans of \$500 (pre-tax). We will evaluate additional contributions later in the year. We expect to contribute approximately \$15 to our OPB plans in 2008.

Estimated Future Benefit Payments The table below reflects the total pension benefits expected to be paid from the plans or from our assets, including both our share of the benefit cost and the participants' share of the cost, which is funded by participant contributions. OPB payments reflect our portion only.

	Pensions	Other Postretirement Benefits
2008	\$2,576	\$524
2009	2,657	553
2010	2,751	582
2011	2,848	609
2012	2,922	622
2013-2017	16,571	3,340

Termination Provisions

Certain of the pension plans provide that, in the event there is a change in control of the Company which is not approved by the Board of Directors and the plans are terminated within five years thereafter, the assets in the plan first will be used to provide the level of retirement benefits required by ERISA, and then any surplus will be used to fund a trust to continue present and future payments under the postretirement medical and life insurance benefits in our group insurance benefit programs.

We have an agreement with the U.S. government with respect to certain pension plans. Under the agreement, should we terminate any of the plans under conditions in which the plan's assets exceed that plan's obligations, the U.S. government will be entitled to a fair allocation of any of the plan's assets based on plan contributions that were reimbursed under U.S. government contracts.

Notes to Consolidated Financial Statements

401(k) Plans

We provide certain defined contribution plans to all eligible employees. The principal plans are the Company-sponsored 401(k) plans. The expense for these defined contribution plans was \$536, \$514 and \$483 in 2007, 2006 and 2005, respectively.

Note 16—Share-Based Compensation and Other Compensation Arrangements

Share-Based Compensation

On May 1, 2006, the shareholders approved an amendment to The Boeing Company 2003 Incentive Stock Plan (2003 Plan). The 2003 Plan permits awards of incentive stock options, nonqualified stock options, restricted stock, stock units, Performance Shares, performance units and other incentives to our employees, officers, consultants and independent contractors. The aggregate number of shares of our stock available for issuance under the amended 2003 Plan will not exceed 60,000,000. Under the terms of the amended 2003 Plan, no more than an aggregate of 12,000,000 shares are available for issuance as restricted stock awards.

Our 1997 Incentive Stock Plan (1997 Plan) permits the grant of stock options, stock appreciation rights (SARs) and restricted stock awards (denominated in stock or stock units) to employees and contract employees. Under the terms of the plan, 64,000,000 shares are authorized for issuance upon exercise of options, as payment of SARs and as restricted stock awards, of which no more than an aggregate of 6,000,000 shares are available for issuance as restricted stock awards. This authorization for issuance under the 1997 Plan terminated on April 30, 2007.

Shares issued as a result of stock option exercise or conversion of stock unit awards will be funded out of treasury shares except to the extent there are insufficient treasury shares in which case new shares will be issued. We believe we currently have adequate treasury shares to meet any requirements to issue shares during 2008.

Share-based plans expense is primarily included in general and administrative expense since it is incentive compensation issued primarily to our executives. The share-based plans expense and related income tax benefit follow:

Years ended December 31,	2007	2006	2005
Performance Shares	\$ 94	\$473	\$ 723
Stock options, other	115	173	234
ShareValue Trust	78	97	79
Share-based plans expense	\$287	\$743	\$1,036
Income tax benefit	\$118	\$291	\$ 332

Adoption of SFAS No. 123R

We early adopted the provisions of SFAS No. 123R as of January 1, 2005 using the modified prospective method. Upon adoption of SFAS No. 123R, we recorded an increase in net earnings of \$21, net of taxes of \$12, as a cumulative effect of accounting change due to SFAS No. 123R's requirement to apply an estimated forfeiture rate to unvested awards. Previously we expensed forfeitures as incurred. SFAS No. 123R also resulted in changes in our methods of measuring and amortizing compensation cost of our Performance Shares.

For Performance Shares granted prior to 2005, share-based expense was measured based on the market price of our stock on the award date and was generally amortized over a five-year period. For Performance Shares granted in 2005, the fair value of each award was measured on the date of grant using a Monte Carlo simulation model. The Monte Carlo model also computed an expected term for each Performance Share. We changed our valuation method based on further clarification provided in SFAS No. 123R and the fact that our Performance Shares contain a market condition, which should be reflected in the grant date fair value of an award. The Monte Carlo simulation model utilizes multiple input variables that determine the probability of satisfying each market condition stipulated in the award grant.

Additionally, prior to the adoption of SFAS No. 123R, we amortized compensation cost for share-based awards over the stated vesting period for retirement eligible employees and, if an employee retired before the end of the vesting period, we recognized any remaining unrecognized compensation cost at the date of retirement. As a result of adopting SFAS No. 123R, for all share-based awards granted after January 1, 2005, we recognize compensation cost for retirement eligible employees over the greater of one year from the date of grant or the period from the date of grant to the employee's retirement eligibility date (non-substantive vesting approach). Had we also applied the non-substantive vesting approach to awards granted prior to 2005, compensation expense would have been \$6, \$50 and \$96 lower for the years ended December 31, 2007, 2006 and 2005.

Performance Shares

Performance Shares are stock units that are convertible to common stock, on a one-to-one basis, contingent upon stock price performance. If, at any time up to five years after award, the stock price reaches and maintains for twenty consecutive days a price equal to stated price growth targets, a stated percentage (up to 125%) of the Performance Shares awarded are vested and convertible to common stock.

Cumulative stock price growth targets and vesting percentages for 2003, 2004 and 2005 awards follow:

Cumulative Growth	40%	50%	60%	70%	80%	90%	100%	110%	120%	125%
Cumulative Vesting	15%	30%	45%	60%	75%	90%	100%	110%	120%	125%

Notes to Consolidated Financial Statements

Performance Shares not converted to common stock expire five years after the date of the award. Awards may vest based on total shareholder return as follows:

- For 2003 and 2004 awards, up to 125% of the award may vest based on an award formula using the total shareholder return performance relative to the S&P 500.
- For 2005 award, up to 125% of the award may vest based on an award formula using the total shareholder return performance relative to the S&P 100 and the five-year Treasury Bill rate.

In the event a participant's employment terminates due to retirement, layoff, disability, or death, the participant (or beneficiary) continues to participate in Performance Shares awards that have been outstanding for at least one year. In all other cases, participants forfeit unvested awards if their employment terminates.

Performance Shares activity for the year ended December 31, 2007 is as follows:

(Shares in thousands)	Shares
Number of Performance Shares:	
Outstanding at beginning of year	4,020
Transferred ¹	2,621
Dividend	32
Converted or deferred	(5,929)
Forfeited	(13)
Outstanding at end of year	731
Outstanding at end of year not contingent on future employment	333

¹ Represents shares for awards greater than 100%

The following table provides additional information regarding potentially convertible and converted or deferred Performance Shares.

(Shares in thousands)			
Grant Date	2/24/2003	2/23/2004	2/28/2005
Expiration Date	2/24/2008	2/23/2009	2/28/2010
Weighted Average Grant Date Fair Value	\$30.27	\$43.53	\$33.05
Cumulative Vested at December 31, 2007	125%	125%	90%
Shares Convertible at December 31, 2007			731
Shares Convertible at December 31, 2006			4,020
Shares Converted or Deferred During 2007		2,621	3,308
Shares Converted or Deferred During 2006		6,003	3,280
Total Market Value of Converted or Deferred Shares 2007		\$256	\$328
Total Market Value of Converted or Deferred Shares 2006		\$496	\$276

The above tables do not include the maximum number of shares contingently issuable under the Plans. Additional shares of 1,803,412 could be transferred in and converted or deferred if Performance Share vestings exceed 100%. Additionally, future deferred vestings that are eligible for the 25% matching contribution could result in the issuance of an additional 506,763 shares.

For years ended December 31, 2007, 2006 and 2005, we recorded \$54, \$120 and \$124, respectively, to accelerate the amortization of compensation cost for those Performance Shares converted to common stock or deferred as stock or cash at the employees' election.

As discussed above, Performance Shares granted in 2005 were measured on the date of grant using a Monte Carlo model. Additionally, we began to remeasure certain Performance Shares that have a cash settlement feature as liability awards beginning September 30, 2005. Liability awards vesting and transferred into deferred compensation plans totaled \$48, \$98 and \$9 for the years ended December 31, 2007, 2006 and 2005. The key assumptions used for valuing Performance Shares in 2006 and 2005 follow:

Grant Year	Measurement Date	Weighted Average Expected Volatility	Expected Dividend Yield	Risk Free Interest Rate	Stock Beta
2007 valuation assumptions					
2005	12/31/2007	21.5%	1.5%	3.31%	0.91
2006 valuation assumptions					
2002–2005	12/31/2006	21.5%	1.5%	4.62–4.83%	1.12
2005 valuation assumptions					
2001–2005	12/31/2005	23.0%	1.6%	4.38–4.43%	0.98
2005	2/28/2005	27.8%	1.9%	4.00%	1.03

Weighted average expected volatility is based on recent volatility levels implied by actively traded option contracts on our common stock and the historical volatility levels on our common stock. Expected dividend yield is based on historical dividend payments. Risk free interest rate reflects the yield on the zero coupon U.S. Treasury based on the Performance Shares' remaining contractual term. Stock beta is a measure of how our stock price moves relative to the stock market as a whole. The fair value of the 2005 Performance Shares is amortized over the expected term of each award. The expected term of 1 to 4 years for each award granted is derived from the output of the valuation model and represents the median time required to satisfy the conditions of the award, adjusted for the effect of retiree eligible participants. Each price growth target has a different expected term, resulting in the range of values provided.

At December 31, 2007, there was \$22 of unrecognized compensation cost related to the Performance Share plan which is expected to be recognized over a weighted average period of 0.1 years. In connection with Performance Shares that have not met the market conditions, we reclassified \$288 from Additional paid-in capital to Other liabilities and recognized a cumulative adjustment to General and administrative expense of \$88 during 2005. Additionally, effective December 31, 2005, we modified our deferred stock compensation plan to require all Performance Shares that were unvested and deferred as stock units to be settled in stock.

Notes to Consolidated Financial Statements

Stock Options

Options have been granted with an exercise price equal to the fair market value of our stock on the date of grant and expire ten years after the date of grant. For stock options issued prior to 2006, vesting is generally over a five-year service period with portions of a grant becoming exercisable at one year, three years and five years after the date of grant. In the event an employee has a termination of employment due to retirement, layoff, disability or death, the employee (or beneficiary) immediately vests in grants that have been outstanding for at least one year.

On February 26, 2007 and February 27, 2006, we granted to our executives 5,334,700 and 6,361,100 options with an exercise price equal to the fair market value of our stock on the date of grant. The stock options vest over a period of three years, with 34% vesting after the first year, 33% vesting after the second year and the remaining 33% vesting after the third year. The options expire 10 years after the date of grant. If an executive terminates employment for any reason, the non-vested portion of the stock option will not vest and all rights to the non-vested portion will terminate completely. Stock options granted during 2005 were not material.

The activity of stock options issued to directors, officers, and other employees for the year ended December 31, 2007 is as follows:

(Shares in thousands)	Shares	Weighted Average Exercise Price	Weighted Average Remaining Contractual Life (years)	Aggregate Intrinsic Value (in millions)
Number of shares under option:				
Outstanding at beginning of year	15,482	\$56.22		
Granted	5,342	89.66		
Exercised	(4,291)	49.35		
Forfeited	(663)	80.25		
Expired	(30)	53.14		
Outstanding at end of year	15,840	\$68.36	6.84	\$314
Exercisable at end of year	6,700	\$52.19	4.34	\$236

The total intrinsic value of options exercised was \$192, \$216 and \$170 during the years ended December 31, 2007, 2006 and 2005, respectively. Cash received from options exercised for the years ended December 31, 2007, 2006 and 2005 was \$209, \$294 and \$348 with a related tax benefit of \$65, \$52 and \$59, respectively, derived from the compensation deductions resulting from these option exercises. At December 31, 2007, there was \$125 of total unrecognized compensation cost related to the Stock Option plan which is expected to be recognized over a weighted average period of 1.8 years. The total fair value of stock options vested during the year ended December 31, 2007 was \$43.

