



Third-Quarter 2018 Performance Review

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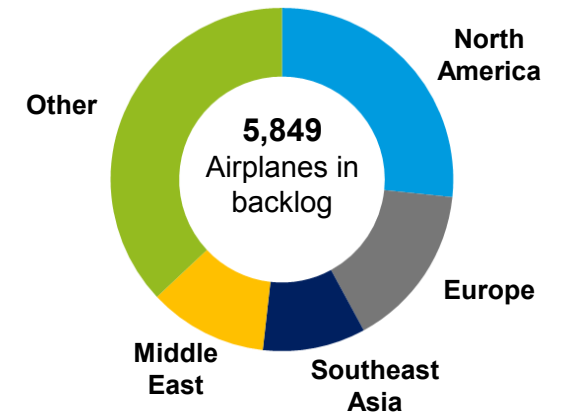
October 24, 2018

Third-Quarter Summary

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- Strong cash flow – repurchased \$2.5B of shares; paid \$1.0B in dividends
- Won key defense franchises and follow-on space awards
- Invested in MQ-25 and T-X franchises for long-term value
- Delivered 190 commercial airplanes; 737 recovery progressing
- Captured significant commercial airplanes orders; healthy backlog
- Demonstrated BGS growth; captured new opportunities
- Closed KLX acquisition and Adient seat joint venture in early October

3Q18 BCA Backlog



Won Key Defense Franchises

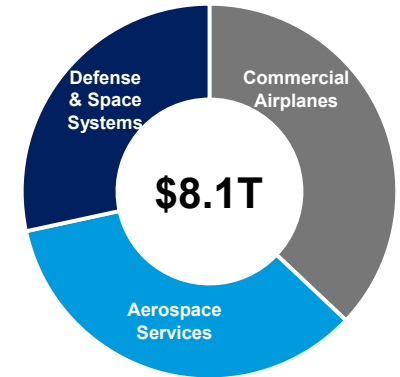
Business positioned for growth

Business Environment

- Commercial aviation remains long-term growth industry
 - 20 year Commercial Market Outlook of 42,730 airplanes
- Robust airline profitability, strong passenger traffic, healthy cargo market
- Diverse and balanced geographic, customer, and replacement demand
- Domestic support for our key defense and space programs
- Continuing international defense and space demand
- Growth opportunities over a 10-year period, \$2.8 trillion services market

