



Tax Governance & Compliance

Tax plays a significant role in achieving Boeing's purpose to connect, protect and explore our world and beyond. Our approach to tax aligns with the enterprise's goal to restore trust and drive responsible and resilient growth as described in this disclosure.

Boeing's global tax policies are applied consistently in all jurisdictions where it does business. Boeing's tax function is responsible for maintaining the highest compliance standards, being transparent in dealings with tax authorities and sustaining robust internal controls for risk management.

Organisations have an obligation to comply with tax laws, and a responsibility to all stakeholders to meet expectations of ethical tax practices.

For a more in-depth analysis of Boeing's approach to global tax governance and compliance, please visit Boeing's Global Tax Governance and Compliance [disclosure](#).



Boeing in Brief

As a leading global aerospace company, Boeing develops, manufactures and services commercial airplanes, defense products and space systems for customers in more than 150 countries.

Boeing employs more than 170,000 people across the United States and in more than 65 countries. This represents one of the most diverse, talented and innovative workforces anywhere. Our enterprise also leverages the talents of hundreds of thousands skilled people working for Boeing suppliers worldwide.

Boeing is organised into three business units: Commercial Airplanes, Defense, Space & Security, and Global Services. In addition, functional organisations working across the company focus on engineering and programme management, technology and development-programme execution, advanced design and manufacturing systems, safety, finance, quality and productivity improvement and information technology.

Boeing in the UK

Boeing has had a presence in the United Kingdom for more than 80 years and is a significant part of the national aerospace ecosystem. Boeing has a highly skilled workforce of nearly 6,000 people, across 30 key locations in the UK, and has spent more than £15bn in the domestic supply chain since 2015.

Boeing and its UK workforce have continued to serve its customers, partners and communities by upholding commitments that advance growth in the UK and across the wider aviation industry, and support the British armed forces.



Along with maintaining and sustaining commercial and defence fleets throughout the UK – and training the crews that fly them – in 2025, Boeing has continued to focus on strengthening safety and quality, while stabilising delivery and performance for customers. Our local teams remain engaged with local suppliers, start-ups, research centres, charitable partners and STEM outreach.

Basis of Preparation of the UK Tax Strategy

This tax strategy document¹ satisfies the requirements in Schedule 19 of the UK Finance Act 2016, in respect of the financial year ending 31 December 2025. While published in the context of the UK, it describes the global tax policies of Boeing which are applied consistently in all jurisdictions in which the enterprise does business.

The UK Leadership Team has overall responsibility, oversight and approval for the tax strategy in the UK and is supported by the Vice President of Tax along with a global team of tax professionals.

Boeing's Approach to Taxes

Boeing's approach to taxes is consistent in all countries in which the enterprise operates and is summarised below for the UK:

- Ethical, fair and transparent business practices
- Effective tax governance including collaboration with the UK Leadership Team
- Operation in compliance with all tax laws
- Tax follows business substance
- Developing and maintaining an open relationship with HM Revenue & Customs (HMRC) and all tax stakeholders

Tax Risk and Governance

Ethical Behaviours

Boeing engages in ethical, fair and transparent business activities. Doing our jobs with integrity is imperative for operating in alignment with our new [values and behaviors](#) and our [Boeing Code of Conduct](#). Boeing's refreshed values and behaviors will be part of everything we do, from how we work with one another to how we manage performance and develop our people. The Boeing Code of Conduct outlines expectations for how we do our work, and it underscores our personal responsibility for speaking up; raising concerns; respecting one another; and protecting all company assets, technology, and technical data.

To ensure Boeing's values are the foundation of our business conduct, robust processes are established. Across our company, we encourage all employees to speak up by sharing ideas,

¹ This tax strategy covers the following UK companies and sub-groups: Boeing Defence UK Ltd., Aviation Training International Ltd. (entity dissolved in 2025), Boeing United Kingdom Ltd., Boeing Commercial Aviation Services Europe Ltd., Boeing Technical Services UK Ltd. (in liquidation), Boeing Operations International Inc. (UK branch), Boeing UK Training and Flight Services Holding Ltd., Boeing UK Training and Flight Services Ltd., 2d3 Ltd. (entity dissolved in 2025), Miro Technologies Ltd., Boeing Distribution UK Inc. (UK branch), Boeing Distribution Services I Ltd., Boeing Distribution Services II Ltd. (entity dissolved in 2025), Boeing Distribution Services III Ltd. On October 31, 2025 Jeppesen UK Ltd. and AerData UK Ltd. were divested and as of such date no longer part of the Boeing UK group.

