



Red, white and bleu

Inside

Shared vision: Boeing and France chart the course to new global business opportunities. **Page 13**

At a glance: Welcome to France. **Page 15**

Q&A: Meet French suppliers who are building Boeing's business. **Page 16**

Wing in wing: Boeing and Air France-KLM enjoy a partnership that predates the jet age. **Page 18**

Profile: Forging strong partnerships globally—a Boeing employee in France. **Page 20**

Growth potential: Integrated Defense Systems eyes opportunities in France. **Page 22**

Communities: Learn how Boeing France is partnering to benefit local communities. **Page 23**

Air time: 2009 marks 100 years of the Paris Air Show. **Page 23**

PHOTO: Symbolic of the close and growing partnership between Boeing and France, a 777 performs a sunrise flight framed by the Eiffel Tower in Paris.

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AIRPLANE PHOTO: GAIL HANUSA/BOEING; EIFFEL TOWER
PHOTO: SHUTTERSTOCK.COM.

Boeing and France build on historic aviation partnerships

By Maureen Jenkins

With an aerospace history that goes back more than half a century, Boeing and the country of France have shared ties across the commercial and military worlds. From Air France's first DC-3 purchase in 1939 to enduring industry partnerships that keep aircraft flying across the globe in the 21st century, Boeing and France have developed and maintained an alliance that has benefited both over the decades.

While Boeing has a small work force within France—employees here work largely in field service, sales and marketing, and fleet support—the Boeing France headquarters are housed in central Paris, giving business unit and Boeing International leaders access to influential counterparts in government and business. Boeing Commercial Airplanes has maintained a strong and steady presence for years—French airlines have ordered hundreds of Boeing airliners—and Integrated Defense Systems is looking forward to potential growth opportunities within this strategic European nation.

Doing business in France has been a winning proposition for Boeing, and leading the integrated, companywide charge within the country today is Yves Galland. A lawyer with a career that spanned more than 25 years in French government, politics and business, he has parlayed strong and deep personal relationships into growth for Boeing.

"The first step in developing the Boeing strategy for France was enabling the business units and corporate entities to work together, pool resources and share their expertise," said Galland, president of Boeing France. "The goal was to *shape the market and create a favorable environment to grow our business*. It took about a year before we started to see results and now, six years later, the progress is remarkable. Today, we are a cohesive unit located in the Boeing Paris office (including Boeing International, Shared Services Group and Communications) and within the framework of our country strategy we are successfully growing our business in France."

Shep Hill, president of Boeing International, said France fits into Boeing's global growth strategy "by seeking the best customers and working with great partners." And most of all, Hill said, Galland and Boeing International work behind the scenes to create a favorable business environment for all of Boeing.

"This is a place where the French example is a wonderful one," Hill said. "The role of Boeing International is to help create a competitively advantageous environment with stakeholders in government, media and the nongovernmental organizations, or NGOs, giving us a local image while hopefully being able to affect some decisions. The strategy was collaboratively developed and implemented as a shared responsibility between the business units and BI, and that shows the power of 'One Boeing.'"

Galland works closely with IDS International Business Development's Pierre Lenhardt and Commercial Airplanes Air France Sales Director Jean Thouin "to come up with an effective, One Boeing approach," Hill said. "There are no 'private property' signs, as I like to say."

STRONG SUPPLIERS MAKE THE DIFFERENCE

One of Galland's main goals was to integrate Boeing into the "local fabric" of France. "Leveraging the supplier, having them working together with us around Boeing goals and objectives, is absolutely key in my opinion for Boeing all over the world, when possible," he said. Galland has helped achieve this through the creation of the Boeing French Team, a core group of 14 supplier-partners based in France. These global aerospace companies' respected positions and influence within France makes it easier for Boeing to do business here. (See related map on Page 15 and article on Page 16.)

Said Hill: "In terms of French industry and French perspective and the Boeing French Team, we've really come a long way in being recognized as an industry partner to France."



PHOTO: Boeing France President Yves Galland outside the Paris office: “We must do what our competitors don’t expect us to do.”

RENAUD PEREZ/HOT DEF

Within France, Boeing has contracts with more than 100 company suppliers, allowing these firms to create and maintain thousands of local jobs. Two of these suppliers, Messier-Bugatti and Radiall, recently were named Boeing “Supplier of the Year” in the Electronics/Hydraulics/Mechanical and Common Aerospace Commodities categories, respectively.