The fair value of stock-based compensation awards granted prior to 2006 were estimated using a binomial option-pricing model and the 2007 and 2006 awards granted were estimated using the Black-Scholes option-pricing model with the following assumptions:

Grant Year	Grant Date	Expected Life	Expected Volatility	Dividend Yield	Risk Free Interest Rate	Weighted Average Grant Date Fair Value
2007	2/26/07	6 years	28.4%	1.7%	4.62%	\$27.31
2006	2/27/06	6 years	29.5%	1.8%	4.64%	23.00
2005	8/23/05	9 years	29%	1.5%	4.2%	25.01

For the stock option grants issued in 2007 and 2006, the expected volatility is based on a combination of our historical stock volatility and the volatility levels implied on the grant date by actively traded option contracts on our common stock. We determined the expected term of the 2007 and 2006 stock option grants to be 6 years, calculated using the "simplified" method in accordance with the SEC Staff Accounting Bulletin 107, *Valuation of Share-Based Payment Arrangements for Public Companies*. We used the "simplified" method since we changed the vesting terms, tax treatment and the recipients of our stock options beginning in 2006 such that we believe our historical data no longer provides a reasonable basis upon which to estimate expected term.

Other Stock Unit Awards

The total number of other stock unit awards that are convertible either to common stock or cash equivalents and are not contingent upon stock price were 1,997,763, 1,871,559 and 2,037,438 at December 31, 2007, 2006 and 2005, respectively.

Liability award payments relating to Boeing Stock Units totaled \$40, \$57 and \$32 for the years ended December 31, 2007, 2006 and 2005, respectively.

ShareValue Trust

The ShareValue Trust, established effective July 1, 1996, is a 14-year irrevocable trust that holds our common stock, receives dividends, and distributes to employees the appreciation in value above a 3% per annum threshold rate of return at the end of each period. The total compensation expense to be recognized over the life of the trust was determined using a binomial option-pricing model and was not affected by adoption of SFAS No.123R.

The Trust was split between two funds, "fund 1" and "fund 2", upon its initial funding. Each fund consists of investment periods which result in overlapping periods as follows:

Period 1 (fund 1):	July 1, 1996 to June 30, 1998
Period 2 (fund 2):	July 1, 1996 to June 30, 2000
Period 3 (fund 1):	July 1, 1998 to June 30, 2002
Period 4 (fund 2):	July 1, 2000 to June 30, 2004
Period 5 (fund 1):	July 1, 2002 to June 30, 2006
Period 6 (fund 2):	July 1, 2004 to June 30, 2008
Period 7 (fund 1):	July 1, 2006 to June 30, 2010

An initial investment value is established for each investment period based on the lesser of either (1) fair market value of the fund or (2) the prior ending balance of that fund. This amount is then compounded by the 3% per annum to determine the threshold amount that must be met for that investment period. At the end of the investment period, the value of the investment in excess of the threshold amount will result in a distribution to

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participants. A distribution is proportionally distributed in the ratio each participant's number of months of participation which relates to the total number of months earned by all participants in the investment period. At December 31, 2007, the Trust held 31,362,850 shares of our common stock in the two funds.

Based on the average stock price of \$82.285 as of June 30, 2006, the market value of fund 1 exceeded the threshold of \$1,004 by \$758. This excess was paid in Boeing common stock, except for partial shares and distributions to non-U.S. employees and beneficiaries of deceased participants, which were paid in cash. After employee withholding taxes of \$265, which were recorded as a liability in the second quarter of 2006 and were paid in the third quarter of 2006, 5.6 million shares of common stock were distributed to participants during the third quarter of 2006. These distributions were recorded as a deduction to Additional paid-in capital. In addition, related employer payroll taxes of \$59 were expensed in the second quarter of 2006.

If on June 30, 2008, the market value of fund 2 exceeds \$1,028, the amount in excess of the threshold will be distributed to employees in shares of common stock. Similarly, if on June 30, 2010, the market value of fund 1 exceeds \$1,130, the amount in excess of the threshold will be distributed to employees in shares of common stock. As of December 31, 2007 the market values of Fund 1 and 2 were \$1,094 and \$1,658.

The ShareValue Trust is accounted for as a contra-equity account and stated at market value. Market value adjustments are offset to Additional paid-in capital. At December 31, 2007, there was \$180 of total unrecognized compensation cost related to the ShareValue Trust which is expected to be recognized over a period of 2.5 years.

Other Compensation Arrangements

Performance Awards Performance Awards are cash units that payout based on the achievement of long-term financial goals at the end of a three-year period. Each unit has an initial value of \$100 dollars. The amount payable at the end of the three-year performance period may be anywhere from zero to \$200 dollars per unit, depending on the Company's performance against plan for a three-year period. The Compensation Committee has the discretion to pay these awards in cash, stock, or a combination of both after the three-year performance period. Compensation expense, based on the estimated performance payout, is recognized ratably over the performance period.

During the first quarter of 2006, we granted Performance Awards to our executives with the payout based on the achievement of financial goals for the three-year period ending December 31, 2008. The minimum amount is zero and the maximum amount we could be required to payout for the 2006 Performance Awards is \$252.

During the first quarter of 2007, we granted Performance Awards to our executives with the payout based on the achievement of financial goals for the three-year period ending

December 31, 2009. The minimum amount is zero and the maximum amount we could be required to payout for the 2007 Performance Awards is \$282.

Deferred Stock Compensation The Company has a deferred compensation plan which permits executives to defer receipt of a portion of their salary, bonus, and certain other incentive awards. Prior to May 1, 2006, employees who participated in the deferred compensation plan could choose to defer in either an interest earning account or a Boeing stock unit account. Effective May 1, 2006, participants can diversify deferred compensation among 19 investment funds including the interest earning account and the Boeing stock unit account.

Total expense related to deferred stock compensation was \$51, \$210 and \$149 in 2007, 2006, and 2005, respectively. Additionally, for employees who elected to defer their compensation in stock units prior to January 1, 2006, the Company matched 25% of the deferral with additional stock units. Upon retirement, the 25% match is settled in cash or stock; however, effective January 1, 2006 all matching contributions are settled in stock. This modification resulted in no incremental compensation. As of December 31, 2007 and 2006, the deferred compensation liability which is being marked to market was \$1,415 and \$1,505.

Note 17 – Shareholders' Equity

On August 28, 2006, our Board of Directors approved the repurchase of \$3,000 of common stock (the 2006 Program). On October 29, 2007, the Board approved a new repurchase plan (the 2007 Program) for up to \$7,000 of common stock that commenced following the completion of the 2006 Program. Unless terminated earlier by a Board resolution, the 2007 Program will expire when we have used all authorized funds for repurchase. At December 31, 2007 \$6,597 in shares may still be purchased under the 2007 Program.

As of December 31, 2007 and 2006, there were 1,200,000,000 common shares authorized. Twenty million shares of authorized preferred stock remain unissued.

Changes in Share Balances

The following table shows changes in each class of shares:

	Common Stock	Treasury Stock	ShareValue Trust
Balance January 1, 2005	1,011,870,159	179,686,231	38,982,205
Issued	391,000	(12,812,111)	
Acquired		45,217,300	611,258
Payout			
Balance December 31, 2005	1,012,261,159	212,091,420	39,593,463
Issued		(13,502,823)	
Acquired		24,933,579	524,563
Payout			(9,215,000)
Balance December 31, 2006	1,012,261,159	223,522,176	30,903,026
Issued		(8,300,606)	
Acquired		28,995,600	459,824
Payout			
Balance December 31, 2007	1,012,261,159	244,217,170	31,362,850

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Accumulated Other Comprehensive Loss

The components of Accumulated other comprehensive loss were as follows:

	December 31, 2007	December 31, 2006
Foreign currency translation adjustments	\$ 244	\$ 157
Unrealized gains/(losses) on certain investments, net of reclassification adjustments	16	(3)
Unrealized gains on derivative instruments, net of reclassification adjustments	92	18
Pension and postretirement adjustments	(4,948)	(8,389)
Accumulated other comprehensive loss	<u>\$(4,596)</u>	<u>\$(8,217)</u>

Note 18—Derivative Financial Instruments

Cash Flow Hedges

Our cash flow hedges include certain interest rate swaps, cross currency swaps, foreign currency forward contracts, foreign currency option contracts and commodity purchase contracts. Interest rate swap contracts under which we agree to pay fixed rates of interest are designated as cash flow hedges of variable-rate debt obligations. We use foreign currency forward contracts to manage currency risk associated with certain forecasted transactions, specifically sales and purchase commitments made in foreign currencies. Our foreign currency forward contracts hedge forecasted transactions principally occurring within five years in the future, with certain contracts hedging transactions up to 2021. We use commodity derivatives, such as fixed-price purchase commitments, to hedge against potentially unfavorable price changes for items used in production. These include commitments to purchase electricity at fixed prices through 2011.

For the years ended December 31, 2007, 2006, and 2005, gains of \$24, \$24, and \$3, respectively, (net of tax) were reclassified to cost of products and services from Accumulated other comprehensive loss. In 2006, additional gains of \$12 were reclassified from Accumulated other comprehensive loss to Other income, net, as a result of discontinuance of cash flow hedge designation based on the probability that the original forecasted transactions will not occur by the end of the originally specified time period. Such reclassifications were not significant for the years ended December 31, 2007 and 2005. Ineffectiveness for cash flow hedges was insignificant for the years ended December 31, 2007, 2006 and 2005.

At December 31, 2007 and 2006, net gains of \$92 and \$18 (net of tax) were recorded in Accumulated other comprehensive loss associated with our cash flow hedging transactions. Based on our current portfolio of cash flow hedges, we expect to reclassify to cost of products and services a gain of \$64 (net of tax) during 2008.

Fair Value Hedges

Interest rate swaps under which we agree to pay variable rates of interest are designated as fair value hedges of fixed-rate debt. The net change in fair value of the derivatives and the hedged items is reported in Interest and debt expense. Ineffectiveness related to the interest rate swaps was insignificant for the years ended December 31, 2007, 2006 and 2005.

For the years ended December 31, 2007, 2006 and 2005, \$5, \$8, and \$12 of gains related to the basis adjustment of certain terminated interest rate swaps were amortized to earnings.

Derivative Financial Instruments Not Receiving Hedge Accounting Treatment

We also hold certain non-hedging instruments, such as interest exchange agreements, interest rate swaps, warrants, and foreign currency forward contracts. The changes in fair value of these instruments are recorded in Other income, net. For the years ended December 31, 2007, 2006 and 2005, these non-hedging instruments resulted in net (losses)/gain of (\$47), (\$6), and \$11, respectively.

Note 19—Significant Group Concentrations of Risk

Credit Risk

Financial instruments involving potential credit risk are predominantly with commercial aircraft customers and the U.S. government. Of the \$12,845 in Accounts receivable, net and Customer financing, net included in the Consolidated Statements of Financial Position as of December 31, 2007, \$6,927 related to commercial aircraft customers (\$324 of Accounts receivable and \$6,603 of Customer financing) and \$2,969 related to the U.S. government. Of the \$6,603 of aircraft customer financing, \$5,991 related to customers we believe have less than investment-grade credit. AirTran Airways, American Airlines and Midwest Airlines, Inc. were associated with 23%, 9% and 9%, respectively, of our aircraft financing portfolio. Financing for aircraft is collateralized by security in the related asset. As of December 31, 2007, there was \$8,350 of financing commitments related to aircraft on order including options and proposed as part of sales campaigns described in Note 13, of which \$6,074 related to customers we believe have less than investment-grade credit.

Other Risk

As of December 31, 2007, approximately 38% of our employees were represented by collective bargaining agreements and approximately 32% of employees were represented by agreements expiring during 2008.

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Note 20 – Disclosures About Fair Value of Financial Instruments

The carrying values and estimated fair values of our financial instruments were as follows at December 31:

	2007		2006	
	Carrying Amount	Fair Value	Carrying Amount	Fair Value
Accounts receivable	\$5,740	\$5,629	\$5,285	\$4,876
Accounts payable	5,714	5,714	5,643	5,356
Debt, excluding capital lease obligations	8,129	8,865	9,395	10,297
Notes receivable	885	937	1,823	1,823
Residual value and credit guarantees	207	72	210	113
Contingent repurchase commitments	7	46	7	91

The fair values of the Accounts receivable and Accounts payable is based on current market rates for loans of the same risk and maturities. The fair value of our debt is based on current market rates for debt of the same risk and maturities. The estimated fair value of our Other liabilities balance at December 31, 2007 and 2006 approximates its carrying value.

