

Boeing United Kingdom Limited

Section 172(1) statement

for the year ended 31 December 2019

Registered number: 04355070

Section 172(1) statement

Section 172(1) of the Companies Act 2006 requires that a Director of a company must act in the way that they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:

- a. the likely consequences of any decision in the long term,
- b. the interests of the Company's employees,
- c. the need to foster the Company's business relationships with suppliers, customers and others,
- d. the impact of the Company's operations on the community and the environment,
- e. the desirability of the Company maintaining a reputation for high standards of business conduct, and
- f. the need to act fairly as between members of the Company.

The directors of Boeing United Kingdom Limited believe that, individually and together, they have acted in the way they consider, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole, having regard to the stakeholders and matters set out in s172(1)(a-f) of the Companies Act 2006 in the decisions taken during the year ended 31 December 2019.

a. the likely consequences of any decision in the long term,

The Boeing Company sets out the group's values, policies and processes and the principles of good governance to which all Group subsidiaries must follow. Decisions affecting a subsidiary are required to be taken in line with these policies and with the engagement of the Business Unit management teams, including in accordance with applicable delegations of authority, and in accordance with applicable law.

The Company provides services to all of Boeing's Business Units and Functional Overhead Teams:

- Boeing Commercial Airplanes (BCA)
- Boeing Defence Space and Security (BDS)
- Boeing Global Services (BGS)
- Boeing Capital (BCC)

All decisions that affect current or future contracts are discussed with appropriate levels of Business Unit management to ensure they align with their Long Term Strategic Objectives.

The President of Boeing International, sits on the Boeing Group's Executive Council and is responsible for ensuring that International entities are aligned to the Group's objectives.

The BUKL board acting in conjunction with senior business unit and functional leadership ensures that it is aligned to the Group's international objectives.

The Boeing Company's businesses each produce a Long Range Business Plan, a financial forecast for the current year and financial projections for the next five years that considers Orders, Revenue, Earnings and Cash. The directors of the Company review and provide input towards the Long Range Business Plan. The Directors are responsible for considering both current and future risks and opportunities. In so doing the directors take into account a variety of matters including the interests of various stakeholders, the consequences of their decisions in the long term and the long-term reputation of the Company and its businesses.

b. the interests of the Company's employees,

Colleague engagement is critical to our success and to ensure the long term sustainability of delivering the innovation needed to solve our customers' complex challenges. We work to create a diverse and inclusive workplace where every employee can reach their full potential and be at their best. We engage with our people to ensure we are delivering to their expectations, supporting wellbeing and making the right business decisions.

Our employees are kept informed about what is happening across the business through emails, our intranet and news portal, leadership all-hands meetings and briefings. Employees are encouraged to

ask questions, speak to their management and share their views through all of these channels and our employee survey, the results of which are reviewed by the Board and Senior Leadership to inform decision making and implement improvement action plans delivered by individual managers tailored to meeting the interests of our employees.

A consistent item of feedback from our employees in the UK was that they would welcome the opportunity to achieve a better work life balance, as a result senior leadership have taken the opportunity to promote the existing provisions included in the UK Flexible Working Policy and encourage employees and empower managers to utilise this policy to its full extent to boost engagement, employee wellbeing and productivity whilst ensuring the business needs are met.

We offer an extensive range of professional development and career enhancing learning opportunities for free and heavily subsidised for external education partners. Furthermore, our employees and their families have unlimited access to a confidential, independent assistance resource, that offers the support of a professional who's trained to help with life's difficulties.

c. the need to foster the Company's business relationships with suppliers, customers and others,

Suppliers

Our external supply chain and our inter-company suppliers are vital to our performance. We engage with them through performance reviews, face-to-face meetings and integrated project teams to build trusting relationships from which we can mutually benefit and to ensure they are performing to our standards and conducting business to our expectations.

The directors recognise that our suppliers who are classified as Small to Medium sized Enterprises (SME's) are often dependent on large organisations like Boeing to manage their cash flow, as a result the directors have been focused on maintaining prompt payment to all suppliers.

We apply a structured and professional competitive process to all procurement activity.

Customers

Our customers are solely inter-company with The Boeing Company being the primary customer to whom we provide a range of goods and services. We work closely with our internal business partners to ensure that the goods and services provided and performed by the Company are focused on meeting their needs to a high degree of quality, safety and productivity to support the ongoing success of their business.

