CFO Remarks

Greg Smith
Executive Vice President and Chief Financial Officer

May 21, 2014
Recent Strategic Accomplishments

- Addressed sizable pension liability & ensured labor stability
- Launched 777X and 787-10; Achieved 787-9 first flight
- Successfully transitioned to 10/month on 787
- Further repositioned defense business; expanded international business and Market Based Affordability
- Delivered strong financial results and further returned cash to shareholders
- Changed management long-term compensation structure to more align with total shareholder return

Materially de-risked the business driving long-term competitiveness
Strong Financial Outlook

Revenue
- Ramping commercial deliveries, solid defense revenues
- 2014 Guidance: $87.5B – $90.5B

Core EPS*
- Higher revenue, productivity gains, share repurchase
- Guidance: $7.15 - $7.35

Op. Cash Flow Before Pension Funding*
- Solid earnings, 787 cash profile improving, cash taxes, timing
- ~$7B

Strong outlook for 2014… focused on execution and productivity

* Non-GAAP measures. Definitions, reconciliations, and further disclosures regarding non-GAAP measures are provided in the company’s earnings press release dated April 23, 2014.
Unprecedented Backlog

- **Commercial Airplanes $374B**
  - Nearly 5,100 airplanes
  - Strong, diverse, and stable
- **Defense, Space & Security $67B**
  - Approximately 30% international
  - Affordable, reliable, proven systems
- **Significant opportunities ahead**

Well positioned long-term given robust backlog
Long-term Growth & Visibility

Company Revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>Actuals</th>
<th>Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>$82</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>$87</td>
<td>$87.5 - $90.5</td>
</tr>
<tr>
<td>2014</td>
<td></td>
<td></td>
</tr>
</tbody>
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Strength of backlog driving long-term growth

Imperatives

- Execute production rate increases
- Win in the marketplace
- Leverage One Boeing
- Development programs execution
- Accelerate services growth
<table>
<thead>
<tr>
<th>Aggressive Enterprise-Wide Targets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Partnering for Success</strong></td>
<td><strong>Double Digit Savings</strong></td>
</tr>
<tr>
<td>Lean+</td>
<td>9,000 New Projects</td>
</tr>
<tr>
<td><strong>Value of Quality</strong></td>
<td><strong>First Time Quality</strong></td>
</tr>
<tr>
<td><strong>Infrastructure Cost</strong></td>
<td><strong>Overhead, IT &amp; Facilities</strong></td>
</tr>
<tr>
<td><strong>Development Affordability</strong></td>
<td><strong>Re-use &amp; Work Scope</strong></td>
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</tbody>
</table>

Employee Level Accountability

Aggressive targets… significant opportunity
787 Execution and Financial Performance

**Production Stability**
- Traveled work
- Jobs behind schedule
- Part Shortages
- Flow times
- Quality
- Cost per job

**Execution**
- Successful rate breaks
- Deliveries from production line
- 787-9 flight test
- Stabilize supply chain
- Ramp Charleston

**Performance**
- Unit cost progression
- Productivity projects
- Revenue optimization
- Stabilize production

**Financial Health**
- Reduce infrastructure
- Improved model mix
- Leverage PfS
- Cash flow
- Improve profitability

Program execution and profitability remains a top priority
Focused on Improving Margins

Company Core Operating Margins*

<table>
<thead>
<tr>
<th>Year</th>
<th>Margins</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>8.8%</td>
</tr>
<tr>
<td>2013</td>
<td>9.1%</td>
</tr>
<tr>
<td>2014 Guidance</td>
<td>~9.5%</td>
</tr>
</tbody>
</table>

Imperatives

- Execute production rate increases
- Improve 787 profitability
- Further drive internal productivity
- Leverage Partnering for Success & Market Based Affordability
- Affordable product development

Continue to drive productivity across the enterprise

* Non-GAAP measures. Definitions, reconciliations, and further disclosures regarding non-GAAP measures are provided in the company's earnings press release dated April 23, 2014.
Focused on Cash Flow

Operating Cash Flow Before Pension Contributions*

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating Cash Flow</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011 &amp; 2012 Actuals</td>
<td>$13.7</td>
</tr>
<tr>
<td>2013 Actuals &amp; 2014 Guidance</td>
<td>~$16.7</td>
</tr>
</tbody>
</table>

2015 & 2016

- Execute production rate increases
- Improve 787 unit cost
- Leverage Partnering for Success & Market Based Affordability
- Strong cash conversion at BDS
- Disciplined cash management

Strong cash flow... balanced cash deployment strategy

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Capital Deployment

Operating Cash Flow

Production rate increases

787 unit cost improving

Continued productivity

Affordable product development

Disciplined cash management

Uses of Cash

Continued share repurchase

Maintain competitive dividend yield

Proactively fund the pension

Invest in growth & productivity

Disciplined R&D spending

Returning cash to shareholders remains a top priority
Summary

- Continue to execute on large and diverse backlog
- Balance growth and productivity
- Remain focused on strong core performance
- Leverage lessons learned to reduce development costs
- Maintain disciplined cash management
- Drive financial performance and increase shareholder value