



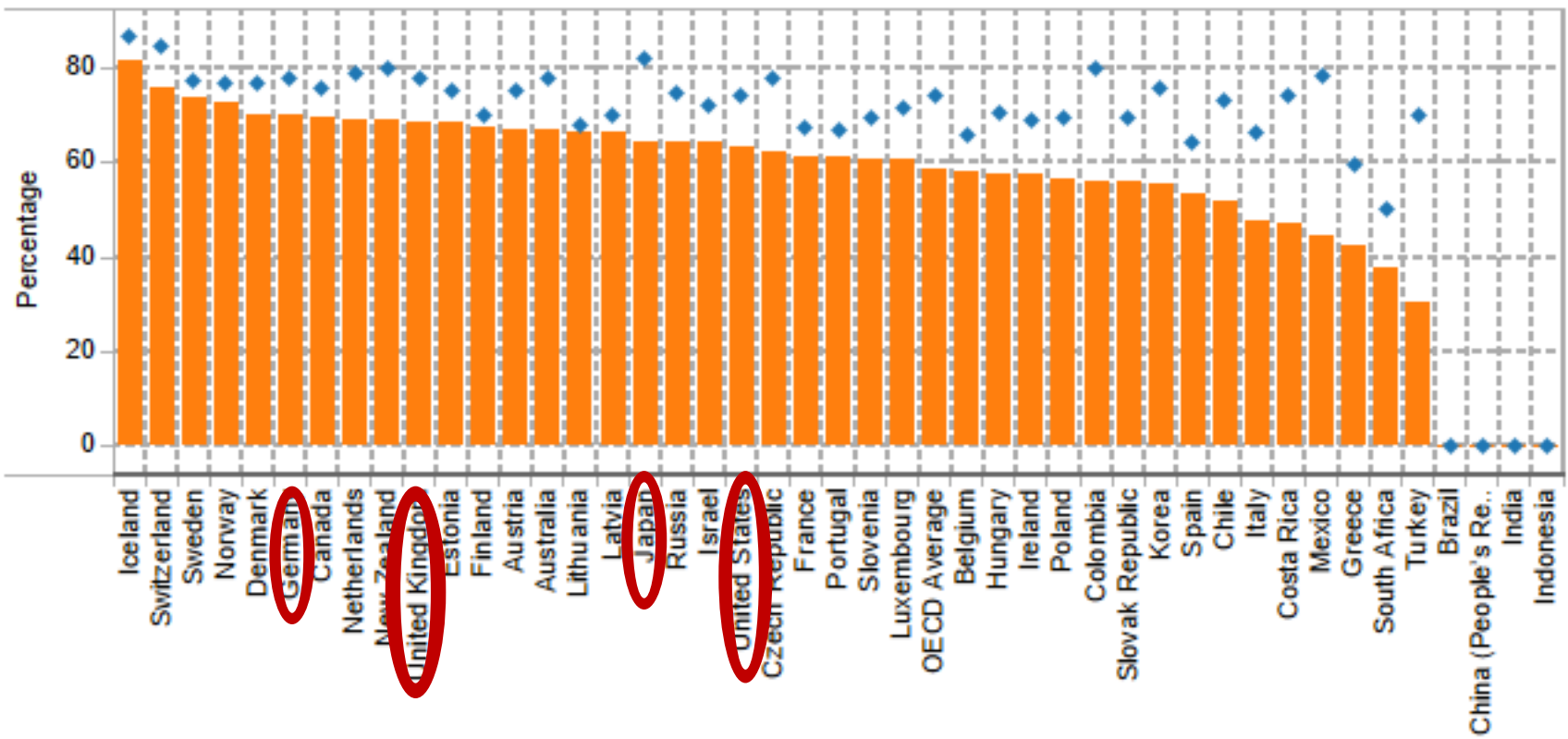
Advancing Women in Aviation Tokyo Seminar

