

# PROGRESSING THROUGH OUR TURNAROUND



“We are on the right path to return to the operational and financial strength we expect of ourselves. Most importantly, that includes remaining committed to the many fundamental changes we’ve implemented to ensure we’re a stronger company for our future. As we share financial objectives, we must remain focused first and foremost on what drives those goals: safety, quality, engineering excellence, execution, productivity and meeting our customer commitments. When we get those things right, sustainable financial progress will follow.”

Dave Calhoun  
Boeing President and CEO

This document contains “forward-looking statements” – please read more at [investors.boeing.com](https://investors.boeing.com)

## 2025 / 2026 FINANCIAL OBJECTIVES

~\$10B  
Free Cash Flow

### IMPROVING REVENUE & OPERATING MARGINS

**BOEING** ~\$100B Revenue  
10% Operating margin

**BCA** ~800 deliveries  
Low-double digits

**BDS** Low-single digit growth  
High-single digits

**BGS** Mid-single digit growth  
Mid-teens

### CONTINUED INVESTMENT

**R&D** ~\$3.5B

**CapEx** ~\$2.0B