FOURTH-QUARTER 2022 PERFORMANCE REVIEW

David Calhoun
President and Chief Executive Officer

Brian West
Executive Vice President and Chief Financial Officer

January 25, 2023
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) general conditions in the economy and our industry, including those due to regulatory changes; (2) our reliance on our commercial airline customers; (3) the overall health of our aircraft production system, planned commercial aircraft production rate changes, our ability to successfully develop and certify new aircraft or new derivative aircraft, and the ability of our aircraft to meet stringent performance and reliability standards; (4) changing budget and appropriation levels and acquisition priorities of the U.S. government; (5) our dependence on our subcontractors and suppliers, as well as the availability of highly skilled labor and raw materials; (6) competition within our markets; (7) our non-U.S. operations and sales to non-U.S. customers; (8) changes in accounting estimates; (9) realizing the anticipated benefits of mergers, acquisitions, joint ventures/strategic alliances or divestitures; (10) our dependence on U.S. government contracts; (11) our reliance on fixed-price contracts; (12) our reliance on cost-type contracts; (13) contracts that include in-orbit incentive payments; (14) unauthorized access to our, our customers’ and/or our suppliers’ information and systems; (15) potential business disruptions, including threats to physical security or our information technology systems, extreme weather (including effects of climate change) or other acts of nature, and pandemics or other public health crises; (16) potential adverse developments in new or pending litigation and/or government inquiries or investigations; (17) potential environmental liabilities; (18) effects of climate change and legal, regulatory or market responses to such change; (19) changes in our ability to obtain debt financing on commercially reasonable terms, at competitive rates and in sufficient amounts; (20) substantial pension and other postretirement benefit obligations; (21) the adequacy of our insurance coverage; (22) customer and aircraft concentration in our customer financing portfolio; and (23) work stoppages or other labor disruptions.

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.
BUSINESS UPDATE

2022 was an important year in our recovery; well positioned for 2023
## FOURTH-QUARTER FINANCIAL RESULTS

*Non-GAAP measure. See slides 14-16 for additional information on non-GAAP measures.*

<table>
<thead>
<tr>
<th></th>
<th>Q4 2022</th>
<th>Q4 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$20.0B</td>
<td>$14.8B</td>
</tr>
<tr>
<td>Core Operating Margin*</td>
<td>(3.3)%</td>
<td>(30.7)%</td>
</tr>
<tr>
<td>Core Loss Per Share*</td>
<td>($1.75)</td>
<td>($7.69)</td>
</tr>
<tr>
<td>Free Cash Flow*</td>
<td>$3.1B</td>
<td>$0.5B</td>
</tr>
</tbody>
</table>

**Improved financial and operational performance**
COMMERCIAL AIRPLANES

Continued focus on operational stability

- 737-7, 737-10 certification work continues
- Delivered 152 airplanes
- Booked net orders of 376 airplanes
- Backlog of $330B

Q4 Revenues and Operating Margins

<table>
<thead>
<tr>
<th></th>
<th>Q4 2021</th>
<th>Q4 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue (billions)</td>
<td>$4.8</td>
<td>$9.2</td>
</tr>
<tr>
<td>Op margin</td>
<td>(93.8)%</td>
<td>(6.8)%</td>
</tr>
</tbody>
</table>
Completed SLS launch for Artemis I mission
Delivered 45 aircraft and 3 satellites
Japan ordered two KC-46A Tankers
Backlog of $54B

Focused on production stability and development program execution
GLOBAL SERVICES

- Continued strong performance
- Opened Germany Distribution Center
- Finalized F-15 depot support for USAF
- Backlog of $19B

Q4 Revenues and Operating Margins

- Revenue (billions)
  - Q4 2021: $4.3
  - Q4 2022: $4.6

- Op margin:
  - Q4 2021: 9.3%
  - Q4 2022: 13.9%

Strong performance...focused on meeting customer commitments
## FULL YEAR FINANCIAL RESULTS

<table>
<thead>
<tr>
<th></th>
<th>FY 2022</th>
<th>FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$66.6B</td>
<td>$62.3B</td>
</tr>
<tr>
<td>Core Operating Margin*</td>
<td>(7.0)%</td>
<td>(6.5)%</td>
</tr>
<tr>
<td>Core Loss Per Share*</td>
<td>($11.06)</td>
<td>($9.44)</td>
</tr>
<tr>
<td>Free Cash Flow*</td>
<td>$2.3B</td>
<td>($4.4B)</td>
</tr>
</tbody>
</table>

* Non-GAAP measure. See slides 14-16 for additional information on non-GAAP measures.
CASH FLOW PROGRESSION

Free Cash Flow*

($20B)  ($4B)  $2.3B

2020  2021  2022

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

Significant cash flow improvement

* Non-GAAP measure. See slides 14-16 for additional information on non-GAAP measures.
CASH AND DEBT BALANCES