Spring 2017

Employment/population ratio by sex and age group

Age group: 15-64 years old

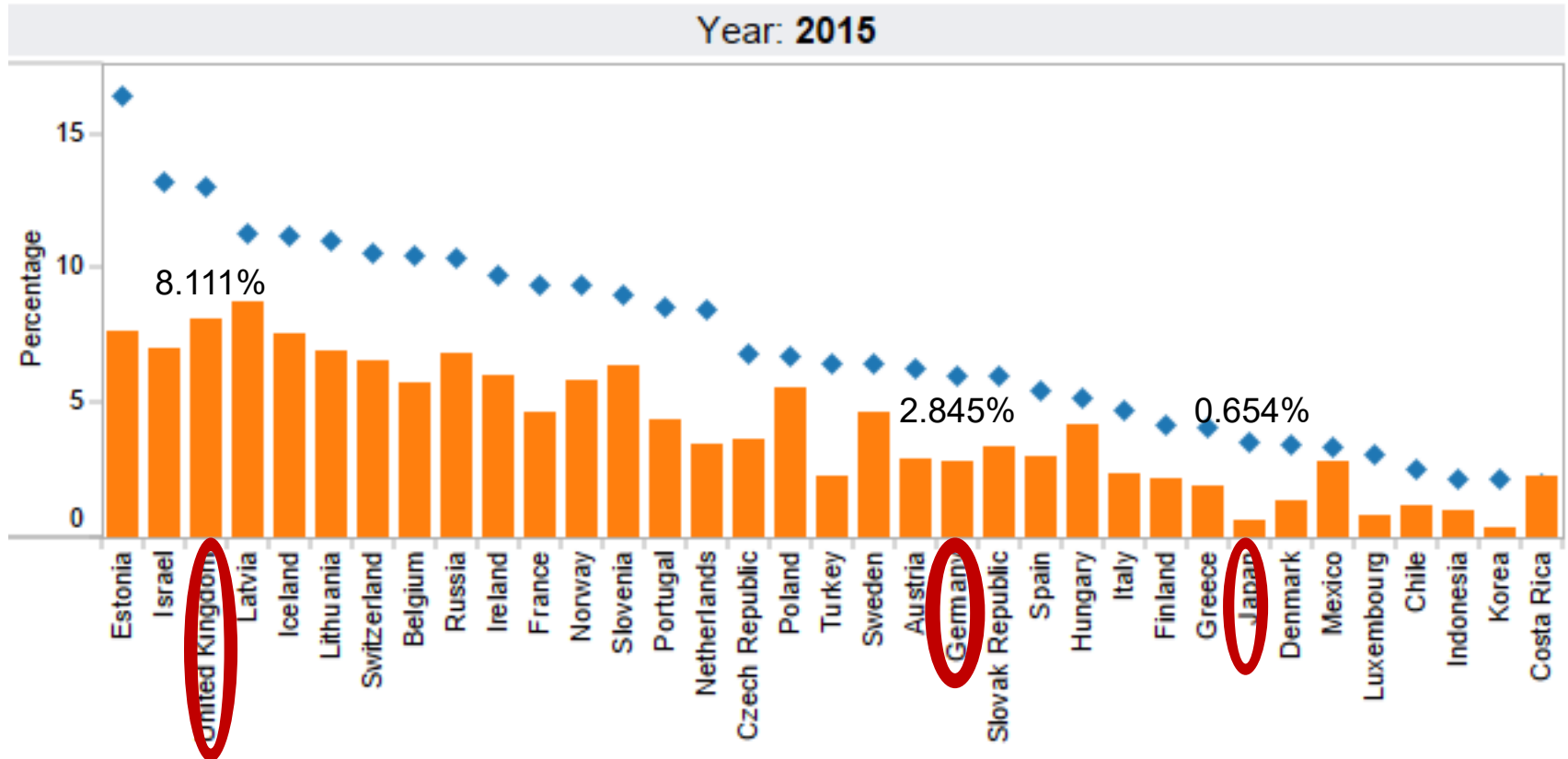
Year: 2015



*OECD average for 2015:Women 58.602%

Share of employed who are managers, by sex

Sex: ■ Men ■ Women

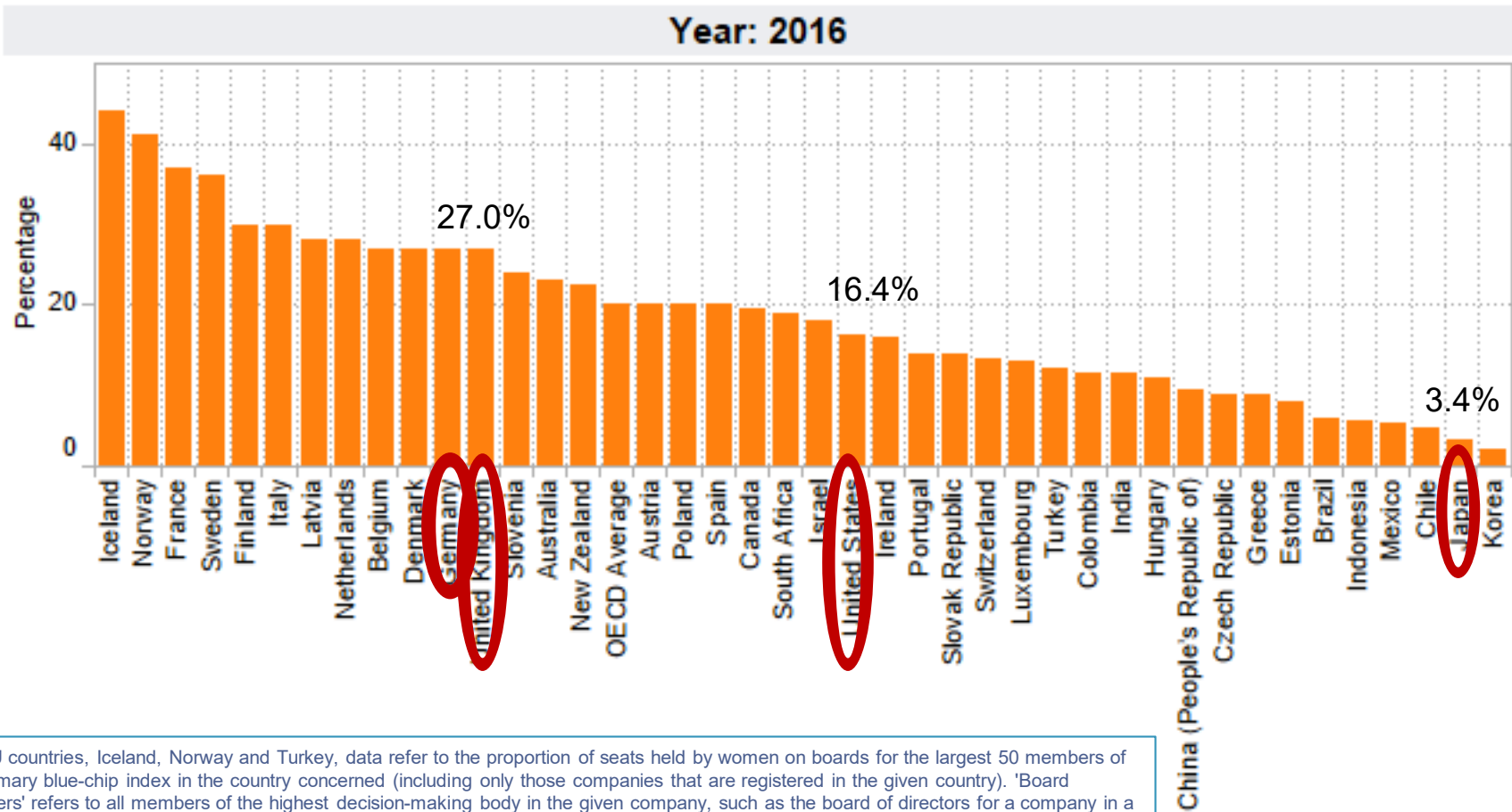


*Share of United States for 2013: Women 14.644%

Number employed in jobs classified in International Standard Classification of Occupations (ISCO) 08 category 1 (as managers), as a percentage of total people in employment. For Canada, Chile, the United States and Indonesia, number employed in jobs classified in International Standard Classification of Occupations (ISCO) 88 category 1 ("legislators, senior officials and managers"), as a percentage of total people in employment.

