



International Aviation Womens Association

International Aviation Womens Association
23rd Annual Conference

“City of Light:
Will the stars Realign for the Aviation Industry?”

November 16-18, 2011

InterContinental Paris Le Grand, Paris, France

www.iawa.org





**International
Aviation Womens
Association**



Dear Friends and Colleagues:

It is my honor and privilege as President of the International Aviation Womens Association to welcome you to IAWA's 23rd Annual Conference in Paris, France. Paris and the surrounding area are home to a very rich and diverse aviation industry, and this is a perfect venue for our Conference, "City of Light: Will the Stars Realign for the Aviation Industry?"

Last year at our Boston Conference, we addressed the difficult economic climate we were experiencing and its effect on the aviation industry. The economy continues to challenge our industry, so we will address the economy and its effect on aircraft financing and leasing, in addition to the manufacturing sector. We will address topical issues like "Breaking the Glass Ceiling in the Aviation Industry" and "Why Don't More Women Run Airlines?" We will have an aviation insurance update, and panel discussions on airports and air traffic management, environmental issues, industry cooperation between manufacturers, and airline alliances. We also have accomplished Keynote Speakers which include Julie Acosta, Boeing Vice President of Human Resources, Claude Dubreuil, General Counsel/Corporate Secretary, Astrium, Geraldine Naja, European Space Agency, and Aude de Thuin, President of the French Forum/Founder of the Women's Forum. Our speakers and panel participants are exceptional leaders and professionals in their own right, and we are honored to have such a distinguished slate on our program.

IAWA's mission and goal is to promote women in the aviation industry, and to provide avenues for women to make connections within our industry. Although the Annual Conference is our keynote event, we strive to offer other opportunities to meet our mission and organizational goals throughout the year. We continued with our regional reception program to provide more opportunities regionally for women to meet, connect, network, and help each other. We have held regional receptions in Phoenix, Addis Ababa, Ethiopia, and Seattle, and we had numerous IAWA Connects at Industry events throughout the year. IAWA also launched its new website which has been a great resource to our members.

This Conference would not be the success it is without the diligent work from our two Conference Chairs, Kathy Guilfoyle and Alina Nassar, as well as our President-Elect, Mylène Scholnick. Kathy, Alina and Mylène have worked tirelessly throughout the year to bring you a Conference with a substantive program from a venue for us to learn, network, and connect with each other so that relationships can be renewed, fostered, and formed. Thank you Kathy, Alina and Mylène for all you have done for us. Thanks to Karen Griggs, IAWA's Executive Secretary, who makes our Conference run smoothly each year. And lastly, our heartfelt thanks go to our speakers and sponsors. Your support makes this Conference possible and a success.

Our Paris, France Conference provides you with not only an excellent Conference program, but opportunities. We hope that you will enjoy the program, the beautiful venue, and take advantage of all the opportunities that are before you. We hope that you will consider a membership in IAWA if you are not already a member, and that you will become involved in IAWA, to help make it a richer organization.

On behalf of IAWA, our Board, and our Advisory Board, we welcome you to Paris, and look forward to spending time with you during our Conference.

Katherine Staton, President,
International Aviation Womens Association



*International Aviation Womens Association
23rd Annual Conference • Paris, France*



**International Aviation Womens Association
23rd Annual Conference
City of Light: Will the Stars Realign for the Aviation Industry?
November 16-18, 2011 • Paris**

Wednesday – November 16, 2011

3:00 p.m. – 6:00 p.m. **Registration**
6:00 p.m. – 10:00 p.m. **Dinner on a Seine Cruise**
 Onboard “Le Paris”
 Boat departs at 7:00 p.m. from Port Debilly
 Meet in lobby for buses at 6:00 p.m.

Thursday – November 17, 2011

7:30 a.m. – 8:30 a.m. **Registration and Coffee**
8:30 a.m. – 8:45 a.m. **President’s Welcome: Katherine Staton**
 Partner, Jackson Walker L.L.P.
8:45 a.m. – 10:00 a.m. **Why Don’t More Women Run Airlines?**
 Jane Grutzmacher, Claims Manager, Corporate Insurance
 & Risk Management, American Airlines, Moderator
 Siza Mzimela, Group Chief Executive Officer, South African Airways
 Christine Ourmieres, Chief Executive Officer, CityJet Ltd
 Quince Chong, Director Corporate Affairs, Cathay Pacific Airways
10:00 a.m. – 11:00 a.m. **Aviation Insurance Update**
 Patricia Moores, Managing Director, Aviation, Aon Risk
 Solutions, Moderator
 Vonnick LeGuillou, Partner, Bird & Bird
 Marilena Sharpell, Executive Underwriting Officer, Global Aerospace
 Sophie Marx, Office d’ Assurances Aeriennes G. de Cugnac
11:00 a.m. – 11:15 a.m. **Coffee Break**
11:15 a.m. – 12:15 p.m. **Airports and Air Traffic Management: Strategies, Technology**
 and Human Resources, New Challenges
 Eugenia Llorens Beltran de Heredia, President, SENASA
 Dottie Hall, Global Leader Sales and Marketing, GE Aviation
 Shaunta R. Hyde, Director, Global Aviation Policy, The Boeing Company
12:30 p.m. – 2:00 p.m. **Luncheon and Keynote Address**
 Claude Dubreuil, General Counsel/Corporate Secretary, Astrium
 Geraldine Naja, Head of the EU Relations, European Space Agency
2:15 p.m. – 3:30 p.m. **Impact of New Lessors, Export Credit and Aircraft Re-engineing**
 on Aircraft Financing Market
 Sophie Segal, Editor, Airfinance Journal, Moderator
 Pascale LeFevre, Head of Transportation Department, CoFace
 Dominique Duval, Deputy Head of Transportation Advisory Group Aviation
 and Rail Group/Credit Agricole Corporate & Investment Bank
 Sophie Bouvard, Controller and Contract Manager, Fleet Department,
 Air France
 Kristen Richmond, Director, Strategic Regulatory Policy, Boeing
 Capital Corporation



3:30 p.m. – 3:45 p.m. **Coffee Break**
 3:45 p.m. – 4:30 p.m. **Aviation and Climate Change: Challenges and Solutions**
Nancy Young, Vice President, Environmental Affairs, Air Transport
 Association of America, Inc., Moderator
Linden Coppell, Head of Environmental Affairs, Etihad Airways
Angela Foster-Rice, Managing Counsel – Environmental, United Airlines

6:00 p.m. – 10:00 p.m. **Cocktails and Dinner**
Salon Opera
Hotel InterContinental Paris Le Grand
With Welcome Address:
Mr. Jean-Pierre Raffarin, Vice President of the French Senate,
 previous French Prime Minister (2002-2005)
With Keynote Address:
Julie Acosta, BCA VP of Human Resources
Sponsored by Boeing

Friday – November 18, 2011

7:30 a.m. – 8:30 a.m. **Coffee**
 8:30 a.m. – 9:00 a.m. **Membership Meeting**
 (All IAWA members are invited to attend)

9:00 a.m. – 10:00 a.m. **Aviation: Breaking the Glass Ceiling**
Cecile Hatfield, Attorney, Law Offices of Cecile Hatfield, Moderator
Kris Fellrath, BCA VP of Business Operations, The Boeing Company
Suzon Franzke, Aviation Consultant
Elizabeth Freidenberg, Attorney, Freidenberg, Freidenberg & Lifsic
Renee Martin-Nagle, Former General Counsel, Airbus Americas

10:00 a.m. – 11:15 a.m. **Industrial Cooperation: Across Borders, Across
 Manufacturers: Benefits and Challenges**
Elisabeth Ourliac, Head of Strategy Integration, Airbus
Jenette Ramos, BCA VP of Supplier Management Operations,
 The Boeing Company
Gala Goncalves, VP Industry and Strategy, EADS
Mary Ellen Jones, President, The Engine Alliance

11:15 a.m. – 11:30 a.m. **Coffee Break**
 11:30 a.m. – 12:30 p.m. **Friendly Competition: the Business, Benefits and Boundaries of
 Airline Alliances**
Karine Faden, Managing Director and Senior Counsel – Global Antitrust,
 United Continental Holdings; Moderator
Jill Brady, General Counsel, Virgin Atlantic Airways Ltd.
Barbara van Koppen, Company Secretary & General Counsel, KLM Royal
 Dutch Airlines
Cynthia Joy, Director, Cargo Marketing and Business Development,
 Air Canada
Patricia Delgadillo, Managing Director – Strategic Alliances,
 American Airlines

12:30 p.m. – 2:00 p.m. **Luncheon and Keynote Address**
Aude de Thuin, President of the French Forum/Founder of the
 Women's Forum

2:00 p.m. – 5:00 p.m. **Break Out Groups**



IAWA Mission Statement

Founded in 1988, the International Aviation Womens Association (IAWA) brings together women of achievement in the aviation industry and promotes their advancement internationally through the establishment of a worldwide network of aviation professional contacts. IAWA is an international organization for women who hold senior positions in the aviation and aerospace industry including airline, airport, finance, insurance, law, manufacturing, operations, suppliers and government.

As the industry adjusts to worldwide economic and political change, women are assuming greater and more visible roles. Through annual global conferences, IAWA provides a forum to share views on matters of importance to the industry, as well as to women generally. Although women should have five years management-level experience in the industry, or comparable experience, to join IAWA, our Annual Conference is open to attendance by non-members. Take advantage of this opportunity to meet and network with some truly extraordinary people who share the common interests of promoting aviation and advancing women in the industry.

2012 Conference

**Mark your calendars for IAWA's 2012 Annual Conference
to be held in Dallas, Texas, October 17-19, 2012.
Hotel location to be announced soon.**

Continuing Legal Education (CLE) Credit

This program may qualify for credits upon approval from the State Bar Associations. Please note, applying for CLE credits is the sole responsibility of the conference attendee. If requested, a certificate of attendance will be sent to you upon successful completion of the program.



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Keynote Speaker Biography



Katherine A. Staton

Partner

Litigation, Aviation

B.A., St. Mary's University of San Antonio

J.D., Southern Methodist University

KATHERINE A. STATON, a partner in the litigation section of Jackson Walker in Dallas, has over 20 years of experience in civil trial matters and focuses on aviation-related cases. Ms. Staton serves as lead counsel for airlines, fixed-based operators, and insurance companies, managing and trying a variety of cases and disputes not only in Texas, but nationwide. Ms. Staton efficiently oversees litigation, frequently securing summary judgments and resolutions to disputed matters involving negligence, premise liability, worker's compensation, subrogation, products liability, food-borne illness, international treaties, and federal regulatory claims for clients across the country.

