HISTORY

The First 100 Years

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

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

**DEFENSE, SPACE & SECURITY**
One of the world’s largest manufacturers of military aircraft and satellites and major service provider to NASA
Large-scale systems integration, networking technology and solutions provider

**BOEING CAPITAL CORPORATION**
Global expertise in innovative aerospace financing solutions

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

ENTREPRISE STRATEGY
Operate as One Boeing
Build Strength on Strength
Sharpen and Accelerate to Win

2025 GOALS
Market Leadership
Top-quartile Performance and Returns
Growth Fueled by Productivity
Design, Manufacturing, Services Excellence
Accelerated Innovation
Global Scale and Depth
Best Team, Talent and Leaders
Top Corporate Citizen

ENDURING VALUES
Integrity
Quality
Safety
Diversity and Inclusion
Trust and Respect
Corporate Citizenship
Stakeholder Success

BOEING BEHAVIORS
Lead with courage and passion
Make customer priorities our own
Invest in our team and empower each other
Win with speed, agility and scale
Collaborate with candor and honesty
Reach higher, embrace change and learn from failure
Deliver results with excellence – Live the Enduring Values

BUSINESS IMPERATIVE
Deliver Superior Value to Customers, Employees, Shareholders, Communities and Partners
$76.6 BILLION in 2019 revenues

Manufacturing, service and technology partnerships with companies around the world

Contracts with more than 12,000 suppliers globally

More than 160,000 BOEING EMPLOYEES

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

Approx. 80% of commercial airplane revenue historically from customers outside the United States

Products and services support to customers in more than 150 COUNTRIES

Contracts with more than 12,000 suppliers globally

Across the United States and in more than 65 COUNTRIES

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

Brett C. Gerry
Senior Vice President, General Counsel

Niel Golightly
Senior Vice President, Communications

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

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

Timothy Keating
Executive Vice President, Government Operations

Wendy Livingston
Senior Vice President, Human Resources (interim)

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)
The industry’s source for customer-focused solutions

COMMERCIAL AIRPLANES

**Major Business**

- **Headquartered in the PUGET SOUND region of Washington state with operations in several U.S. states**
- **$32.3 BILLION in 2019 revenues**
- **Offers a family of airplanes and a broad portfolio of aviation services for passenger and cargo carriers worldwide**
- **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**

- **737**
- **787**
- **777**
Focus markets include military rotorcraft, commercial derivatives, human space exploration, satellites, services and autonomous systems.

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

FORMED IN 2002 to integrate Boeing’s defense, space, intelligence and communications capabilities.

Approximately 33,000 Boeing employees.

Headquartered in Arlington, Virginia with employees in 21 countries and 47 U.S. states.

$26.2 billion in 2019 revenues.

Offering customers proven capabilities from the sea bed to outer space.
The industry’s source for customer-focused solutions

GLOBAL SERVICES

$18.4 BILLION in 2019 revenues

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

Headquartered in the PLANO, TEXAS area with operations worldwide

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

Approximately 25,000 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

Headquartered in the PLANO, TEXAS area with operations worldwide

25,000 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

The industry’s source for customer-focused solutions
Global expertise in innovative financing solutions

$2.3 BILLION portfolio in 2019

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

Global expertise in innovative financing solutions
LEADERSHIP DEVELOPMENT PROGRAM

DRIVES STRATEGIC BUSINESS OBJECTIVES through traditional, experiential and continuous learning

DEVELOPS THE CAPABILITIES OF FUTURE LEADERS

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

Unleashing the full potential of Boeing leaders to shape the future
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 $240 million invested by Boeing, its employees and retirees to help build better communities worldwide in 2019

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