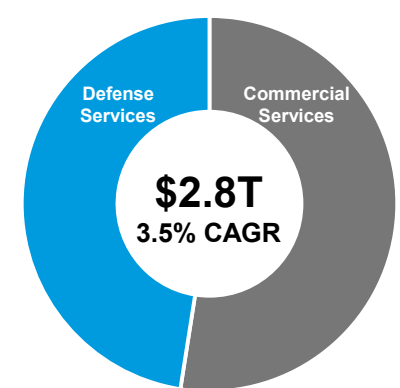
Strong and Growing Markets

10-Year Served Market



Aerospace Services

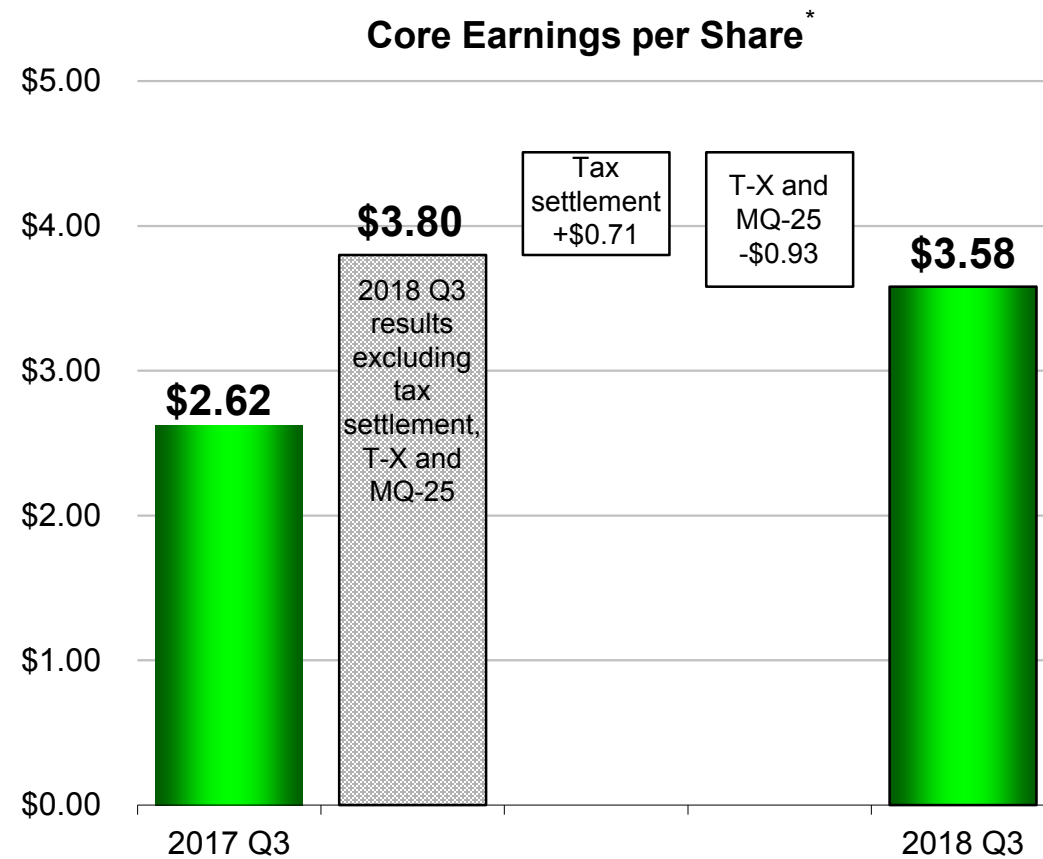
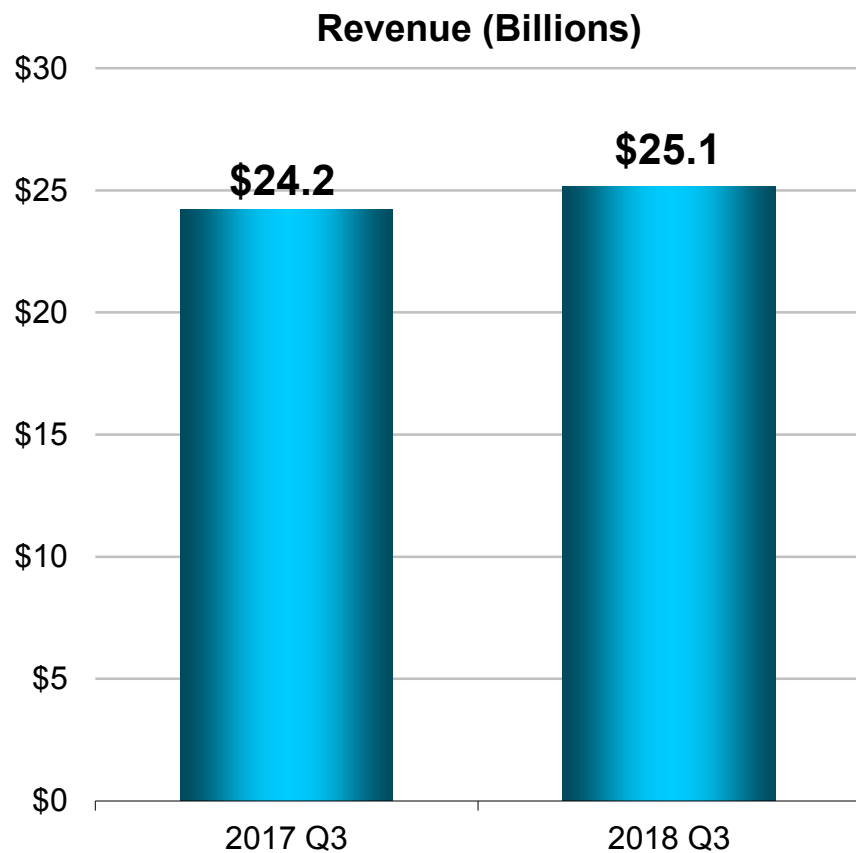
10-Year Served Market



Healthy demand; business environment supportive of growth

Third-Quarter Revenue and Earnings

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* Non-GAAP measures. Definitions, reconciliations, and further disclosures regarding this non-GAAP measure are provided in the company's earnings press release dated October 24, 2018 and on slide 13 of this presentation.