Others - Shareholders

The Company is 100% owned by The Boeing Company, the Directors work to ensure that Business Unit management have a strong understanding of our strategy, performance, ambition and culture. This is achieved through:

- regular reporting of financial performance
- reviews by local and divisional management
- representation at senior divisional and cross-geographical leadership teams; and
- delegation of authority.

Others - Governing bodies and regulators

We engage with national governments, agencies, key politicians and regulators to ensure that we can provide appropriate input on policy and ensure local engagement and investment. It is important to have regular dialogue with those that impact the regulations which can influence our business.

An example of this engagement is demonstrated through the Companies collaboration with the Sheffield City Region investing in Boeing's first manufacturing site in Europe, growing the local aerospace sector, creating jobs and driving innovation.

d. the impact of the Company's operations on the community and the environment,

The directors recognise the importance of leading a company that not only generates value for shareholders but also contributes to wider society. We recognise that our operations have an impact on the environment – from the energy and resources we use, to the products we supply and the waste that we generate. As an organisation, The Boeing Company is committed to reducing the environmental impact of our operations and products, minimising our environmental footprint and, in turn, decreasing our operational costs.

Boeing recognises climate change is a fundamental global challenge, and as we enable people to move freely across the planet we recognise the need to reduce the impact of flying. We are reducing carbon emissions and using resources efficiently through innovative solutions across our product life cycle, in our factories and at work sites.

Boeing's 2020 Global Environment Report provides a summary of the actions taken in 2019 toward our environmental aspirations.

<https://www.boeing.com/principles/environment/report/index.page>

At a local level we are committed to building positive relations with the communities in which we operate. We support communities and groups, local and relevant to our operations, in a variety of ways including fundraising (some funds are eligible for company matched giving) and volunteering.

We form long-term strategic partnerships with national and regional charities, prioritising the needs of veterans and their families, workforce readiness development and STEM as well as nourishing local communities connected with individual company sites across the UK and Ireland. Each year Boeing invests with community partners, to support programmes, resourcing, initiatives and staff costs that make a real difference to the communities in which we live and work.

e. the desirability of the Company maintaining a reputation for high standards of business conduct

The Boeing Company recognises the importance of being a leader in business conduct, which enables us to maintain stakeholder trust, improve business success and instil confidence in our customers and end users in our products. The Boeing Company expects all employees to adhere to The Boeing Values.

<https://www.boeing.com/principles/values.page>

All employees of The Boeing Company and its affiliates are expected to act in accordance with the requirements of policies, including the Code of Conduct and Code of Ethics, at all times. This reduces the risk of compliance failure and facilitates our talent management goals.

Detailed information on the Boeing group-wide business conduct processes and policies are described in The Boeing Company's Annual Report.

<https://investors.boeing.com/investors/financial-reports/default.aspx>

f. the need to act fairly as between members of the Company.

The company only has one member, The Boeing Company. During the year there was no actual or potential conflict between the interests of its member and the Company

Approved by the Board and signed on its behalf by:

Sir M Donnelly
Director

9th December 2020
25 Victoria Street, London, SW1H 0EX

Boeing Defence UK Limited

Section 172(1) statement

for the year ended 31 December 2019

Registered number: 01290439

Section 172(1) statement

Section 172(1) of the Companies Act 2006 requires that a Director of a company must act in the way that they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:

- a. the likely consequences of any decision in the long term,
- b. the interests of the Company's employees,
- c. the need to foster the Company's business relationships with suppliers, customers and others,
- d. the impact of the Company's operations on the community and the environment,
- e. the desirability of the Company maintaining a reputation for high standards of business conduct, and
- f. the need to act fairly as between members of the Company.

The directors of Boeing Defence UK (BDUK) believe that, individually and together, they have acted in the way they consider, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole, having regard to the stakeholders and matters set out in s172(1)(a–f) of the Companies Act 2006 in the decisions taken during the year ended 31 December 2019.

a. the likely consequences of any decision in the long term,

The Boeing Company sets out the group's values, policies and processes and the principles of good governance to which all Group subsidiaries must follow. Decisions affecting a subsidiary are required to be taken in line with these policies and with the engagement of the Business Unit management teams, including in accordance with applicable delegations of authority, and in accordance with applicable law.

The Company provides services and in support of the following Boeing's Business Units:

- Boeing Global Services (BGS)
- Boeing Defence Space & Security (BDS)

All decisions that affect current or future contracts are discussed with appropriate levels of Business Unit management to ensure they align with their Long Term Strategic Objectives.

The President of Boeing International, sits on the Boeing Group's Executive Council and is responsible for ensuring that International entities are aligned to the Group's objectives.

