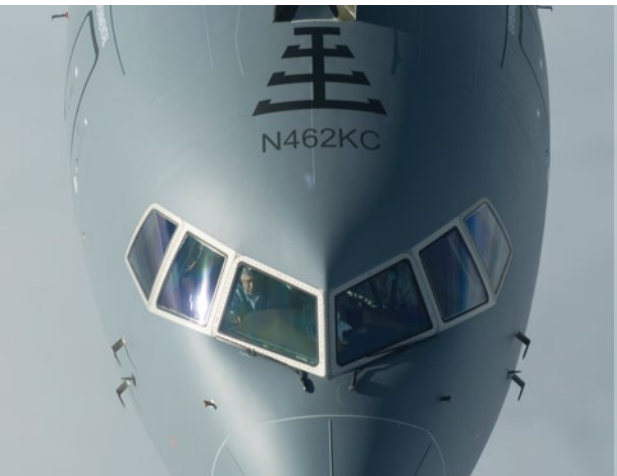




# BOEING OVERVIEW



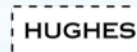
Connect / Protect / Explore / Inspire

# 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



# 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





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

BOEING BEHAVIORS

Lead with courage and passion  
Make customer priorities our own  
Invest in our team and empower each other  
Win with speed, agility and scale  
Collaborate with candor and honesty  
Reach higher, embrace change and learn from failure  
Deliver results with excellence – Live the Enduring Values

BUSINESS IMPERATIVE

Deliver Superior Value to Customers, Employees, Shareholders, Communities and Partners



# WHERE WE ARE



**\$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**

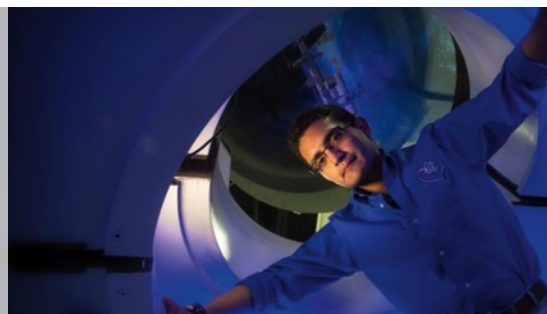


across the United States and in more than  
**65 COUNTRIES**

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



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



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



**Marc Allen**  
Senior Vice President  
of Boeing,  
President of Embraer  
Partnership & Group  
Operations



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



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



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



**Timothy Keating**  
Executive Vice President,  
Government Operations



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



**Niel Golightly**  
Senior Vice President,  
Communications



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



**Wendy Livingston**  
Senior Vice President,  
Human Resources  
(interim)

# COMMERCIAL AIRPLANES



**\$32.3**  
**BILLION**  
in 2019 revenues

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

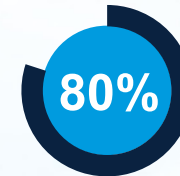
Headquartered in the  
**PUGET SOUND**  
region of Washington state with operations in several U.S. states



Approximately  
**64,000**  
**BOEING**  
**EMPLOYEES**



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



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



# DEFENSE, SPACE & SECURITY



# \$26.2 BILLION

in 2019 revenues

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

Headquartered in  
**ARLINGTON,  
VIRGINIA**

with employees in  
21 countries and 47 U.S. states



Approximately  
**33,000  
BOEING  
EMPLOYEES**



**FORMED IN  
2002**

to integrate Boeing's  
defense, space, intelligence  
and communications capabilities

Focus markets include  
military rotorcraft,  
commercial  
derivatives, human  
space exploration,  
satellites, services and  
autonomous systems





# 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



Approximately  
**25,000**  
**BOEING**  
**EMPLOYEES**



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

**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 CAPITAL CORPORATION



**\$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**



**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



# LEADERSHIP DEVELOPMENT PROGRAM



**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**





# BOEING GLOBAL ENGAGEMENT



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

Partners with community organizations around the world through strategic investments, employee engagement and advocacy efforts



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





# PROTECTING OUR PLANET

## 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



