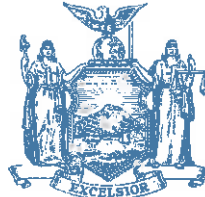


THOMAS P. DiNAPOLI
STATE COMPTROLLER



110 STATE STREET
ALBANY, NEW YORK 12236

STATE OF NEW YORK
OFFICE OF THE STATE COMPTROLLER

January 29, 2024

David L. Calhoun, President and CEO
The Boeing Company
929 Long Bridge Drive
Arlington, VA 22202

Dear Mr. Calhoun:

I write as Trustee of the New York State Common Retirement Fund, one of the nation's largest pension funds, which holds and invests the assets of the New York State and Local Retirement System on behalf of its 1.2 million members, retirees, and beneficiaries. Specifically, I write to express my concerns regarding the most recent events involving the safety of Boeing's 737 MAX aircraft and to seek more information regarding the company's response to these events.

As you will recall, I was lead plaintiff in recent shareholder derivative litigation involving Boeing's handling of the events related to the MCAS system on the 737 MAX aircraft. I led that suit because I was deeply concerned with Boeing's failure to monitor the safety of Boeing's 737 MAX airplanes and the effectiveness of the Board's oversight around safety and workforce management. That litigation resulted in a landmark settlement that included a number of safety governance reforms.

Now the company has once again become embroiled in a new controversy involving the safety of its aircraft, namely, a recent incident involving a door plug on a 737 MAX operated by Alaska Airlines, along with other recent incidents. These events have brought about significant press attention, an FAA investigation, and the grounding of numerous Boeing manufactured aircraft—disrupting air travel and undermining client and consumer confidence. Sadly, taken together, these incidents and the related press coverage have fueled a narrative that Boeing continues to be plagued by safety and oversight failures.

After our settlement, I had hoped that Boeing's commitment to rebuilding its reputation and implementing the agreed-upon governance reforms would mark the initial steps on a path toward recovery and focus on safety.

I am asking for more information explaining how the company is handling the current crisis. What steps have you taken thus far to ameliorate the immediate quality and safety issues? What longer-term reforms may be necessary to ensure these situations do not continue to arise? What role has the Board played in overseeing the current crisis? How will you restore confidence among your customers and the flying public?

I look forward to your response to reassure shareholders that the company is taking every possible step toward addressing these crises and restoring our company.

Sincerely,



Thomas P. DiNapoli
State Comptroller

CC: Lawrence Kellner, Chair of the Board