<Source: OECD Database>

Female share of seats on boards of the largest publicly listed companies



For EU countries, Iceland, Norway and Turkey, data refer to the proportion of seats held by women on boards for the largest 50 members of the primary blue-chip index in the country concerned (including only those companies that are registered in the given country). 'Board members' refers to all members of the highest decision-making body in the given company, such as the board of directors for a company in a unitary system, or the supervisory board in the case of a company in a two-tier system. For countries with data based on MSCI (2015), data refer to the proportion of seats held by women on boards for companies covered by the MSCI's 'global director reference universe', a sample of 4,218 global companies covering all companies of the MSCI ACWI, World, EAFE and Emerging Markets indexes, plus an additional 1,700 large and mid-cap developed market companies, 900 of which are either incorporated or primarily traded in the United States. 'Board members' refers to either the board of directors for companies in a unitary system, or the supervisory board in the case of a company in a two-tier system, with management and audit boards omitted.

Questions for Panelists

***Women's Advancement Issues**

Leadership

Q: And how are the shares of women in managerial positions in each speakers' countries? Why do you think that share of women in managerial positions are so low in Japan.

Q: Men often learn important information about business operations and strategy through their informal networks, which usually don't include women (in the West, referred to as the "old boys' network"). What can women do to overcome this disadvantage?

Work-Life Balance

Q: Time management tips (how do/did you cope with or manage long working hours and frequent business trip?)

Career Development

Q: Women are now being encouraged to negotiate for themselves, which they sometimes find difficult. What are some strategies that can help women negotiate more effectively for pay, promotions, resources, etc?

Q: Sometimes women think that as long as they work hard, others will take notice and they will move up. But this is often not enough. What else should women do? Should they seek out mentors and/or sponsors, and if so how?

Questions for Panelists

***Strategic business imperatives**

Q: Most CEOs have come through operational roles, where they've been responsible for a division's Profit & Loss, or for a core strategic business line. How can women position themselves to move into these types of roles, so that as they rise in the organization they have a greater chance of becoming CEO?

Q: After the Prime Minister Abe set the Women Empowerment (30% of leadership positions in the **Japanese** society be occupied by **women** by 2020) as one of the national strategies in 2014, has the policy affect your professional life or surrounding environment around you?

Speakers' Biographies



Miyo Yajima

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- Miyo Yajima is Executive Officer and General Manager of Institution Business Department, Sumitomo Mitsui Trust Bank, Limited (“SuMi Trust”).
- She and her team are responsible for providing the asset management and administration business solutions to Japanese institutional investors based in Tokyo.
- She started her career at Sumitomo Trust Bank in 1987 and became the first female Branch Representative of Japanese trust bank in 2004.
- She also became the first female Executive Officer in April 2017 and is leading women’s career at SuMi Trust.
- She graduated from Waseda University and holds Bachelor of Literature.



Amelia G. Anderson

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- Amelia Anderson is Managing Director, Assistant Treasurer of American Airlines. Amelia and her team are responsible for execution and administration of American's corporate debt, completing over \$20 billion of financing transactions in the three years since the merger.
- Amelia is a co-founder of the Advancing Women in Aviation Roundtable (AWAR), a grassroots initiative working with senior executives to build awareness and develop strategies to promote the development and advancement of women leaders. Amelia serves as co-chair of American Airlines' Women's Leadership Program, and she is actively involved in American Airlines' MBA recruiting process. In March 2017, Amelia was honored to be named the inaugural recipient of Airfinance Journal's Aviation Woman of the Year award.
- Amelia holds an MBA in Corporate Finance from Georgia State University in Atlanta, and a BS in Finance and Economics from the University of Alabama in Huntsville.
- Amelia and her husband Robert have two daughters ages 12 and 14, and reside in Coppell, Texas.



