



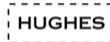
Founded in 1916 in the Puget Sound region of Washington State in the U.S.

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Became a leading producer of **military and commercial aircraft**

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Completed a series of strategic mergers and acquisitions to become a **leading global aerospace company**



A heritage that mirrors the history of flight



### COMMERCIAL AIRPLANES

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



### DEFENSE, SPACE & SECURITY

The world's leader in delivering decisive mission advantage to its global customers through cutting-edge capabilities



### GLOBAL SERVICES

A dedicated services business focused on keeping the world's fleet flying safely, sustainably and efficiently



Protect, connect and explore our world and beyond



# OUR VALUES

## HOW WE OPERATE:

**Start with engineering excellence**

**Be accountable —  
from beginning to end**

**Apply Lean principles —  
eliminate traveled work**

**Crush bureaucracy**

**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**





# OUR PRIORITIES

**Live our values**

**Rebuild trust**

**Inculcate Safety and Quality Management Systems and Lean**

**Restore operational stability and business health**

**Invest in capabilities for Boeing's future**

**Attract, retain and develop the best global, diverse talent, intent on building careers in aerospace**

**We'll achieve our priorities by empowering our people**



**\$66.6  
BILLION**

in 2022 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  
**158,000  
BOEING  
EMPLOYEES**



across the United States  
and in more than  
**70 COUNTRIES**

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



of commercial  
airplane revenue  
historically  
from customers  
outside the  
United States



Partnering worldwide for mutual growth and prosperity



**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



**Howard McKenzie**  
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 "Z" Ojaki**  
Executive Vice  
President,  
Government  
Operations



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



**Brian Besanceney**  
Senior Vice President,  
Communications



**Stephen E. Biegun**  
Senior Vice President,  
Global Public Policy



**Dr. Brendan Nelson, AO**  
Senior Vice President;  
President, Boeing Global



**Susan Doniz**  
Chief Information and  
Data Analytics Officer



**Darrin Hostetler**  
Chief Compliance Officer;  
Vice President, Global  
Compliance



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



**Chris Raymond**  
Chief Sustainability Officer;  
Senior 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

**\$25.9  
BILLION**  
in 2022 revenues

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

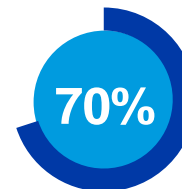
Headquartered in the  
**PUGET  
SOUND**  
region of Washington state  
with operations in  
several U.S. states and  
locations worldwide



Approximately  
**42,000  
BOEING  
EMPLOYEES**



Boeing airplanes represent nearly 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



The industry's source for customer-focused solutions





**\$23.2  
BILLION**

in 2022 revenues

Delivering decisive mission advantage to its global customers through cutting-edge capabilities

Headquartered in  
**ARLINGTON,  
VIRGINIA**  
with employees in  
20 countries and 49 U.S. states



Approximately  
**17,000  
BOEING  
EMPLOYEES**



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

The world's leading provider of defense, space and security systems, serving customers in more than 150 countries.



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



## \$17.6 BILLION

in 2022 revenues

A dedicated services business focused on keeping the world's fleet flying safely, sustainably and efficiently

Headquartered in  
**PLANO,  
TEXAS**  
with operations worldwide



Approximately  
**20,000  
BOEING  
EMPLOYEES**



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

**INNOVATIVE SOLUTIONS**  
focused on fleet availability and readiness -- delivering predictable, reliable, on-time performance

**GLOBAL PRESENCE**  
enables us to deliver solutions when and where our customers need it



Unparalleled experience and solutions for commercial, government, business and general aviation customers



Through our work in local communities, we support STEM education initiatives, assist military members, veterans, and their families, promote environmental stewardship, advance racial equity and provide for communities in need – including disaster recovery and relief efforts worldwide.

In 2022, Boeing, its employees and retirees – with the help of Boeing Gift Match – contributed more than

**\$197 million**

to help build better communities worldwide.

In 2022, Boeing employees volunteered

**366,000 hours**

in support of global community partners.



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



## PEOPLE



- Employee safety
- Employee well-being
- Global equity, diversity and inclusion
- Professional development, education and learning



91% of employees surveyed say their manager supports their overall well-being

## PRODUCTS & SERVICES



- Aerospace safety
- Sustainable product life cycle
- Climate change
- Innovation and clean technology



5.6 million gallons (21.2 million liters) of SAF purchased for 2023 commercial operations

## OPERATIONS



- Enterprise quality
- Global sustainable operations
- Responsible supply chain
- Data privacy and information security



31% reduction in greenhouse gas emissions from Boeing operations since 2017

## COMMUNITIES



- STEM initiatives
- Military and veteran assistance
- Racial equity advancement
- Disaster recovery and relief efforts



\$2B in Boeing community investments over the last 10 years