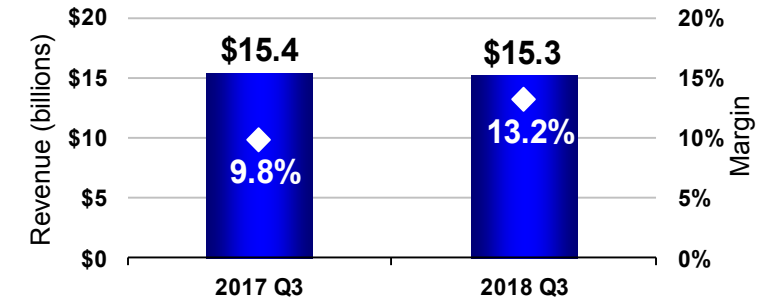
Top and bottom line growth on strong performance

Commercial Airplanes

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- **Delivered 190 airplanes**
 - Included 57 737 MAX deliveries; managing 737 supply chain challenges
 - Over 200 MAXs delivered; nearly 15 million passengers flown on 737 MAX
- **Won 171 net orders**
 - Nearly 1,400 orders for 787 Program; over 100 787 orders in 2018
 - Orders valued at \$13B; robust backlog of \$413B
- **Improved profitability – strong operating margin**
- **Continued progress on development programs**
 - 777X static test airplane rolled out, moved to test setup
 - First two 777X flight test aircraft in production

Revenues & Operating Margins



Rolled Out 777X Static Test Airplane

Healthy market; driving productivity while ramping production

Defense, Space & Security

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- **Won key franchise programs and captured follow-on business**

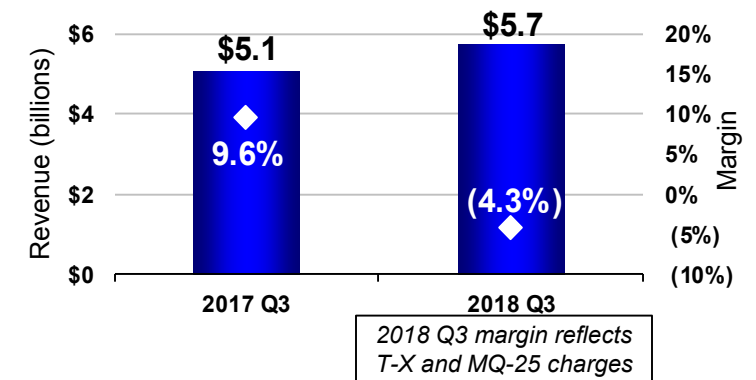
- T-X Trainer program contract for U.S. Air Force
- MQ-25 contract for U.S. Navy's first carrier-based unmanned aircraft
- MH-139 contract to replace U.S. Air Force UH-1N Huey fleet
- KC-46 Tanker Lot 4 production aircraft

- **Executed balanced portfolio**

- Granted Supplemental Type Certification for KC-46 Tanker program
- Achieved first flights for Apache and Chinook helicopters for Indian Air Force
- Completed acquisition of Millennium Space Systems

- **Orders valued at \$12B; Backlog of \$58B**

Revenues & Operating Margins



Won T-X Competition

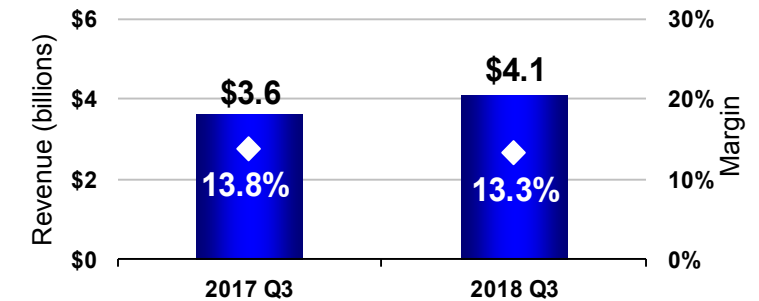
Solid execution and healthy demand; increasing productivity and competitiveness