“The French have been working at this for a century, and they’re very good at it,” said Joel Johnson, executive director—international for The Teal Group, an aerospace and defense industry consulting firm based in Fairfax, Va. “Americans forget that in World War I everything we flew was either a French or British airplane. If you’re looking for countries with aerospace excellence, until recently you would have been able to count them on one hand, and the French are one of the fingers.”

If you’re a French supplier, Johnson said, you know “there are only a limited number of new aerospace programs in a decade and if you want to stay in business, you’d better get

involved in as many of those as you can. Just as American companies want a part of [building] Airbus, French companies want a part of Boeing.”

DOING BUSINESS IN AIRBUS’ BACKYARD

During his tenure, Galland has employed what he calls the “Napoleon strategy.” “It’s something very simple: We must do what our competitors don’t expect us to do. We must surprise them, which is the way to be successful in France. The creation of the Boeing French Team was totally unexpected.”

Hill added that “while there might be a ‘home field’ benefit [for Airbus], if you demonstrate mutual value you can sell anywhere, regardless of where your competitor is home-based.”

As they do each day, Boeing leaders in France continue building and strengthening relationships with current and potential Commercial Airplanes and even IDS customers. “There have been some changes in the country in two years,” Galland said. “For industrial and political reasons, there are new opportunities which exist for IDS in France. We try to start from the very beginning and have a solid basis. Over the next two years, step by step, working together, I hope we can win a major competition for IDS.”

To this end, IDS recently held a program management workshop at DGA, the French defense procurement and export agency, and is hosting an industrial seminar with member companies of the Boeing French Team at the Boeing France office.

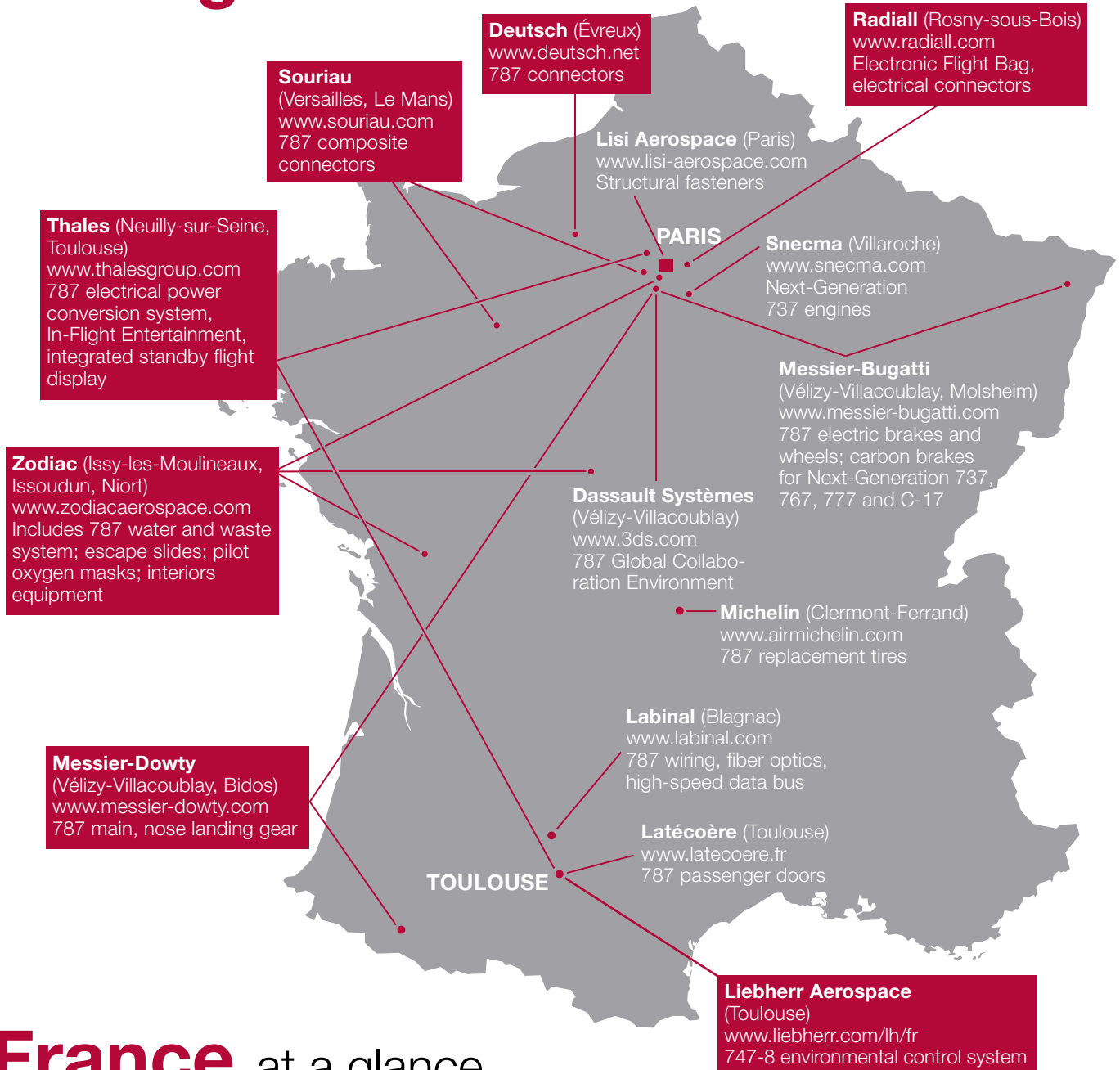
“In the defense world,” said The Teal Group’s Johnson, “it’s very hard for an American company [to break into France], or for a French company to crack the American market. Part is political; part is bureaucratic. That’s going to take time,” he said. “As every department of defense needs to cut costs and increase efficiencies, that may drive us to buying the other guy’s stuff rather than reinventing the wheels or guns. The Europeans and French, in particular, want to maintain some kind of military product independence. The issue is how much they want to pay for it.”