Items not included in the above disclosures are cash, cash equivalents and investments. The estimated fair value of those items approximate their carrying value at December 31, 2007 and 2006 as reflected in Note 10. The estimated fair value of our Investments at December 31, 2007 and 2006 approximate the carrying value. With regard to financial instruments with off-balance sheet risk, it is not practicable to estimate the fair value of future financing commitments because there is not a market for such future commitments.

Note 21 – Legal Proceedings

Various legal proceedings, claims and investigations related to products, contracts and other matters are pending against us. Many potentially significant legal proceedings are related to matters covered by our insurance. Potential material contingencies are discussed below.

We are subject to various U.S. government investigations, from which civil, criminal or administrative proceedings could result or have resulted. Such proceedings involve, or could involve claims by the government for fines, penalties, compensatory and treble damages, restitution and/or forfeitures. Under government regulations, a company, or one or more of its operating divisions or subdivisions, can also be suspended or debarred from government contracts, or lose its export privileges, based on the results of investigations. We believe, based upon current information, that the outcome of any such government disputes and investigations will not have a material adverse effect on our financial position, except as set forth below.

A-12 Litigation

In 1991, the U.S. Navy notified McDonnell Douglas Corporation (now one of our subsidiaries) and General Dynamics Corporation (together, the Team) that it was terminating for default the Team's contract for development and

initial production of the A-12 aircraft. The Team filed a legal action to contest the U.S. Navy's default termination, to assert its rights to convert the termination to one "for the convenience of the government," and to obtain payment for work done and costs incurred on the A-12 contract but not paid to date. As of December 31, 2007, inventories included approximately \$584 of recorded costs on the A-12 contract, against which we have established a loss provision of \$350. The amount of the provision, which was established in 1990, was based on McDonnell Douglas Corporation's belief, supported by an opinion of outside counsel, that the termination for default would be converted to a termination for convenience, and that the best estimate of possible loss on termination for convenience was \$350.

On August 31, 2001, the U.S. Court of Federal Claims issued a decision after trial upholding the government's default termination of the A-12 contract. In 2003, the Court of Appeals for the Federal Circuit, finding that the trial court had applied the wrong legal standard, vacated the trial court's 2001 decision and ordered the case sent back to that court for further proceedings. On May 3, 2007, the U.S. Court of Federal Claims issued a decision upholding the government's default termination of the A-12 contract. We believe that the ruling raises serious issues for appeal, and on May 4, 2007 we filed a Notice of Appeal which we are now pursuing in the Court of Appeals for the Federal Circuit. This follows an earlier trial court decision in favor of the Team and reversal of that initial decision on appeal.

If, after all judicial proceedings have ended, the courts determine, contrary to our belief, that a termination for default was appropriate, we would incur an additional loss of approximately \$275, consisting principally of remaining inventory costs and adjustments, and, if the courts further hold that a money judgment should be entered against the Team, we would be required to pay the U.S. government one-half of the unliquidated progress payments of \$1,350 plus statutory interest from February 1991 (currently totaling approximately \$1,350). In that event, our loss would total approximately \$1,621 in pre-tax charges. Should, however, the March 31, 1998 judgment of the U.S. Court of Federal Claims in favor of the Team be reinstated, we would be entitled to receive payment of approximately \$1,087, including interest.

We believe that the termination for default is contrary to law and fact and that the loss provision established by McDonnell Douglas Corporation in 1990, which was supported by an opinion from outside counsel, continues to provide adequately for the reasonably possible reduction in value of A-12 net contracts in process as of December 31, 2007. Final resolution of the A-12 litigation will depend on the outcome of further proceedings or possible negotiations with the U.S. government.

Employment and Benefits Litigation

We are a defendant in two employment discrimination class actions. In the Williams class action, which was filed on June 8, 1998 in the U.S. District Court for the Western District of Washington (alleging race discrimination), we prevailed in a jury trial in December 2005, but plaintiffs appealed the pre-trial dismissal of compensation claims in November 2005. In the Calender class action, which was filed January 25, 2005 in the

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U.S. Northern District of Illinois (a spin-off from Williams alleging race discrimination), plaintiffs dropped their promotions claim on June 6, 2006, and put their compensation claims on hold pending the outcome of the Williams appeal.

In addition, on March 2, 2006, we were served with a complaint filed in the U.S. District Court for the District of Kansas, alleging that hiring decisions made by Spirit Aerospace near the time of our sale of the Wichita facility were tainted by age discrimination and violated ERISA. The case is brought as a class action on behalf of individuals not hired by Spirit. We are indemnified by Spirit for all claims relating to the 2005 sales transaction pursuant to the terms of the asset purchase agreement with Spirit. Spirit has not agreed to indemnify us for one claim, which alleges that layoffs in Wichita from 2002–2005 were part of an overall scheme to eliminate older workers and reduce the cost of benefits.

A second alleged class action involving our sale of the Wichita facility to Spirit was filed on February 21, 2007, in the U.S. District Court for the District of Kansas. The case is also brought under ERISA, and, in general, claims that we have not properly provided benefits to certain categories of former employees affected by the sale. Plaintiffs have been exhausting their administrative remedies by making appeals to our benefits committee; that phase of the case has been completed, and it is expected that the case will move into the early stages of discovery.

On September 13, 2006, two UAW Local 1069 retirees filed a class action lawsuit in the Middle District of Tennessee alleging that recently announced changes to medical plans for retirees of UAW Local 1069 constituted a breach of collective bargaining agreements under §301 of the Labor-Management Relations Act and §502(a)(1)(B) of ERISA. On September 15, 2006, we filed a lawsuit in the Northern District of Illinois against the International UAW and two retiree medical plan participants seeking a declaratory judgment confirming that the Company has the legal right to make changes to these medical benefits. On June 4, 2007, the Middle District of Tennessee ordered that its case be transferred to the Northern District of Illinois. The two cases were consolidated on September 24, 2007. The UAW filed a Motion to file a Second Amended Complaint on October 26, 2007 in which it sought to drop the retirees' claim for vested lifetime benefits based on successive collective bargaining agreements and instead allege that the current collective bargaining agreement is the sole alleged source of rights to retiree medical benefits. We opposed the motion. On January 17, 2008, the court granted the motion to amend the complaint on the condition that the lifetime retiree benefits claims are to be dismissed with prejudice. The plaintiff's counsel is now considering whether to accept the condition or withdraw the amended complaint. In addition, both parties filed Motions for Class Certification on November 16, 2007. It is not possible at this time to determine whether an adverse outcome would have a material adverse effect on our financial position.

On October 13, 2006, we were named as a defendant in a lawsuit filed in the U.S. District Court for the Southern District of Illinois. Plaintiffs, seeking to represent a class of similarly

situated participants and beneficiaries in the Boeing Company Voluntary Investment Plan (the VIP Plan), alleged that fees and expenses incurred by the VIP Plan were and are unreasonable and excessive, not incurred solely for the benefit of the VIP Plan and its participants, and were undisclosed to participants. The plaintiffs further alleged that defendants breached their fiduciary duties in violation of §502(a)(2) of ERISA, and sought injunctive and equitable relief pursuant to §502(a)(3) of ERISA. Plaintiffs have filed a motion to certify the class, which we have opposed. On September 10, 2007, the court issued an order staying class certification pending resolution by the U.S. Court of Appeals for the Seventh Circuit of *Lively v. Dynegy, Inc.* On December 14, 2007, the court granted plaintiffs leave to file an amended complaint, which complaint added our Employee Benefits Investment Committee as a defendant and included new allegations regarding alleged breach of fiduciary duty. It is not possible at this time to determine whether an adverse outcome would have a material adverse effect on our financial position.

BSSI/ICO Litigation

On August 16, 2004, Boeing Satellite Systems International, Inc. (BSSI) filed a complaint for declaratory relief against ICO Global Communications (Operations), Ltd. (ICO) in Los Angeles County Superior Court. BSSI's suit seeks a declaration that ICO's prior termination of two contracts for convenience extinguished all claims between the parties. On September 16, 2004, ICO filed a cross-complaint alleging breach of contract, economic duress, fraud, unfair competition, and other claims. ICO added us as a defendant in October 2005 to some of these claims and also sued us for interference with contract and misappropriation of trade secrets. On January 13, 2006, BSSI filed a cross-complaint against ICO, ICO Global Communications (Holdings) Limited (ICO Holdings), ICO's parent, and Eagle River Investments, LLC, parent of both ICO and ICO Holdings, alleging fraud and other claims. In its claims, ICO seeks to recover damages significantly in excess of the \$2,400 contract price. More specifically, ICO seeks to recover all monies paid to BSSI and Boeing Launch Services; the costs it incurred in shutting down certain aspects of its business; substantial damages for alleged diminution in the value of its business; and other unspecified damages and relief. We believe that we have defenses to ICO's causes of action and damage claims and are pursuing our own claims. Trial is set for April 2008.

BSSI/Thuraya Litigation

On September 10, 2004, a group of insurance underwriters for Thuraya Satellite Telecommunications (Thuraya) requested arbitration before the International Chamber of Commerce (ICC) against BSSI. The Request for Arbitration alleges that BSSI breached its contract with Thuraya for sale of a model 702 satellite that experienced power loss anomalies. The arbitration hearing has been scheduled for April 2008 and the arbitration decision is expected to be issued later in 2008. The claimants seek approximately \$199 (plus claims of interest, costs and fees) consisting of insurance payments made to Thuraya, and they further reserved the right to seek an additional \$38 that has been in dispute between Thuraya and some insurers and

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was reportedly recently resolved. Thuraya has reserved its rights to seek uninsured losses that could increase the total amount disputed to \$365. We believe these claims lack merit and intend to vigorously defend against them.

We have insurance coverage to respond to this arbitration request and have notified responsible insurers. On May 26, 2006, a group of these insurers filed a declaratory judgment action in the Circuit Court of Cook County asserting certain defenses to coverage and requesting a declaration of their obligation under our insurance and reinsurance policies relating to the Thuraya ICC arbitration. We believe the insurers' position lacks merit. On May 25, 2007, the court stayed further proceedings in the coverage action pending completion of the arbitration but insurers have appealed that order.

BSSI/Telesat Canada

On November 9, 2006, Telesat Canada (Telesat) and a group of its insurers served BSSI with an arbitration demand alleging breach of contract, gross negligence and willful misconduct in connection with the constructive total loss of Anik F1, a model 702 satellite manufactured by BSSI. Telesat and its insurers seek over \$385 in damages and \$10 in lost profits. We believe that the claims asserted by Telesat and its insurers lack merit but have nonetheless notified our insurance carriers of the demand.

On April 26, 2007, a group of our insurers filed a declaratory judgment action in the Circuit Court of Cook County asserting certain defenses to coverage and requesting a declaration of their obligation under our insurance and reinsurance policies relating to the threatened Telesat Anik F1 arbitration. We believe the insurers' position lacks merit and intend to vigorously litigate the coverage issue.

BSSI/Superbird-6 Litigation

On December 1, 2006, BSSI was served with an arbitration demand in subrogation brought by insurers for Space Communications Corporation alleging breach of warranty, breach of contract and gross negligence relating to the Superbird-6 communications satellite, which suffered a low perigee event shortly after launch in April 2004. The low orbit allegedly damaged the satellite, and a subsequent decision to de-orbit the satellite was made less than 12 months after launch. The model 601 satellite was manufactured by BSSI and delivered for launch by International Launch Services on an Atlas launch vehicle. The insurers seek to recover in excess of \$240 from BSSI. We believe the insurers' claims lack merit and intend to vigorously defend against them. The arbitration hearing is scheduled to begin in October 2008.