Global Services

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- **Captured new and follow-on business**
 - Captured GECAS order for twenty 737-800 freighter conversions
 - Secured F/A-18 spares Defense Logistics Agency contract
 - Secured KC-46 Tanker Lot 3/4 services contract
 - Awarded P-8A training contract for U.S. Navy and Royal Australian Air Force
 - Awarded MH-139 services support to the U.S. Air Force
- **Completed first heavy maintenance check on P-8A for the U.S. Navy**
- **Closed KLX acquisition in early October**
- **Orders valued at \$4B; Backlog of \$20B**

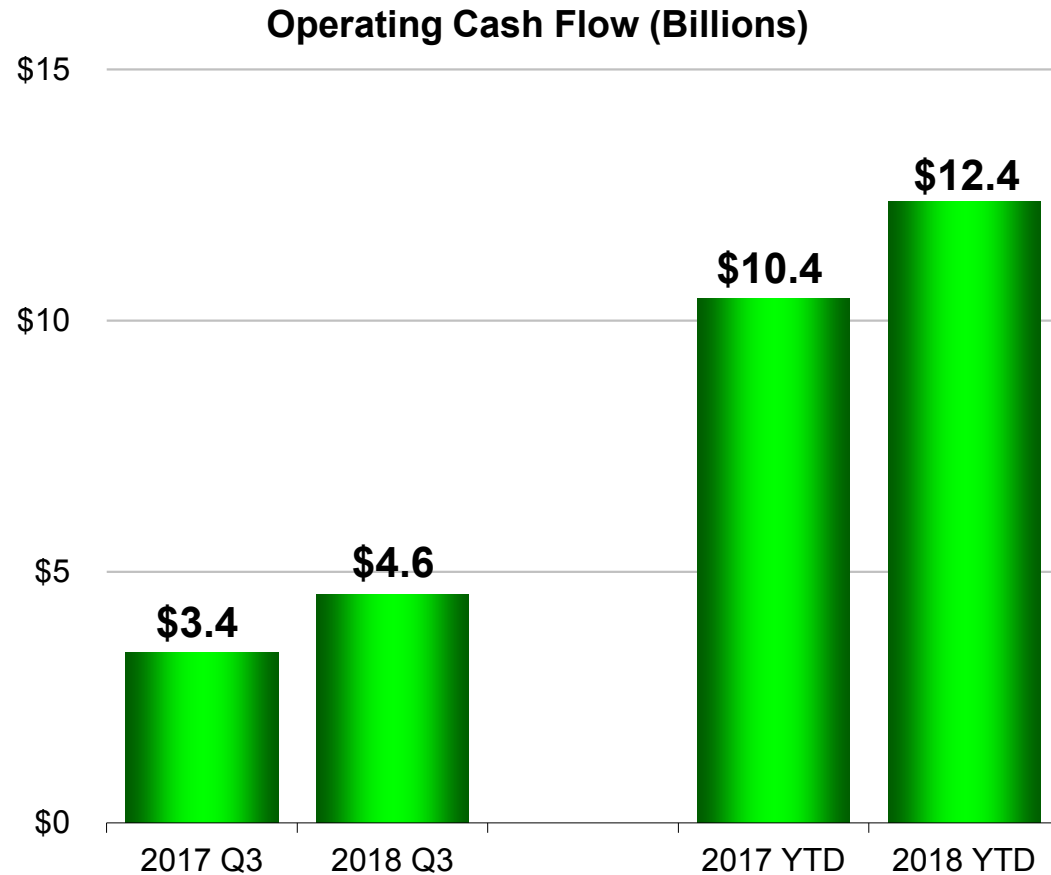
Revenues & Operating Margins



Completed First P-8A Heavy Maintenance Check

Sizable market opportunity; growth outpacing market...12% YTD growth

Cash Flow

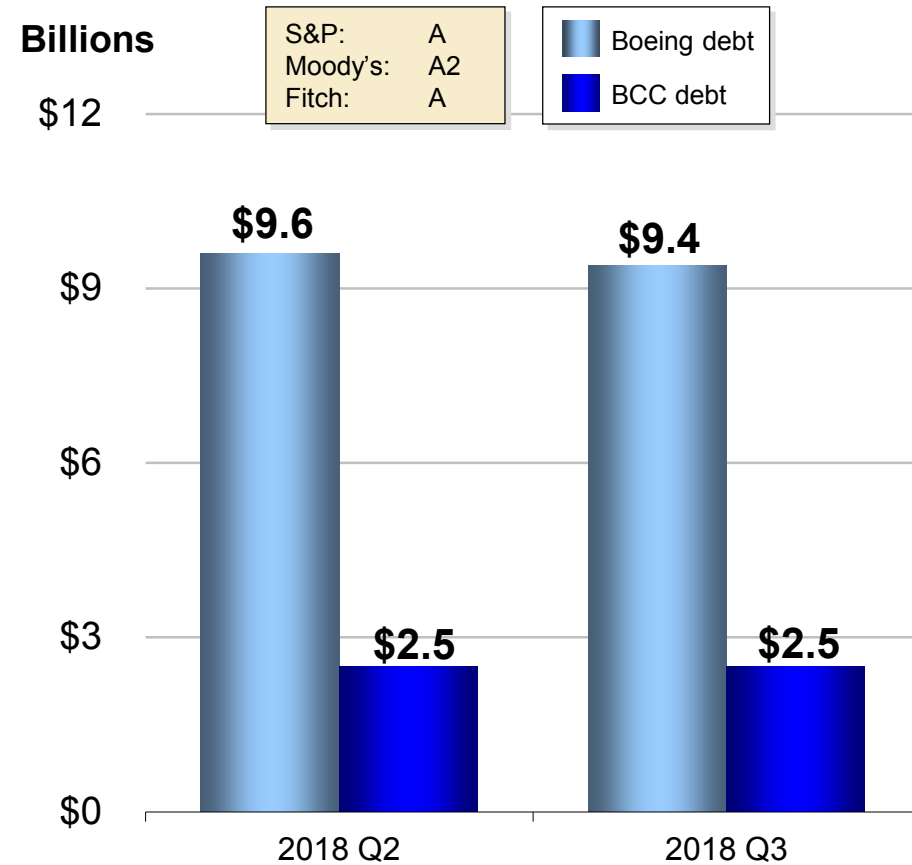
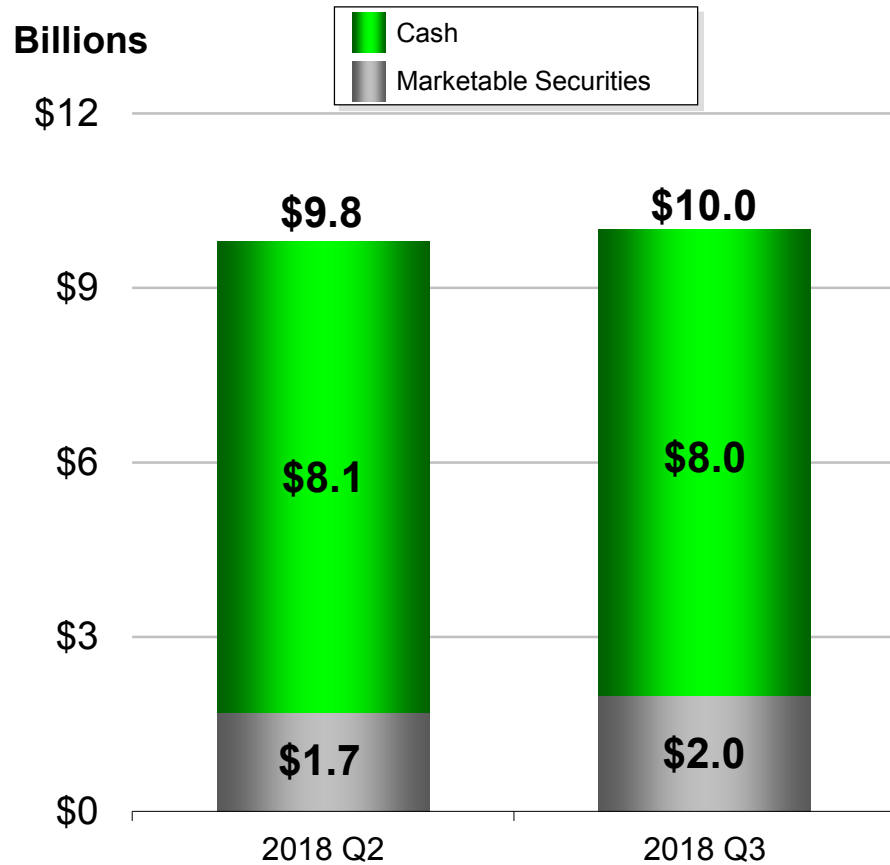