When the Paris Air Show takes place at Le Bourget this month, Boeing will present a cohesive, cross-enterprise approach to doing business.

“Aerospace is a wonderful industry—the technology, the performance, the people are really special,” Hill said. “The air shows allow us as an industry to show off in a reinforcing way. Boeing’s presence this year will be reflective of the current marketplace, but it will also be at a level to ensure we get our message out.” ■

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Boeing French Team



France at a glance

Location: Western Europe, bordering the Atlantic Ocean, the English Channel, Belgium, Luxembourg, Germany, Switzerland, Italy, Monaco, the Mediterranean Sea, Andorra and Spain

Area: 211,208 square miles (547,026 square kilometers); largest nation in Western Europe and slightly smaller than the U.S. state of Texas

Estimated population, 2009: 62.1 million people

Capital: Paris

Other major cities: Lille, Lyon, Marseille, Toulouse

Estimated gross domestic product, 2008: \$2.6 trillion (U.S.); ranked fifth worldwide

Estimated GDP growth rate, 2008: 0.7 percent

Main export partners: Germany, Spain, Italy

Major airlines: Air France-KLM Group, Aigle Azur, Air Méditerranée, Axis Airways, Blue Line, Brit Air, Corsairfly, Corse Méditerranée, Eagle Aviation, Europe Airpost, OpenSkies, Régional and Transavia.com

Sources: Government of France, U.S. government, World Bank

All for one, one for all

The Boeing French Team builds business on both sides of the Atlantic

When taking office in 2003, Yves Galland knew he faced a special challenge as president of Boeing France, a company doing business on the “home turf” of one of its major competitors, Airbus.

So rather than fight, he decided to engage Boeing’s key supplier-partners in an ongoing relationship, one that would leverage their involvement with Boeing to help the company do business in this European country. They included Boeing’s long-standing French engine supplier, Snecma (now part of the SAFRAN Group), plus several other French companies that have been selected to be leading partners of the 787 Dreamliner program. This aerospace alliance has become a core element of Boeing’s business strategy in France, which is to grow the company’s presence within the country and increase the participation of French industry within Boeing.

Thus, in April 2006, the Boeing French Team was born.

“There was a supplier base in the past in France around Snecma and CFM,” said Galland, referring to the engine manufacturing partnership between U.S.-based General Electric and Snecma, which makes CFM-56 engines for the 737. “We were, and we still are, the [largest] customer of Snecma. This was very important, but as important as it was, it was a limited footprint because there were a lot of suppliers besides Snecma. When we chose the world’s most capable suppliers and partners on the 787, several of them were French.

