



The Boeing Company (NYSE: BA): what management committed to, and what happened

Commitment record from Boeing's SEC-filed press releases, January 2016 to December 2023, with outcomes settled from Boeing's later filings. Prepared by KeptIndex, 8 October 2026.

22	10	3	3	2	3	1
dated commitments	kept on time	delivered late	not delivered	superseded	open	not yet due

Counts are of distinct commitments after human review. 27 dated statements were extracted automatically; 4 were later restatements of an earlier commitment (shown in its version history, counted once) and 1 was excluded on review as a forecast rather than a deliverable. Every statement, source link, outcome, evidence passage and reviewer decision is in the accompanying data pack (.xlsx / .csv / .json).

Key findings (each checked against the linked filing)

1. 777X first delivery "in 2020": stated four times, not delivered **NOT DELIVERED**

25 Jul 2018, Form 8-K press release: "The 777X program remains on track for delivery in 2020"

30 Jan 2019, Form 8-K press release: "the program remains on track for flight testing this year and first delivery in 2020."

30 Jan 2019, Form 8-K press release: "the program remains on track for flight testing this year and first delivery in 2020."

24 Apr 2019, Form 8-K press release: "the program remains on track for flight testing this year and first delivery in 2020."

Outcome: **Boeing 2020 Form 10-K:** "We now anticipate that the first 777X delivery will occur in late 2023." The 2019 flight-test target was also missed: first flight took place on 25 January 2020. When the first-flight date was restated in July 2019 as "early 2020", that revised date was kept. Boeing later moved first delivery to 2027 (reported October 2025; outside this record's period).

2. Embraer commercial joint venture: expected to close by end-2019, terminated in 2020 **NOT DELIVERED**

05 Jul 2018, Form 8-K press release: "Assuming the approvals are received in a timely manner, the transaction is expected to close by the end of 2019"

Boeing Co. 10-K filed 2020-01-31 (31 Jan 2020): "We expect the transaction to close in the first half of 2020." **Boeing Co. 10-K filed 2021-02-01 (01 Feb 2021):** "In 2020, we exercised our contractual right to terminate these agreements based on Embraer's failure to meet certain required closing conditions."

3. First KC-46 tanker delivery: expected October 2018, delivered January 2019 **LATE**

25 Jul 2018, Form 8-K press release: "deliver the first aircraft, which is expected to be in October this year"

Q1 2019 Form 10-Q: "In January 2019, we delivered the first KC-46A Tanker to the USAF."

4. KLX acquisition: expected to close by 3Q 2018, closed 9 October 2018 **LATE**

01 May 2018, Form 8-K press release: "The sale is expected to close by 3Q 2018."

Q3 2018 Form 10-Q: "On October 9, 2018, we acquired KLX Inc. (KLX), a provider of aviation parts and services"

5. 2023 delivery guidance: 737 below range, 787 within range **NOT DELIVERED**

26 Apr 2023, Form 8-K press release: "Still expect to deliver 400-450 737 airplanes in 2023"

26 Jul 2023, Form 8-K press release: "The program still expects to deliver 70-80 airplanes this year."

Boeing Q4 2023 results (31 Jan 2024), full-year deliveries: 737 = 396 (guided 400-450); 787 = 73 (guided 70-80, kept). Both were left "unresolved" by the automated check and settled on human review.

What the reviewer changed

Automated extraction and outcome checks are followed by a person reading each source. In this record the reviewer: settled two outcomes the automated check had left open (2023 deliveries); corrected one automated "not met" to "superseded" (777 production rate was cut deeper than stated); excluded one forecast ceiling that had been scored as a missed commitment (787 inventory deliveries in 2021); grouped four restatements with their original commitments; and kept three outcomes open because no primary-source passage is attached yet, even where the answer is widely reported. Both the automated and the reviewed result are kept in the data pack.