Cash and Marketable Securities

<table>
<thead>
<tr>
<th></th>
<th>Q3 2022</th>
<th>Q4 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Billsions</td>
<td>$14.3</td>
<td>$17.2</td>
</tr>
</tbody>
</table>

Consolidated Debt

<table>
<thead>
<tr>
<th></th>
<th>Q3 2022</th>
<th>Q4 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Billsions</td>
<td>$57.2</td>
<td>$57.0</td>
</tr>
</tbody>
</table>

Strong liquidity and committed to paying down debt with free cash flow generation.
2023 FINANCIALS

Segment Operating Cash
- BDS: ($1.0B) - ($0.5B)
- BGS: $2.5B - $3.0B
- BCA: $2.5B - $3.5B
- Other: $0.5B - $0.5B

Commercial Deliveries
- 737 Deliveries: 400 - 450
- 787 Deliveries: 70 - 80

Expense items
- R&D: ~$3.2B vs $2.9B in 2022
- Unallocated, Eliminations and Other (Loss)/Earnings: ~($1.6B) vs ($1.5B) in 2022

Reaffirming 2023 cash flow outlook

* Non-GAAP measure. See slides 14-16 for additional information on non-GAAP measures.
2025 / 2026 FINANCIAL OBJECTIVES

~$10B
Free Cash Flow*

Improving Revenue & Operating Margins

<table>
<thead>
<tr>
<th>Boeing</th>
<th>~$100B Revenue</th>
<th>~10% Operating Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>BCA</td>
<td>~800 deliveries</td>
<td>Low-double digits</td>
</tr>
<tr>
<td>BGS</td>
<td>Mid-single digit growth</td>
<td>Mid-teens</td>
</tr>
<tr>
<td>BDS</td>
<td>Low-single digit growth</td>
<td>High-single digits</td>
</tr>
</tbody>
</table>

Continued Investment

<table>
<thead>
<tr>
<th>R&amp;D</th>
<th>~$3.5B</th>
</tr>
</thead>
<tbody>
<tr>
<td>CapEx</td>
<td>~$2.0B</td>
</tr>
</tbody>
</table>

2025 / 2026 financial objectives remain unchanged

* Non-GAAP measure. See slides 14-16 for additional information on non-GAAP measures.
The table provided below reconciles the non-GAAP financial measure core operating margin with the most directly comparable GAAP financial measure operating margin, and core loss per share with the most directly comparable GAAP financial measure diluted loss per share. See page 5 of the company’s earnings press release dated January 25, 2023 for additional information on the use of core operating margin and core loss per share as non-GAAP financial measures.

<table>
<thead>
<tr>
<th>(Dollars in millions, except per share data)</th>
<th>Fourth Quarter 2022</th>
<th>Fourth Quarter 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ millions</td>
<td>Per Share</td>
</tr>
<tr>
<td>Revenues</td>
<td>10,989</td>
<td>14,793</td>
</tr>
<tr>
<td>Loss from operations (GAAP)</td>
<td>(353)</td>
<td>(4,171)</td>
</tr>
<tr>
<td>Operating margin (GAAP)</td>
<td>(1.8)%</td>
<td>(2.2)%</td>
</tr>
<tr>
<td>FAS/CAS service cost adjustment:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension FAS/CAS service cost adjustment</td>
<td>(225)</td>
<td>(306)</td>
</tr>
<tr>
<td>Postretirement FAS/CAS service cost adjustment</td>
<td>(69)</td>
<td>(59)</td>
</tr>
<tr>
<td>FAS/CAS service cost adjustment</td>
<td>(297)</td>
<td>(385)</td>
</tr>
<tr>
<td>Core operating (loss) (non-GAAP)</td>
<td>(5659)</td>
<td>(5,636)</td>
</tr>
<tr>
<td>Core operating margin (non-GAAP)</td>
<td>(3.8)%</td>
<td>(30.7)%</td>
</tr>
<tr>
<td>Diluted loss per share (GAAP)</td>
<td>($1.06)</td>
<td>($7.02)</td>
</tr>
<tr>
<td>Pension FAS/CAS service cost adjustment</td>
<td>(0.38)</td>
<td>($0.52)</td>
</tr>
<tr>
<td>Postretirement FAS/CAS service cost adjustment</td>
<td>(0.12)</td>
<td>(0.10)</td>
</tr>
<tr>
<td>Non-operating pension expense</td>
<td>(0.35)</td>
<td>(0.26)</td>
</tr>
<tr>
<td>Non-operating postretirement expense</td>
<td>(0.02)</td>
<td>0.03</td>
</tr>
<tr>
<td>Provision for deferred income taxes on adjustments</td>
<td>119</td>
<td>0.16</td>
</tr>
<tr>
<td>Subtotal of adjustments</td>
<td>(5419)</td>
<td>(5,938)</td>
</tr>
<tr>
<td>Core loss per share (non-GAAP)</td>
<td>($1.75)</td>
<td>($7.69)</td>
</tr>
<tr>
<td>Weighted average diluted shares (in millions)</td>
<td>590.0</td>
<td>590.3</td>
</tr>
</tbody>
</table>