MEMBERSHIPS

- Aviation Section of the Texas State Bar, past Chair
- International Aviation Womens Association (IAWA), President
- Lawyer-Pilots Bar Association
- International Association of Defense Counsel
- Texas Association of Defense Counsel
- Texas Women Lawyers, past President
- American Bar Association

COMMUNITY INVOLVEMENT

Ms. Staton is the President of the International Aviation Womens Association, a worldwide organization that promotes women in the aviation industry. Ms. Staton served on the Board of Directors and was treasurer of the WHO Foundation (Women Helping Others) headquartered in Dallas. She also served as the 2005 and 2006 Chair for the Greater Dallas Chamber of Commerce Women's Business Conference.

AWARDS

- Ms. Staton is included in the Aviation chapter of Who's Who Legal: Texas for 2007 and 2008.

EDUCATION

Ms. Staton received her B.B.A. degree in Accounting from St. Mary's University of San Antonio, graduating cum laude, and her J.D. degree from Southern Methodist University. During her tenure at S.M.U., Ms. Staton was a staff member and Citations Editor of the Journal of Air Law & Commerce. Ms. Staton is a Certified Public Accountant and a private pilot.



Keynote Speaker Biography



Claude Jeanne Dubreuil

Corporate Secretary and
General Counsel
Astrium

In May 2010, CLAUDE DUBREUIL was appointed as Astrium Corporate Secretary, in addition to her role of Astrium General Counsel she has been assuming since 2008. In this position of Corporate Secretary, she is a permanent member of the Astrium Executive Committee and reports directly to the Astrium CEO.

As Astrium General Counsel, she is in charge of Astrium legal affairs of all types, supervising a transnational team composed of approximately 40 lawyers.

After several years within AEROSPATIALE Space Division, holding various legal and management positions, she became in 1995 Head of Legal of what is now called Astrium Space Transportation, prime contractor for civil and military space transportation and manned space activities.

Prior to joining the Space industry, Mrs Dubreuil dedicated the tenth first years of her career to the Engineering and Civil works Industry being an international contract lawyer at SPIE BATIGNOLLES Group.

Mrs Dubreuil is a lawyer majored in international business law with a broad scope of activities: negotiation, analysis and drafting of contracts, corporate law activities such as M&A, pre-litigation and litigation, cooperation agreements.

Her background and professional experiences gave her the opportunity to join both the University of Tours (France) and the Hanoi Foreign Trade University (Vietnam) as a teacher in international contracts law, sub-contracting, export financing and contractual drafting during many years.

Alongside these activities, she is a member of the Cercle Montesquieu, French think tank of highly skills lawyers leading a reflection on the role and position of legal counsels within companies. Mrs Dubreuil was recently awarded “Chevalier de l’Ordre National du Mérite”.





Géraldine Naja

Head of the EU Relations
Office at the European Space Agency (ESA)

GÉRALDINE NAJA is a graduate from the French Ecole Polytechnique, after which she specialised in chemical engineering at the Ecole Nationale Supérieure de Techniques Avancées (ENSTA). She is also a graduate of the French Institute for Political Studies (Sciences Po).

After her post-graduate research which she performed at ONERA, she joined ESA as payload engineer in the Space Station Programme.

In 1997 she became Responsible for European Policy in the Directorate of Strategy and External Relations, a post which she held until 2002. She was in charge of relations with European institutions, and she also elaborated together with CNES the Charter for Space and Major Disasters.

In 2003 she was seconded to the French Ministry of Research as Strategy Advisor to the Minister, until mid 2004.

She then returned to ESA as responsible for institutional matters in the Director General's Policy Office, as well as for the General Studies Programme and the Advanced Concepts Team.

She is now, since April 2011, Head of the EU Relations Office, which includes the coordination of institutional relations with the EU, the development of the European Space Policy, as well as the security policy aspects.

She has been Assistant Professor in Fluid Mechanics at ENSTA, and she teaches regularly on space policy.



Keynote Speaker Biography



Julie-Ellen B. Acosta

**Vice President – Human Resources
Boeing Commercial Airplanes**

JULIE-ELLEN ACOSTA was named vice president of the Boeing Commercial Airplanes Human Resources organization in June 2010.

She reports to Jim Albaugh, president and CEO of Commercial Airplanes, and Rick Stephens, senior vice president of Human Resources and Administration for The Boeing Company.

Acosta is responsible for leading the organization that provides Human Resources services for the Boeing employees who market, design, assemble and support commercial airplanes worldwide.

Prior to her current position, Acosta served as vice president of Leadership Talent Management and Organization Effectiveness (LTM-OE) for Boeing. In that role, she integrated and led three separate central-functional Human Resources teams, with a primary mission of working with HR professionals and business leaders focusing on building the next generation of leaders across the enterprise.

Under Acosta's leadership, LTM-OE was responsible for the Boeing Leadership Center in St Louis. Acosta was accountable for aligning course content at the Leadership Center with the strategic direction of Boeing Leadership. She also was responsible for incorporating Leaders Teaching Leaders into all Core and Functional Excellence Programs.

Acosta spent 14 years in Commercial Airplanes at the Wichita Division, which included leadership positions in 737 and 757 Structures.

While with Commercial Airplanes, Acosta held several senior operations and engineering positions including the Wichita site director of Quality Process and Improvement; director of 757 Fuselage Structures; senior operations manager for 737 Next-Generation Design for Manufacturing; and senior design manager of 737 Next-Generation Fuselage Structures.

Later, Acosta served as the vice president of AeroStructures, Manufacturing and Support Technologies for Boeing Phantom Works. In those roles, she led teams supporting activities across both Boeing Defense Systems and Commercial Airplanes including structural design and analysis, advanced materials and processes, manufacturing technology and product support technology development.

Acosta started her aerospace career with Gates Learjet as a flight controls specialist. She joined Boeing in 1985 and has served as a lead systems engineer on several Boeing defense programs.

She earned both a bachelor's and master's degree in electrical engineering from Wichita State University, where she also completed post graduate studies in structural design and analysis, as well as systems engineering.

Acosta sits on several senior advisory boards for Wichita State University and also is the Boeing executive focal for that school. She completed an executive education program at Harvard Business School and is a senior member of both the Society of Women Engineers and the American Institute of Aeronautics and Astronautics.





Aude de Thuin

The French Forum

AUDE ZIESENISS DE THUIN has founded The French Forum in 2011 and will offer its first 3 days conference in March 2012, in Versailles. The goal of the forum is to inspire action and innovation in various industries from aeronautics to gastronomy. Mme de Thuin is very involved in women's causes and is in charge of the European and French charter for the Foundation Eve Ensler "City of Joy", a town created in Congo to protect women. She will publish her book in January 2012 at Robert Laffont publishing, "Women, if you could only dare"

She has founded an association whereby she raises funding for developing countries through art exhibits.

Born in 1950 and a trained psychologist, Mme de Thuin has initiated several salons and an international school on French art de vivre.

In 2004, she created WEDCOS, Womens Forum for the Economy and Society, first world independent forum focused on women, aiming at a balanced world. The Forum was bought by Publicis in 2009.

Mme de Thuin is President Honorific of the Association "Force Femmes" and member of the Association "Femmes Forum". She holds the Ordre National du Mérite and is Chevalier de la Légion d'Honneur et du Mérite Agricole.



Why Don't More Women Run Airlines?



Jane Grutzmacher

Claims Manager
Corporate Insurance & Risk Management
American Airlines

JANE GRUTZMACHER assumed the role of Claims Manager – Corporate Insurance & Risk Management in June 2008. Her responsibilities include managing a group of adjusters responsible for investigating, evaluating, and resolving passenger and other third party claims against American, litigation management, and assisting with the placement of American's insurance coverage.

Jane joined American in 2001 as a financial analyst with American's Fleet Transactions group, later serving as the group's manager of fleet strategy and planning, where she was involved in the acquisition, financing and disposition of American's fleet. In between those roles, Jane worked with American's cargo revenue management group.

Prior to joining American, Jane worked for Trans World Airlines, where she held a number of positions within the Finance and Maintenance & Engineering departments. She received both her Bachelor of Science and Master of Business Administration Degrees from the University of Kansas.



Why Don't More Women Run Airlines?



Siza Mzimela

**Group Chief Executive
South African Airways (SAA)
The National Carrier of South Africa**

Prior to her current role, SIZA MZIMELA was Chief Executive Officer of South African Express Airways (SA Express), a domestic and regional airline, at a time when it was faced with an undesirable and unsatisfactory financial position. Under her leadership the company acquired new routes domestically and regionally, and became known as the fastest growing regional carrier airline in Southern Africa. Additionally, SA Express acquired new generation aircraft, which were a first for Africa, demonstrating forward-thinking and vision in response to the fast changing aviation industry.

SA Express registered substantial growth under her leadership, culminating in the eradication of its technical insolvency status – an accomplishment made all the more remarkable given that it did not require recapitalisation to attain this financial milestone. Notwithstanding the difficulties facing the airline industry and business as a whole, SA Express continues its profitability and remains financially sound.

Mzimela began her career with the Standard Bank of South Africa in 1991 as a Corporate Planning Analyst responsible for managing capital projects. She then joined SAA in 1996, as a Research Analyst and was soon promoted to Manager, Market Development, later becoming Senior Manager Alliances. She was appointed Regional General Manager for Africa and the Middle East at the end of 2000. As RGM for the Africa region, she was instrumental in refocusing the region, the results of which were evident in the airline's performance during her tenure.

Mzimela was appointed Executive Vice President of Global Passenger Services overseeing SAA's airport operations both locally and abroad in November 2001, and in May 2002, she took over the Global Sales and Voyager portfolio. She headed up the division of the operation that oversees the airline's sales force, direct sales channels, the Voyager frequent flyer programme as well as RGMs in Europe, Africa, the Americas and North & South Asia. The main focus of the position being to generate revenue. In the financial year ending 2003, SAA recorded an operating profit for the first time in 10 years. This was achieved by pursuing a number of initiatives such as focusing on direct sales channels and managing the point of sale more aggressively.

