A heritage that mirrors the history of flight

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 the World’s Leading Aerospace Company

The First 100 Years
WHAT WE DO TODAY

COMMERCIAL AIRPLANES
Boeing 7-series family of airplanes leads the industry

GLOBAL SERVICES
A dedicated services business focused on the needs of global defense, space and commercial customers

DEFENSE, SPACE & SECURITY
One of the world’s largest manufacturers of military aircraft and satellites and major service provider to NASA
Large-scale systems integration, networking technology and solutions provider

BOEING CAPITAL CORPORATION
Global expertise in innovative aerospace financing solutions

Connect and protect people globally
<table>
<thead>
<tr>
<th><strong>OUR VALUES</strong></th>
<th><strong>HOW WE OPERATE:</strong></th>
<th><strong>HOW WE ACT:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Start with engineering excellence</td>
<td>Lead on safety, quality and integrity</td>
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<tr>
<td></td>
<td>Be accountable — from beginning to end</td>
<td>Collaborate with humility, inclusion and transparency</td>
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<td></td>
<td>Apply Lean principles</td>
<td>Import best leadership practices</td>
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<tr>
<td></td>
<td>Eliminate traveled work</td>
<td>Earn stakeholder trust and preference</td>
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<tr>
<td></td>
<td>Reward predictability and stability — everywhere in our business</td>
<td>Respect one another and advance a global, diverse team</td>
</tr>
</tbody>
</table>

Innovate and operate to make the world better
$76.6 BILLION
in 2019 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 160,000 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

* Boeing shared on Oct. 28 that it anticipates a workforce of about 130,000 employees by the end of 2021. Efforts to reach these employment levels are underway through a combination of natural attrition and workforce reductions.
WHO WE ARE

David L. Calhoun
President and Chief Executive Officer

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

Leanne Caret
Executive Vice President, President and CEO, Boeing Defense, Space & Security

Ted Colbert
Executive Vice President, President and CEO, Boeing Global Services

Greg Smith
Executive Vice President, Enterprise Operations, Chief Financial Officer

Michael D’Ambrose
Executive Vice President, Human Resources

Brett C. Gerry
Chief Legal Officer, Executive Vice President, Global Compliance

Timothy Keating
Executive Vice President, Government Operations

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

Michael Arthur
Senior Vice President of Boeing, President, Boeing International

Ed Dandridge
Senior Vice President, Communications

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

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

Uma Amuluru
Vice President, Compliance

Grant Dixton
Senior Vice President, Law

Dave Dohnalek
Senior Vice President, Treasury

Kevin Schemm
Senior Vice President, Enterprise Finance

Chris Raymond
Vice President, Chief Sustainability Officer

William Ampofo
Vice President, Enterprise Process Council: Supply Chain

Mark Jenks
Senior Vice President, Enterprise Process Council: Program Management

Tony Martin
Vice President, Enterprise Process Council: Quality

Bill Osborne
Senior Vice President, Enterprise Process Council: Manufacturing
The industry’s source for customer-focused solutions

COMMERCIAL AIRPLANES

$32.3 BILLION in 2019 revenues

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

Approximately 64,000 BOEING EMPLOYEES*

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

80% of sales (by value) are to customers outside the United States

* Boeing shared on Oct. 28 that it anticipates a workforce of about 130,000 employees by the end of 2021. Efforts to reach these employment levels are underway through a combination of natural attrition and workforce reductions.
Focus markets include military rotorcraft, commercial derivatives, human space exploration, satellites, services and autonomous systems.

FORMED IN 2002 to integrate Boeing’s defense, space, intelligence and communications capabilities.

Headquartered in Arlington, Virginia with employees in 21 countries and 47 U.S. states.

Approximately 33,000 Boeing employees.

$26.2 billion in 2019 revenues.

Core markets include weapons, fixed-wing strike and integrated missile systems.

Offering customers proven capabilities from the sea bed to outer space.

* Boeing shared on Oct. 28 that it anticipates a workforce of about 130,000 employees by the end of 2021. Efforts to reach these employment levels are underway through a combination of natural attrition and workforce reductions.
GLOBAL SERVICES

$18.4 BILLION in 2019 revenues

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

Headquartered in the
PLANO, TEXAS
area with operations worldwide

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

Approximately
25,000 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

* Boeing shared on Oct. 28 that it anticipates a workforce of about 130,000 employees by the end of 2021. Efforts to reach these employment levels are underway through a combination of natural attrition and workforce reductions.

The industry's source for customer-focused solutions
Global expertise in innovative financing solutions

BOEING CAPITAL CORPORATION

Major Business

Arranging

Outreach

Strategic regulatory policy

Portfolio management

Backstopping & financing

Enterprise credit risk center of excellence

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

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

$2.3 BILLION portfolio in 2019

Headquartered in the PUGET SOUND region of Washington state with offices WORLDWIDE

$2.3 BILLION portfolio in 2019

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

$2.3 BILLION portfolio in 2019

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

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.

BOEING GLOBAL ENGAGEMENT

Supporting Local Communities

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

More than $240 million invested by Boeing, its employees and retirees to help build better communities worldwide in 2019.

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.
Innovate and operate to make the world better

**SUSTAINABILITY**

**OUR PEOPLE**
- Our story starts with our people
  - Employee Health & Safety
  - Diversity & Inclusion
  - Human Rights
  - Education & Training

**OUR PRODUCTS & SERVICES**
- We innovate for a better tomorrow
  - Product Safety & Reliability
  - Quality
  - Environment

**OUR COMMUNITIES**
- Our communities matter to us
  - Community Impact
  - STEM Education
  - Veterans

**OUR OPERATIONS**
- It’s not just what we do – it’s also how we do it
  - Ethics and Business Conduct
  - Environment
  - Supply Chain

**We ranked No. 27**
on Diversity Inc’s 2020 Top 50 Companies for Diversity.

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

**We’ve invested $1.8 billion**
in our communities over the last 10 years.

**Boeing’s factories in Renton, Wash. and Charleston, S.C. as well as sites in Illinois, Indiana, Ohio, Pennsylvania and Texas run on 100% renewable electricity.**