“My duty and our interest was to leverage that new supplier base,” Galland said. “That is why I decided to create what now is the Boeing French Team.”

Not only did 1,100 people—including those whose companies belonged to the Boeing French Team—attend Boeing France’s celebration of the 787 rollout in July 2007, but members of the team flew to Seattle in April 2007 to visit Commercial Airplanes facilities. “That was very useful,” said Galland. “It gave us the credibility of a two-way street. We co-organized with them, as well, two symposiums, which were very successful—one on reinventing the pleasure of flight and one on the environment. That was an example about what we can do together with the Boeing French Team.”



PHOTO: Several of Boeing’s supplier-partners in France contribute to the 787 Dreamliner program—a relationship that benefits the French economy and Boeing alike. **BOEING GRAPHICS**

At the end of each year, partners who work across the Boeing enterprise are invited to the company’s offices in Paris, allowing them a chance to network not just with Boeing but also with one another. “The Boeing French Team is now quite well-known within the country,” Galland said. “And the CEOs are the best advocates for the 787.” Today, the team has grown to include 14 companies.

Added Boeing International President Shep Hill: “The idea of the Boeing French Team has been replicated in a number of other countries—Turkey, Italy, India, Japan. It has served as a model, and the model beyond the actual companies is that a mutual benefit is a shared benefit. It’s given us a local presence that creates the right environment for French airlines to acquire our aircraft by highlighting the large amount of work that Boeing places with world-class French suppliers.”

Here, Jean-Paul Herteman, chief executive officer of the SAFRAN Group, and Olivier Zarrouati, chairman of both the Executive Committee and the Executive Board of Zodiac Aerospace Group, talk to *Boeing Frontiers* about how the Boeing French Team has benefited their corporations and the French aerospace industry.

Q. Boeing France President Yves Galland has worked over the past six years to convince French stakeholders—customers, suppliers, the public—that Boeing offers opportunities for mutual value creation. How has this benefited your company?

Herteman: Of course, SAFRAN and Boeing have been partners from a long time ago with the engine of the 737 “classic” airplanes in the early 1980s. Galland has been bringing us a partnership that has created value for both SAFRAN and Boeing. Our companies have provided landing gear, brake systems, global wiring for the 787. This has been very significant to new development for us. We had the opportunity to bring breakthrough technologies to the 787, the first [commercial] airplane anywhere to have electric system brakes. It’s more value for us because it’s an opportunity to put in the marketplace great technology, but it’s also great value for Boeing and its customers because it’s an airplane with more efficiencies.

Zarrouati: Yves Galland and his team did a great job over the past six years building the Boeing French Team. As a world leader for aircraft equipment, a longtime supplier to Boeing and a French-headquartered company, Zodiac Aerospace was a natural partner of this project. With 20,000 people worldwide, of which 10,000 are located in the United States and 5,000 in Europe, Zodiac Aerospace is convinced that the partnership of “best-in-class” companies is the only way for successful programs and mutual value creation.

Q. How has your participation within the Boeing French Team helped benefit France’s economy and its aerospace/technology industries?

Herteman: It’s more business, more workload for our manufacturing facilities and an opportunity to bring breakthrough technologies to the marketplace. I think Boeing gets good value for its money.

Zarrouati: The participation of French companies in the 787 Dreamliner program certainly helped benefit France’s economy. But I must acknowledge that for a group like Zodiac Aerospace, with only a quarter of its work force in Europe, the nationality of the manufacturer does not matter. We have structured our company as a global network, for engineering and production units, to benefit from highly skilled engineers and workers worldwide, to propose to our customers the best products and systems at the best price.

Q. Why were so many French manufacturers selected to participate as key suppliers for the 787 Dreamliner program?

Herteman: The Boeing Company, I believe, has made a very wise analysis of the supply chain capabilities. A number of French companies have been able to be awarded the contracts. Air traffic for sure is global, and it’s a little bit like the Olympic Games

in China—it’s one world and one dream. We work together to bring the best of our engineering and manufacturing capabilities. We are happy and proud that French industry can be part of that global stake.