Mzimela is a leader with substantial hands-on experience and whose positive attitude, strong negotiating skills and business acumen have helped her scale to many heights. Her personal philosophy and values have led her to succeed, and to inspire and lead others. The abovementioned, coupled with 15 years experience in the aviation industry, culminated in her current appointment as CEO of SAA.

She is married with two children.

In June 2011, Mzimela was the first woman to be appointed in the International Air Transport Association (IATA) Board of Directors in its 67-year-old history. She joins an esteemed panel of 30 Board members and will serve for an initial period of two years.





Christine Ourmières

Chief Executive Officer
CityJet Ltd

With more than 20 years' experience working in the airline industry, CHRISTINE OURMIÈRES is the first French female Chief Executive Officer of an airline. Ms. Ourmières began her aviation career for Air France and later KLM, where she held a variety of key management positions at both airlines. She began in the Maintenance Department in 1998, and then moved to the Information Systems Department until 1992, when she transferred to Amadeus as VP Sales and Marketing for the French Market. From 1998 to 2001 she held the position of VP Air France Global Sales, and then was promoted, in 2002, to the position of VP International Sales. In 2005, Ms. Ourmières was named General Manager of Air France and KLM, UK and Ireland, where she was later named Vice-President and General Manager of both Air France and KLM in the U.S in 2009.

Most recently, Ms. Ourmières was appointed as Chief Executive Officer to CityJet Ltd, the award-winning regional European airline that is the largest carrier out of London City Airport, in October of 2010. CityJet Ltd is renowned for providing convenient, hassle-free travel, combined with personalized service, to popular destinations throughout the UK and Europe. Its extensive network offers a multitude of choices for both business and leisure travelers, with a schedule built around the needs of passengers. In her position, Ms. Ourmières is responsible for the entire operations of the company, including sales, distribution, finance, marketing and communications, quality assurance and airport operations to name a few.

Ms. Ourmières holds a Master of Aeronautics from the Ecole National Supérieure d'Ingénieurs and an MBA from Essec Business School.



Why Don't More Women Run Airlines?



Quince Chong Wai-yan

Director Corporate Affairs
Cathay Pacific Airways

QUINCE CHONG joined Cathay Pacific Airways as Manager Corporate Communication in 1998 with a responsibility for the overall communications strategy of the company.

She became General Manager Inflight Services in July 2000 to manage the airline's cabin crew and develop inflight catering and service products.

Ms Chong then assumed the position of Director Service Delivery in July 2004 to oversee all aspects of the airline's service delivery both on the ground and in the air. She also assumed the chairmanship of Cathay Pacific Catering Services Hong Kong Ltd (CPCS), Vogue Laundry Service Ltd and Hong Kong Airport Services Ltd.

Since August 2008 Ms Chong has been appointed as Director Corporate Affairs, overseeing every aspect of the airline's activities in respect of government relations, corporate communications and environmental affairs. She has retained her chairmanship of Vogue Laundry Service Ltd and Hong Kong Airport Services Ltd.

Before joining Cathay Pacific, Ms Chong held public relations positions at the Hong Kong Tourist Association, the Ramada Renaissance Hotel and the Regal Meridien and Regal Riverside hotels.

She earned a degree in Social Sciences Faculty of the Chinese University of Hong Kong in 1986, with a major in Government & Public Administration and minor in Personnel Management. In September 2007, Ms Chong was appointed Adjunct Professor of School of Hotel & Tourism Management of the Chinese University of Hong Kong. In November 2010, she became an Honorary University Fellow of the Open University of Hong Kong.

Ms Chong is married with two sons.

CURRENT COMMUNITY SERVICES

Council of the Hong Kong Baptist University, Central Policy Unit, Hospital Authority, Consultative Committee of the Nethersole School of Nursing of the Chinese University of HK, Hong Kong Association for Customer Service Excellence Ltd., Life Education Activity Programme, The Community Chest, Public Relations Committee, Riding for the Disabled Association and PR & Fundraising Subcommittee

PAST COMMUNITY SERVICES

Council of the Open University of Hong Kong, Tourism Strategy Group, Tourism Commission, School of Hotel & Tourism Management of the CUHK, Advisory Committee on School of Hotel & Tourism Mgmt of the HK Polytechnic University and Standing Committee on Language Education & Research.





Patti Moores

Managing Director
Aon Aviation Practice Group
New York

PATTI MOORES is the Aviation Claims Director for Aon, a position she has held since 2009. She is responsible for providing a variety of risk management services and handles complex and catastrophic losses for Aon clients throughout the world.

Prior to joining Aon, Patti was a litigator for over 17 years, specializing in the defense of aviation products manufacturers and airlines in litigation across the United States.

Patti received a B.A. magna cum laude from Boston College and a J.D. from St. John's University School of Law. She is admitted in both New York and New Jersey and to numerous federal courts. In 2004, she was listed in the Guide of the World's Leading Aviation Lawyers. She was President of IAWA from 2001-2003.





Vonnick Le Guillou

Partner
Bird & Bird France
Co-Head
International Dispute Resolution Group

VONNICK LE GUILLOU is a partner in the firm, and head of the aviation department of Bird & Bird France, as well as co-head of the International Dispute Resolution Group.

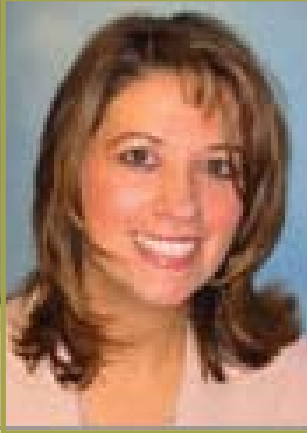
She has been practicing as a lawyer since 1984, and for over 15 years has dealt more particularly with French and international litigation matters relating to product liability for a major European aeronautical manufacturer.

She has developed widely-recognized expertise in this field, for aeronautical manufacturers as well as for OEM or MRO companies.

Vonnick specializes in domestic and international litigation relating to complex, cross-border product liability cases, air transport and aviation insurance, for French and foreign industrial companies and insurers. She is currently acting in numerous aircraft crash cases, such as the Concorde crash in July 2000, the AF 447 accident in 1 June 2009, and the Yemenia accident in the Comoros Islands, Manx2 accident in Cork in February 2011.

She is a member of several associations such as IAWA (International Aviation Women's Association), DRI Europe and of the Société Française de Droit Aérien et Spatial (French Society of Air and Space Law).





Marilena Sharpell

Executive Underwriting Officer
Global Aerospace

MARILENA SHARPELL started in the aviation insurance industry in 1985. Her experience in the aviation insurance industry spans over two decades. As a licensed broker in 1985 with Alpha Aviation Insurance she handled general aviation fixed wing and rotary wing general aviation operators. She joined the General Aviation underwriting group at CIGNA in 1993 and ultimately became branch manager of their New York Regional Office in 1998. In 2000 she was responsible for developing and managing a new line of business for ACE USA focusing primarily as a reinsurer for non US registered aircraft.

Marilena joined Global Aerospace in 2002 in the GA Northeast Branch and was promoted to GA Home Office Vice President in 2006. In this Home Office role she was responsible for the underwriting production and support for Global's 6 Regional Offices and Latin American business unit. In 2011 Marilena was appointed the position of Executive Underwriting Officer at Global. This new position carries a wide range of responsibilities including managing the USA General Aviation Product Line and cross over responsibilities in Global's Airline and Major Manufacturers units.





Sophie Marx

Executive Director
OAAGC

With a law degree and postgraduate studies in air transportation, SOPHIE MARX started in 1989 at Aéroports de Paris where she was in charge of claims activities in the legal department. She has afterwards expanded her field of operations in joining the Professional Association of French airports (UCCEGA, les Aéroports Français) as legal advisor for national and european regulations relative to airports.

In 1995 she took an interest in Insurance, but in so far that this insurance was related to aviation. She therefore joined O.A.A.G.C., French broker specialised in aviation business, to become the head of the claims department and to start developing a pole dedicated to the various services which can be offered by an Insurance broker to its clients.





Eugenia Llorens Beltran de Heredia

President and Chief Executive Officer
SENASA

EUGENIA LLORENS BELTRÁN DE HEREDIA was appointed President and Chief Executive Officer of SENASA, the publicly-owned Spanish company with world-class expertise in ATM and Aviation safety, training, technical assistance and consultancy, in February 2010.

Señora Lloréns has a Degree and a Masters Degree in English Philosophy and Philology from the University of Deusto, and an MBA from the Madrid Business School.

Her professional career gained momentum as a specialist in Air Services Agreements within the Spanish Directorate General for Civil Aviation. She went on to develop a strategic International Relations policy for Spanish Airports and in 1991 became the Commercial Director of the then newly-formed AENA (Spanish Airports and Air Navigation body).

In 1993, Señora Llorens helped create and then managed Spain's Airport Slot Co-ordination Unit and in 2002 became Deputy Director General of Civil Aviation, responsible for Aeronautical Policy and Strategy, Economic Regulation, Security and Territorial Cohesion.





Dottie Hall

Senior Marketing Manager
GE ATM Services

DOTTIE HALL leads global sales and marketing for GE ATM Services. Previously, she was responsible for marketing at Tesla Motors, an innovator in electric cars. She served as the founding VP of Marketing for Eclipse Aviation, establishing the company as the leader in the emerging very light jet market. She also held marketing management positions at Microsoft and Symantec. Dottie has owned and managed operations of vintage aircraft including a 1950s era Lockheed Constellation air transport and a B-25 bomber. She holds a BA in Journalism from Georgia State University and an MBA from the MIT Sloan School of Management.





Shaunta R. Hyde

Director of Global Aviation Policy
The Boeing Company

SHAUNTA HYDE is Director of Global Aviation Policy for The Boeing Company. In this role, she conducts analysis of regulatory policies globally with an emphasis on air traffic management, safety and aviation security to assess business risk and opportunities for Boeing Commercial Airplanes. She provides insight and guidance related to geo-political trends that affect the commercial aviation industry. Previously, she was Manager of Government Relations for Boeing. In this position, she was responsible for representing Boeing's interests and managing its relationships before federal, state and local government agencies, as well as political, trade and industry associations. She set lead strategy, developed, and implemented legislative and regulatory programs to further the company's goals and interests. She also facilitated issue analysis, and developed advocacy plans through both internal and external resources.