1 The income tax impact is calculated using the U.S. corporate statutory tax rate.
The table provided below reconciles the non-GAAP financial measure core operating margin with the most directly comparable GAAP financial measure operating margin, and core loss per share with the most directly comparable GAAP financial measure diluted loss per share. See page 5 of the company’s earnings press release dated January 25, 2023 for additional information on the use of core operating margin and core loss per share as non-GAAP financial measures.

<table>
<thead>
<tr>
<th>(Dollars in millions, except per share data)</th>
<th>Full Year 2022 $ millions</th>
<th>Per Share</th>
<th>Full Year 2021 $ millions</th>
<th>Per Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>65,688</td>
<td>62,296</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loss from operations (GAAP)</td>
<td>(3,547)</td>
<td>(2,902)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating margin (GAAP)</td>
<td>(5.3)%</td>
<td>(4.7)%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FAS/CAS service cost adjustment:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension FAS/CAS service cost adjustment</td>
<td>(849)</td>
<td>(852)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Postretirement FAS/CAS service cost adjustment</td>
<td>(294)</td>
<td>(261)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FAS/CAS service cost adjustment</td>
<td>(1,143)</td>
<td>(1,173)</td>
<td></td>
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</tr>
<tr>
<td>Core operating (loss) (non-GAAP)</td>
<td>($4,696)</td>
<td>($4,376)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Core operating margin (non-GAAP)</td>
<td>(7.8)%</td>
<td>(8.5)%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diluted loss per share (GAAP)</td>
<td>($8.30)</td>
<td>(7.15)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension FAS/CAS service cost adjustment</td>
<td>(849)</td>
<td>(852)</td>
<td>(1.9)%</td>
<td></td>
</tr>
<tr>
<td>Postretirement FAS/CAS service cost adjustment</td>
<td>(294)</td>
<td>(261)</td>
<td>(0.49)</td>
<td></td>
</tr>
<tr>
<td>Non-operating pension expense</td>
<td>(881)</td>
<td>(526)</td>
<td>(0.91)</td>
<td></td>
</tr>
<tr>
<td>Non-operating postretirement expense</td>
<td>(58)</td>
<td>(1)</td>
<td>(0.00)</td>
<td></td>
</tr>
<tr>
<td>Provision for deferred income taxes on adjustments</td>
<td>437</td>
<td>387</td>
<td>0.81</td>
<td></td>
</tr>
<tr>
<td>Subtotal of adjustments</td>
<td>(31,645)</td>
<td>(32,76)</td>
<td>(1,345)</td>
<td>(2,25)</td>
</tr>
<tr>
<td>Core loss per share (non-GAAP)</td>
<td>($11.00)</td>
<td>($10.44)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weighted average diluted shares (in millions)</td>
<td>595.2</td>
<td>598.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 The income tax impact is calculated using the U.S. corporate statutory tax rate.
### NON-GAAP MEASURE DISCLOSURE

The table provided below reconciles the non-GAAP financial measure free cash flow with the most directly comparable GAAP financial measure operating cash flow. See page 5 of the company’s earnings press release dated January 25, 2023 for additional information on the use of free cash flow as a non-GAAP financial measure.

<table>
<thead>
<tr>
<th>In millions</th>
<th>Fourth Quarter</th>
<th>Full Year</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4Q 2022</td>
<td>4Q 2021</td>
<td>2022</td>
</tr>
<tr>
<td>Operating Cash Flow</td>
<td>$3,457</td>
<td>$716</td>
<td>$3,512</td>
</tr>
<tr>
<td>Less: Additions to Property, Plant &amp; Equipment</td>
<td>($326)</td>
<td>($222)</td>
<td>($1,222)</td>
</tr>
<tr>
<td>Free Cash Flow (non-GAAP)</td>
<td>$3,131</td>
<td>$494</td>
<td>$2,290</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2023 Estimate</th>
<th>2025/2026 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Cash Flow</td>
<td>~$4.5B - $6.5B</td>
</tr>
<tr>
<td>Less: Additions to Property, Plant &amp; Equipment</td>
<td>~($1.5B)</td>
</tr>
<tr>
<td>Free Cash Flow (non-GAAP)</td>
<td>~$3B - $5B</td>
</tr>
</tbody>
</table>