The First 100 Years

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

- 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
WHERE WE ARE

$93.4 BILLION in 2017 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 140,000 BOEING EMPLOYEES

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

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

across the United States and in more than 65 COUNTRIES

Partnering worldwide for mutual growth and prosperity
WHO WE ARE

Executive Council

Dennis Muilenburg
Chairman, President and CEO

Kevin McAllister
Executive Vice President, President and CEO, Boeing Commercial Airplanes

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

Stan Deal
Executive Vice President, President and CEO, Boeing Global Services

Marc Allen
Senior Vice President, President, Boeing International

Heidi Capozzi
Senior Vice President, Human Resources

Ted Colbert
Chief Information Officer, Senior Vice President, Information Technology & Data Analytics

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

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

Michael Luttig
Executive Vice President, General Counsel

Timothy Keating
Executive Vice President, Government Operations

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

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

Anne Toulouse
Senior Vice President, Communications (interim)
The industry’s source for customer-focused solutions

$56.7 BILLION in 2017 revenues

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

Approximately 60,000 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

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

Approximately 35,000 Boeing employees.

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

$21.1 BILLION in 2017 revenues.

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

Offering customers proven capabilities from the sea bed to outer space.
MAJOR BUSINESS

$14.6 BILLION in 2017 revenues

Headquartered in the DALLAS, TEXAS area with operations worldwide

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

Approximately 20,000 BOEING EMPLOYEES

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

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

MAJOR BUSINESS

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

50 YEARS of history as a global provider of financing solutions

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

Headquartered in the PUGET SOUND region of Washington state
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

Preparing Tomorrow’s Leaders

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

2017 contributions to charitable causes:

$181 million

$34 million

donated by employees through giving programs, including the Employees Community Fund, one of the largest employee-owned funds in the world

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