Prior to joining The Boeing Company, Shaunta served as Government Relations Manager to U.S. Deputy Secretary of the United States Department of Housing and Urban Development Ron Sims, who was formerly Executive of King County, Washington. In this role, she advocated and oversaw King County's State and Federal Legislative Priorities. King County ranks nationally as the 13th largest county with over 1.7 million residents in Washington State. She has over 25 years of comprehensive experience in government relations and public affairs areas.

She was acknowledged as one of the "Top Forty under 40" business leaders in the Puget Sound region and has served in a volunteer capacity on numerous business related boards and associations. She currently serves on Washington State Board of Community and Technical Colleges which is a gubernatorial appointment, overseeing 34 colleges; and Pioneer Human Services which is a social service enterprise organization.

Shaunta holds an executive MBA from the University of Washington, Michael G. Foster School of Business, and has a Bachelor of Arts Degree from Seattle University. Shaunta is married with two kids and lives in Lake Forest Park, Washington.





Sophie Segal

Editor
Airfinance Journal

SOPHIE SEGAL joined Airfinance Journal as a reporter in September 2007 and became Editor in November 2008. She covers all aspects of the airfinance market and has moderated and chaired several Airfinance conferences.

Sophie holds an MA Joint Honours English and Classical Studies from the University of St. Andrews and an MA International Studies and Diplomacy from the School of Oriental and African Studies, University of London.



Pascale Lefevre

Head of Division
Coface State Guarantees Department
Aircraft, Rail, Road Transport and Shipping

PASCALE LEFÈVRE has been Head of Division in Coface State Guarantees Department, in charge of Aircraft, rail, road transport and shipping since October 2008. After a degree in international economics from Pantheon Assas University in Paris, she joined Coface in 1990 where she has been involved in aircraft financing guarantee at different levels for 15 years.





Dominique Duval

Director Transportation Advisory Group
Crédit Agricole Corporate &
Investment Bank Transportation Group

DOMINIQUE DUVAL joined Crédit Agricole Corporate & Investment Bank Transportation Group in New York as Analyst for US Major and Latin American Airlines.

After she became Transaction Manager in 2000, Dominique originated and executed numerous aircraft and ship financing transactions, including advisory assignments with Sabena and Ethiopian Airlines, ECA financing for Lan Chile (Transport Finance “Deal of the Year Latin America” 2000), TAM, Aces, Boullioun, SAS, commercial financing for DHL, operating leases for Alitalia, tax lease transactions for ship-owners (MSC), Air Tahiti, Air France (Transport Finance “European Aircraft Leasing Deal of the Year 2004”).

Since she joined Transportation Advisory Group in 2005, Dominique has advised Kingfisher Airlines, Avianca, Tunisair, Nouvelair, Interjet, AWAS and an Asian aircraft lessor (undisclosed) on their equity/quasi-equity/debt aircraft financing structures, and Sukhoi Civil Aircraft on its structuring of a Russian export credit scheme in connection with the Russian regional jet program.

She holds a degree from E.D.H.E.C. - Graduate School of Management in 1997.

KEY QUALIFICATIONS

- 5-year experience in financial advisory services to airlines worldwide
- 8-year experience in airline credit risk analysis and aircraft financing structuring (54 aircraft financing)





Sophie Bouvard

Controller and Contract Manager
Fleet Department
Air France

SOPHIE BOUVARD graduated from the Rouen Business School in 1988, Sophie Bouvard spent three years in the Arthur Andersen group as external auditor before joining UTA (private French airline now merged with Air France) in 1991 as internal auditor. She subsequently transferred to Air France, taking up a position in the front office of the Treasury Department. In 1999, she joined the Financing Department and has been in charge of this department until mid 2011 when she moved to the Fleet Department as Controller and Contract Manager.





Kristen Richmond

Director for Strategic Regulatory Policy
Boeing Capital Corporation

Kristen Richmond is the director for strategic regulatory policy at the Boeing Capital Corporation, a wholly-owned subsidiary of The Boeing Company that is primarily responsible for arranging, structuring and providing financing for Boeing's commercial airplane and space and defense products.

In this role, Richmond works to ensure that global aircraft industry financing policies promote the sale and delivery of Boeing aircraft. She has worked on a variety of policy issues since beginning this assignment in April 2010, including the 2011 Aircraft Sector Understanding and the U.S. Export-Import Bank reauthorization.

Previously she served as the director of aviation policy for the Geopolitical and Policy Analysis Group of Boeing Commercial Airplanes starting in May 2006. In this capacity, Richmond joined with the company's subject matter experts in the areas of safety, certification, security and air traffic management to develop policy positions which were then shared with Boeing advocates worldwide to enlist their support.

Prior to joining Boeing, Richmond worked as a lobbyist for the American Heart Association, overseeing local, state and federal policy. She also has experience lobbying on a wide range of issues including natural resource management and appropriations matters. She started her career in policy as a legislative aide to Senator Ted Stevens from Alaska, working in his Washington, D.C. office from 1993-1996.

A graduate of the University of Oregon, School of Law, Richmond practiced law for five years before returning to the policy arena. She also has a bachelor's degree in European history and diplomacy from Georgetown University's School of Foreign Service. Richmond is a member of the bar in both Alaska and Washington state.

A Seattle resident, she enjoys recreational running and spending time with her niece and nephews in her spare time.





Nancy N. Young, Esq.

Vice President, Environmental Affairs
Air Transport Association of America, Inc.

NANCY N. YOUNG is the Vice President of Environmental Affairs at the Air Transport Association of America, Inc. (ATA). In this capacity, Ms. Young directs ATA's environmental programs, represents the ATA airlines in international negotiations over new aircraft noise and emission standards and provides counsel to ATA and its members on other environmental issues of significance to the air transportation industry. Ms. Young also serves on the Steering Group and as environmental co-lead of the Commercial Aviation Alternative Fuels Initiative (CAAFI), which is working to hasten the development and deployment of commercially viable, environmentally preferred alternative jet fuels.

Immediately prior to her current engagement with ATA, Ms. Young was a principal/partner at the law firm of Beveridge & Diamond, P.C. There, she provided comprehensive regulatory and litigation services with respect to a wide range of environmental media, including climate change, hazardous and solid waste, fuel management, spill prevention, air quality, noise and water quality. Ms. Young served as Co-Chair of the Firm's Climate Change and Waste Management and Recycling practices.

Ms. Young is a graduate of The College of William and Mary in Virginia (B.A., 1986) and of Harvard Law School (J.D., cum laude, 1990), where she served as Editor-in-Chief of the Harvard Journal on Legislation. She served as a Legislative Assistant to Congressman E. Thomas Coleman (MO) from 1986-87. Ms. Young is a member of the bar in Virginia and the District of Columbia. She serves on the Governing Committee of the American Bar Association's Forum on Air and Space Law, the Board of Directors of the International Aviation Womens Association and the Advisory Board to the Partnership for Air Transportation Noise and Emissions Reduction. Young also participates in the working groups under the International Civil Aviation Organization's Committee on Aviation Environmental Protection.





Linden Coppell

Head of Environmental Affairs
Etihad Airways

LINDEN COPPELL joined Etihad Airways in 2009 with responsibility for developing and implementing the environmental management strategy throughout all elements of the business. In particular she is responsible for ensuring compliance with environmental regulations and developing and implementing programmes for key areas such as emissions management, waste management and in managing programmes and initiatives relating to alternative sustainable fuels.

Previously Linden worked as the Environmental Manager of Cathay Pacific Airways. During this time she implemented many successful programmes such as the climate change strategy and offset programme and successfully reinvigorated environmental reporting.

She represents Etihad Airways on the Environmental Committee of the International Air Transport Association (IATA), the Environmental Policy Group of the Arab Air Carriers Organization (AAO) and the Sustainable Aviation Fuel Users Group.





Angela Foster-Rice

Managing Counsel - Environmental
United Airlines

ANGELA FOSTER-RICE is in-house counsel at United Airlines handling environmental, health, and safety legal matters and has been in this role for the past nine years. This position has included assistance on various regulatory matters, litigation, transactional work, and supporting United Airlines' sustainability measures. Angela also provides assistance on regulatory matters associated with the transportation of dangerous goods. Prior to working at United, Angela was an attorney in the environmental department of the firm Gardner, Carton & Douglas. Angela received her law degree from Northwestern University School of Law and has an undergraduate degree in Environmental Studies from Rice University. Angela lives in Chicago with her husband and two young daughters.





Cecile Hatfield

**Owner
Aviation Law Practice**

CECILE HATFIELD has her own aviation law practice in Miami, Florida. She has over thirty years experience as an aviation lawyer in both state and federal trial and appellate courts. She specializes in advising and representing aviation clients, including aircraft manufacturers, air carriers, both domestic and international, as well as general aviation clients. The majority of her work involves aviation insurance defense litigation. She is General Counsel to The Ninety-Nines, Inc., an International Organization of over 6,000 women pilots. Ms. Hatfield is also an attorney for the Aircraft Owners and Pilots Association (AOPA) and serves on their Legal Services Plan where she represents pilots, and owners of aircraft. She has experience representing fixed base operators and aviation maintenance and repair companies.

Ms. Hatfield served as Associate General Counsel for Piper Aircraft Corporation where she defended Piper in court against product liability claims. She was with the United States Department of Justice for nine years as an aviation trial lawyer where she tried many complex airline and general aviation cases throughout the United States. She won the case of Varig v. United States in the U.S. Supreme Court thereby saving the U.S. Government and its regulatory agencies many millions of dollars, based upon the discretionary function exception to the Federal Tort Claims Act. In Varig, the U.S. Supreme Court unanimously held that the FAA is not liable for failing to discover a manufacturing defect in its inspection during licensing and certification of aircraft.

Ms. Hatfield graduated from the University of Florida with high honors and was elected to the Hall of Fame and Mortar Board. She received her law degree from the University of Miami in 1975. She is a licensed pilot, ground school instructor and race pilot. She served as Chairman of the Aviation and Space Law Committee of the ABA's Section of Torts and Insurance Practice. She has lectured and written articles on aviation litigation for the American Bar Association, Lawyer Pilots Bar Journal, Practicing Law Institute, SMU Journal of Air Law and Commerce, Embry-Riddle Aeronautical University, Lloyds of London Press Aviation Symposium the Pennsylvania and Florida Bar Associations and the University of Miami School of Law.