Note 22 – Segment Information

We operate in five principal segments: Commercial Airplanes; Precision Engagement and Mobility Systems, Network and Space Systems, and Support Systems, collectively IDS; and BCC. All other activities fall within the Other segment, principally made up of Engineering, Operations and Technology, Connexion by BoeingSM and our Shared Services Group. On August 17, 2006, we announced that we would exit the

Connexion by BoeingSM high speed broadband communications business having completed a detailed business and market analysis. See Note 7. See page 44 for Summary of Business Segment Data, which is an integral part of this note.

Our Commercial Airplanes operation principally involves development, production and marketing of commercial jet aircraft and providing related support services, principally to the commercial airline industry worldwide.

Our IDS operations principally involve research, development, production, modification and support of the following products and related systems: military aircraft, both land-based and aircraft-carrier-based, including fighter, transport and attack aircraft with wide mission capability, and vertical/short takeoff and landing capability; helicopters and missiles, space systems, missile defense systems, satellites and satellite launching vehicles, and information and battle management systems. Although some IDS products are contracted in the commercial environment, the primary customer is the U.S. government.

Our Precision Engagement and Mobility Systems segment programs include AH-64 Apache, CH-47 Chinook, C-17, EA-18G, F/A-18E/F, F-15, F-22, Joint Direct Attack Munition, P-8A Poseidon, Small Diameter Bomb, V-22 Osprey, 737 Airborne Early Warning and Control, and 767 Tanker.

Our Network and Space Systems segment programs include Future Combat Systems, Joint Tactical Radio System, and Family of Beyond Line-of-Sight Terminals, which are helping our military customers network enable their operations; Future Rapid Effects Systems and SBInet, which provide integrated intelligence and security solutions; launch exploration and satellite products and services including the Space Shuttle, International Space Station, Ares, and Delta launch services; and missile defense programs including Ground-based Midcourse Defense and Airborne Laser. Also included are military satellite programs and Proprietary programs.

Our Support Systems segment programs include Integrated Logistics (AH-64 Apache, C-17, CH-47 Chinook, E-6, F/A-18), Maintenance, Modifications and Upgrades (B-52, C-130 Avionics Modernization Program, KC-10, KC-135, T-38), and Training Systems and Services (AH-64 Apache, C-17, F/A-18, F-15, T-45).

Effective January 1, 2007, the B-1 bomber program (formerly included in Precision Engagement and Mobility Systems) and certain Boeing Australia Limited programs (formerly included in Network and Space Systems) are included in Support Systems. Business segment data for all periods presented have been adjusted to reflect the realignment.

Our BCC segment is primarily engaged in supporting our major operating units by facilitating, arranging, structuring and providing selective financing solutions to our customers and managing our overall financial exposures.

Engineering, Operations and Technology is an advanced research and development organization focused on innovative technologies, improved processes and the creation of new products. Financing activities other than BCC, consisting principally of four C-17 transport aircraft under lease to the UKRAF, are included within the Other segment classification.

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While our principal operations are in the United States, Canada, and Australia, some key suppliers and subcontractors are located in Europe and Japan. Revenues by geographic area consisted of the following:

Years ended December 31,	2007	2006	2005
Asia, other than China	\$11,104	\$ 8,672	\$ 5,077
China	2,853	2,659	3,154
Europe	6,296	5,445	3,312
Middle East	1,891	1,991	477
Oceania	1,057	1,206	1,283
Africa	751	967	961
Canada	1,653	660	748
Latin America, Caribbean and other	1,446	1,431	629
	27,051	23,031	15,641
United States	39,336	38,499	37,980
Total revenues	\$66,387	\$61,530	\$53,621

Commercial Airplanes segment revenues were approximately 79%, 73% and 76% of total revenues in Europe and approximately 87%, 80% and 80% of total revenues in Asia, excluding China, for 2007, 2006 and 2005, respectively. IDS revenues were approximately 16%, 22% and 20% of total revenues in Europe and approximately 12%, 20% and 19% of total revenues in Asia, excluding China, for 2007, 2006 and 2005 respectively. IDS revenues from the U.S. government represented 42%, 46% and 51% of consolidated revenues for 2007, 2006 and 2005. Approximately 13% of operating assets are located outside the United States.

The information in the following tables is derived directly from the segments' internal financial reporting used for corporate management purposes.

Research and Development Expense

Years ended December 31,	2007	2006	2005
Commercial Airplanes	\$2,962	\$2,390	\$1,302
Integrated Defense Systems:			
Precision Engagement and Mobility Systems	447	392	432
Network and Space Systems	300	301	334
Support Systems	104	98	89
Total Integrated Defense Systems*	851	791	855
Other	37	76	48
	\$3,850	\$3,257	\$2,205

*Includes bid and proposal costs of \$306, \$227, and \$210, respectively.

Depreciation and Amortization

Years ended December 31,	2007	2006	2005
Commercial Airplanes	\$ 318	\$ 263	\$ 396
Integrated Defense Systems:			
Precision Engagement and Mobility Systems	126	141	161
Network and Space Systems	176	231	283
Support Systems	60	38	24
Total Integrated Defense Systems	362	410	468
Boeing Capital Corporation	222	247	257
Other	32	60	40
Unallocated	551	579	365
	\$1,485	\$1,559	\$1,526

We recorded earnings from operations associated with our equity method investments of \$100, \$50, and \$0 in our Commercial Airplanes segment and \$87, \$96, and \$88 primarily in our N&SS segment for the years ended December 31, 2007, 2006 and 2005, respectively.

For segment reporting purposes, we record Commercial Airplanes segment revenues and cost of sales for airplanes transferred to other segments. Such transfers may include airplanes accounted for as operating leases and considered transferred to the BCC segment and airplanes transferred to the IDS segment for further modification prior to delivery to the customer. The revenues and cost of sales for these transfers are eliminated in the Accounting differences/eliminations caption. In the event an airplane accounted for as an operating lease is subsequently sold, the 'Accounting differences/eliminations' caption would reflect the recognition of revenue and cost of sales on the consolidated financial statements. For segment reporting purposes, we record IDS revenues and cost of sales for the modification performed on airplanes received from Commercial Airplanes when the airplane is delivered to the customer or at the attainment of performance milestones.

Intersegment revenues, eliminated in Accounting differences/eliminations are shown in the following table.

Years ended December 31,	2007	2006	2005
Commercial Airplanes	\$390	\$826	\$640
Boeing Capital Corporation	103	131	57
Other	2	5	3
Total	\$495	\$962	\$700

Unallocated Expense

Unallocated expense includes costs not attributable to business segments. Unallocated expense also includes the impact of cost measurement differences between generally accepted accounting principles in the United States of America and federal cost accounting standards as well as intercompany profit eliminations. The most significant items not allocated to segments are shown in the following table.

Years ended December 31,	2007	2006	2005
Share-based plans	\$ (233)	\$ (680)	\$ (999)
Deferred compensation	(51)	(211)	(186)
Pension	(561)	(369)	(846)
Post-retirement	(125)	(103)	(5)
Capitalized interest	(53)	(48)	(47)
Other	(162)	(322)	(324)
Total	\$(1,185)	\$(1,733)	\$(2,407)

Unallocated assets primarily consist of cash and investments, prepaid pension expense, net deferred tax assets, capitalized interest and assets held by our Shared Services Group as well as intercompany eliminations. Unallocated liabilities include various accrued employee compensation and benefit liabilities, including accrued retiree health care, net deferred tax liabilities and income taxes payable. Debentures and notes payable are not allocated to other business segments except for the portion related to BCC. Unallocated capital expenditures relate primarily to Shared Services Group assets and segment assets managed by Shared Services Group, primarily IDS.

Notes to Consolidated Financial Statements

Segment assets, liabilities, capital expenditures and backlog are summarized in the tables below.

Assets

As of December 31,	2007	2006	2005
Commercial Airplanes	\$12,317	\$10,296	\$ 7,145
Integrated Defense Systems:			
Precision Engagement and Mobility Systems	5,262	4,718	4,712
Network and Space Systems	6,982	7,232	8,975
Support Systems	3,037	2,721	1,900
Total Integrated Defense Systems	15,281	14,671	15,587
Boeing Capital Corporation	6,581	7,987	9,216
Other	2,504	6,923	6,501
Unallocated	22,303	11,917	21,547
	\$58,986	\$51,794	\$59,996

Liabilities

As of December 31,	2007	2006	2005
Commercial Airplanes	\$16,151	\$13,109	\$10,979
Integrated Defense Systems:			
Precision Engagement and Mobility Systems	3,991	3,849	3,871
Network and Space Systems	1,312	1,563	2,985
Support Systems	1,496	1,397	1,037
Total Integrated Defense Systems	6,799	6,809	7,893
Boeing Capital Corporation	4,763	6,082	6,859
Other	204	368	385
Unallocated	22,065	20,687	22,821
	\$49,982	\$47,055	\$48,937

Capital Expenditures

Years ended December 31,	2007	2006	2005
Commercial Airplanes	\$ 849	\$ 838	\$ 622
Integrated Defense Systems:			
Precision Engagement and Mobility Systems	107	201	237
Network and Space Systems	75	70	174
Support Systems	39	38	30
Total Integrated Defense Systems	221	309	441
Boeing Capital Corporation			
Other	5	58	65
Unallocated	656	476	419
	\$1,731	\$1,681	\$1,547

Contractual Backlog (Unaudited)

As of December 31,	2007	2006	2005
Commercial Airplanes	\$255,176	\$174,276	\$124,132
Integrated Defense Systems:			
Precision Engagement and Mobility Systems	22,957	24,739	21,630
Network and Space Systems	9,167	7,838	6,324
Support Systems	9,664	9,714	8,551
Total Integrated Defense Systems	41,788	42,291	36,505
	\$296,964	\$216,567	\$160,637

Quarterly Financial Data (Unaudited)

	2007				2006			
	4th	3rd	2nd	1st	4th	3rd	2nd	1st
Revenues	\$17,477	\$16,517	\$17,028	\$15,365	\$17,541	\$14,739	\$14,986	\$14,264
Earnings/(loss) from continuing operations	1,516	1,499	1,506	1,309	1,152	951	(48)	959
Net earnings/(loss) from continuing operations	1,027	1,109	1,049	873	980	694	(160)	692
Net gain from discontinued operations	6	5	1	4	9			
Net earnings/(loss)	1,033	1,114	1,050	877	989	694	(160)	692
Basic earnings/(loss) per share								
from continuing operations	1.38	1.46	1.38	1.14	1.29	0.90	(0.21)	0.90
Basic earnings/(loss) per share	1.39	1.47	1.38	1.15	1.30	0.90	(0.21)	0.90
Diluted earnings/(loss) per share								
from continuing operations	1.35	1.43	1.35	1.12	1.28	0.89	(0.21)	0.88
Diluted earnings/(loss) per share	1.36	1.44	1.35	1.13	1.29	0.89	(0.21)	0.88
Cash dividends paid per share	0.35	0.35	0.35	0.35	0.30	0.30	0.30	0.30
Market price:								
High	107.15	107.83	101.45	92.24	92.05	84.06	89.58	79.50
Low	85.55	90.08	88.08	84.60	77.77	72.13	76.40	65.90
Quarter end	87.46	104.99	96.16	88.91	88.84	78.85	81.91	77.93

During the second and fourth quarters of 2006, we recorded charges of \$496 and \$274 on our international Airborne Early Warning and Control program in our PE&MS segment. During the third and fourth quarters of 2006, we recorded charges of

\$280 and \$40 due to exiting the Connexion by Boeing business. During the second quarter of 2006, we recorded a charge of \$571 as part of the global settlement with the U.S. Department of Justice.

Report of Independent Registered Public Accounting Firm

To the Board of Directors and Shareholders of The Boeing Company Chicago, Illinois

We have audited the accompanying consolidated statements of financial position of The Boeing Company and subsidiaries (the "Company") as of December 31, 2007 and 2006, and the related consolidated statements of operations, shareholders' equity, and cash flows for each of the three years in the period ended December 31, 2007. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, such consolidated financial statements (located at pages 40–76) present fairly, in all material respects, the financial position of The Boeing Company and subsidiaries as of December 31, 2007 and 2006, and the results of their operations and their cash flows for each of the three years in the period ended December 31, 2007, in conformity with accounting principles generally accepted in the United States of America.