Full commitment register

ID	Announced	Commitment (management's words in the data pack)	Due	Outcome	Evidence
2016-BAPA-000263	28 Jan 2016	Increase 737 production rate to 47 aircraft per month	31 Dec 2017	KEPT	Boeing Co. 10-K filed 2018-02-12
2016-BAPA-000266	28 Jan 2016	Shift 777 production rate to seven aircraft per month	31 Dec 2017	Open	-
2016-BAPA-000624	21 Nov 2016	Begin fully operating the new Boeing Global Services business unit	30 Sep 2017	KEPT	Boeing Co. 10-Q filed 2017-10-25
2017-BAPA-000636	25 Jan 2017	Deliver between 760 and 765 commercial airplanes	31 Dec 2017	KEPT	Boeing Co. 8-K filed 2018-01-31
2017-BAPA-000734	26 Apr 2017	Begin 737 MAX entry into service	31 May 2017	Open	-
2018-BAPA-001105	01 May 2018	Close the acquisition of KLX Inc	30 Sep 2018	LATE	Boeing Co. 10-Q filed 2018-10-24
2018-BAPA-001140	05 Jul 2018	Close the acquisition of the Embraer commercial aircraft joint venture	31 Dec 2019	NOT DELIVERED	Boeing Co. 10-K filed 2020-01-31
2018-BAPA-001162	25 Jul 2018	Deliver the first KC-46 Tanker aircraft	31 Dec 2018	LATE	Boeing Co. 10-Q filed 2019-04-24
2018-BAPA-001163	25 Jul 2018	Deliver the 777X aircraft	31 Dec 2020	NOT DELIVERED	Boeing Co. 10-K filed 2021-02-01
2019-BAPA-001380	30 Jan 2019	Begin flight testing of the 777X	31 Dec 2019	LATE	Boeing Co. 10-K filed 2020-01-31
2019-BAPA-001381	30 Jan 2019	Complete first delivery of the 777X	31 Dec 2020	restates 001163	Boeing Co. 10-K filed 2022-01-31
2019-BAPA-001445	24 Apr 2019	Deliver the first 777X airplane	31 Dec 2020	restates 001163	Boeing Co. 10-Q filed 2021-04-28
2019-BAPA-001514	24 Jul 2019	Conduct first flight of the 777X	31 Mar 2020	KEPT	Boeing Co. 10-Q filed 2020-07-29
2019-BAPA-001593	23 Oct 2019	Reduce 787 production rate to 12 airplanes per month	31 Dec 2020	Superseded	Boeing Co. 10-K filed 2021-02-01
2020-BAPA-002307	29 Apr 2020	Resume 737 MAX aircraft production at low rates	31 Dec 2020	KEPT	Boeing Co. 10-K filed 2021-02-01
2020-BAPA-002311	29 Apr 2020	Reduce 777/777X combined production rate to 3 per month	31 Dec 2021	Superseded	Boeing Co. 10-K filed 2022-01-31
2020-BA-003828	28 Oct 2020	Consolidate 787 production in South Carolina	30 Jun 2021	KEPT	Boeing Co. 10-Q filed 2021-07-28
2021-BA-004033	27 Jan 2021	Consolidate 787 final assembly to Boeing South Carolina	31 Mar 2021	restates 003828	Boeing Co. 8-K filed 2021-04-28
2021-BA-004196	28 Jul 2021	Deliver fewer than half of 787s currently in inventory	31 Dec 2021	Excluded	Boeing Co. 10-K filed 2022-01-31
2021-BA-004263	27 Oct 2021	Conduct the second uncrewed Orbital Flight Test	31 Dec 2022	KEPT	Boeing Co. 10-K filed 2023-01-27
2022-BA-004434	27 Apr 2022	Add 777 Freighter capacity	31 Dec 2023	Open	-
2023-BA-004587	25 Jan 2023	Ramp 737 production to approximately 50 per month	31 Dec 2026	Not yet due	-

ID	Announced	Commitment (management's words in the data pack)	Due	Outcome	Evidence
2023-BA-004588	25 Jan 2023	Ramp 787 production to five per month	31 Dec 2023	KEPT	Boeing Co. 8-K filed 2024-01-31
2023-BA-004632	26 Apr 2023	Deliver 400-450 737 airplanes	31 Dec 2023	NOT DELIVERED	Boeing Q4 2023 results 8-K
2023-BA-004680	26 Jul 2023	Reach 50 per month production rate for 737 airplanes	31 Dec 2026	<i>restates 004587</i>	-
2023-BA-004684	26 Jul 2023	Deliver 70-80 787 airplanes	31 Dec 2023	KEPT	Boeing Q4 2023 results 8-K
2023-BA-004757	25 Oct 2023	Complete 737 production transition to 38 per month	31 Dec 2023	KEPT	Boeing Co. 10-Q filed 2024-04-24

IDs are permanent KeptIndex identifiers (KI-C-year-ticker-serial) and link to the source press release. The ticker element of identifiers issued before October 2020 reads "BAPA", the issuer symbol mapping in use when those records were created; identifiers are never reissued.

How this record is made

Source. Every Form 8-K press-release exhibit Boeing filed with the SEC from 1 Jan 2016 to 31 Dec 2023 is read. A commitment is a dated, attributable statement that the company will deliver something specific (a product, a closing, a production rate, a delivery number) by a stated time. Aspirations without a date, and financial guidance on revenue or earnings, are out of scope.

Quote check. The quoted words must appear verbatim in the source document, or the record is held for a person.

Deadline rule. A period resolves to its last day ("in 2020" = 31 Dec 2020; "by 3Q 2018" = 30 Sep 2018), adjusted for the company's fiscal year.

Outcome. Settled from the company's own later filings first; each outcome carries the passage relied on and an evidence grade (A = company filing). Kept = delivered by the date; Late = delivered after it; Not delivered = date passed and later filings show it did not happen; Superseded = replaced by a different plan before the date; Open = not settled from a primary source.

Versions. When a commitment is restated, the original wording and date are never overwritten: restatements are added to its version history, and the outcome is measured against the original.

Human review. Every record in a client report is read by a person against the source before delivery.

What a client receives

This PDF; the data pack in Excel, CSV and JSON (one row per commitment with source URL, verbatim quote, announced date, due date, automated and reviewed outcome, evidence passage and link, reviewer note, version history); and one revision round. Standard turnaround: three business days for one company with a five-year lookback.

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