Ms. Hatfield is also on the Editorial Board of the Aviation Litigation Reporter and has served as Editor of the Newsletter for the ABA Forum Committee on Air and Space Law. She is a member of the Royal Aeronautical Society, London, England as well as a member of the International Aviation Women's Association where she is on the Board of Directors and has served as Secretary and is presently Vice President, Scholarship Committee. She is the Program Chair of the Annual Aviation Law and Insurance Symposium sponsored by Embry-Riddle Aeronautical University. Ms. Hatfield is Past President and member of the Board of Directors and Contributing Editor for the Lawyer-Pilots Bar Association.

She was recently nominated to "Who's Who Legal: Florida, 2008" as one of Florida's leading practitioners in the field of aviation law.

In her spare time, Ms. Hatfield handles Pro Bono veterans' claims appeals to the United States Appeals Court for Veterans Claims in Washington, D.C. She also raises wild cats. She presently owns a Bengal Leopard cat and two African Jungle hybrid cats. She wonders if that is why opposing lawyers frequently refer to her as "CLAWS."



Breaking The Glass Ceiling



Kris Fellrath

Vice President
Business Operations
Boeing Commercial Airplanes

KRIS FELLRATH has been vice president of the business operations function for Boeing Commercial Airplanes since 2008. In March 2009, Fellrath's organization was realigned to report directly to the president and CEO of Boeing Commercial Airplanes to sharpen the business unit's focus on executing business plans.

Fellrath is responsible for business operations, with oversight of strategy and business planning, the integrated statement of work, management information systems, asset utilization process, sales and production commitment process, and the program planning and control functions.

Prior to this position, she was vice president -- Program Management for Airplane Programs for Boeing Commercial Airplanes, with similar responsibilities for the organization that encompasses all aspects of airplane design, parts fabrication and procurement, production and delivery.

Fellrath served previously as director of Program Management for the 737 program in Renton, Wash., where she was responsible for the international and domestic sales interface, production planning, work statement management and the program's integrated business plan. During her years at Renton, the 737 program transformed aviation with the moving line and the move to the lake initiative.

Fellrath's assignments include director of Program Management for the 747 and 767 programs and for the Fabrication Division. She held positions on the 777 program, Propulsion Systems Division and in the industrial Engineering organization.

A graduate of Pacific Lutheran University, Fellrath completed the Aerospace Industry Manufacturing Program at the University of Washington in Seattle and Seattle University's Executive Leadership Program. She served as executive sponsor for the Boeing EXPO (Executive Potential) program and on the Renton Technical College Foundation Board. Fellrath currently serves on the advisory board of the International Aviation Womens Association and is a member of the Wings Club.



Breaking The Glass Ceiling



Suzon W. Franzke

Aviation Consultant

SUZON FRANZKE specializes in aircraft acquisition for corporations and private individuals. Because of her experience and skill, corporations began contacting her to assess their aircraft needs and to select aircraft for placement in their fleet. She evaluates their specific requirements (payload, powerplant, avionics, etc.) and recommends the selected aircraft for final purchase frequently directing the negotiations and close.

Previously, Suzon was appointed Vice President of Legal Administration for Piper Aircraft, Inc., in September 2001. In that capacity, she was in charge of all of Piper's legal affairs, litigation, contracts, records administration and corporate administration. She also managed full-spectrum insurance and risk needs for all divisions of the company. Additionally, she represented the company on the General Aviation Manufacturer Association's (GAMA) Product Liability Committee and was liaison for the company with the FAA and the NTSB. Suzon held this post during some of the most difficult and challenging years in aviation manufacturing.

Prior to her appointment to Piper's senior executive staff, Suzon developed extensive international and domestic business expertise representing a diversified client list, with special emphasis on executive and private management consultation to senior executives of a major global solutions company. Her past responsibilities included designing and implementing distribution networks, overseeing international trade financing and portfolio enhancement- including search and procurement of property acquisitions (real and intellectual) and complex and lengthy international and domestic contract negotiations.

In addition to her extensive corporate experience, Suzon was co-owner and Vice President of a commercial citrus management company for vast agricultural acreage throughout Florida. Her work in this enterprise centered on custom services, including decision information systems as well as international citrus consulting services. Additionally, her work included monitoring Superfund issues, negotiating all insurance contracts, drafting and producing marketing portfolios for international and domestic clients and tracking proposed legislation pertaining to environmental issues including, but not limited to, water quality and chemical pesticide control.

Suzon earned her Juris Doctorate from the George Mason School of Law in Arlington, Va., and a Diploma in International Treaties from the Institute of Human Rights in Strasbourg, France. She received a Bachelor of Science Degree with an interdisciplinary triple major in Biology, Psychology and English.

In addition to her professional credentials, Suzon's extensive community affairs activities and efforts include serving on the American Cancer Society Board of Directors, Florida Division where she chaired the Childhood Cancer "Reaching Out to Cancer Kids" camping program, the first in the nation, which has served thousands of children from many countries throughout the world. She has been a major grant writer for the American Cancer Society to Fortune 500 Companies and she is an Honorary Life Member and past Board Director of the American Cancer Society, Vero Beach, Florida. Suzon is a past Board of Director's Member of the Rotary Club of Vero Beach and the Rotary Club of Orchid Island, Rotary International, where she received the Rotarian of the Year award.

Suzon is an accomplished classical musician, enjoys upland bird hunting, fly fishing and the study of architecture and interior design. She studied the culinary arts in France, years ago, and continues to enjoy entertaining and gourmet cooking in her home.





Elizabeth Mireya Freidenberg

**Aviation Law
Senior Partner
Freidenberg, Freidenberg & Lifsic Law Firm**

ELIZABETH MIREYA FREIDENBERG is a graduate of the University of Buenos Aires Law School and has a master in Air Law of the Argentine Air Force Institute of Air and Space Law. Since her graduation from the School of Law and Social Sciences of the University of Buenos Aires, she has concentrated her practice in aviation law as a senior partner in what it is today Freidenberg, Freidenberg & Lifsic Law Firm.

Ms Freidenberg provides comprehensive advice on commercial aviation for Argentina and other Latin American countries mainly in the following areas: the starting up of airline services in Argentina (online - offline), request of traffic rights, technical and operative matters before the Argentine Aeronautical Authority (Agencia Nacional de Aviación Civil - ANAC), Immigration and Customs issues, labor matters pertaining to airline employment, taxation, IATA / BSP, negotiation of codeshare/interline agreements and related matters; negotiation of aircraft lease and purchase agreements. She also works on registration/deregistration at the Argentine Aircraft Register, airport and airline ground handling agreements; defense of airlines and their underwriters in personal injury, hull, cargo and baggage claims.

Ms Freidenberg has been appointed by the Argentine Government to various committees to advice on aviation regulatory matters and aerospace law. She worked as a scholar of the Instituto de Cultura Hispánica in the Iberia Law Department in Madrid (1971). She has lectured aviation law in the University of Buenos Aires Law School. She is a regular speaker at international conferences on aviation.

Since 1998 she was selected as the Argentine Expert in Air Legislation by the Guide to the World's Leading Aviation Lawyers of the International Finance Law Review published by Euromoney Publications PLC (England). Elected as expert on Aeronautic Law by the Guide American Lawyer Med., published in U.S.A. and elected as expert on Aeronautic Law by Who'swholegal, The International Who's who of Business Lawyers.

In 1999 she was appointed as one of the fifty "Leading Woman Entrepreneur of the World" by the Star Group (USA). She is a member of various Air and Space Law Associations, among them, the Argentine Institute of Air and Space Law, Brazilian Institute of Air and Space Law, Uruguayan Center for Studies in Air and Space Law, Iberoamerican Institute of Air Law Commercial Aviation and Aerospace Activities. Swiss Association of Aeronautic Law. She is a member of the Advisory Board of the Journal of Air Law and Commerce (Southern Methodist University School of Law) and international correspondent of the following publications: "Warsaw Convention" (Giemulla / Schmid) - Kluwer Law and Taxation Publishers; she was Regional editor for Central and South America in the "Aviation Quarterly", published by Lloyd's of London Press, Ltd. (England). She is a member of the legal group of the Argentine Carrier's Association (J.U.R.C.A.).

She is a fellow of the International Academy of Trial Lawyers and a professor at the Instituto Nacional de Derecho Aeronáutico y Espacial (I.N.D.A.E.) of the Argentine Air Force for the Master in Air Law in "Actualidad Aeronautica".





Renee Martin-Nagle

Visiting Scholar
Environmental Law Institute
Washington, DC

RENEE MARTIN-NAGLE is currently serving as a Visiting Scholar with the Environmental Law Institute in Washington DC, focusing on global fresh water issues. She joined ELI in April 2011 after a 25-year career in aviation. Beginning in 1986 as General Counsel of both Aerospatiale Helicopter Corporation (now American Eurocopter) and Aerospatiale General Aviation (SOCATA). In 1990 she joined Airbus Americas as its first in-house lawyer in the US, and retired in January 2011 as Vice President, General Counsel, Chief Compliance Officer, Head of Environmental Affairs and Corporate Secretary.

While working in aviation, Renee was active in industry and women's organizations, speaking frequently at conferences and serving on the boards of directors of Women in Aviation, the International Aviation Womens Association, the Aero Club of Washington and the American Bar Association Forum on Air and Space Law, which she also chaired from 2009 to 2011. The birth of her first grandson in April 2007 inspired her to dedicate the rest of her life to environmental causes, and that year she enrolled in the LL.M. program at George Washington University Law School, graduating in May 2010 with highest honors. Her thesis, which proposes that water in fossil aquifers be viewed as the common heritage of mankind, received the 2010 Jamie Grodsky Prize for Environmental Scholarship and was published by the Journal of Energy and Environmental Law. Currently Renee serves on the Council of Partners of ELI and on the boards of directors of the Chesapeake Legal Alliance and Omega Institute of Holistic Studies.

Renee earned a Juris Doctor from the University of Pittsburgh School of Law in 1984, a Bachelor of Arts from Saint Francis University in 1981 and an Associate of Arts from Mount Aloysius College in 1979. Saint Francis named her a Distinguished Alumna in 2006, and Mount Aloysius granted her a similar award in 2010.