The BDUK board acting in conjunction with senior business unit leadership ensures that it is aligned to the Group's international objectives.

The Boeing Company's businesses each produce a Long Range Business Plan, a financial forecast for the current year and financial projections for the next five years that considers Orders, Revenue, Earnings and Cash. The directors of the Company review and provide input towards the Long Range Business Plan. The Directors are responsible for considering both current and future risks and opportunities. In so doing the directors take into account to a variety of matters including the interests of various stakeholders, the consequences of their decisions in the long term and the long-term reputation of the Company and its businesses.

b. the interests of the Company's employees,

Colleague engagement is critical to our success and to ensure the long term sustainability of delivering the innovation needed to solve our customers' complex challenges. We work to create a diverse and inclusive workplace where every employee can reach their full potential and be at their best. We engage with our people to ensure we are delivering to their expectations, supporting wellbeing and making the right business decisions.

Our employees are kept informed about what is happening across the business through emails, our intranet and news portal, leadership all-hands meetings and briefings. Employees are encouraged to ask questions, speak to their management and share their views through all of these channels and our

employee survey, the results of which are reviewed by the Board and Senior Leadership to inform decision making and implement improvement action plans delivered by individual managers tailored to meeting in the interests of our employees.

A consistent item of feedback from our employees in the UK was that they would welcome the opportunity to achieve a better work life balance, as a result senior leadership have taken the opportunity to promote the existing provisions included in the UK Flexible Working Policy and encourage employees and empower managers to utilise this policy to its full extent to boost engagement, employee wellbeing and productivity whilst ensuring the business needs are met.

We offer an extensive range of professional development and career enhancing learning opportunities for free and heavily subsidised for external education partners. Furthermore, our employees and their families have unlimited access to a confidential, independent assistance resource, that offers the support of a professional who's trained to help with life's difficulties.

c. the need to foster the Company's business relationships with suppliers, customers and others,

Suppliers

Our external supply chain and our inter-company suppliers are vital to our performance. We engage with them through performance reviews, face-to-face meetings and integrated project teams to build trusting relationships from which we can mutually benefit and to ensure they are performing to our standards and conducting business to our expectations.

The Company's supplier relationships are often long-term due to the length of the product life-cycles. Directors meet with key suppliers and work with the group's procurement function to develop deeper relationships with business in the supply chain and develop strategic relationships with key suppliers.

The directors recognise that our suppliers who are classified as Small to Medium sized Enterprises (SME's) are often dependent on large organisations like Boeing to manage their cash flow, as a result the directors have been focused on maintaining prompt payment to all suppliers.

We apply a structured and professional competitive process to all procurement activity and provide transparency to the customer through agreed sub-contract competition plans.

Customers

Focusing on the needs of our customers is critical to the success of our business. We collaborate and innovate with our customers to improve product performance and drive value through continuous dialogue.

Our primary customer is the UK Government Ministry of Defence. Strong and collaborative relationships with our principal customer helps us to identify its requirements and to help position the Company as a trusted provider.

The Directors and Senior leaders of BDUK regularly meet with their UK Government Ministry of Defence counterparts to discuss strategy, new opportunities, new technologies and day-to-day operational requirements including adherence to customer Key Performance Indicators. We also support the MoD's Supplier Relationship Meetings which conduct a thorough and in-depth review of performance on each Platform/Program supported by the business.

Others - End Users

Our end users are often members of the UK's Ministry of Defence and Armed Forces. We work very closely with the people who use our products and services, in many instances alongside them at their facilities or bases. The quality of our products and services, the safety and security of those using them, and the reliability and responsiveness of our teams to rectify issues quickly is important.

Others - Shareholders

The Company is 100% owned by The Boeing Company. The Directors work to ensure that Business Unit management have a strong understanding of our strategy, performance, ambition and culture. This is achieved through:

- regular reporting of financial performance;
- joint customer visits by local and divisional management;
- representation at senior divisional and cross-geographical leadership teams; and
- delegation of authority

Others - Governing bodies and regulators

We engage with national governments, agencies, key politicians and regulators to ensure that we can provide appropriate input on policy and ensure local engagement and investment. It is important to have regular dialogue with those that impact the regulations which can influence our business.