Zarrouati: The 787 Dreamliner will be a technological breakthrough and a commercial success, as shown by the order book. It was therefore important for Boeing to select the best suppliers, whatever their nationality. With a longtime aerospace tradition and know-how, French manufacturers were obvious candidates for the Dreamliner program. On the other hand, equipment manufacturers have to select the best programs in which to invest. Participation of top suppliers, of which Zodiac Aerospace is one, is highlighting the attractiveness of the 787 Dreamliner’s business model.

Q. How has the Boeing French Team shaped the perception of Boeing within France and its aerospace industry?

Herteman: I do believe the Boeing perception from the French aerospace industry was very, very positive, even before the creation of the Boeing French Team. For [industry] Tier 1 and Tier 2 players, our destiny is to work for Boeing as well as Airbus and in the next 20 years, with companies from emerging countries. We are suppliers and Boeing is as important for us as Airbus. Engine-wise, we do more with Boeing than with Airbus. It’s a global industry.

Zarrouati: The action of the Boeing French Team has helped build a strong image of Boeing as a reliable partner for long-term programs and long-term partnership. Zodiac Aerospace was proud to bring its own experience and to contribute to this achievement.

– Maureen Jenkins



Jean-Paul Herteman, chief executive officer
SAFRAN GROUP

An international company that includes Snecma (whose joint General Electric venture provides engines for Next-Generation 737s), the 54,500-employee SAFRAN Group is based in Paris and contains three major companies that supply the 787. Messier-Dowty provides the main and nose landing gear. Messier-Bugatti has created the airplane’s electric brake systems (787 purchasers can choose this system or one from Goodrich), making the 787 the first large commercial airplane with electronically actuated brakes. Labinal is supplying the airplane’s wiring, including the use of fiber optics and a high-speed “data bus” supporting requirements for the airplane’s avionics and systems.

PHOTO: PITCHAL



Olivier Zarrouati, chairman, Executive Committee, and Executive Board
ZODIAC AEROSPACE GROUP

Zodiac Aerospace and its companies, which have 77 production sites around the world, are significant suppliers to the 787 Dreamliner. They provide the airplane with its water and waste system (through its subsidiary Monogram Systems); escape slides (Air Cruisers); pilot oxygen masks (Intertechnique/Avox); primary electrical power distribution as well as cockpit illuminated panels, keyboards, landing gear lever, and windshield wipers (ECE); landing gear and flight control harnesses (Icoore); and interior equipment (C&D Zodiac).

PHOTO: ZODIAC



A pioneering pair

Boeing and Air France: Making aviation history together for half a century

Air France's distinctive winged seahorse logo—the *hippocampe aile*—was circling the globe more than a half-century ago when the airline relied on Douglas DC-3s, DC-4s and other stalwarts of the propeller-driven age to cross continents and oceans.

If one airplane represents Air France's worldwide fleet today, it's the Boeing 777. So it's no accident the 777th Boeing 777 to roll out of the Everett, Wash., factory this spring bears Air France's new colors and logo, emphasizing its importance to that successful airplane line.

The 777, however, is not the first Boeing airplane for which Air France has been a crucial customer. It may be the dominant airline in a nation most associated with Boeing's largest commercial airplanes' competitor, Airbus, but Air France and Boeing have enjoyed a partnership that predates the jet age.

"Air France has operated many Boeing airplanes and shown itself to be pioneering, innovative and very successful," said Aldo Basile, Boeing Commercial Airplanes' vice president of Sales for Europe, Russia and Central Asia. "Following the merger with KLM nearly five years ago, the Air France-KLM Group is now the world's largest airline by revenue and a major current and future potential customer for Boeing Commercial Airplanes."

Pierre Vellay, Air France's senior vice president of New Aircraft and Corporate Fleet Planning, is proud of the role his airline has played in the development of the 777. "The 777 has been a valuable asset to the long-haul fleet of Air France, and it is the right aircraft to allow us to maximize our revenues in the most economic and efficient manner," he said at the 777th delivery ceremony in April.

"Air France has operated many Boeing airplanes and shown itself to be pioneering, innovative and very successful."

— Aldo Basile, Boeing Commercial Airplanes vice president of Sales for Europe, Russia and Central Asia

In fact, more than half of the twin-aisle airplanes in Air France's fleet are 777s, and the airline is among the top three customers for that line. Air France also has been instrumental in the creation of both the 777-300ER (Extended Range) and the 777 Freighter, said Larry Loftis, Everett site and 777 Program vice president. "This exemplifies the strong relationship that exists between our two companies."