Elisabeth Ourliac

Vice President
Head of Strategy Integration, Airbus SAS

ELISABETH OURLIAC is Vice President, Head of Strategy Integration – Airbus SAS.

In this position since 2007, Elisabeth initiated the development of Airbus methodology and formulation of the Company’s Vision and Strategic Priorities. Beyond her responsibility for delivering the Airbus Strategic Plan, she is in charge of developing Airbus’ strategic insight beyond 2020. With her team, Elisabeth analyzes long-term global and industry trends and proposes innovative business models, performs scenario planning, etc.

As Head of Audit and Risk (2000-2007), Elisabeth introduced the Risk Management activity across the various layers of the Airbus organisation combined with a methodology for risk assessment.

Elisabeth began her professional career in an Audit firm in 1981. In 1983 she joined Aerospatiale, the French state owned aerospace company which co-founded Airbus. From 1983 to 1999 she held various positions –eg Controller for the commercial aircraft division – in which she used to present recommendations to the Executive committee of the group about business development and reorganization projects. During this period, she contributed to the restructuring of the industry – which then led to the creation of the Airbus integrated company in 1999 (now called Airbus SAS).

Elisabeth Ourliac speaks three languages (French, English and German) and holds a Master of Business Administration from Toulouse Business School, majoring in Finance. Additionally, she holds a Bachelor in Law from the University of Toulouse.

Elisabeth is a member of the “Centre d’Etudes et de Prospective Stratégique” (Paris, France), and was awarded “Chevalier de la Légion d’Honneur” in 2010.

She is a chocolate connoisseur and lives near Toulouse with her husband and their two children.





Jenette E. Ramos

Vice President, Supply Chain Management
Supplier Management
Boeing Commercial Airplanes

JENETTE RAMOS is vice president, Supply Chain Management, for Boeing Commercial Airplanes, Supplier Management. In this role, Ramos leads Supplier Management commodity groups in their work with supplier partners to meet the needs and expectations of Airplane Programs, Commercial Aviation Services and development programs.

Prior to this position, Ramos was vice president, Operations Supply Chain Rate Capability for Boeing Commercial Airplanes, Supplier Management. She led efforts to develop suppliers, manage the value stream system for production readiness, and integrate the business with program management functional excellence.

Before joining Supplier Management in early 2011, Ramos was the director of Business Operations for Boeing Fabrication, an organization of nearly 14,000 employees that serves as the largest internal supplier of aerospace components and assemblies to Boeing Commercial Airplanes. From 2005 to 2009, Ramos served as general manager of Boeing Portland in Gresham, Ore., leading a vertically integrated, world-class manufacturing facility charged with producing large, complex machined structures, flight control actuation systems, gear systems, and pilot controls for all Boeing Commercial Airplane programs.

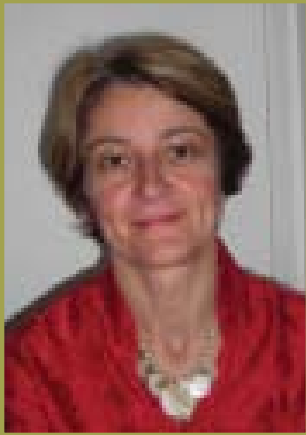
Prior to her Oregon assignment, Ramos was director of Boeing Fabrication Integrated AeroStructures, a business unit specializing in industry unique airplane component manufacturing. Previous assignments include director of Safety, Health and Environmental Affairs, where she was responsible for governance and processes at multiple Boeing facilities in the U.S. and Canada. Ramos began her career in 1988 at Boeing's Renton plant as an environmental engineer with the facilities organization.

Jenette is a graduate of the Harvard Business School Advanced Management Program. She earned a master's degree in business from Seattle Pacific University and a bachelor of science degree from Washington State University.

Ramos is actively involved in the community. She is currently on The Nature Conservancy of Washington Board of Trustees, a Board member of Boeing/IAM Joint Programs, and serves as a mentor for the Executive Development Institute. She has been on the board of directors for the Auburn Area Chamber of Commerce and held leadership positions in the Boeing Employees Community Fund, the Boeing Management Association, United Way, and the Manufacturing 21 Initiative promoting manufacturing in the state of Oregon.

Jenette enjoys spending time with her family outdoors kayaking, sailing, paragliding, biking and skiing.





Gala Gonçalves

Vice President
Head of Industrial Strategy
EADS.

GALA GONCALVES is Vice President, Head of Industrial Strategy, at EADS Headquarters. Her main mission is to work in partnership with the Heads of Operations of EADS Divisions (Airbus, Astrium, Cassidian, Eurocopter) in developing a Group Industrial strategy that contributes to the achievement of the EADS Vision 2020 objectives.

Ms. Goncalves spent 6 years of her career with the French Administration first working for the Prime Minister's Office. She then went to work for the Ministry of economy and finance where she was responsible for conducting international negotiations on Services within the EU council in Brussels and the World Trade Organization (WTO) in Geneva.

At the time of the creation of EADS, Gala Goncalves joined Eurocopter and eventually became the General Secretary of the company. In 2005, she was appointed General Manager of NH Industries, a Joint Venture company between Eurocopter/Agusta-Westland & Stork Fokker managing the Nato Helicopter NH90 programme.

Gala Goncalves has an MBA in International Business from the City University of New York (CUNY) and a masters Degree in Management from the University of Paris 9 Dauphine.





Mary Ellen S. Jones

President
The Engine Alliance

MARY ELLEN JONES is President of the Engine Alliance, a 50-50 joint venture between Pratt & Whitney and GE that manufactures and supports the GP7000 engine for the Airbus A380 aircraft. Mary Ellen assumed this role in November 2009, after heading Pratt & Whitney's Commercial Engines & Global Services Marketing organization, where she led worldwide marketing initiatives for P&W's new engine and aftermarket businesses.

Mary Ellen previously served as Vice President – Marketing and Sales for the Engine Alliance, and also worked for three years in Toulouse, France directing Pratt & Whitney's operations at Airbus headquarters. Her other experience includes management positions with Pratt & Whitney and United Technologies Corporation in Sales, Contracts, Communications and Government Relations.

Mary Ellen serves on the Board of Governors of the Wings Club, is a board member of Southern California Aviation, and has been nominated by Connecticut Governor Dannel Malloy to chair the newly created Connecticut Airport Authority. A graduate of Michigan State University and Johns Hopkins University, Mary Ellen lives in Glastonbury, CT with her husband and 15-year-old son.





Karine Faden

Managing Director and Senior Counsel
for Global Antitrust
United Continental Holdings, Inc.

KARINE FADEN recently joined United Continental Holdings, Inc. as Managing Director and Senior Counsel for Global Antitrust. Prior to joining United, Karine worked for nine years at the international law firm Freshfields Bruckhaus Deringer, where she advised Continental, United, and other Star carriers as outside counsel. At Freshfields, Karine advised on all aspects of airline antitrust matters, including representation of Continental on the United-Continental merger, work for various Star carriers on several metal neutral joint ventures, and representation on numerous investigations by the Department of Justice and by other competition and transportation authorities worldwide. Karine has a particular focus in Latin American antitrust, having advised various emerging agencies on the adoption of new competition laws and policy. At United, Karine is responsible for global antitrust compliance, counseling, and strategy. She lives in Washington, DC with her Spanish husband and two children.





Jill Brady

Human Resources and External Affairs
Virgin Atlantic

JILL BRADY is Director of Human Resources and External Affairs at Virgin Atlantic and sits on the management board for the airline. Jill is a qualified lawyer and worked for leading London law firm Lovell White Durrant prior to joining Virgin Atlantic in 1994, first as a Legal Adviser and then as General Manager of the Legal Department.

Jill gained experience in the online travel arena between 2000 and 2003 first as Head of Legal and Business Affairs at lastminute.com and then as General Counsel for Opodo Limited. Jill then rejoined Virgin Atlantic in 2003 as General Counsel for the airline, retaining overall responsibility for the airline's legal function but also leading the business sustainability department. Jill set up Virgin Atlantic's sustainability team in November 2006 which aims to encourage the airline to become a more responsible and sustainable business.

Jill was appointed director of HR and external affairs in August 2009 and as well as heading up the HR function at Virgin Atlantic, she oversees the government affairs, legal and sustainability departments.





Barbara C.P. van Koppen

Company Secretary and General Counsel
KLM Royal Dutch Airlines.

BARBARA C.P. VAN KOPPEN is Company Secretary and General Counsel at KLM Royal Dutch Airlines.

She joined KLM in 1996. She started her career in the cargo division of the company, before joining the General Secretariat in 1999 as one of the Secretaries to the Board. In 2002 she became Vice President of Investor Relations, a position she held until the completion of the merger between KLM and Air France. In August 2004, Barbara returned to the General Secretariat to take up the position of Company Secretary. As of August 2007, she also is General Counsel and heading the Corporate Legal Services team of KLM.

Barbara was educated at Nyenrode University (business administration) and the Free University of Amsterdam (civil law). Before joining KLM, she worked with Royal Nedlloyd (shipping, road transport) and UPS (express services).





Cynthia Joy

Director of Marketing and Business Development
Cargo Division
Air Canada

CYNTHIA JOY is the Director of Marketing and Business Development in the cargo division of Air Canada, the country's largest airline. She is responsible for the commercial direction and growth of Air Canada Cargo, which leverages the company's passenger aircraft fleet and route network to over 170 destinations to contribute close to \$500 million in revenues. Ms. Joy has a wide range of experience in the airline sector. She broke ground at Air Canada when she began her career as an engineer in the company's Maintenance division, one of the few women in such a role at the time. Subsequently, she took on various Marketing functions with responsibilities that included schedule and revenue planning for Canadian, US and international markets. During a period of significant transformation following a major merger and subsequent integration, she successfully led key change management projects for the airline using the Six Sigma approach. Most recently, Ms. Joy held the role of Director of Alliances, where she developed the overall strategy and management of relationships with the airline's network of international partners, including the 27 members of Star Alliance.

Ms. Joy has a bachelor's degree in Civil Engineering from McGill University and an MBA from Concordia University, both in Montreal Quebec.





Patricia Delgadillo

Managing Director
Strategic Alliances
American Airlines, Inc.

PATRICIA DELGADILLO joined the Strategic Alliances organization in August 2009 as Managing Director for the Americas. During her 14-year career with American Airlines, she has worked in a variety of positions in Finance and Planning.