As discussed in Note 15 to the consolidated financial statements, the Company adopted Statement of Financial Accounting Standards No. 158, *Employers' Accounting for Defined Benefit Pension and Other Postretirement Plans—an Amendment of FASB Statements No. 87, 88, 106 and 132(R)*, which changed its method of accounting for pension and postretirement benefits as of December 31, 2006.

We have also audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the Company's internal control over financial reporting as of December 31, 2007, based on the criteria established in Internal Control-Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission and our report (not presented herein) dated February 13, 2008 expressed an unqualified opinion on the Company's internal control over financial reporting.

Deloitte + Touche LLP

Chicago, Illinois
February 13, 2008

Report of Management

To the Shareholders of The Boeing Company:

The accompanying consolidated financial statements of The Boeing Company and subsidiaries have been prepared by management who are responsible for their integrity and objectivity. The statements have been prepared in conformity with accounting principles generally accepted in the United States of America and include amounts based on management's best estimates and judgments. Financial information elsewhere in this Annual Report is consistent with that in the financial statements.

Management has established and maintains a system of internal control designed to provide reasonable assurance regarding the reliability of financial reporting and the presentation of financial statements in accordance with accounting principles generally accepted in the United States of America, and has concluded that this system of internal control was effective as of December 31, 2007. In addition, management also has established and maintains a system of disclosure controls designed to provide reasonable assurance that information required to be disclosed is accumulated and reported in an accurate and timely manner. The system of internal control and disclosure control include widely communicated statement of policies and business practices which are designed to require all employees to maintain high ethical

standards in the conduct of Company affairs. The internal controls and disclosure controls are augmented by organizational arrangements that provide for appropriate delegation of authority and division of responsibility and by a program of internal audit with management follow-up.

The Audit Committee of the Board of Directors, composed entirely of outside directors, meets periodically with the independent certified public accountants, management and internal auditors to review accounting, auditing, internal accounting controls, litigation and financial reporting matters. The independent certified public accountants and the internal auditors have free access to this committee without management present.



James A. Bell
Executive Vice President, Finance
and Chief Financial Officer



W. James McNerney, Jr.
Chairman, President and
Chief Executive Officer

Regulatory Certifications

The Boeing Company submitted a Section 12(a) CEO Certification to the New York Stock Exchange in 2007 and, separately, the Company filed Section 302 CEO and CFO certifications with the U.S. Securities and Exchange Commission as exhibits to its Annual Report on Form 10-K for the year ended December 31, 2007.

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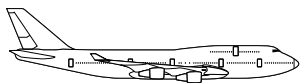
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Selected Programs, Products and Services

Boeing Commercial Airplanes

Scott E. Carson, President and Chief Executive Officer, Renton, Washington, U.S.A.

The Boeing 747-400



747-8



Boeing launched the 747-8 program, including the 747-8 Intercontinental passenger airplane and the 747-8 Freighter, in late 2005. The Freighter will enter service in late 2009, followed by the Intercontinental in 2010. The 747-8 will be the only airplane in the 400- to 500-seat market, seating 467 passengers in a typical three-class configuration (51 more than the 747-400). The Freighter will carry 16 percent more revenue cargo volume than the 747-400 Freighter, and will be the industry's only nose-cargo-loading jet. Both the passenger and freighter variants of the 747-8 have an increased maximum takeoff

weight of 442,252 kilograms (975,000 pounds) and represent a new benchmark in fuel efficiency and noise reduction, allowing airlines to lower fuel costs and fly into more airports at more times of the day. Production of the 747-400, primarily the freighter version, will continue until the 747-8 family enters service in 2009. The 747-8 family also includes a VIP version, which provides 4,786 square feet of cabin space.

*Orders: 1,521**

*Deliveries: 1,396**

The Boeing 777-200ER



777-200LR



777-300ER



The 777 family of airplanes is the market leader in the 300- to 400-seat segment. The 777 is preferred by airlines around the world because of its fuel efficiency, reliability and spacious passenger cabin. The 777 seats from 301 up to 368 passengers in a three-class configuration with a range of 5,210 nautical miles for the 777-200 and 9,380 nautical miles for the 777-200LR Worldliner (longer range). The 777—the world's

largest twinjet—is available in six models: the 777-200; the 777-200ER (extended range); a larger 777-300; two new longer-range models, the 777-300ER and the 777-200LR; and the 777 Freighter.

*Orders: 1,044**

*Deliveries: 687**

The Boeing 767-200ER



767-300ER



767-400ER



The 767 is the first widebody jetliner to be stretched twice. The 767-300ER is 6.43 meters (21 feet) longer than the original 767-200ER, and the 767-400ER is 6.43 meters (21 feet) longer than the 767-300ER. The 767 is the favorite airplane on Atlantic routes, crossing the Atlantic more frequently than any other airplane. The 767 has the lowest operating costs of any existing twin-aisle airplane. The 767-200ER will typically fly 181 to 224 passengers up to 6,600 nautical miles, while the 767-300ER offers 20 percent more passenger seating than the 767-200ER

and has a range of almost 6,000 nautical miles. A freighter version of the 767-300 is available. Boeing also offers the 767-400ER, which seats 245 to 304 passengers and has a range of 5,625 nautical miles. In a high-density inclusive-tour arrangement, the 767-400ER can carry up to 375 passengers.

*Orders: 1,011**

*Deliveries: 959**

The Boeing 737-600 737-700



737-800



737-900ER



The Boeing 737 is the best-selling family of commercial jetliners of all time. The Next-Generation 737s (-600/-700/-700ER/-800/-900ER) incorporate advanced technology and design features that translate into cost-efficient, high-reliability operations and superior passenger satisfaction. The 737 spans the entire 110- to 220-seat market with ranges of more than 3,000 nautical miles. This flexibility gives operators the ability to effectively respond to market needs. The 737

family also includes two Boeing Business Jets—derivatives of the 737-700 and 737-800. A third BBJ derivative based on the 737-900ER is scheduled to roll out in 2008.

Orders: 7,676 (total for all 737s)
4,542 (Next-Generation)**

Deliveries: 5,600 (total for all 737s)
2,466 (Next-Generation)**

The Boeing 787



Boeing is focusing its new airplane development efforts on the Boeing 787 Dreamliner, a super-efficient commercial airplane that applies the latest technologies in aerospace. The airplane will carry 210 to 330 passengers and fly 2,500 to 8,500 nautical miles, while providing dramatic savings in fuel use and operating costs. Its exceptional performance will come from improvements in engine technology, aerodynamics, materials and systems. It will be the most advanced and efficient commercial airplane in its

class and will set new standards for environmental performance and passenger comfort. The 787 family also includes VIP versions, which provide more than 2,400 square feet of cabin space and can fly its owners almost anywhere in the world nonstop.

*Orders: 817**

First delivery scheduled for 2009

Boeing Commercial Aviation Services



Boeing Commercial Aviation Services provides the most complete range of products and services aimed at bringing even more value to our customers. This organization is committed to the success of the air transport industry, which is an important component in the company's single-source approach. This includes a comprehensive

worldwide customer support network, freighter conversions, spare parts, airplane modification and engineering support. Commercial Aviation Services also oversees joint ventures such as Aviation Partners Boeing and wholly owned subsidiaries, Jeppesen Sanderson, Inc., Aviall, Inc. and Alteon.

Selected Programs, Products and Services

Boeing Integrated Defense Systems

James F. Albaugh, President and Chief Executive Officer, St. Louis, Missouri, U.S.A.

AH-64D Apache Longbow

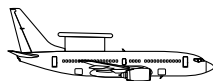


The AH-64D Apache Longbow is the most capable, survivable, deployable and maintainable multimission combat helicopter in the world. After completing U.S. government multiyear contracts for 501 Apache Longbows, the U.S. Army has contracted with Boeing for 47 new Apache Longbows and 96 remanufactured Apaches. Boeing began work on a nonrecurring engineering contract to support upcoming Block III AH-64D production. Boeing has delivered, is under

contract for or has been selected to produce advanced Apaches for Egypt, Greece, Israel, Japan, Kuwait, Singapore, the Netherlands, the United Arab Emirates and the United Kingdom. Several other nations are considering the Apache Longbow for their defense forces.

2007 deliveries: 42 (17 new and 16 remanufactured, plus 9 kits)

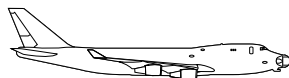
737-700 Airborne Early Warning and Control (AEW&C) System



Flight and ground testing of two AEW&C aircraft for Australia's Project Wedgetail continues. Boeing conducted a successful mission system flight test on Wedgetail aircraft No. 1 and functional checkout of aircraft No. 2 in Seattle. Aircraft No. 1 also participated in Trident Fury, a Canadian military exercise. Modifications are underway in Australia on aircraft Numbers 3–6. The first AEW&C aircraft for Turkey's Peace Eagle program completed its first functional check flight and mission system flight in Seattle.

It also made its first international flight to the Dubai Air show. Three other Peace Eagle aircraft are undergoing modifications in Turkey to transform them into AEW&C platforms. A contract for the Republic of Korea's AEW&C program received U.S. government approval. Planning and scheduling are underway to provide four AEW&C aircraft. The Boeing solution also includes ground-support segments for flight and mission crew training, mission support and aircraft and system modification support.

Airborne Laser (ABL)



Boeing is the prime contractor for ABL, a directed-energy weapon system using speed-of-light lethality to detect, track and destroy ballistic missiles in their boost phase of flight, when they are most vulnerable and before they deploy countermeasures. ABL, a modified Boeing 747-400F, also cues other layers of the global ballistic missile defense system. In August 2007, ABL completed a series of flight tests in which it tracked an airborne target, measured

and compensated for atmospheric turbulence and fired a surrogate high-energy laser at the target. In September 2007, the team began installing ABL's actual high-energy laser in the aircraft. When integration of the high-energy laser is completed, the program will conduct a series of system-level ground and flight tests, leading to an intercept test against an in-flight ballistic missile in 2009.

Ares I



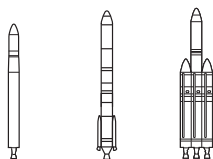
Ares I is an in-line, two-stage rocket that will carry the crew exploration vehicle Orion to low-Earth orbit. This rocket will replace the space shuttle as NASA's primary vehicle for human exploration. Boeing is the prime contractor to produce and deliver the avionics systems for the Ares I rocket. Boeing is also the prime contractor for the production of the upper stage, including installation of the avionics system and design support for NASA. Both contracts have a

combined value of almost \$2 billion and mark the first major contracts that Boeing has earned under NASA's Constellation program, focused on returning to the moon by 2020. NASA will have design responsibility for the Ares rockets with the first test flight scheduled for 2009. Boeing will perform its work in Huntsville, Alabama, and at Michoud Assembly Facility near New Orleans, Louisiana.

Boeing Launch Services Commercial Delta II



Commercial Delta IV



Medium Medium Plus Heavy

Boeing continues to offer the Delta family of launch vehicles to commercial customers with launch services contracted with United Launch Alliance (ULA). Commercial Delta launches are conducted from ULA's existing Delta launch facilities at Cape Canaveral Air Force Station, Florida, and at Vandenberg Air Force Base, California. Delta rockets provide our commercial customers a wide range of payload capabilities and vehicle configuration options to reliably deliver missions to virtually any destination in space.

The Delta II remains the "workhorse" of the launch industry and is the most successful launch vehicle in its class. The Delta II family of expendable launch vehicles supports space launch missions to geosynchronous transfer orbit (GTO), low-Earth orbit (LEO) or to deep space. Delta II rockets can lift payloads ranging from 891 kilograms (1,965 pounds) to 2,142 kilograms (4,723 pounds) to GTO; and 2.7 to 6.0 metric tons (5,934 pounds to 13,281 pounds) to LEO.

The Delta IV is the most advanced family of rockets developed by Boeing in partnership with the U.S. Air Force Evolved Expendable Launch Vehicle program. Delta IV blends advanced and proven technologies to launch medium- to heavy-size satellites to space. Delta IV rockets can accommodate single or multiple payloads on the same mission and can carry satellites weighing between 4,210 kilograms (9,285 pounds) and 13,130 kilograms (28,950 pounds) to GTO. Delta IV rockets also can launch satellites to polar and sun-synchronous orbit. At LEO, the orbit of the ISS, the Delta IV has a capability to lift approximately 23,000 kilograms (50,000 pounds).

