

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

Engineering

Dr. Greg Hyslop
Chief Engineer
The Boeing Company



OUR VALUES

HOW WE OPERATE:

Start with engineering excellence

**Be accountable —
from beginning to end**

Apply Lean principles

Eliminate traveled work

**Reward predictability and stability —
everywhere in our business**

HOW WE ACT:

**Lead on safety, quality, integrity
and sustainability**

**Foster a Just Culture grounded in
humility, inclusion and transparency**

Import best leadership practices

Earn stakeholder trust and preference

**Respect one another and
advance a global, diverse team**

Innovate and operate to make the world better

ENGINEERING EXCELLENCE

Safety management system

Design practices

Engineering across the value stream

Invest in and empower our teams



CURIOSITY



CREATIVITY



COURAGE

Advanced Composites —●

Full-Size Determinant Assembly —●

Additive Manufacturing —●

Digital Factory [●

Model-Based Engineering —●

T-7A Red Hawk —●

Avionics Vertical [●

Advanced Flight Deck —●

MQ-25 —●

Airpower Teaming System —●

Wisk [●

Commercial SAF cert by 2030 —●

NASA Sustainable Flight Demonstrator —●

NASA Electric Powertrain Flight Demonstration —●

Producible

Digital

Autonomous

Sustainable

**FUTURE
OF
AEROSPACE**



TOP TALENT



FOSTER & RETAIN