An example of this engagement is demonstrated through the Companies collaboration with the UK Ministry of Defence jointly investing in a strategic facility for the P-8A maritime patrol aircraft at RAF Lossiemouth in Scotland, growing the local aerospace sector, creating jobs and driving innovation.

d. the impact of the Company's operations on the community and the environment,

The directors recognise the importance of leading a company that not only generates value for shareholders but also contributes to wider society. We recognise that our operations have an impact on the environment – from the energy and resources we use, to the products we supply and the waste that we generate. As an organisation, The Boeing Company is committed to reducing the environmental impact of our operations and products, minimising our environmental footprint and, in turn, decreasing our operational costs.

Boeing recognises climate change is a fundamental global challenge, and as we enable people to move freely across the planet we recognise the need to reduce the impact of flying. We are reducing carbon emissions and using resources efficiently through innovative solutions across our product life cycle, in our factories and at work sites.

Boeing's 2020 Global Environment Report provides a summary of the actions taken in 2019 toward our environmental aspirations.

<https://www.boeing.com/principles/environment/report/index.page>

At a local level we are committed to building positive relations with the communities in which we operate. We support communities and groups, local and relevant to our operations, in a variety of ways including fundraising (some funds are eligible for company matched giving) and volunteering.

We form long-term strategic partnerships with national and regional charities, prioritising the needs of veterans and their families, workforce readiness development and STEM as well as nourishing local communities connected with individual company sites across the UK and Ireland. Each year Boeing invests with community partners, to support programmes, resourcing, initiatives and staff costs that make a real difference to the communities in which we live and work.

e. the desirability of the Company maintaining a reputation for high standards of business conduct

The Boeing Company recognises the importance of being a leader in business conduct, which enables us to maintain stakeholder trust, improve business success and instil confidence in our customers and end users in our products. The Boeing Company expects all employees to adhere to The Boeing Values.

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All employees of The Boeing Company and its affiliates are expected to act in accordance with the requirements of policies, including the Code of Conduct, at all times. This reduces the risk of compliance failure and facilitates our talent management goals.

Detailed information on the Boeing group-wide business conduct processes and policies are described in The Boeing Company's Annual Report.

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f. the need to act fairly as between members of the Company,

The company only has one member, The Boeing Company. During the year there was no actual or potential conflict between the interests of its member and the Company

Approved by the Board and signed on its behalf by:

Mark Griffiths
Director

December 2020
25 Victoria Street, London, SW1H 0EX

Boeing Commercial Aviation Services Europe Limited
Section 172(1) statement
for the year ended 31 December 2019

Registered number: 08186759

Boeing United Kingdom Limited

Section 172(1) statement

Section 172(1) of the Companies Act 2006 requires that a Director of a company must act in the way that they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:

- a. the likely consequences of any decision in the long term,
- b. the interests of the Company's employees,
- c. the need to foster the Company's business relationships with suppliers, customers and others,
- d. the impact of the Company's operations on the community and the environment,
- e. the desirability of the Company maintaining a reputation for high standards of business conduct, and
- f. the need to act fairly as between members of the Company.

The directors of Boeing Commercial Aviation Services Europe Limited believe that, individually and together, they have acted in the way they consider, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole, having regard to the stakeholders and matters set out in s172(1)(a–f) of the Companies Act 2006 in the decisions taken during the year ended 31 December 2019.

g. the likely consequences of any decision in the long term,

The Boeing Company sets out the group's values, policies and processes and the principles of good governance to which all Group subsidiaries must follow. Decisions affecting a subsidiary are required to be taken in line with these policies and with the engagement of the Business Unit management teams, including in accordance with applicable delegations of authority, and in accordance with applicable law.

The Company provides services in support of the following Boeing's Business Units:

- Boeing Global Services (BGS)
- Boeing Commercial Airplanes (BCA)

All decisions that affect current or future contracts are discussed with appropriate levels of Business Unit management to ensure they align with their Long Term Strategic Objectives.

The President of Boeing International, sits on the Boeing Group's Executive Council and is responsible for ensuring that International entities are aligned to the Group's objectives.

The BCASEL board acting in conjunction with senior business unit leadership ensures that it is aligned to the Group's international objectives.

The Boeing Company's businesses each produce a Long Range Business Plan, a financial forecast for the current year and financial projections for the next five years that considers Orders, Revenue, Earnings and Cash. The directors of the Company review and provide input towards the Long Range Business Plan. The Directors are responsible for considering both current and future risks and opportunities. In so doing the directors take into account to a variety of matters including the interests of various stakeholders, the consequences of their decisions in the long term and the long-term reputation of the Company and its businesses.

h. the interests of the Company's employees,

Colleague engagement is critical to our success and to ensure the long term sustainability of delivering the innovation needed to solve our customers' complex challenges. We work to create a diverse and inclusive workplace where every employee can reach their full potential and be at their best. We engage with our people to ensure we are delivering to their expectations, supporting wellbeing and making the right business decisions.

