HISTORY / The First 100 Years

Founded in 1916 in the Puget Sound region of Washington state

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

Copyright © 2017 Boeing. All rights reserved.
## 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

### BUSINESS IMPERATIVE

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

$94.6 BILLION in 2016 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

Contracts with more than 20,000 suppliers and partners globally

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

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

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

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

140,000 BOEING EMPLOYEES

Partnering worldwide for mutual growth and prosperity
WHO WE ARE / Company Leadership

Dennis Muilenburg
Chairman, President and CEO

Executive Council

Ray Conner
Vice Chairman
Kevin McAllister
Executive Vice President,
President and CEO,
Boeing Commercial Airplanes
Leanne Caret
Executive Vice President,
President, Boeing
International
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
Tom Downey
Senior Vice President
Greg Hyslop
Chief Technology Officer,
Senior Vice President,
Boeing Engineering, Test & Technology

Stan Deal
Executive Vice President,
President and CEO,
Boeing Global Services
Greg Smith
Chief Financial Officer
Senior Vice President of Enterprise Performance & Strategy
Michael Luttig
Executive Vice President,
General Counsel
Timothy Keating
Senior Vice President,
Government Operations
Phil Musser
Senior Vice President,
Communications
Jenette Ramos
Senior Vice President,
Supply Chain & Operations
Diana Sands
Senior Vice President,
Office of Internal Governance and Administration
MAJOR BUSINESS / Commercial Airplanes

$65 BILLION in 2016 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

70% of sales (by value) are to customers outside the United States

The industry’s source for customer-focused solutions
MAJOR BUSINESS / Defense, Space & Security

$29.5 BILLION in 2016 revenues

Has a balanced backlog across all markets, including a strong mix of development, production and support contracts

Headquartered in the WASHINGTON, D.C. area with operations in three countries and 26 states

Approximately 35,000 BOEING EMPLOYEES

FORMED IN 2000 to integrate Boeing’s defense, space, intelligence and communications capabilities

Designs, builds and supports net-enabled platforms and systems for government and commercial customers

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

#### Global Services

<table>
<thead>
<tr>
<th>GLOBAL SERVICES</th>
<th>Headquartered in the DALLAS AREA with operations worldwide</th>
</tr>
</thead>
<tbody>
<tr>
<td>A dedicated services business focused on the needs of global defense, space and commercial customers</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Approximately 20,000 BOEING EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>STARTING OPERATIONS IN JULY 2017 to integrate the services capabilities of the defense, space and commercial sectors</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INNOVATIVE DISRUPTER</th>
<th>generating a robust pipeline of products and services for customers worldwide</th>
</tr>
</thead>
<tbody>
<tr>
<td>Designed for faster customer response and operational agility, with a streamlined infrastructure</td>
<td></td>
</tr>
</tbody>
</table>

The industry’s source for customer-focused solutions
MAJOR BUSINESS / Boeing Capital Corporation

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

Almost 50 YEARS of history as a global provider of financing solutions

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

The industry’s source for customer-focused solutions
LEADERSHIP DEVELOPMENT PROGRAM  
Preparing Tomorrow’s Leaders

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.
PROTECTING OUR PLANET

Environmental Actions and Commitments

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 by 2017

Global environmental leadership through aerospace innovation