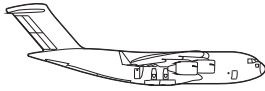
*2007 Delta commercial launches:
3 successful Delta II missions*

Selected Programs, Products and Services

Boeing Integrated Defense Systems

continued

C-17 Globemaster III

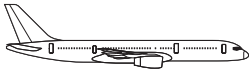


The C-17 Globemaster III is the most advanced, versatile airlifter ever produced. Capable of long-range transport of equipment, supplies and troops with a maximum payload of 74,818 kilograms (164,900 pounds), the C-17 can operate from short, austere—even dirt—runways close to the front lines. As the U.S. Air Force's premier airlifter, the C-17 is being used extensively during Operation Iraqi Freedom, during which the C-17 conducted its first combat airdrop and set a new single-day delivery record of 725,953 kilograms (1.6 million pounds). C-17s also play an integral role in global humanitarian relief efforts. Under a multiyear procurement contract to design, build and deliver 190 C-17s to the U.S. Air Force,

Boeing has delivered 171 aircraft through 2007. In partnership with suppliers, the C-17 program used Lean principles to help reduce the cost to customers for C-17s delivered in 2007, while improving margins and adding significantly more capability. On the international front, the United Kingdom, Australia and Canada are expanding their fleets to a total of 14 C-17s; six for the UK, and four each for Australia and Canada. The UK's fifth and sixth aircraft will be delivered in 2008, as will Canada's third and fourth C-17s, and Australia's fourth C-17.

2007 deliveries: 16

C-32A Executive Transport



The C-32A is a Boeing 757-200 specially configured for the U.S. Air Force. The aircraft provides safe, reliable worldwide airlift for the vice president, first lady and members of the Cabinet and Congress. Four C-32As currently are in service,

and Boeing has recently finished upgrading them with an advanced communications suite. In addition, the company has begun installing winglets and an auxiliary fuel system that will enhance the aircraft's range and performance.

C-40 Clipper

C-40A



The C-40A Military Transport is a modified 737-700C whose mission is to provide airlift of cargo and passengers to the fleet commanders. It can be configured as an all-passenger, all-cargo or combination passenger-cargo transport. The U.S. Naval Reserve contracted for nine aircraft, and Boeing delivered the ninth aircraft in May 2006. The company is currently upgrading the fleet with winglets to improve performance and range.

send, receive and monitor real-time data communications worldwide in both secure and nonsecure modes. Four C-40Bs are currently in service with the U.S. Air Force. Boeing is currently enhancing these aircraft with a defensive system that detects, tracks and defeats incoming infrared-seeking missiles.

C-40B



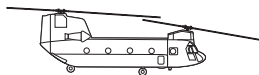
The C-40B Combatant Commander Support Aircraft is a specially modified Boeing Business Jet (BBJ) that provides flexible, cost-effective, high-performance airlift support for combatant commanders and senior government leaders. C-40B aircraft are equipped with an advanced communications system that allows users to

The C-40C Operational Support Aircraft is a modified BBJ used by the U.S. Air Force to transport government leaders and distinguished visitors worldwide while supporting their need to conduct in-flight business via secure communication systems. The Air National Guard operates three C-40Cs, all delivered by Boeing between 2002 and 2004, and the Air Force Reserve Command took delivery of three aircraft during 2007.

C-40C



CH/MH/HH-47 Chinook



Boeing is modernizing the U.S. Army's fleet of CH-47 Chinooks and MH-47 Special Operations Chinooks. The CH-47F completed its first flight in October 2006. After completing further tests, it was certified combat ready by the U.S. Army in June 2007. The first unit to receive the new Chinook was the 7th Battalion, 101st Aviation Regiment. The new CH-47F and MH-47G feature a variety of improvements, including an advanced common architecture cockpit. Under the modernization program, Chinooks will remain

in U.S. Army service through 2035 and will achieve an unprecedented service life in excess of 75 years. Current plans are for a derivative of the Chinook called HH-47 that would serve as a low-risk combination of capability and cost platform for the U.S. Air Force's Combat Search and Rescue helicopter.

2007 deliveries: 37 (10 new and 26 remanufactured, plus 1 kit)

EA-18G Growler



A variant of the U.S. Navy F/A-18F two-crew strike fighter, the EA-18G combines the combat-proven F/A-18F with the proven Improved Capability III Airborne Electronic Attack avionics suite from Northrop Grumman. The EA-18G is the U.S. Navy's choice to replace the existing Airborne Electronic Attack platform, the EA-6B Prowler. Boeing and the U.S. Navy signed a five-year System Development and Demonstration (SDD) contract on December 29, 2003. The SDD contract runs from 2004 through early 2009 and encompasses all laboratory, ground and flight tests from component-level testing

through full-up EA-18G weapons system performance flight testing. Boeing delivered two flight test aircraft to the U.S. Navy in 2006, which are currently being used in the flight test program at Naval Air Station Patuxent River, Maryland. Boeing delivered the first two production aircraft in 2007. The first EA-18G aircraft will join the U.S. Navy's fleet and begin sea trials and operational evaluation in 2008, with initial operating capability for the EA-18G expected in 2009.

2007 deliveries: 2

Selected Programs, Products and Services

Boeing Integrated Defense Systems

continued

F/A-18E/F Super Hornet



The combat-proven F/A-18E/F Super Hornet is the cornerstone of U.S. naval aviation and the United States' most advanced multirole strike fighter in production today. Designed to perform both fighter (air-to-air) and attack (air-to-surface or strike) missions, the Super Hornet provides the capability, flexibility and performance necessary to modernize the air or naval aviation forces of any country. More than 335 Super Hornets have been delivered to the U.S. Navy, and all were delivered ahead of schedule. Active

Electronically Scanned Array (AESA) radar equipped Block II Super Hornets are currently being delivered to fleet squadrons. In May 2007, the government of Australia signed a Letter of Offer and Acceptance to buy 24 F/A-18F Super Hornets, becoming the first international customer of the aircraft. Production is expected to run through at least 2013.

2007 deliveries: 42

F-15E Strike Eagle



The F-15E Strike Eagle is the world's most capable multirole fighter and the backbone of the U.S. Air Force fleet. The F-15E carries payloads larger than those of any other tactical fighter, and it retains the air-to-air capability and air superiority of the F-15C. It can operate around the clock and in any weather. Since entering operational service, the F-15 has a perfect air combat record, with more than 100 victories and no losses. Four other nations currently fly the F-15—Japan, Israel, Saudi Arabia and

the Republic of Korea. Since October 2005, the Republic of Korea Air Force has received 30 of 40 F-15Ks. In December 2005, the Republic of Singapore selected the Boeing F-15SG for its Next Fighter Replacement Program and, in 2007, exercised an option for eight F-15SGs plus an additional four. The F-15 is an extremely capable, supportable and affordable option to fill multirole force structure requirements around the world.

2007 deliveries: 12

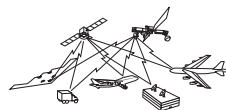
F-22A Raptor



Boeing produces the U.S. Air Force's F-22A Raptor in partnership with Lockheed Martin and Pratt & Whitney. The company builds the aircraft's wings and aft fuselage, integrates the avionics and software, has the lead on pilot and maintenance training and provides a third of the sustainment. The fighter is designed to overcome all known threats and quickly establish air dominance using its revolutionary combination of stealth, super-cruise, advanced integrated avionics and unmatched maneuverability. In mid-2007,

Congress approved a multiyear procurement of the final 60 of an authorized total of 183 Raptors for FY07–09. Production is scheduled to run through the end of 2011. In U.S. Air Force evaluations of the aircraft's performance, lethality and supportability during its first military exercises, the Raptor surpassed all customer expectations. During 2007, Boeing opened a state-of-the-art Raptor maintenance-training "schoolhouse" at Sheppard Air Force Base in Wichita Falls, Texas.

Family of Advanced Beyond-Line-of-Sight Terminals (FAB-T)



FAB-T is a key military transformation program that enables the U.S. Department of Defense to use the power of information technology to accelerate command-and-control decision support with speed, security and precision. Boeing is under contract with the U.S. Air Force to design and develop this family of multimission

capable, satellite communications terminals that will enable information exchange among ground, air and space platforms. Boeing has successfully completed a critical design review, demonstrating interoperability with a MILSTAR satellite and secure interoperability between two of its software-defined terminals.

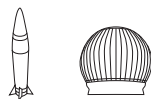
Future Combat Systems (FCS)



FCS, the U.S. Army's premier modernization program, is a networked, fully integrated system-of-systems that includes a new family of manned and unmanned ground and air vehicles and sensors. FCS will enable the U.S. Army modular force, providing soldiers and military leaders with leading-edge technologies and capabilities that will dramatically increase their survivability and lethality in complex environments. Boeing and

partner Science Applications International Corporation function as the lead systems integrator for FCS, managing a best-of-industry team of more than 550 suppliers. They are working together to deliver the first fully-equipped FCS Brigade Combat Team in 2015 and to accelerate the delivery of select FCS technologies to the U.S. Army's current force for testing beginning in 2008.

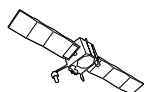
Ground-based Midcourse Defense (GMD)



Boeing is the prime contractor for GMD, the nation's only defense against long-range ballistic missiles. GMD has more than 20 interceptors deployed in underground silos at Vandenberg Air Force Base, California, and Ft. Greely, Alaska. An integral element of the global ballistic missile defense system, GMD also consists of radars, other sensors, command-and-control facilities, communications terminals and a 20,000-mile fiber-optic communications network. The U.S.

government has placed Boeing under contract to develop a GMD interceptor site for Europe. In September 2007, the GMD team successfully completed a missile defense flight test that resulted in the intercept of a target warhead and demonstrated the system's capability and reliability. The test, GMD's seventh intercept overall, was the second intercept with an operationally configured interceptor.

Global Positioning System (GPS)



Boeing has built a total of 40 GPS satellites and is under contract to build 12 follow-on Block IIF satellites, the first of which is scheduled for completion at the end of 2008. Boeing also delivered a new GPS ground control system, which was activated by the U.S. Air Force in September 2007. Boeing, as a subcontractor, was selected in November for the next-generation GPS

ground control system, firmly establishing its presence as the provider of ground control systems to the U.S. Air Force. Separately, Boeing is competing for the next-generation GPS III system, a contract that is scheduled for award in April 2008. All of this work ensures that Boeing will continue to provide navigation system leadership well into the future.

Selected Programs, Products and Services

Boeing Integrated Defense Systems

continued

Harpoon

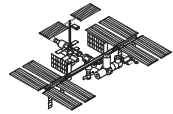


Harpoon Block II expands the capabilities of the Harpoon anti-ship weapon. Harpoon, the world's most successful anti-ship missile, features autonomous, all-weather, over-the-horizon capability. Harpoon Block II can execute both land-strike and anti-ship missions. To strike targets on land and ships in port, the missile uses GPS-aided inertial navigation to hit a designated target aim point. The 226.8-kilogram (500-pound)

blast warhead delivers lethal firepower against a wide variety of land-based targets, including coastal defense sites, surface-to-air missile sites, exposed aircraft, port or industrial facilities and ships in port. Currently, 28 U.S. allied armed forces deploy Harpoon missiles; 11 have Block II capability.

2007 deliveries: 48 all-up rounds

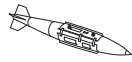
International Space Station (ISS)



The first two modules of the ISS were launched and joined in orbit in 1998. The station has been continuously inhabited since the first crew arrived in 2000. When completed in 2010, the ISS will weigh almost a million pounds and will have a habitable volume of 425 cubic meters (15,000 cubic feet), or about the size of a five-bedroom home. ISS crews conduct research to support human exploration of space and to take advantage of the space environment as a

laboratory for scientific, technological and commercial research. As prime contractor, Boeing built all of the major U.S. elements and is responsible for the design, development, construction and integration of the ISS. Today, Boeing provides sustaining engineering support. About the size of a football field, the ISS is the largest, most complex international scientific project in history and humankind's largest adventure in space to date.

