BOEING OVERVIEW
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 a leading global aerospace company
WHAT WE DO TODAY

COMMERCIAL AIRPLANES

A complete family of the world’s most versatile commercial airplanes

DEFENSE, SPACE & SECURITY

The world’s leader in providing the most digitally advanced, simply and efficiently produced and intelligently supported solutions to its customers

GLOBAL SERVICES

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

BOEING CAPITAL CORPORATION

Global expertise in innovative aerospace financing solutions

Protect, connect and explore our world and beyond
Live our values
Rebuild trust
Inculcate Safety and Quality Management Systems
Restore operational stability and business health
Invest in Boeing’s future capability

We’ll achieve our priorities by empowering our people
OUR VALUES

HOW WE OPERATE:

Start with engineering excellence
Be accountable — from beginning to end
Apply Lean principles
Eliminate traveled work
Reward predictability and stability — everywhere in our business

HOW WE ACT:

Lead on safety, quality, integrity and sustainability
Foster a Just Culture grounded in humility, inclusion and transparency
Import best leadership practices
Earn stakeholder trust and preference
Respect one another and advance a global, diverse team

Innovate and operate to make the world better
WHERE WE ARE

$62.3 BILLION in 2021 revenues

Manufacturing, service and technology partnerships with companies around the world

Contracts with more than 12,000 suppliers globally

More than 140,000 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

140,000 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

WHERE WE ARE

Partnering worldwide for mutual growth and prosperity
WHO WE ARE

Company Leadership

David L. Calhoun
President and Chief Executive Officer

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

Theodore Colbert III
Executive Vice President; President and CEO, Boeing Defense, Space & Security

Stephanie Pope
Executive Vice President; President and CEO, Boeing Global Services

Brian West
Chief Financial Officer; Executive Vice President, Finance

Gregory L. Hyslop
Chief Engineer; Executive Vice President, Engineering, Test & Technology

Michael D’Ambrose
Chief Human Resources Officer; Executive Vice President, Human Resources

Brett C. Gerry
Chief Legal Officer; Executive Vice President; Global Compliance and Communications (interim)

Ziad Ojakli
Executive Vice President, Government Operations

Leanne G. Caret
Executive Vice President and Senior Advisor

B. Marc Allen
Chief Strategy Officer; Senior Vice President, Strategy and Corporate Development

Michael A. Arthur
Senior Vice President; President, Boeing International

Susan Doniz
Chief Information Officer; Senior Vice President, Information Technology & Data Analytics

Uma Amuluru
Chief Compliance Officer; Vice President, Global Compliance

Michael Delaney
Chief Aerospace Safety Officer; Senior Vice President, Global Aerospace Safety

David A. Dohnalek
Senior Vice President, Treasurer

Chris Raymond
Chief Sustainability Officer; Vice President, Global Enterprise Sustainability

William A. Ampofo II
Vice President; Chair, Supply Chain Operations Council

Elizabeth Lund
Senior Vice President; Chair, Program Management Operations Council

Carole A. Murray
Vice President; Chair, Quality Operations Council

William H. Osborne
Senior Vice President; Chair, Manufacturing Operations Council

David L. Calhoun
President and Chief Executive Officer
COMMERCIAL AIRPLANES

Major Business

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

Approximately 36,000 BOEING EMPLOYEES

Boeing airplanes represent about half of the world’s fleet, with more than 11,000 jetliners in service

75% of sales (by value) are to customers outside the United States

$19.5 BILLION in 2021 revenues

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

The industry’s source for customer-focused solutions
A diversified, global business with leadership in key defense and space markets

Headquartered in
ARLINGTON, VIRGINIA
with employees in 15 countries and 48 U.S. states

Approximately
15,000
BOEING
EMPLOYEES

Formed in
2002
to integrate Boeing’s
defense, space, intelligence
and communications capabilities

Key markets include
aeronautics, space, and
weapons. Core capabilities are
in development, production and
mission enabling upgrades of
integrated solutions.

$26.5 BILLION
in 2021 revenues

Delivering digitally advanced,
simply and efficiently produced
and intelligently supported
solutions to customers.
GLOBAL SERVICES

Headquartered in PLANO, TEXAS with operations worldwide

Approximately 18,000 BOEING EMPLOYEES

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

$16.3 BILLION in 2021 revenues

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

DATA-DRIVEN INNOVATION keeps world’s fleet flying safely, efficiently and sustainably

Providing digitally advanced, simply and efficiently produced, and intelligently supported solutions to our customers

$16.3 BILLION in 2021 revenues

18,000 BOEING EMPLOYEES

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

Headquartered in PLANO, TEXAS with operations worldwide

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

DATA-DRIVEN INNOVATION keeps world’s fleet flying safely, efficiently and sustainably

Providing digitally advanced, simply and efficiently produced, and intelligently supported solutions to our customers

The industry’s source for customer-focused solutions
## BOEING CAPITAL CORPORATION

### Major Business

- **Global expertise in innovative financing solutions**

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

- **$1.7 BILLION** portfolio in 2021

### 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
Boeing charitable investments work to develop tomorrow’s innovators through a focus on STEM education, support military veterans and their families, encourage environmental stewardship and advance racial equity and social justice.

In 2021, Boeing, its employees and retirees – with the help of Boeing Gift Match -- contributed more than $187 million to help build better communities worldwide.

In 2021, Boeing employees volunteered 290,000 hours in support of community partners globally.

At Boeing, we partner with community organizations to drive positive change around the world. We do this through strategic charitable investments, employee engagement activities and targeted advocacy efforts.

Investing in the communities where our employees live and work is a Boeing core value.
Our story starts with our people

- Safety-First Culture
- Global Equity, Diversity and Inclusion
- Professional Development, Education and Learning

We innovate for a better tomorrow

- Aerospace Safety and Quality
- Sustainable Product Life Cycle
- Innovation and Clean Technology

We’ve reduced emissions by 20% to 25% in each new generation of Boeing airplane compared to the generation before.

It’s not just what we do – it’s also how we do it

- Addressing Climate Change
- Conserving Resources
- Responsible Supply Chain
- Data Privacy and Information Security

Our factories in Renton and Charleston as well as most sites in Ill., Ind., Ohio, Penn., Texas and the U.K. run on 100% renewable electricity.

Our communities matter to us

- Community Engagement
- Purposeful Partnerships
- Engaging around the Globe

We’ve invested $2 billion in our communities over the last 10 years.