

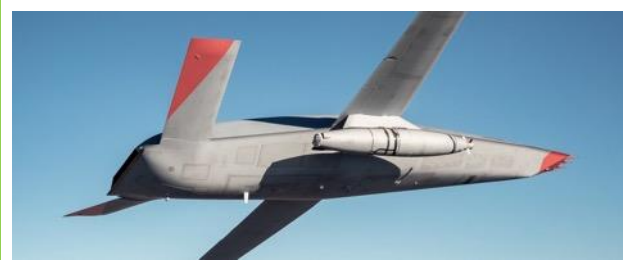


# Building the Future of Aviation Together

Will Shaffer  
Boeing Japan President

July 3, 2023

# The future of flight: Everything for Zero



Fleet  
renewal

Operational  
efficiency

Renewable  
energy

Advanced  
technology