Debra Erni

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- Debra Erni is the Managing Partner of Pillsbury's London office. Her practice focuses on international asset finance, leasing and trading with a particular emphasis on the aviation industry.
- Based in London with significant client followings in California and Japan, Debra has represented several of the world's largest aircraft and engine leasing companies, financiers, airlines and manufacturers in connection with the sale and purchase of new and used aviation assets, ECA-supported financings, secured debt, operating and tax-based lease financings, securitisations, and the formation and unwinding of joint venture leasing platforms.
- Formerly resident in Japan for nearly a decade, Debra speaks and reads Japanese fluently and is familiar with Japanese corporate structures and many other aspects of Japanese law. She has also spent time on secondment at AerCap's Amsterdam office.



Sibylle Paehler

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- Sibylle Paehler is a managing partner of Doric GmbH and Doric's structuring entity, Doric Asset Finance GmbH & Co. KG, and works primarily on the origination, structuring, and financing of transportation transactions.
- Ms. Paehler focuses on publicly and privately held aircraft funds in Europe, especially Germany, Luxembourg and the UK, as a means of financing for airlines. Doric was a pioneer on structuring new yield-oriented aircraft leasing funds. The first Doric aircraft fund was set up in 2006, lessee was Virgin Atlantic. Doric currently manages a portfolio of 45 aircraft. Lessees are among others Emirates, Cathay Pacific, Hawaiian Airlines and Finnair. One of the latest Doric landmark transactions is the financing of an Airbus A330 portfolio through a note issuance programme listed on the Luxembourg Stock Exchange. One note compartment is shari'a compliant.
- Ms. Paehler holds a bachelor from the University of Tuebingen with a year abroad at Rhodes College, Memphis, TN, USA, and an MBA of the University of Cologne. She was a Trainee, Assistant to the Board, and Vice President at Citigroup in Germany from 1989 – 2005; and is a founding member of Doric in 2005.



Mari Yamazaki

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- Mari Yamazaki is General Manager of BOT Lease Co., Ltd and in charge of Aviation Finance Department.
- Her first career started as Regular Career Track (*Sogo-shoku*) at ORIX and has been a leading figure of women's career development in Japanese leasing/finance industry.
- Ms. Yamazaki is one of the few Japanese female professionals who has extensive experiences in Aviation Finance at ORIX, Credit Lyonnai (CA-CIB) and WestLB.
- She joined Structured Finance Department at BOT Lease in 2012 and she has been focusing on financing to global airlines and aircraft leasing companies. And in 2017, she established a dedicated team in aviation finance and became its General Manager.



Asako Sakota

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- Asako Sakota began her career in finance at Lehman Brothers, Tokyo Branch, in Real Estate Finance Division and engaged in origination and securitization of non-recourse real estate loans until 2008.
- After experiencing the turmoil of global financial crisis, she joined the Tokyo Star Bank's Business Development Division in 2009 and successfully led numerous acquisitions in related to real estate portfolios and finance companies, which greatly contributed to build up the bank's balance sheet.
- She was also a start-up member of the bank's international lending business and has been in charge of international structured finance including Project Finance and Aviation Finance. In 2015, she became the Head of Aviation Finance Team and led the bank's aviation finance business until January 2017.
- After a brief sabbatical period, she will begin her new career in May as a Head of Corporate Strategy at a joint venture company to develop artificial intelligence related system.

Charging Bull & Fearless Girl



- Charging Bull (*aka* Wall Street Bull)

Installed by sculptor, Arturo Di Modica in 1989. Being the symbol of Aggressive Financial Optimism and Prosperity.



- Fearless Girl

Installed by artist, Kristen Visbal, for International Women's Day in 2017. Being the symbol of feminist strength and possibility and equality for women in general.

We need to realize the power of women in leadership