Vellay said the 777's efficiency caught his airline's attention in 1994, a year before its first revenue flight for launch customer United Airlines, but it did not have the range Air France needed. To remedy that, the airline was influential in developing the 777-200ER, which extended the 777's range up to 7,800 nautical miles (8,976 miles, or 14,446 kilometers). As a result, Air France ordered its first 10 777-200ERs in November 1996. "That was the beginning of the story," Vellay said.

PHOTO: The Douglas DC-3 played a key role in the early Air France fleet. BOEING ARCHIVES



PHOTO: More than half of the twin-aisle airplanes in the fleet of Air France are Boeing 777s. GAIL HANUSA/BOEING

Air France not only ordered more 777s in the following years, but it also encouraged Boeing's other versions that fit the airline's needs, most recently the 777 Freighter, which Air France took delivery of earlier this year. Despite a turbulent economic atmosphere for airlines, Vellay added that Air France plans to continue ordering new airplanes to keep its fleet as modern as possible. Whether those future orders will include the 787 hasn't been determined yet, he said.

"We are not in a rush because we have a very recent, very fresh and young fleet," Vellay said. "But of course we know that within the four, five or six coming years, we have to do something. So definitely, the 787 will be part of the competition."

Air France-KLM has more than 70 percent of the domestic aviation market in France, but a half-dozen other airlines also fly Boeing airplanes, including Air Méditerranée, Axis Airways, Blue Line, Corsairfly, Europe Airpost and OpenSkies. Transavia.com, part of Air France-KLM Group, is growing a fleet of leased 737-800s.

"[The 777] is the right aircraft to allow us to maximize our revenues in the most economic and efficient manner."

– Pierre Vellay, senior vice president of New Aircraft and Corporate Fleet Planning, Air France

Basile said people in France feel very strongly about the magic of flight and respect Boeing's track record of innovation in aerospace. The company's many industrial links with world-class French suppliers help uphold Boeing's reputation, he said. For his part, Vellay credits Boeing with working closely with its customers.

"It's through these extraordinary relationships, and also because I consider that you are very good listeners, that we have succeeded on different programs, especially the 777, the -300ER and the Freighter," Vellay said. "And I'm still pushing for major improvements in the near term."

Basile said there is a solid foundation on which to keep the partnership between Air France and Boeing moving forward into the future.

"When you look back at the history of our two companies, it is clear that we have fostered a close relationship because we have achieved so much together," Basile said. "Furthermore, many Boeing employees are in frequent contact with Air France at all levels throughout the two companies, supporting the airline with its day-to-day operational requirements."

– Eric Fetters-Walp



PHOTO: Pierre Vellay, Air France's senior vice president of New Aircraft and Corporate Fleet Planning, sits in the flight deck of the 777th 777 built by Boeing. The 777-300ER was delivered to Air France in April. BOEING

The French connection

How one Boeing employee in France strengthens global partnerships

Even Boeing employees temporarily located in France support members of the Boeing French Team. One of these is Farzin Shadpour, a Boeing Commercial Airplanes program manager, industrial engineer and Lean specialist who since late January has been working in southwestern France with Latécoère, a key 787 supplier-partner in Toulouse that provides passenger doors. As a U.S. expatriate, he's also done short-term assignments with Boeing partners Israel Aerospace Industries in Israel and French supplier Messier-Dowty in Gloucester, England.

Boeing Frontiers talked to Shadpour about his work and life in historic Toulouse, a city of about 800,000 that's the fourth-largest in France—and home to competitor Airbus.

My general responsibilities: To get the 787 passenger doors to the airplane and create the right communication environment so that happens. My job is to do whatever I can to help Latécoère with its manufacturing processes. Sometimes it's looking around Boeing and finding the right person who can help me. Working at various partner sites over the past two years, I have this great network of friends within Boeing—some of whom I've never met in person. In addition, I have responsibility to support any other supplier management business in France and Europe, as time allows.

What my supplier-partner Latécoère contributes to the 787 Program: Latécoère designs and manufactures all passenger doors for the 787. It has a large 787-related engineering team of about 40. The company also makes doors for Airbus, Bombardier and Embraer airplanes and Dassault's Falcon 7X business jet. It's the oldest aerospace company in France. Its history is very close to Boeing's.

