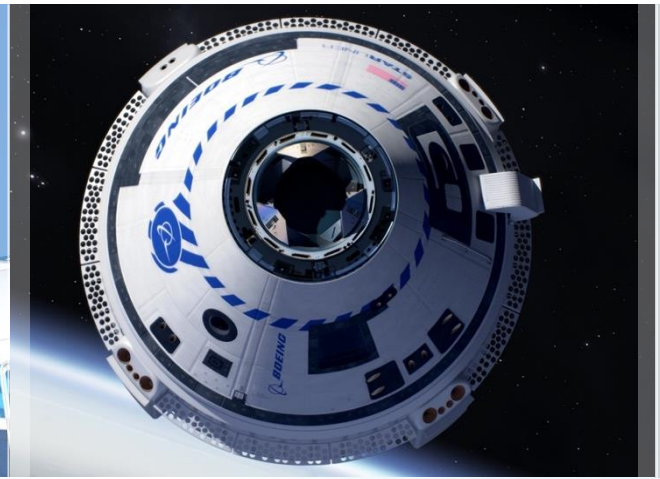
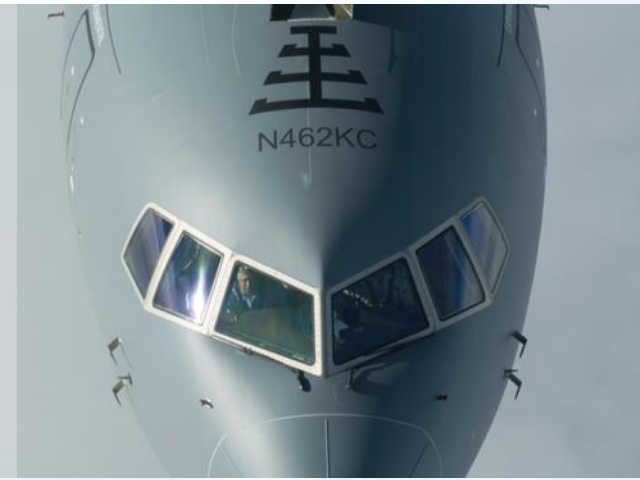
BOEING OVERVIEW





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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

BOEING · STEARMAN · NAA · plasecki · McDONNELL Aircraft Corporation · HUGHES · McDONNELL DOUGLAS · Rockwell International · BOEING

A heritage that mirrors the history of flight

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

OUR PRIORITIES

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

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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

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WHERE WE ARE

$62.3 BILLION
in 2021 revenues

Products and services support to customers in more than **150 COUNTRIES**

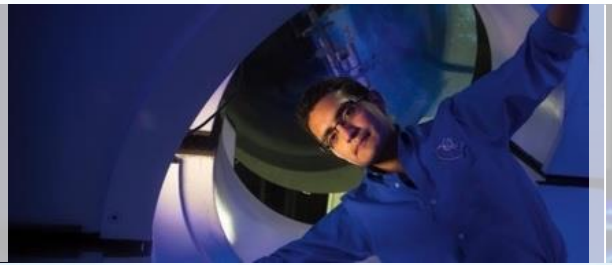
Manufacturing, service and technology partnerships with companies around the world

Contracts with more than **12,000** suppliers globally

More than **140,000 BOEING EMPLOYEES** across the United States and in more than **65 COUNTRIES**

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

of commercial airplane revenue historically from customers outside the United States



WHO WE ARE

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

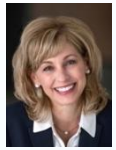
Brian West
Chief Financial Officer;
Executive Vice President, Finance

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

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

Brian Besanceney
Chief Communications Officer; Senior Vice President, Communications

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

Scott Stocker
Vice President; Chair, Manufacturing Operations Council

COMMERCIAL AIRPLANES

$19.5 BILLION
in 2021 revenues

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

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

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

DEFENSE, SPACE & SECURITY

$26.5 BILLION
in 2021 revenues

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

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.

A diversified, global business with leadership in key defense and space markets

GLOBAL SERVICES

$16.3 BILLION
in 2021 revenues

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

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

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

BOEING CAPITAL CORPORATION

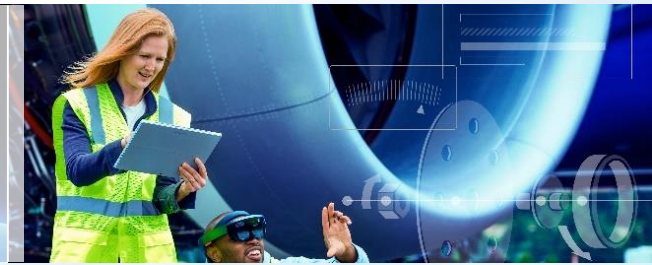
$1.7 BILLION
portfolio in 2021

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



BOEING GLOBAL ENGAGEMENT

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

SUSTAINABILITY

PEOPLE

Our story starts with our people

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

DiversityInc. named Boeing a
Top 20 Company for Diversity

PRODUCTS & SERVICES

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.

OPERATIONS

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.

COMMUNITIES

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.

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