



BOEING OVERVIEW



HISTORY

Founded in 1916 in the Puget Sound region of Washington State in the U.S.

Became a leading producer of military and commercial aircraft

Completed a series of strategic mergers and acquisitions to become a leading global aerospace company



WHAT WE DO TODAY



COMMERCIAL AIRPLANES

Boeing 7-series family of airplanes leads the industry



DEFENSE, SPACE & SECURITY

One of the world's largest defense contractors and a major service provider to NASA



GLOBAL SERVICES

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



BOEING CAPITAL CORPORATION

Global expertise in innovative aerospace financing solutions





OUR PRIORITIES

Live our values

Rebuild trust

Inculcate Safety and Quality Management Systems

Restore operational stability and business health

Invest in Boeing's future capability

We'll achieve our priorities by empowering our people



OUR VALUES

HOW WE OPERATE:

Start with engineering excellence

**Be accountable —
from beginning to end**

Apply Lean principles

Eliminate traveled work

**Reward predictability and stability —
everywhere in our business**

HOW WE ACT:

**Lead on safety, quality, integrity
and sustainability**

**Foster a Just Culture grounded in
humility, inclusion and transparency**

Import best leadership practices

Earn stakeholder trust and preference

**Respect one another and
advance a global, diverse team**

Innovate and operate to make the world better

WHERE WE ARE



**\$58.2
BILLION**

in 2020 revenues

Products and services support
to customers in more than

150 COUNTRIES



Manufacturing, service and
technology partnerships
with companies around
the world

Contracts with more than

12,000

suppliers globally

More than
**140,000
BOEING
EMPLOYEES**



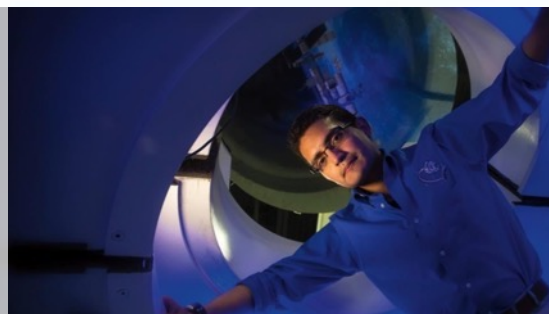
across the
United States and
in more than

65 COUNTRIES

Research, design
and technology-
development
centers and
programs in
multiple countries



of commercial
airplane revenue
historically
from
customers
outside the
United States



WHO WE ARE



David L. Calhoun
President and
Chief Executive Officer



Stanley A. Deal
Executive Vice
President;
President and CEO,
Boeing Commercial
Airplanes



Leanne G. Caret
Executive Vice
President;
President and CEO,
Boeing Defense,
Space & Security



Theodore Colbert III
Executive Vice
President;
President and CEO,
Boeing Global Services



Brian West
Chief Financial Officer,
Executive Vice
President, Finance



Gregory L. Hyslop
Chief Engineer;
Executive Vice
President, Engineering,
Test & Technology



Michael D'Ambrose
Chief Human Resources
Officer; Executive Vice
President, Human
Resources



Brett C. Gerry
Chief Legal Officer;
Executive Vice
President, Global
Compliance



Ziad Ojakli
Executive Vice
President,
Government
Operations



B. Marc Allen
Chief Strategy Officer;
Senior Vice President,
Strategy and Corporate
Development



Michael A. Arthur
Senior Vice President;
President, Boeing
International



Edward L. Dandridge
Chief Communications
Officer; Senior Vice
President,
Communications



Susan Doniz
Chief Information Officer;
Senior Vice President,
Information Technology &
Data Analytics



Uma Amuluru
Chief Compliance Officer;
Vice President, Global
Compliance



Michael Delaney
Chief Aerospace
Safety Officer;
Senior Vice President,
Global Aerospace Safety



David A. Dohnalek
Senior Vice President,
Treasurer



Chris Raymond
Chief Sustainability Officer;
Vice President, Global
Enterprise Sustainability



