

# Forward-Looking Statements

This document contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Words such as “may,” “should,” “expects,” “intends,” “projects,” “plans,” “believes,” “estimates,” “targets,” “anticipates,” and similar expressions generally identify these forward-looking statements. Examples of forward-looking statements include statements relating to our future financial condition and operating results, as well as any other statement that does not directly relate to any historical or current fact. Forward-looking statements are based on expectations and assumptions that we believe to be reasonable when made, but that may not prove to be accurate. These statements are not guarantees and are subject to risks, uncertainties, and changes in circumstances that are difficult to predict. Many factors could cause actual results to differ materially and adversely from these forward-looking statements. Among these factors are risks related to: (1) the COVID-19 pandemic and related industry impacts, including with respect to our operations, our liquidity, the health of our customers and suppliers, and future demand for our products and services; (2) the 737 MAX, including the timing and conditions of remaining 737 MAX regulatory approvals, lower than planned production rates and/or delivery rates, and additional considerations to customers and suppliers; (3) general conditions in the economy and our industry, including those due to regulatory changes; (4) our reliance on our commercial airline customers; (5) the overall health of our aircraft production system, planned commercial aircraft production rate changes, our commercial development and derivative aircraft programs, and our aircraft being subject to stringent performance and reliability standards; (6) changing budget and appropriation levels and acquisition priorities of the U.S. government; (7) our dependence on U.S. government contracts; (8) our reliance on fixed-price contracts; (9) our reliance on cost-type contracts; (10) uncertainties concerning contracts that include in-orbit incentive payments; (11) our dependence on our subcontractors and suppliers, as well as the availability of raw materials; (12) changes in accounting estimates; (13) changes in the competitive landscape in our markets; (14) our non-U.S. operations, including sales to non-U.S. customers; (15) threats to the security of our, our customers’ and/or our suppliers’ information; (16) potential adverse developments in new or pending litigation and/or government investigations; (17) customer and aircraft concentration in our customer financing portfolio; (18) changes in our ability to obtain debt financing on commercially reasonable terms and at competitive rates; (19) realizing the anticipated benefits of mergers, acquisitions, joint ventures/strategic alliances or divestitures; (20) the adequacy of our insurance coverage to cover significant risk exposures; (21) potential business disruptions, including those related to physical security threats, information technology or cyber-attacks, epidemics, sanctions or natural disasters; (22) work stoppages or other labor disruptions; (23) substantial pension and other postretirement benefit obligations; (24) potential environmental liabilities; and (25) effects of climate change and legal, regulatory or market responses to such change.

Additional information concerning these and other factors can be found in our filings with the Securities and Exchange Commission, including our most recent Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and Current Reports on Form 8-K. Any forward-looking statement speaks only as of the date on which it is made, and we assume no obligation to update or revise any forward-looking statement, whether as a result of new information, future events, or otherwise, except as required by law.



# INVESTOR CONFERENCE

## Business Update

David Calhoun  
President and Chief Executive Officer

# Mitigating Risk and Moving Forward



**737 MAX  
Return to  
Service**

**Liquidity**

**Strict product  
conformance**

**Fixed-priced  
development programs**

**RISK**

2020

2022

2025/2026

# \$9.6T

## Boeing 2022-2031 Market Outlook

### Commercial Airplanes



### Services



### Defense, Space & Security



- Single Aisle
- Widebody
- Regional

- Government Services
- Commercial Services

- U.S.
- Non-U.S.

\*2022 outlooks exclude Russia

**SAFETY  
FIRST**

**UNMATCHED  
PRODUCTIBILITY**

**DIGITALLY  
ENABLED**

**STRATEGIC  
FOCUS**

**SUSTAINABLE  
AEROSPACE**

**GLOBAL TALENT  
& CULTURE**

# Return to Normalized Cash Flow Driven by Performance

Free Cash Flow\*



## Significant cash flow progress to date

- 737 MAX return to service and deliveries
- 787 return to deliveries
- Commercial market recovery and order activity
- BGS performance

## Path to normalized cash flow

- 737 and 787 inventory deliveries
- Supply chain stability and factory productivity
- Commercial production rates
- Defense program execution and transitions
- Global Services profitable growth
- Disciplined investments
- Highest levels of safety and quality

\*Cash from operations less CapEx

# 2026 and Beyond

Robust aerospace safety and quality ecosystem

De-risked product portfolio

Strategic capabilities for leading-edge products and services

Return cash to shareholders