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Boeing United Kingdom Limited

ask questions, speak to their management and share their views through all of these channels and our employee survey, the results of which are reviewed by the Board and Senior Leadership to inform decision making and implement improvement action plans delivered by individual managers tailored to meeting the interests of our employees.

A consistent item of feedback from our employees in the UK was that they would welcome the opportunity to achieve a better work life balance, as a result senior leadership have taken the opportunity to promote the existing provisions included in the UK Flexible Working Policy and encourage employees and empower managers to utilise this policy to its full extent to boost engagement, employee wellbeing and productivity whilst ensuring the business needs are met.

We offer an extensive range of professional development and career enhancing learning opportunities for free and heavily subsidised for external education partners. Furthermore, our employees and their families have unlimited access to a confidential, independent assistance resource, that offers the support of a professional who's trained to help with life's difficulties.

i. the need to foster the Company's business relationships with suppliers, customers and others,

Suppliers

Our external supply chain and our inter-company suppliers are vital to our performance. We engage with them through performance reviews, face-to-face meetings and integrated project teams to build trusting relationships from which we can mutually benefit and to ensure they are performing to our standards and conducting business to our expectations.

The directors recognise that our suppliers who are classified as Small to Medium sized Enterprises (SME's) are often dependent on large organisations like Boeing to manage their cash flow, as a result the directors have been focused on maintaining prompt payment to all suppliers.

We apply a structured and professional competitive process to all procurement activity.

Customers

The primary customer for the Company is The Boeing Company who through the Boeing Global Services business unit manage the external customer relationships and contracts. The company interfaces with end customers to provide the frontline services to airlines locally in the UK on behalf of The Boeing Company. The Company works closely with our internal business partners to ensure that the goods and services provided and performed by the Company are focused on meeting their needs to a high degree of quality, safety and productivity to support the ongoing success of their business and the impact to the end customer.

Others - Shareholders

The Company is 100% owned by The Boeing Company. The Directors work to ensure that Business Unit management have a strong understanding of our strategy, performance, ambition and culture. This is achieved through:

- regular reporting of financial performance;
- reviews by local and divisional management;
- representation at senior divisional and cross-geographical leadership teams; and
- delegation of authority.

Others - Governing bodies and regulators

We engage with national governments, agencies, key politicians and regulators to ensure that we can provide appropriate input on policy and ensure local engagement and investment. It is important to have regular dialogue with those that impact the regulations which can influence our business.

An example of this engagement is demonstrated through the Companies investment in a Maintenance Repair and Overhaul Hangar at Gatwick, growing the local aerospace sector, creating jobs and driving innovation.

Boeing United Kingdom Limited

j. the impact of the Company's operations on the community and the environment,

The directors recognise the importance of leading a company that not only generates value for shareholders but also contributes to wider society. We recognise that our operations have an impact on the environment – from the energy and resources we use, to the products we supply and the waste that we generate. As an organisation, The Boeing Company is committed to reducing the environmental impact of our operations and products, minimising our environmental footprint and, in turn, decreasing our operational costs.

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We form long-term strategic partnerships with national and regional charities, prioritising the needs of veterans and their families, workforce readiness development and STEM as well as nourishing local communities connected with individual company sites across the UK and Ireland. Each year Boeing invests with community partners, to support programmes, resourcing, initiatives and staff costs that make a real difference to the communities in which we live and work.

k. the desirability of the Company maintaining a reputation for high standards of business conduct

The Boeing Company recognises the importance of being a leader in business conduct, which enables us to maintain stakeholder trust, improve business success and instil confidence in our customers and end users in our products. The Boeing Company expects all employees to adhere to The Boeing Values.

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All employees of The Boeing Company and its affiliates are expected to act in accordance with the requirements of policies, including the Code of Conduct and Code of Ethics, at all times. This reduces the risk of compliance failure and facilitates our talent management goals.

Detailed information on the Boeing group-wide business conduct processes and policies are described in The Boeing Company's Annual Report.

<https://investors.boeing.com/investors/financial-reports/default.aspx>

l. the need to act fairly as between members of the Company.

The company only has one member, The Boeing Company. During the year there was no actual or potential conflict between the interests of its member and the Company

Approved by the Board and signed on its behalf by:

J Palmer

Director

11 December 2020

25 Victoria Street, London, SW1H 0EX