On December 8, 2025, The Boeing Company acquired Spirit AeroSystems, this included entities in the UK: Spirit AeroSystems Global Holdings Ltd., Shorts Brothers Plc., Shorts Brothers CIF Trustee Ltd., Shorts Brothers Pension Trustee Ltd. and Spirit Aerosystems Belfast Executive Benefits Trustee Ltd. Please see Spirit AeroSystems 2025 UK Tax Strategy [Disclosure](#). Further integration of these entities into the Boeing UK group will occur in 2026.



concerns or to seek guidance so that we build stronger teams and achieve better business outcomes aligned with company values. By reinforcing our values and behaviors, Boeing encourages employees to have open and candid conversations with managers and leaders at every level.

Boeing has zero-tolerance for retaliation under any circumstances, and employees are encouraged to speak up using the company's confidential and anonymous reporting channels. This process is outlined in detail on our Ethics & Compliance [website](#). Our enterprise pledge to receiving and responding to ethical issues or concerns includes financial whistleblowing.

Strategy and Oversight

Boeing pays tax where value is created in line with applicable tax legislation. The Boeing Vice President of Tax has overall responsibility for Boeing's corporate tax strategy and is supported by a team of global tax professionals.

Material UK business activities and relevant tax considerations are reported to the Vice President of Tax to ensure appropriate levels of executive review and risk assessment. Boeing's experienced tax team collaborates with external professional advisors to deliver tax advice, file required returns and navigate the current complex regulatory environment.

Together, the UK Leadership Team and Vice President of Tax are committed to ensuring that our approach to taxes aligns with the Company's values, business strategies, and long-term shareholder interests. Material tax issues or risks are elevated through the organisational structure as appropriate. At a global level, tax issues are considered at the Board/Audit Committee level as appropriate and at a country level, local tax teams will provide updates to the local boards as needed on a regular basis.

Compliance and Controls

Boeing operates in compliance with both the letter and the spirit of tax laws in all countries it does business. Tax compliance is a serious and core obligation of the company. Our global team of tax professionals maintains rigorous internal controls aimed at safeguarding all compliance and accounting disclosure requirements are met in a timely and accurate manner, including paying the correct amount of tax where we operate. Boeing collects and pays a range of global taxes on its products and services, including but not limited to, corporate income tax, value added tax, property tax, payroll tax and withholding tax. Tax provisions are audited by Deloitte. Boeing invests in monitoring legislative changes, technology and training to improve quality and agility, make informed decisions and leverage best practices to promote tax efficiency and reliability.

Tax Follows Business Substance

The complexities of existing legal and business environment, tax legislation and digital systems, which are relevant to Boeing's business require careful tax consideration and planning. The organisational structures resulting from any tax planning are fundamentally driven by economic and business substance. In order to achieve its commercial objectives, Boeing forms active links between tax personnel and the wider business. This ensures sufficient tax knowledge and support is available for Boeing to make good business decisions. There are controls and processes in place to ensure that the businesses keep the Corporate Tax department informed of any changes or new activity/transactions so that they are fully evaluated for any tax consequences.



Where appropriate, Boeing will seek advice from external professional advisors to ensure it remains compliant with its obligations. All transactions within the organisation follow the arm's length principles.

Relationship with Tax Stakeholders

Boeing maintains an open, honest and pro-active relationship with HMRC, which is consistent with Boeing's global approach to tax authorities in the jurisdictions where it operates. Boeing maintains full and timely disclosure of information as required by law, providing tax authorities with relevant information as part of regular filings or during the course of any review or audit. Boeing and HMRC engage collaboratively with regular open dialogue and any issues are discussed on a real time basis.

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