My day-to-day duties with my Latécoère teammates: There is no typical day. I check e-mail on my BlackBerry before I go to bed. The e-mails come from Everett, Wash., so I know what is hot and what is not and I am prepared for the upcoming day. Most of the time I end up getting into the Latécoère office, which is next to the factory, after 9 a.m., maybe 10, and I stay until 6 p.m., 7, 8, 9. The good thing about French culture and French companies is they don't have too many unnecessary meetings.





“I’ve learned that if I want to be successful, I have to become part of their team. There has to be that trust and rapport so we can work together.”

– Farzin Shadpour, Commercial Airplanes program manager

How I, as a Boeing employee, add value to my on-site supplier-partner: I know the challenges Latécoère is facing because these happened at the previous Boeing partners where I have been. As an outsider, I bring a fresh set of eyes. Specifically, as a Boeing employee, I bring the network I have with me.

What I would add to my work experience: I would like to help do a Global Corporate Citizenship project here in Toulouse; this is one of my personal goals. This is one side of the American corporate identity that unfortunately is less known in Toulouse. By doing a GCC project, I want to demonstrate this aspect of U.S. corporate culture and, specifically, Boeing’s contribution to the French people, Toulouse citizens and people in the aerospace community.

Differences between working with Boeing supplier-partners in France and other countries: The biggest one is the communication culture and the speed at which you can learn that and gain their trust—and once you gain that trust, how quickly you can work with them. I’ve learned that if I want to be successful, I have to become part of their team. There has to be that trust and rapport so we can work together. I’ve known people who could speak a foreign language fluently and not get anywhere when they went on assignment.

Most culturally different thing about living and working in France: It’s the work-life balance. It’s working at work time and not doing anything else like chatting. When the French are working, they’re *truly* working and have the highest productivity. When they’re done with work, they’re home and with family.

Most interesting thing about working in Toulouse, the home of Airbus: Seeing the Beluga [Airbus A300-600ST Super Transporter] fly over. It’s quite a scene. Also, the shock local people have as soon as you tell them you work for Boeing!

– Maureen Jenkins

PHOTOS: (FAR LEFT) Boeing Commercial Airplanes’ Farzin Shadpour, shown here on the Latécoère factory floor, says the most challenging part of his Toulouse assignment is the continuous learning. **(LEFT)** Shadpour strolls through the historic city of Toulouse. FRED SCHEIBER/ASSOCIATED PRESS



Something in the air

IDS teams up with France to provide best value to customers

The French call it *je ne sais quoi*: that special quality that words can't fully express. It also describes the reinvigorated mood for international partnerships in today's political, military and economic environment. Since taking office in 2007, French President Nicolas Sarkozy has worked to improve relations between France and the United States. During the country's presidency of the European Union (a six-month term that ended in December 2008), France engaged its EU partners with an aggressive agenda to demonstrate Europe's ability to manage global challenges such as terrorism and piracy. And this past March, France was reintegrated in the North Atlantic Treaty Organization, rejoining NATO's Integrated Military Structure after an absence of more than 40 years.

France, with the largest defense budget in Europe and the third-largest in the world, has always been a market of interest for Boeing Integrated Defense Systems. But now, more than ever, the decades-long relationship between Boeing and France presents new potential to work together.

For IDS, that means delivering on opportunities—including innovative programs and products—to enhance systems interoperability between French and Allied Forces to more effectively meet global challenges. These opportunities include requests from the French defense procurement agency, or DGA, on major programs where industry partnerships can exist between France and the United States. And, according to Joe McAndrew, IDS regional vice president for Europe, Israel and the Americas, "The more local a face you can put on these programs, the more successful you'll be."

Here's a look at some of the ways Boeing is working locally with France to provide the best value to IDS customers.

Mid Life Upgrade to AWACS: Since the early 1990s, with the delivery of the E-3 Airborne Warning and Control System (AWACS) to France, Boeing has been supporting the French

Air Force to meet France's airborne warning and control requirements. In 2006, Boeing was awarded a risk reduction contract to define requirements for the largest AWACS upgrade to date, which has Boeing collaborating with French industry to define the parameters of the Mid Life Upgrade program. Boeing anticipates a contract award for the program later this fall.