William A. Ampofo II
Vice President; Chair,
Supply Chain Operations
Council



Elizabeth Lund
Senior Vice President;
Chair, Program
Management
Operations Council



Carole A. Murray
Vice President; Chair,
Quality Operations
Council



William H. Osborne
Senior Vice President;
Chair, Manufacturing
Operations Council

COMMERCIAL AIRPLANES



\$16.2
BILLION
in 2020 revenues

Offers a family of airplanes
and a broad portfolio of
aviation services for
passenger and cargo
carriers worldwide

Headquartered in the
**PUGET
SOUND**

region of Washington state
with operations in
several U.S. states



Approximately
34,000
**BOEING
EMPLOYEES**



Boeing airplanes represent
about half of the world's fleet,
with more than **10,000**
jetliners in service



of sales (by
value) are
to customers
outside the
United States



DEFENSE, SPACE & SECURITY



**\$26.3
BILLION**
in 2020 revenues

Core markets include weapons,
fixed-wing strike and integrated
missile systems

Headquartered in
**ARLINGTON,
VIRGINIA**



Approximately
**15,000
BOEING
EMPLOYEES**



**FORMED IN
2002**

to integrate Boeing's
defense, space, intelligence
and communications capabilities

Focus markets include
military rotorcraft,
commercial derivatives,
human space
exploration, satellites,
services and
autonomous systems



GLOBAL SERVICES



\$15.5
BILLION
in 2020 revenues

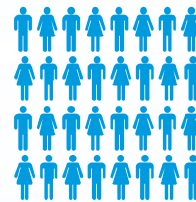
A dedicated services business
focused on the needs of
global defense, space and
commercial customers

Headquartered in
**PLANO,
TEXAS**

with operations worldwide



Approximately
17,000
BOEING
EMPLOYEES



FORMED IN 2017
to integrate the services
capabilities of the commercial,
defense and space sectors.

INNOVATIVE DISRUPTER

generating a robust
pipeline of products
and services for
customers worldwide

Designed for
faster customer
response and
operational agility,
with a streamlined
infrastructure



BOEING CAPITAL CORPORATION



**\$2.0
BILLION**
portfolio in 2020

Focuses on assets that
are critical to the core
operations of Boeing
customers

Headquartered
in the

**PUGET
SOUND**

region of
Washington state
with offices

WORLDWIDE



**50+
YEARS**

as a global provider
of innovative aerospace
financing solutions &
spearheading industry
standards

Arranging

Outreach

Strategic
regulatory policy

Portfolio
management

Backstops &
financing

Enterprise credit risk
center of excellence



BOEING GLOBAL ENGAGEMENT



Boeing charitable investments develop tomorrow's innovators through STEM education, support military veterans and their families, and advance racial equity and social justice in society.

In 2020, Boeing and its employees and retirees invested more than

\$234 million

to help build better communities worldwide

We partner with community organizations around the world to drive change through strategic investments, employee engagement and advocacy efforts.



SUSTAINABILITY

PEOPLE



**Our story starts
with our people**

- Employee Safety & Well-Being
- Diversity & Inclusion
- Human Rights
- Education & Training



DiversityInc.
Named Boeing a
**Top 50
Company for
Diversity**

PRODUCTS & SERVICES



**We innovate for a
better tomorrow**

- Product Safety
& Reliability
- Quality
- Environment



**We've reduced
emissions
by 20%-25%**
in each new generation of
Boeing airplane compared
to the generation before.

COMMUNITIES



**Our communities
matter to us**

- Community Impact
- STEM Education
- Veterans



**We've
invested
\$2 billion**
in our communities
over the last 10 years.

OPERATIONS



**It's not just what we do –
it's also how we do it**

- Ethics and Business
Conduct
- Environment
- Supply Chain



Boeing's factories in Renton,
Wash. and Charleston, S.C.
as well as sites in Illinois,
Indiana, Ohio, Pennsylvania
and Texas run on
**100% renewable
electricity.**

