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 the World’s Leading Aerospace Company

A heritage that mirrors the history of flight
WHAT WE DO TODAY

COMMERCIAL AIRPLANES
Boeing 7-series family of airplanes leads the industry

DEFENSE, SPACE & SECURITY
World’s largest manufacturer of military aircraft and satellites and major service provider to NASA
Large-scale systems integration, networking technology and solutions provider

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

BOEING CAPITAL CORPORATION
Financing solutions focused on customer requirements

Connect and protect people globally
# Purpose and Mission

**Connect, Protect, Explore and Inspire the World through Aerospace Innovation**

**Aspiration**

Best in Aerospace and Enduring Global Industrial Champion

## Enterprise Strategy

<table>
<thead>
<tr>
<th>Operate as One Boeing</th>
<th>Build Strength on Strength</th>
<th>Sharpen and Accelerate to Win</th>
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## 2025 Goals

<table>
<thead>
<tr>
<th>Market Leadership</th>
<th>Integrity</th>
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<tbody>
<tr>
<td>Top-quartile Performance and Returns</td>
<td>Quality</td>
</tr>
<tr>
<td>Growth Fueled by Productivity</td>
<td>Safety</td>
</tr>
<tr>
<td>Design, Manufacturing, Services Excellence</td>
<td>Diversity and Inclusion</td>
</tr>
<tr>
<td>Accelerated Innovation</td>
<td>Trust and Respect</td>
</tr>
<tr>
<td>Global Scale and Depth</td>
<td>Corporate Citizenship</td>
</tr>
<tr>
<td>Best Team, Talent and Leaders</td>
<td>Stakeholder Success</td>
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<tr>
<td>Top Corporate Citizen</td>
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</table>

## Enduring Values

<table>
<thead>
<tr>
<th>Lead with courage and passion</th>
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<tbody>
<tr>
<td>Make customer priorities our own</td>
</tr>
<tr>
<td>Invest in our team and empower each other</td>
</tr>
<tr>
<td>Win with speed, agility and scale</td>
</tr>
<tr>
<td>Collaborate with candor and honesty</td>
</tr>
<tr>
<td>Reach higher, embrace change and learn from failure</td>
</tr>
<tr>
<td>Deliver results with excellence – Live the Enduring Values</td>
</tr>
</tbody>
</table>

## Boeing Behaviors

## Business Imperative

Deliver Superior Value to Customers, Employees, Shareholders, Communities and Partners
WHERE WE ARE

$101.1 BILLION in 2018 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 20,000 suppliers and partners globally

More than 150,000 BOEING EMPLOYEES

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

Contracts with more than 20,000 suppliers and partners globally

Across the United States and in more than 65 COUNTRIES

70% of commercial airplane revenue historically from customers outside the United States

Partnering worldwide for mutual growth and prosperity
WHO WE ARE

David L. Calhoun
President and Chief Executive Officer

Executive Council

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

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

Ted Colbert
Executive Vice President, President and CEO, Boeing Global Services

Marc Allen
Senior Vice President of Boeing, President of Embraer Partnership and Group Operations

Michael Arthur
Senior Vice President of Boeing, President, Boeing International

Heidi Capozzi
Senior Vice President, Human Resources

Brett C. Gerry
Senior Vice President, General Counsel

Niel Golightly
Senior Vice President, Communications

Greg Smith
Chief Financial Officer, Executive Vice President, Enterprise Performance & Strategy

Timothy Keating
Executive Vice President, Government Operations

Greg Hyslop
Chief Engineer, Senior Vice President, Boeing Engineering, Test & Technology

Jenette Ramos
Senior Vice President, Manufacturing, Supply Chain & Operations

Diana Sands
Senior Vice President, Office of Internal Governance and Administration

Vishwajeet (Vishwa) Uddanwadiker
Chief Information Officer, Senior Vice President, Information Technology & Data Analytics (interim)
$60.7 BILLION
in 2018 revenues

Headquartered in the PUGET SOUND region of Washington state with operations in several U.S. states

Approximately 64,000 BOEING EMPLOYEES

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

80% of sales (by value) are to customers outside the United States

The industry’s source for customer-focused solutions
MAJOR BUSINESS

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

Headquartered in
ARLINGTON, VIRGINIA
with employees in 21 countries and 47 U.S. states

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

Approximately 37,000 BOEING EMPLOYEES

$23.2 BILLION in 2018 revenues

Offering customers proven capabilities from the sea bed to outer space

FORMED IN 2002
The industry’s source for customer-focused solutions

Headquartered in the DALLAS, TEXAS area with operations worldwide

$17 BILLION in 2018 revenues

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

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

Approximately 23,000 BOEING EMPLOYEES

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

Financing solutions focused on customer requirements

Supports the business units, manages the portfolio and ensures the availability of financing for Boeing customers

Headquartered in the PUGET SOUND region of Washington state

More than 50 YEARS of history as a global provider of financing solutions

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

DRIVES STRATEGIC BUSINESS OBJECTIVES through traditional, experiential and continuous learning

Tackles real business challenges at a residential, STATE-OF-THE-ART LEADERSHIP CENTER

DEVELOPS THE CAPABILITIES OF FUTURE LEADERS
Being a part of our communities is a Boeing core value

BOEING GLOBAL ENGAGEMENT

Supporting Local Communities

Creates positive changes in local communities through charitable giving, volunteering and the way we operate our business

More than $284 million invested by Boeing, its employees and retirees to help build better communities worldwide in 2018

Partners with community organizations around the world through strategic investments, employee engagement and advocacy efforts

Being a part of our communities is a Boeing core value
PROTECTING OUR PLANET

INSPIRE GLOBAL COLLABORATION
Leading global collaboration to advance progress in environmental performance and protection

INNOVATE FOR PERFORMANCE
Driving industry efficiency with innovative technologies

EXCELLENCE IN SUSTAINABILITY
Committing to zero growth in greenhouse gas emissions, water intake, solid waste to landfill and hazardous waste generation from company operations

Global environmental leadership through aerospace innovation