Deck Landing Feasibility Study: Committed to working with local French industry, Boeing has won a contract with French company Thales Aerospace on an unmanned aerial system (UAS) Deck Landing Feasibility Study. Boeing will use its Unmanned Little Bird demonstrator, a modified MD 530F helicopter, as a platform to help the DGA define the best UAS for France's army and navy needs.

Heavy-lift program: Boeing is in discussions with French industry to collaborate on future transport helicopter requirements in Europe.

ScanEagle UAS: Boeing is in discussions with the French Armed Forces and stands ready to provide ScanEagle UAS services to meet requirements coming out of Afghanistan for intelligence, surveillance and reconnaissance.

SCORPION program: Its abbreviation is menacing, but the System of Contact for Versatile Capabilities and Information Networking program—a family of vehicles similar to Boeing's Future Combat Systems but with integrated UAS services as a stinger—would be transformational for the French army. Boeing has secured a study contract to help develop SCORPION's collaborative environment and will continue to work with French industry to evaluate the potential of the program for France.

— Vineta Plume

PHOTO: Since the 1990s, Boeing has supported the French Air Force to meet France's airborne warning and control requirements.

BOEING ARCHIVES

Nourishing families and communities

Drawing on Boeing's brand as an innovator, Boeing France seeks innovative ways to partner with nongovernmental organizations to create solutions to community challenges. Since 2005, Boeing France has supported *Les Restos du Coeur*, an anti-hunger organization created almost 25 years ago.

Boeing initially provided funding to the nonprofit's highly visible *Camions du Coeur*, volunteer-staffed vans that deliver food to the needy during the cold winter months. The next year, Boeing funded the organization's *Les Jardins du Coeur* project, which offers the unemployed the chance to gain skills and experience working in the nonprofit's vegetable gardens, which yield produce used in the meals provided to the poor.

Since then the relationship between *Les Restos* and Boeing has continued to flourish. With Boeing's support, *Les Restos* has expanded its outreach to include other activities. In addition to adult and infant food aid, the group sponsors regional infant support centers (*Restos Bébé du Coeur*), which provide food and other necessities to infants up to 18 months old. In 2007, Boeing funded 13 infant support centers, where parents can meet and exchange information and seek advice from professionals.

"Our relationship with Boeing has grown through a deep understanding of each other's missions and the company's quality-focused contributions," said Bénédicte Brouard, the nonprofit's director of partnerships and grants.

Last year, Boeing supported another new initiative, *Les Toits du Coeur*, an outreach program providing emergency housing to homeless people in the country. The program includes social



and professional rehabilitation and other support services, including securing permanent housing.

"We not only proudly support community programs such as *Les Restos*, we also nurture the growth of good ideas such as theirs. We

recognize they give vulnerable families chances at a new beginning and at the same time build the health and well-being of the communities where they live," said Anne Roosevelt, Boeing vice president, Global Corporate Citizenship.

Boeing contributes to community projects in France as part of its GCC program, which focuses on five strategic investment areas to improve lives and communities worldwide: health and human services; arts and culture; education; civic awareness; and the environment.

PHOTO: Since 2005, Boeing France has supported *Les Restos du Coeur*, an anti-hunger organization. GILLES ROLLE/REA

100 years of the Paris Air Show

The Paris Air Show was first held in 1909, the same year that the Wright brothers toured France and excited crowds with demonstrations of the Wright Flyer.

The earliest recorded Boeing presence at the show was in 1957. The highlight of the Boeing exhibit was not a static display or a fly-by but a 1/20th-scale cutaway model of Boeing's highly anticipated commercial jet transport—the 707.

Jumping ahead to 1969, in response to a request from the United States government, a 747 winged its way from Seattle to Paris. Making a dramatic entrance, the 747 became a star of the show, drawing thousands of people who waited hours to get a glimpse of the world's first "jumbo jet."

Since that time, other great planes have represented Boeing's pedigree at the prestigious show, including the DC-10 airliner in 1971; the F-15 fighter; the E-3 Airborne Warning and Control System, or AWACS; YC-14 and YC-15 medium-lift military transport demonstrators in 1977; as well as the 777 airliner and Bell Boeing V-22 tilt rotor in 1995.



PHOTO: Among the many innovative airplanes that have represented Boeing at the Paris Air Show is the McDonnell Douglas YC-15, shown here at the 1977 event. BOEING ARCHIVES