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 / The Next 100 Years

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

Connect and protect people globally

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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

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

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

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 and CEO, Boeing Defense, Space & Security

Marc Allen
Senior Vice President, Boeing International

Heidi Capozzi
Senior Vice President, Human Resources

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

Tom Downey
Senior Vice President

Scott Fancher
Senior Vice President, Program Management, Integration & Development Programs

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

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

Michael Luttig
Executive Vice President, General Counsel

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

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
### Commercial Airplanes

**Headquartered in the Puget Sound region of Washington state with operations in several U.S. states**

**60,000 Boeing Employees**

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

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

The industry’s source for customer-focused solutions

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<th><strong>$65 BILLION</strong> in 2016 revenues</th>
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<td>Offers a family of airplanes and a broad portfolio of aviation services for passenger and cargo carriers worldwide</td>
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<th><strong>Boeing Employees</strong></th>
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<td>Approximately 60,000</td>
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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
A dedicated services business focused on the needs of global defense, space and commercial customers

Headquartered in the DALLAS AREA with operations worldwide

STARTING OPERATIONS IN JULY 2017 to integrate the services capabilities of the defense, space and commercial sectors

Approximately 20,000 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
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

DEVELOPS THE CAPABILITIES OF FUTURE LEADERS

DRIVES STRATEGIC BUSINESS OBJECTIVES through traditional, experiential and continuous learning

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

Unleashing the full potential of Boeing leaders to shape the future
BOEING GLOBAL ENGAGEMENT / Supporting Local Communities

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

2016 contributions to charities:

$163 million

Over $35 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.

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