Joint Direct Attack Munition (JDAM)

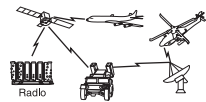


The JDAM guidance kit converts an existing unguided warhead into one of the most capable, cost-effective and combat-proven air-to-surface weapons, revolutionizing warfare. JDAM gives U.S. and allied forces the capability to reliably defeat multiple high-value targets in a single

pass, in any weather, with minimal risk to the aircraft. More than 190,000 JDAMs have been delivered.

2007 deliveries: 17,843

Joint Tactical Radio System (JTRS)

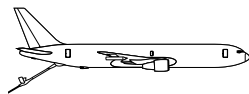


The JTRS Ground Mobile Radios (JTRS GMR) is a joint service initiative to develop software-programmable tactical radios that will allow complete battlespace awareness to provide secure, wireless voice, data, video and Internet-like capabilities for mobile forces. In 2007, Boeing demonstrated multichannel wideband operations and capability to communicate with current force communication systems during continuous field testing; delivered 71 early engineering design models to Future Combat Systems for testing; made numerous software deliveries to the government; and began the Capstone Critical Design Review in December.

Production started on engineering development models that are scheduled for formal testing and delivery to the FCS program in early 2009.

Boeing submitted its response to the Airborne and Maritime/Fixed Station Joint Tactical Radio System (AMF JTRS) Request for Proposal in March 2007. The program will provide secure, multiband/multinode software-programmable digital radios that provide an Internet protocol network for mobile military users in the air, on the ground and at sea. The AMF JTRS contract is anticipated in the first quarter of 2008.

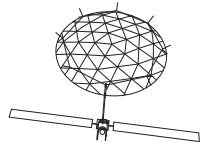
KC-767 Advanced Tanker



The KC-767 Advanced Tanker provides unrivaled tanker capability and operational flexibility. This low-risk, multimission solution is right-sized, allowing more tankers in fewer bases and more tankers in the air. Technology advances include a sixth-generation boom, third-generation remote

vision system, new wing air refueling pods and hose drum unit and a digital cockpit. Leveraging more than 1,000 hours of flight testing, Boeing will deliver the first two KC-767Js to Japan and the first KC-767A to Italy in 2008, with all eight international deliveries being completed in 2009.

Mobile Satellite Ventures (MSV)



Boeing is under contract to build two geostationary mobile satellites, with an option for a third, for a next-generation communications system for Mobile Satellite Ventures. Using space and terrestrial elements, the satellites will create the world's first commercial mobile satellite service. The network, based on MSV's patented Ancillary Terrestrial Component (ATC) technology, combines the best of satellite and cellular technology. It will deliver reliable, advanced and widespread

voice and data coverage throughout North and South America. In addition, Boeing will develop ground-based systems that will provide advanced beam forming flexibility and interference cancellation unprecedented in commercial satellite systems. These technological advances will allow MSV optimal deployment of its ATC technology and spectrum utilization. The first satellite is expected to be launched in 2009.

P-8A Poseidon



The P-8A Poseidon is a military derivative of the Boeing Next-Generation 737-800 designed to replace the U.S. Navy's fleet of P-3s. The P-8A will significantly improve the U.S. Navy's anti-submarine and anti-surface warfare capabilities, as well as armed intelligence, surveillance and reconnaissance. The Navy awarded Boeing an eight-year System Development and Demonstration contract for the aircraft in June

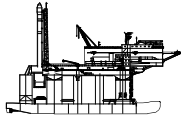
2004. Boeing completed a successful critical design review in June 2007 paving the way for the P-8A to enter production. Assembly of the first of five flight test aircraft began in December 2007. The first P-8A is scheduled to begin flight testing at Naval Air Station Patuxent River, Maryland, in 2009. The Navy anticipates achieving initial operational capability in 2013.

Selected Programs, Products and Services

Boeing Integrated Defense Systems

continued

Sea Launch Company, LLC

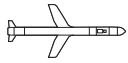


Odyssey Launch Platform

Sea Launch is an international company in which Boeing is a 40-percent partner with companies in Russia, Ukraine and Norway. Sea Launch offers heavy-lift commercial launch services in the 4,000- to 6,000-kilogram (8,818 to 13,228 pounds) payload class from an ocean-based platform positioned on the equator. Sea Launch has completed 22 successful missions since its inaugural launch in March 1999, including five

in 2006. Sea Launch also offers land-based commercial launch services for medium-weight satellites up to 3,500 kilograms (7,716 pounds) from the Baikonur Space Center in Kazakhstan and in collaboration with International Space Services of Moscow. Sea Launch World Headquarters and Home Port are located in Long Beach, California.

SLAM-ER



The Standoff Land Attack Missile Expanded Response (SLAM-ER) missile provides over-the-horizon, precision strike capability for the U.S. Navy day or night and in adverse weather conditions. The only air-to-surface weapon that can engage fixed or moving targets on the land and at sea, SLAM-ER addresses the U.S. Navy's requirements for a precision-guided Standoff Outside of Theater Defense weapon. SLAM-ER extends the weapon system's combat

effectiveness, providing an effective, long-range, precision-strike option for both preplanned and target-of-opportunity attack missions against land and ship targets. A land-moving target capability for SLAM-ER will be fielded in fiscal year 2007. In addition to the U.S. Navy, the Republic of Korea is also a customer.

2007 deliveries: 2 guidance sets

Small Diameter Bomb (SDB)



The SDB system is capable of delivering a 113.4 kilogram (250-pound) precision standoff guided munition from a distance of 60 nautical miles in all weather, day or night. In addition to the munitions, the SDB system includes a four-place smart pneumatic carriage system, accuracy support infrastructure, a mission-planning system and a logistics system. Boeing successfully completed development and operational testing of the SDB on schedule, and the U.S. Air Force deployed the system in September 2006. The Air Force approved SDB for full-rate production and awarded Boeing an \$80 million contract

for the third production lot in December 2006. The SDB's miniaturized size allows each aircraft to carry more weapons per sortie, and its precision accuracy and effective warhead provide war planners with greater target effectiveness and reduced collateral damage around the target. SDB is deployed in combat on the F-15E, and integration is expected on most other U.S. Air Force delivery platforms, including the F-22A Raptor and F-35 Joint Strike Fighter.

2007 deliveries: 567 weapons, 140 carriages

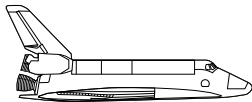
Space Payloads



Boeing has prepared payloads for space flight since the dawn of the Space Age. Under the Checkout, Assembly and Payload Processing Services contract with NASA, Boeing and its teammates receive and process payloads, prepare mission cargo, test for launch vehicle

compatibility, extract payloads at mission end and operate and maintain associated facilities and ground systems. Boeing has processed every space shuttle payload since the first flight in 1981 and prepares every component of the International Space Station before it leaves Earth.

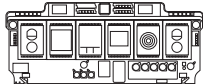
Space Shuttle



The space shuttle is the world's only operational, reusable launch vehicle capable of supporting human space-flight mission requirements. Boeing is a major subcontractor to NASA's space program operations contractor, United Space Alliance. As the original developer and manufacturer of the Space Shuttle Orbiter,

Boeing is responsible for orbiter engineering, major modification design, engineering support to operations (including launch) and overall shuttle systems and payload integration services. The space shuttle will retire in 2010 when assembly of the International Space Station is complete.

Support Systems



Support Systems provides best-value mission readiness to the warfighter through total support solutions for Boeing and non-Boeing military aircraft across the globe. Support Systems sustains aircraft with a full spectrum of products and services, including aircraft maintenance, modification and upgrades; supply chain management; engineering and logistics support; and pilot and maintenance training.

Support Systems' Maintenance, Modifications and Upgrades division operates four centers strategically located throughout the United States, providing high-quality, rapid cycle time and affordable aircraft services for military customers on programs that include the A-10, B-1B, B-52, KC-135, KC-10 and C-130.

Integrated Logistics serves customer readiness through integrated applications of system-level performance-based-logistics, delivering optimized, bundled capability to the warfighter—not just spares or services—on programs like the C-17, F-18, AH-64 and CH-47.

Based on over 30 years of expertise gained in the design and development of more than 150 trainers for 24 different aircraft, Training Systems and Services encompasses fully integrated training systems, as well as comprehensive services that include instructors, courseware developers, logistics support and mission planning systems. Training Systems and Services is a full-service division dedicated to providing customer-focused solutions that begin with a full analysis of needs and end in a cost-effective, tailored package of systems, services and support.

Selected Programs, Products and Services

Boeing Integrated Defense Systems

continued

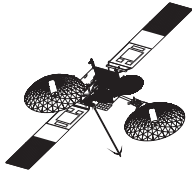
T-45 Training System



Boeing produces the two-seat T-45 Goshawk as part of a fully integrated training system used by the U.S. Navy to prepare pilots to operate the fleet's carrier-based jets. The system includes advanced flight and instrument simulators, computer-assisted classroom instruction and a computerized tracking and record-keeping system. Over 3,000 U.S. Navy, Marine Corps and

international student naval aviators have earned their Wings of Gold in the T-45A and C at U.S. Naval Air Stations in Meridian, Mississippi, and Kingsville, Texas. The reliable, cost-effective Goshawk has recently logged its 780,000th flight hour since entering service in 1992. Boeing is under contract to produce 221 aircraft, with production expected to run through late 2009.

Tracking and Data Relay Satellite (TDRS) System



On December 20, 2007, Boeing was awarded a \$697 million contract to build two tracking and data relay satellites for NASA. With all options exercised, the full value of this contract is \$1.2 billion. The two new satellites, designated TDRS-K and TDRS-L, will become part of the Tracking and Data Relay Satellite System, which is the primary source of voice, data and telemetry for the space shuttle and the International Space Station. TDRS also provides satellite communication and science data relay services for low-earth orbiting spacecraft, including the Hubble Space Telescope. The two new satellites

are scheduled for launch in 2012 and 2013. The TDRS system currently consists of nine operational satellites that provide a vital link for spacecraft by enabling them to communicate continuously, even when the user spacecraft are out of direct view of their ground control facility. Boeing built three of the previous-generation spacecraft, designated TDRS-H, -I, and -J, which were launched in 2000 and 2002. All three Boeing-built TDRS spacecraft are in operation today, providing vital services to NASA and the nation's space programs.

United Launch Alliance



Boeing and Lockheed Martin marked the first anniversary of the United Launch Alliance joint venture on December 1, 2007. Using the combined assets of the Boeing Delta and Lockheed Martin Atlas launch vehicle programs, including mission management, support, engineering, vehicle production, test and launch operations and the people whose intellectual capital will enable the new venture, ULA provides

satellite launch services to U.S. government customers only.

*2007 U.S. Government Delta launches:
5 successful Delta II missions;
1 successful Delta IV mission*

*2007 U.S. Government Atlas V launches:
4 successful Atlas V missions*

V-22 Osprey

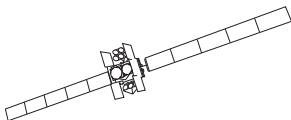


Produced jointly by Boeing and Bell Helicopter, a Textron Company, the V-22 will provide transformational combat capabilities to the U.S. Armed Forces. The Osprey combines the speed and range of fixed-wing aircraft with the vertical flight performance of a helicopter, capable of at least 2,100 nautical miles in self-deployment and more than 638 nautical miles in amphibious assault. There are more than 50 MV-22s now flying with the U.S. Marine Corps, and eleven

CV-22s in service with U.S. Air Force Special Operations Command. Two U.S. Marine Corps tiltrotor operational squadrons and one U.S. Air Force Special Operations squadron are active, and more will stand up as V-22 deliveries increase to the full production rate around the end of the decade.