As Managing Director, Patricia is responsible for setting and implementing the strategic direction for American's alliances throughout North and South America, and managing and developing American's bilateral alliance partnerships in the region. She also supports American's participation in the oneworld alliance and its regional international regulatory affairs. Patricia is a member of the Supervisory Committee for the American Airlines Federal Credit Union Board of Directors, and has been a featured speaker at the International Aviation Womens Association (IAWA) and Texas L.E.A.D.

Patricia earned her MBA from the Marshall School of Business at the University of Southern California and her BA from Occidental College.

Patricia lives in Dallas and dedicates her spare time to volunteer activities, supporting local arts organizations, and involvement in diversity initiatives for American and the community. Patricia is on the Board of Trustees for the Child Care Group, a non-profit organization based in Dallas dedicated to early childhood development and education, and is a mentor in SMU Cox School of Business's Associate Board Executive Mentor Program. In 2006, Patricia completed the North Texas Business for Culture and the Arts' Leadership Arts Institute and chaired American's Arts Leadership Council, which oversees the company's arts-related outreach. Patricia enjoys travel, reading and Spinning.



DIAMOND SPONSORS

The Boeing Company is the world's leading aerospace company and the largest manufacturer of commercial jetliners and military aircraft combined. Additionally, Boeing designs and manufactures rotorcraft, electronic and defense systems, missiles, satellites, launch vehicles and advanced information and communication systems. As a major service provider to NASA, Boeing operates the Space Shuttle and International Space Station. The company also provides numerous military and commercial airline support services. Boeing has customers in more than 90 countries around the world and is one of the largest U.S. exporters in terms of sales.



PLATINUM SPONSORS

Airbus is a leading aircraft manufacturer with the most modern and comprehensive product line on the market. Airbus is a global company with design and manufacturing facilities in France, Germany, the UK, and Spain as well as subsidiaries in the U.S., China, Japan and in the Middle East. Headquartered in Toulouse, France, Airbus is an EADS company.



AIRBUS
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GE Aviation is a world-leading provider of jet and turboprop engines, components and integrated systems for commercial, military, business and general aviation aircraft. GE Aviation has a global service network to support these offerings.

GE Capital Aviation Services (GECAS), the U.S. and Irish commercial aircraft financing and leasing business of GE, has a fleet of over 1,800 owned and managed aircraft with approximately 245 airlines in over 75 countries. GECAS offers a wide range of aircraft types and financing options, including operating leases and secured debt financing, and also provides productivity solutions including spare engine leasing, spare parts financing and management. GECAS, a unit of GE Capital, has offices in 23 cities around the world.



Pratt & Whitney, a United Technologies Corp. company (NYSE: UTX), is a world leader in the design, manufacture and service of aircraft engines, industrial gas turbines and space propulsion systems. For 86 years, Pratt & Whitney has led industry change with innovative, reliable and dependable products, services and technologies. The company's 35,500 employees support more than 11,000 customers in 195 countries around the world.



GOLD SPONSORS

Campbell Campbell Edwards & Conroy is a nationally recognized firm of trial lawyers dedicated to the effective resolution of complex, high stakes cases throughout the United States. The firm has completed over 100 major jury trials in more than 10 states in the last 4 years. Campbell Campbell Edwards & Conroy represents domestic and foreign airlines and their insurers, aircraft manufacturers and component part suppliers, airport authorities and ground handling companies in a wide range of cases brought in state and federal courts and in domestic and international arbitration tribunals. The firm's practice also includes general commercial aviation work.



Condon & Forsyth LLP is a preeminent leader in the field of aviation law, Condon & Forsyth LLP has represented international airlines and their insurers since the beginning of commercial aviation. Its partners have served as lead counsel for airlines and manufacturers in litigation arising from numerous air disasters.

CONDON & FORSYTH LLP

Deutsche Lufthansa AG is a global aviation group. The Group operates in five business segments, each dedicated to high quality standards. The five units – the passenger airline business, logistics, MRO, catering and IT services – all play a leading role in the industry in which they operate. The Lufthansa Group includes a total of more than 400 subsidiaries and associated companies.



Foremost at Lufthansa are such attributes as quality and innovation, safety and reliability. We are well positioned strategically, operationally and financially to negotiate ups-and-downs in the economy. Our corporate strategy is geared to sustainable value creation and is expressed in our commitment to shareholder value. We attach priority to profitability over size.

FedEx Express invented express distribution and remains the industry's global leader, providing rapid, reliable, time-definite delivery to more than 220 countries and territories, connecting markets that comprise more than 90 percent of the world's gross domestic product within one to three business days. Unmatched air route authorities and transportation infrastructure, combined with leading-edge information technologies, make FedEx Express the world's largest express transportation company, providing fast and reliable services for more than 3.6 million shipments each business day.



Jackson Walker is a full-service, Texas-based law firm with a national presence and a global reach. For more than 50 years, Jackson Walker has maintained a substantial practice in aviation law, representing aviation insurers, major airlines, business and general aviation clients, airports, and manufacturers of aircraft, aircraft engines and component parts. Jackson Walker handles all forms of aviation related products liability and contract litigation, including commercial, private and military accidents, both in the United States and abroad, and additionally represents aviation industry clients in FAA and other regulatory matters.



GOLD SPONSORS

Founded in 1947 and based in Washington, DC, the **National Business Aviation Association, Inc.** (NBAA) is the leading organization for companies that rely on general aviation aircraft to help make their businesses more efficient, productive and successful. The Association represents more than 8,000 Member Companies and provides more than 100 products and services to the business aviation community, including the NBAA Annual Meeting & Convention, the world's largest civil aviation trade show.



United Continental Holdings, Inc. (NYSE: UAL) is the holding company for both United Airlines and Continental Airlines. Together with United Express, Continental Express and Continental Connection, these airlines operate an average of 5,820 flights a day to 373 airports on six continents from their hubs in Chicago, Cleveland, Denver, Guam, Houston, Los Angeles, New York/Newark Liberty, San Francisco, Tokyo and Washington, D.C.



United and Continental are members of Star Alliance, which offers 21,000 daily flights to 1,160 airports in 181 countries. United and Continental's more than 80,000 employees reside in every U.S. state and in many countries around the world. For more information about United Continental Holdings, Inc., go to UnitedContinentalHoldings.com. For more information about the airlines, see united.com and continental.com.

United States Aircraft Insurance Group (USAIG) provides a full spectrum of coverage options for owners, operators, manufacturers and maintainers of corporate, private and commercial aircraft. This U.S.-based insurance pool was founded in 1928 by World War I pilots and businessmen David Beebe and Reed Chambers. It has been a member of NBAA since 1953. In its efforts to remain the world's leading aviation underwriting company, USAIG constantly innovates to deliver unique aviation insurance products and services. That includes introducing the industry's first science-based, risk-reducing fatigue-management solution.



USAIG is managed by the United States Aviation Underwriters, Inc. (USAU), which is responsible for selecting business submitted by licensed producers, underwriting, binding coverages, issuing policies, arranging and collecting reinsurance, collecting premiums and settling claims on the pool's behalf. It is headquartered in the New York City financial district and maintains the industry's largest network of underwriting and field claims offices. USAU's wholly owned subsidiary, Toronto-based Canadian Aviation Insurance Managers (CAIM) manages the Canadian Aircraft Insurance Group (CAIG) insurance pool. USAIG is a subsidiary of General Re Corporation, a Berkshire Hathaway company.

Willis is one of the world's leading risk management and Insurance intermediaries. We deliver professional risk transfer, risk management, loss management, and actuarial service to companies, as well as financial and employee benefits consulting.

With over 15,800 employee including associated companies around the world, our subsidiaries and associates operate through over 300 offices in 72 countries. This strong global franchise is bolstered further by accredited correspondents in an additional 34 territories, so that our network spans over 100 countries. We are close to our clients; we understand their needs and can develop customized solutions, drawing upon our relationship with our global carrier partner.



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Aon Corporation (NYSE: AOC) is the leading global provider of risk management services, insurance and reinsurance brokerage, and human capital consulting. Through its more than 37,000 colleagues worldwide, Aon readily delivers distinctive client value via innovative and effective risk management and workforce productivity solutions. Aon's industry-leading global resources and technical expertise are delivered locally through more than 500 offices in more than 120 countries.



Named the world's best broker by Euromoney magazine's 2008 and 2009 Insurance Survey, Aon also ranked highest on Business Insurance's listing of the world's largest insurance brokers based on commercial retail, wholesale, reinsurance and personal lines brokerage revenues in 2008. A.M. Best deemed Aon the number one insurance broker based on brokerage revenues in 2007 and 2008, and Aon was voted best insurance intermediary, best reinsurance intermediary and best employee benefits consulting firm in 2007 and 2008 by the readers of Business Insurance.

Baumeister & Samuels, P.C. is internationally recognized for its representation of victims and their families in the aftermath of air crash tragedies. The firm litigates in federal and state courts across the United States, and has served in leadership positions on plaintiffs' steering and executive committees for almost every domestic air disaster over the last twenty-five years. The firm also maintains relationships and works with lawyers throughout the world to serve their clients. Baumeister & Samuels, P.C. has offices in New York, New York and Morristown, New Jersey.



Bird & Bird focuses on Aviation & Aerospace, Financial Services, Communications, IT, Life Sciences, Media and Sport.



We are proud to be working with some of the world's most innovative and technologically advanced companies, each of which depend on cutting-edge legal advice to meet their business objectives.

With offices in Beijing, Bratislava, Brussels, Budapest, Düsseldorf, Frankfurt, The Hague, Helsinki, Hong Kong, London, Lyon, Madrid, Milan, Munich, Paris, Prague, Rome, Shanghai, Singapore, Stockholm, Warsaw and close ties with firms in other key centres in Europe, Asia and the United States we are well placed to offer our clients local expertise within a global context.

Founded in 1970, **Cozen O'Connor** ranks among the 100 largest law firms in the United States, with 500 attorneys in 23 domestic and international offices. Our experienced trial attorneys have litigated cases on behalf of clients in virtually every industry, and many have tried multimillion-dollar cases to verdict. Our aviation attorneys have extensive experience defending airlines, manufacturers, fixed-based operators, airports, maintenance facilities, Medevac operators, aviation insurers, and private and commercial pilots. This experience includes the defense of claims involving wrongful death, personal injury claims, products liability, negligence, breach of contract, insurance coverage, precautionary evacuations, and national and international regulations. We also represent our aviation clients in appeals at the federal and state levels.



