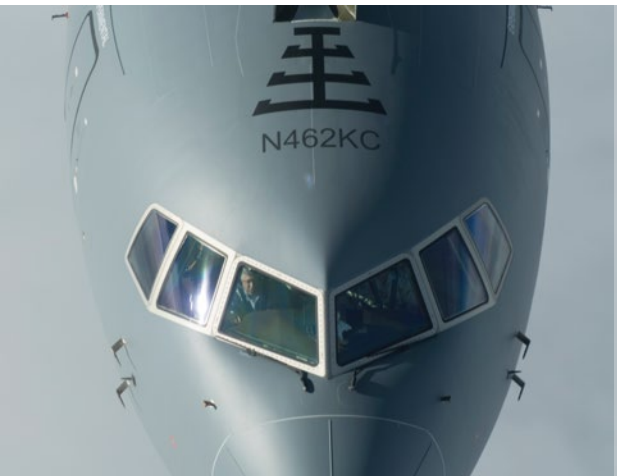




BOEING OVERVIEW



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**

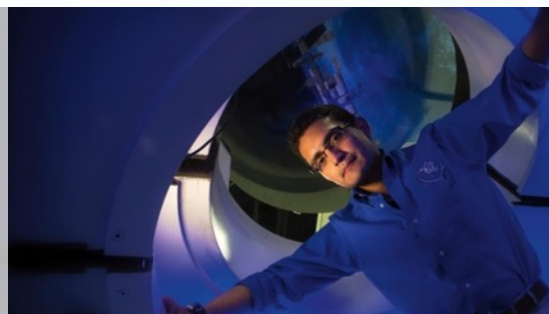


across the
United States and
in more than
65 COUNTRIES

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

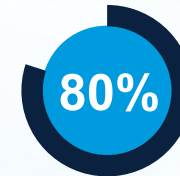
Headquartered in the
PUGET SOUND
region of Washington state with operations in several U.S. states



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