*2007 deliveries: 11 new and 3 modifications
(Boeing delivered 15 fuselages)*

Wideband Global SATCOM (WGS)



Boeing is under contract for six WGS military communications satellites. WGS Space Vehicle 1 was successfully launched October 10, 2007, on a United Launch Alliance Atlas V vehicle from Cape Canaveral Air Force Base, Florida. The 13-kilowatt WGS satellites are based on Boeing's 702 model and are designed to provide improved communications support for America's warfighters. The launch of one WGS satellite effectively doubles the bandwidth available on

the Defense Satellite Communications System on-orbit now. Providing a radio frequency bypass capability designed to support the additional bandwidth required by airborne intelligence, surveillance and reconnaissance platforms, WGS will be compatible with existing control systems and terminals. WGS Space Vehicle 2 is scheduled for launch in the second quarter of 2008.

Boeing Capital Corporation

Walter E. Skowronski, President, Renton, Washington, U.S.A.



Boeing Capital is a global provider of financial solutions. Drawing on its comprehensive expertise, Boeing Capital arranges, structures and, where appropriate, provides innovative financing solutions for commercial and government customers around the world. Working with Boeing's business units, Boeing Capital is committed to helping customers obtain efficient financing for Boeing products and services. To ensure adequate availability of capital funding, Boeing

Capital is leading efforts to improve the international financing infrastructure and engaging financiers in a comprehensive investor outreach program. With more than three decades of experience in structured financing, leasing, complex restructuring and trading, Boeing Capital's team brings opportunity and value to its financial partners. Boeing Capital manages a \$6.5 billion portfolio of approximately 350 airplanes.

Board of Directors

John H. Biggs, 71

Former Chairman and Chief Executive Officer, Teachers Insurance and Annuity Association—College Retirement Equities Fund (TIAA-CREF) (national teachers pension fund) 1993–2002

Boeing director since 1997

Committees: Audit (Chair); Finance

Member of Advisory Council of the Public Company Accounting Oversight Board

Trustee, Washington University, St. Louis, Missouri

Director, National Bureau of Economic Research

John E. Bryson, 64

Chairman of the Board, President and Chief Executive Officer, Edison International (electric power generator and distributor)

Boeing director since 1995

Committees: Compensation; Governance, Organization and Nominating

Director, The Walt Disney Company

Trustee, California Institute of Technology, W.M. Keck Foundation and California Endowment

Arthur D. Collins, Jr., 60

Chairman of the Board, Medtronic, Inc. (medical device and technology company)

Boeing director since 2007

Committees: Audit; Finance

Chairman and Chief Executive Officer, Medtronic, Inc., 2002–2007

President and Chief Executive Officer, Medtronic, Inc., 2001–2002

President and Chief Operating Officer, Medtronic, Inc., 1996–2001

Chief Operating Officer, Medtronic, Inc., 1994–1996

Executive Vice President, Medtronic, Inc. and President, Medtronic International, 1992–1994

Director, U.S. Bancorp and Cargill, Inc.

Member, Board of Overseers of The Wharton School at the University of Pennsylvania

Linda Z. Cook, 49

Executive Director of Royal Dutch Shell (oil, gas and petroleum)

Managing Director, Royal Dutch Petroleum Company since 2004

Boeing director since 2003

Committees: Audit; Finance

President and Chief Executive Officer and a member of the Board of Directors of Shell Canada Limited, 2003–2004

Chief Executive Officer, Shell Gas & Power, 2000–2003

Member, Society of Petroleum Engineers and China Development Forum

William M. Daley, 59

Head of the Office of Corporate Social Responsibility and Operating Committee since 2007 and Chairman of the Midwest region for JPMorgan Chase & Co. since 2004 (banking and financial services)

Boeing director since 2006

Committees: Finance; Special Programs

President of SBC Communications Inc. (diversified telecommunications), 2001–2004

Vice Chairman of Evercore Capital Partners L.P., January to November 2001

Chairman of Vice President Albert Gore's 2000 presidential election campaign

U.S. Secretary of Commerce, 1997–2000; also served as Special Counsel to the President advising on trade matters

Director, Abbott Laboratories

Kenneth M. Duberstein, 63

Chairman and Chief Executive Officer, The Duberstein Group (consulting firm)

Boeing Lead Director since 2005

Boeing director since 1997

Committees: Compensation (Chair); Governance, Organization and Nominating

White House Chief of Staff, 1988–89

Director, ConocoPhillips, The Travelers Companies, Inc. and Mack-Cali Realty Corp.

General James L. Jones, USMC (Ret.), 64

Retired Marine Corps General, former Supreme Allied Commander Europe and Commander of the United States European Command, 2003–2007

President and Chief Executive Officer of the Institute for 21st Century Energy, an affiliate of the U.S. Chamber of Commerce, since March 2007 (business federation)

Special Envoy for Middle East Security since November 2007

Boeing director since 2007

Committees: Audit; Finance; Special Programs

32nd Commandant of the United States Marine Corps, 1999–2003

Director, Invacare Corporation

Edward M. Liddy, 62

Chairman, The Allstate Corporation (insurance) (retiring April 30, 2008)

Boeing director since 2007

Committees: Compensation; Governance, Organization and Nominating

Chief Executive Officer, The Allstate Corporation, 1999–2006

President, The Allstate Corporation, 1995–2005

Chief Operating Officer, The Allstate Corporation, 1994–1999

Director, 3M and The Goldman Sachs Group

Director, Northwestern University and Museum of Science and Industry

Chairman emeritus, Northwestern Memorial Hospital

John F. McDonnell, 70

Retired Chairman, McDonnell Douglas Corporation (aerospace)

Boeing director since 1997

Committees: Compensation; Governance, Organization and Nominating

Chief Executive Officer, McDonnell Douglas Corporation, 1988–94; Chairman, 1988–97

Director, BJC HealthCare, Barnes-Jewish Hospital and Vice Chairman of the Board of Washington University and the Donald Danforth Plant Science Center

W. James McNerney, Jr., 58

Chairman, President and Chief Executive Officer, The Boeing Company

Boeing director since 2001

Committee: Special Programs

Chairman and Chief Executive Officer, 3M (diversified technology), 2001–2005

President and Chief Executive Officer, GE Aircraft Engines, 1997–2000

Director, The Procter & Gamble Company

Member of various business and educational organizations

Rozanne L. Ridgway, 72

Former U.S. Assistant Secretary of State for Europe and Canada

Boeing director since 1992

Committees: Compensation; Governance, Organization and Nominating (Chair)

U.S. Foreign Service, 1957–89, including service as Ambassador to German Democratic Republic and Finland

Director, Emerson Electric Company, 3M, Sara Lee Corporation and Manpower Inc., and a director/trustee in three funds of the American Funds complex

Mike S. Zafirovski, 54

President, Chief Executive Officer and Director, Nortel Networks Corporation (telecommunications)

Boeing director since 2004

Committees: Audit; Finance (Chair)

Director, President and Chief Operating Officer, Motorola, Inc. (global communications), 2002–2005

Executive Vice President and President, Personal Communications Sector, Motorola, Inc., 2000–2002

Held a variety of executive positions at GE, 1975–2000, including President and Chief Executive Officer of GE Lighting, 1999–2000

Member of various business and educational organizations

Company Officers

James F. Albaugh

Executive Vice President,
President and Chief Executive Officer,
Integrated Defense Systems

James A. Bell

Executive Vice President, Finance,
Chief Financial Officer

Scott E. Carson

Executive Vice President,
President and Chief Executive Officer,
Commercial Airplanes

Michael J. Cave

Senior Vice President,
Business Development and Strategy

Wanda K. Denson-Low

Senior Vice President,
Office of Internal Governance

Thomas J. Downey

Senior Vice President, Communications

Shephard W. Hill

Senior Vice President,
President, Boeing International

Tod R. Hullin

Senior Vice President, Public Policy

James M. Jamieson

Senior Vice President,
Chief Operating Officer,
Commercial Airplanes

R. Paul Kinscherff*

Vice President, Finance and Treasurer

Michael F. Lohr*

Vice President,
Corporate Secretary and
Assistant General Counsel

J. Michael Luttig

Senior Vice President, General Counsel

Harry S. McGee III*

Vice President, Finance and
Corporate Controller

W. James McNerney, Jr.

Chairman, President and
Chief Executive Officer

Richard D. Stephens

Senior Vice President,
Human Resources and Administration

John J. Tracy

Senior Vice President, Engineering,
Operations and Technology,
Chief Technology Officer

*Appointed Officer

The Boeing Company

100 North Riverside Plaza
Chicago, IL 60606-1596
U.S.A.
312-544-2000

Transfer Agent, Registrar, Dividend Paying Agent and Plan Administrator

The transfer agent is responsible for shareholder records, issuance of stock, distribution of dividends and IRS Form 1099. Requests concerning these or other related shareholder matters are most efficiently answered by contacting Computershare Trust Company, N.A.

Computershare

P.O. Box 43078
Providence, RI 02940-3078
U.S.A.
888-777-0923
(toll-free for domestic U.S. callers)
781-575-3400 (anyone phoning from outside the U.S. may call collect)

Boeing registered shareholders can also obtain answers to frequently asked questions on such topics as transfer instructions, the replacement of lost certificates, consolidation of accounts and book entry shares through Computer share's home page on the Internet at www.computershare.com/investor

Registered shareholders also have secure Internet access to their own accounts through Computershare's home page (see above web site address). They can view their account history, change their address, certify their tax identification number, replace checks, request duplicate statements, consent to receive their proxy voting materials and other shareholder communications electronically, make additional investments and download a variety of forms related to stock transactions. If you are a registered shareholder and want Internet access and either need a password or have lost your password, please click on Computershare's Internet home page (see above web site address) and then, as appropriate, either click on "Register Now" or "Forgotten Password?". These choices appear in either the "Member Login" or "Register Now" area located in the top portion of the page.

Duplicate Shareholder Accounts

Registered shareholders with duplicate accounts may contact Computershare for instructions regarding the consolidation of those accounts. The Company recommends that registered shareholders always use the same form of their names in all stock transactions to be handled in the same account. Registered shareholders may also ask Computershare to eliminate excess mailings of annual reports going to shareholders in the same household.

Change of Address

For Boeing registered shareholders:
Call Computershare at 888-777-0923, or log onto your account at www.computershare.com/investor or write to Computershare P.O. Box 43078 Providence, RI 02940-3078 U.S.A.

For Boeing beneficial owners:
Contact your brokerage firm or bank to give notice of your change of address.

Annual Meeting

The annual meeting of Boeing shareholders is scheduled to be held on Monday, April 28, 2008. Details are provided in the proxy statement.

Written Inquiries May Be Sent To:

Shareholder Services
The Boeing Company
Mail Code 5003-1001
100 North Riverside Plaza
Chicago, IL 60606-1596
U.S.A.

Investor Relations

The Boeing Company
Mail Code 5003-5016
100 North Riverside Plaza
Chicago, IL 60606-1596
U.S.A.

Company Shareholder Services

Prerecorded shareholder information is available toll-free from Boeing Shareholder Services at 800-457-7723. You may also speak to a Boeing Shareholder Services representative at 312-544-2660 between 8:00 a.m. and 4:30 p.m. U.S. Central Time.

To Request an Annual Report, Proxy Statement, Form 10-K or Form 10-Q, Contact:

Mail Services
The Boeing Company
Mail Code 3T-33
P.O. Box 3707
Seattle, WA 98124-2207
U.S.A.
or call 425-965-4408 or 800-457-7723

You may also view electronic versions of the annual report, proxy statement, Form 10-K or Form 10-Q at www.boeing.com

Boeing on the Internet

The Boeing home page at www.boeing.com is your entry point for viewing the latest Company information.

Stock Exchanges

The Company's common stock is traded principally on the New York Stock Exchange; the trading symbol is BA. Boeing common stock is also listed on Euronext Amsterdam, Euronext Brussels, SWX Swiss Exchange and the London and Tokyo stock exchanges. Additionally, the stock is traded without being listed on the Boston, Chicago, Cincinnati, Pacific and Philadelphia exchanges. The number of Boeing shareholders as of February 28, 2008, was approximately 871,600.

Independent Auditors

Deloitte & Touche LLP
111 South Wacker Drive
Chicago, IL 60606-4301
U.S.A.
312-486-1000

Equal Opportunity Employer

Boeing is an equal opportunity employer and seeks to attract and retain the best-qualified people regardless of race, color, religion, national origin, gender, sexual orientation, age, disability, or status as a disabled or Vietnam Era Veteran.



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