- Timing of receipts and expenditures
- Planned higher commercial production rates
- Strong operating performance

Strong cash flow reflects healthy business

Cash and Debt Balances

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Strong liquidity with manageable debt levels

Financial Guidance

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	<u>2018</u>
Revenue	\$98.0 – 100.0B \$97.0 – 99.0B
Core EPS[*]	\$14.90 – 15.10 \$14.30 – 14.50
Operating Cash Flow	\$15.0 – 15.5B
Capital Expenditures	\$2.0B ~\$2.2B

* Non-GAAP measures. Definitions, reconciliations, and further disclosures regarding this non-GAAP measure are provided in the company's earnings press release dated October 24, 2018 and on slide 13 of this presentation.

Strong performance driving upward revisions



Caution Concerning 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 production changes, our commercial development and derivative aircraft programs, and our aircraft being subject to stringent performance and reliability standards; (4) changing budget and appropriation levels and acquisition priorities of the U.S. government; (5) our dependence on U.S. government contracts; (6) our reliance on fixed-price contracts; (7) our reliance on cost-type contracts; (8) uncertainties concerning contracts that include in-orbit incentive payments; (9) our dependence on our subcontractors and suppliers, as well as the availability of raw materials; (10) changes in accounting estimates; (11) changes in the competitive landscape in our markets; (12) our non-U.S. operations, including sales to non-U.S. customers; (13) threats to the security of our or our customers’ information; (14) potential adverse developments in new or pending litigation and/or government investigations; (15) customer and aircraft concentration in our customer financing portfolio; (16) changes in our ability to obtain debt on commercially reasonable terms and at competitive rates in order to fund our operations and contractual commitments; (17) realizing the anticipated benefits of mergers, acquisitions, joint ventures/strategic alliances or divestitures; (18) the adequacy of our insurance coverage to cover significant risk exposures; (19) potential business disruptions, including those related to physical security threats, information technology or cyber-attacks or natural disasters; (20) work stoppages or other labor disruptions; (21) substantial pension and other postretirement benefit obligations; (22) potential environmental liabilities.

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.

Non-GAAP Measure Disclosure

The Boeing Company and Subsidiaries
Reconciliation of Non-GAAP Measures
(Unaudited)

The table provided below reconciles the non-GAAP financial measure core earnings per share and core earnings per share excluding tax settlement and T-X and MQ-25 charges with the most directly comparable GAAP financial measure diluted earnings per share. See page 7 of the company's press release dated October 24, 2018 for additional information on the use of core earnings per share as a non-GAAP financial measure.

<i>(Dollars in millions, except per share data)</i>	2018 Guidance		Third Quarter 2018		Third Quarter 2017	
	\$ millions	Per Share	\$ millions	Per Share	\$ millions	Per Share
Diluted earnings per share (GAAP)		\$16.90 - 17.10		\$4.07		\$2.99
Pension FAS/CAS service cost adjustment			(\$260)	(0.45)	(\$271)	(0.45)
Postretirement FAS/CAS service cost adjustment	~(\$1,395)		(77)	(0.13)	(75)	(0.12)
Non-operating pension expense			(50)	(0.09)	(26)	(0.05)
Non-operating postretirement expense	~(\$90)		29	0.05	31	0.05
Provision for deferred income taxes on adjustments ¹			75	0.13	119	0.20
Subtotal of adjustments		(\$2.00)	(\$283)	(\$0.49)	(\$222)	(\$0.37)
Core earnings per share (non-GAAP)		\$14.90 - 15.10		\$3.58		\$2.62
2013-2014 Federal Tax Audit Settlement - \$412 million income tax benefit				(0.71)		
T-X and MQ-25 charges - \$691 million pre-tax				0.93		
Core earnings per share excluding tax settlement and T-X and MQ-25 charges (Non-GAAP)				\$3.80		
Weighted average diluted shares (in millions)	585 - 590		580.8		606.3	

¹ The income tax impact is calculated using the U.S. corporate statutory tax rate.