SILVER SPONSORS

Fitzpatrick & Hunt proudly announces the establishment of its new firm as of May 2010. With the opening of both East and West coast offices, we are dedicated to providing specialized expertise on a wide variety of aviation and space matters. Our decades of combined aviation legal and technical experience will allow us to provide continued efficient and superior quality service to our aviation clients throughout the country and the world.

**FITZPATRICK & HUNT,
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Gates and Partners is a dynamic, international law firm based in the City of London. We have recently opened offices in Brussels and Paris in addition to our Singapore office which services the Asian-Pacific region. Our core practices encompass a broad spectrum of aerospace legal issues, as well as a wide range of corporate-commercial matters.

GATES AND PARTNERS
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We have a team of experienced and highly regarded professionals able to advise on all aspects of aviation commercial and liability work. We are recognised as one of the world's pre-eminent aviation law firms.

The firm is headed by Sean Gates, cited in the Euromoney Best of the Best Expert Guide 2009 as having received more nominations than any other aviation lawyer worldwide. Sean has also been ranked by Chambers UK Guide to the World's Leading Lawyers 2009 as the sole "star individual" for solicitors in aviation insurance and litigation.

From major aircraft accidents to satellite risks to aviation insurance coverage to aircraft transactions to regulatory counseling, **Locke Lord LLP** has provided services to the aviation industry for more than 50 years. With offices strategically located across the United States, and in London, we service the needs of clients throughout the Americas – whether in North America through our various offices or in Latin America and the Caribbean through our comprehensive international network of correspondents and contacts. Locke Lord has the ability to deal with matters that touch and concern countries throughout the region, seamlessly, through one firm.

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Established in 1887, **Thompson & Knight** today is a global firm of approximately 350 attorneys with U.S. offices in Texas, New York, and Michigan and international offices and associations in the Americas, North Africa, and Europe. Thompson & Knight attorneys have counseled and represented diverse segments of the aviation industry for many years. Our clients include aviation insurers, major air carriers, civilian and military airframe and component parts manufacturers, aircraft owners, operators, and pilots, covering all aspects of aircraft operation.

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Allianz Global Corporate & Specialty has over 50 years experience in the Airline and Aerospace sector, and our teams - including pilots, engineers, lawyers and logistics specialists - provide thorough knowledge and expertise of the aviation market.



By striving to truly understand our clients' situations we do more than just supply a limited insurance policy. We believe the best insurance relationships result from working in equal partnership with our clients to effectively manage their risks.

Our full range of flexible products and services is designed to suit individual needs across Airlines, Aerospace and General Aviation. In addition, our highly skilled claims teams are widely recognized as amongst the strongest in the industry. They work with a global network of appointed survey agents and offer valuable support to corporate clients. Their services enhance clients' competitive advantage by controlling risk before losses can occur and by analyzing and promoting best practice across the industry.

Having developed through years of activity prior to the creation of our Société Civile Professionnelle d'Avocats, our team's expertise, knowledge and reputation have all equally grown over the decades preceding the creation of the Cabinet BOPS banner and known for their team spirit and dedication.



The **BOPS** lawyers are all advocates admitted to the Paris bar and can, as such, appear before any French court but the Cour de Cassation (France's supreme court).

Emirates is one of the world's most successful international airlines. Since the first Emirates airline flight took off in 1985 the company has spread its wings into every aspect of travel and tourism to become a global corporation of colossal scale. Based in Dubai, it flies a young and modern fleet of 137 aircraft - a mix of Airbus and Boeing passenger planes and nine freighters. Connecting nearly 100 cities on six continents, Emirates has earned a reputation for innovation and top quality service, winning over 400 international awards for excellence across its operations.



In the air and on the ground, Emirates is committed to acting sustainably in the interests of its customers, its business, the natural environment, and the destinations it serves worldwide.

Law Offices of Cecile Hatfield specializes in aviation law, including aviation accident litigation, aviation insurance defense and aviation product liability. The law firm is General Counsel to The Ninety-Nines, Inc., International Organization of 6,000 women pilots. The law firm has experience representing aircraft manufacturers, airlines, aviation insurers, and representing pilots, fixed base operators, and maintenance facilities in enforcement actions by the Federal Aviation Administration.



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Lenoma LLC provides Advisory Services to Aviation and Aerospace Companies including airlines, aircraft leasing companies, OEMs, business jets operators in both commercial and business aviation sectors.

Lenoma provides unique attention to its customers by adapting its products to meet the needs of individual customers.

Lenoma offers strategic advice for marketing and sales, international business development and arranges asset-based financing as well as fleet management through aircraft acquisition or remarketing.

Lenoma is able to provide global access to bankers, lessors, airlines and operators through its international expertise and experience.



Established in Paris (France) in 1987, **LPLG Avocats** has a daily practice in aeronautics and aviation law. LPLG Avocats counsels and represents French, European and American jet aircraft and aircraft equipment manufacturers, maintenance facilities, airlines and general aviation operators, aircraft owners, aviation suppliers, aviation insurers and pilots.

LPLG Avocats' expertise covers all aspects of aircraft manufacturing, certifying, financing, maintaining and operating, including product and air carrier liability, civil, criminal, contractual and tort liability, aircraft accidents, court-ordered or amicable technical and damage investigations, aircraft and aviation related transactions and contract litigation, approval procedures with the civil aviation authorities.



Nassar Abogados is a Central American law firm with over 25 years of experience, and a longstanding tradition of legal consulting and services designed according to first-class quality standards. Its success, and the international recognition of the firm are the result of the excellent work of its professionals, the product delivered to its clients and its professionals' adherence to the highest ethical standards.

Nassar Abogados expanded its Costa Rican operations to other countries of the Central American region and established wholly-owned offices in Honduras, Nicaragua, El Salvador and Guatemala. Personnel of the firm are trained according to the company's policies on client service, billing, and ethics, among others, to guarantee the standards are met in all of its regional offices.

The aviation practice of the firm was recognized by *LATIN LAWYER* as the best in Central America and one of the best in Latin America (2006). Also, the firm has been nominated by Chambers & Partners for the "Chambers Global Award" as the Central American firm of the Year in 2006 and 2007 and was shortlisted for the "Chambers Latin America Awards for Excellence 2011".



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SZLO is an Istanbul based law firm representing domestic and international blue-chip corporate clients in local and cross-border transactions by combining its local expertise with the global standards. Ever since its establishment in 2000, SZLO has been recognized for providing high quality legal and business services to its clients with efficiency and expediency. It is the firm's mission statement to resolve the most urgent and demanding problems of its clients by providing the most comprehensive analysis, expedient and custom-tailored solutions. The firm is an international commercial niche practice, employing a young and dynamic team and prides itself on maintaining a fresh and friendly approach with its clients while striving to provide expert and efficient professional advice. To assist its clients as part of their local and cross border operations and legal disputes with the finest superiority, each team member of SZLO are conversant with English and most of them speak at least a third language (French, German etc.) as well as being graduates of the most reputable law schools in Turkey.



With an impressive client base, including global corporations and world leaders in their respective fields, the Serap Zuvin team is particularly well-versed in the areas of aviation, mergers and acquisitions, commercial contracts law, pharmaceuticals and healthcare, corporate law and labor law.

TLD Legal was established by Frédérique David and Pascale Trager-Lewis in September 1997. The firm with its two partners and one senior legal counsel comprises a team of 12 people all of whom are fluent in both French and English.

In order to assist our clients at all stages of their development, our firm has adopted a multidisciplinary approach to business law and is divided into three core departments, each of which benefits from the recognised expertise of our lawyers, whether as advisors or litigators, in the following areas:

- Corporate law, mergers & acquisitions and private equity/venture capital,
- Labor law,
- Commercial law, intellectual property and new technology law.



In addition to its team, TLD Legal works closely with several consultant lawyers practising in various legal fields, including tax. Our lawyers, legal practitioners and legal assistants share an informal, open but rigorous approach to the legal profession, making our clients our top priority.

Our philosophy: active listening, pragmatism, quality, accuracy, efficiency, responsiveness, simplicity and client proximity.

Thornton, Davis & Fein, P.A. attorneys bring a broad spectrum of backgrounds and expertise to their practice, but they all share certain qualities. We are creative, tireless advocates in the courtroom and at the negotiating table, who know how to get results.



Clients have entrusted our firm with some of the most complex, high-exposure litigation matters in the country. We have handled hundreds of cases involving aviation mass disasters, products liability, class actions, multidistrict litigation, medical/professional malpractice, insurance coverage and bad faith, intellectual property, toxic torts, automotive and tire, drug and medical device, employment, construction, and other high-profile commercial and civil litigation matters.

All senior partners are AV rated by Martindale-Hubbell and have a hands-on commitment to an end product they are proud to put their name on. Partners, associates, and legal assistants work together in teams, offering the latest in computer technology and resources, complete accountability, and exceptionally cost-effective case management.



MEDIA & EVENTS

Airfinance Journal is the leading financial intelligence source for the aviation industry.

Every weekday we bring you the latest news on the financing of airlines, aircraft leasing companies, manufacturers and airports. Subscribers use Airfinance Journal to allocate resources, find new investment opportunities and analyse competitors. Our exclusive aviation transaction coverage allows airlines and aviation borrowers to find out what sources of finance are available and at what price.



Exclusive surveys – including our Deal of the Year Awards, Aircraft and Engine Investor Polls, Aircraft Operating Leasing Survey, Export Credit Survey, Japanese Operating Lease Survey and others, many of which have run for over 10 years– allow you to understand the global aircraft finance market better.

Breaking news stories and analysis help aircraft owners and investors, including hedge funds and private equity firms, make successful investments and keep up-to-date with the dynamic aviation market. Airfinance Journal speaks to, and is read by the biggest names in the aviation market.

We have been bringing airlines and capital providers together for over 30 years. Whether it is on our website, at training courses or our landmark conferences we are the voice of the global airfinance market.

In an industry where change comes quickly and from many directions, a steady source of insight and analysis is essential. Every Monday,

Airline Weekly gives its subscribers a concise look at the industry

from an international business perspective. We keep an eye on who's flying where, new marketing approaches, critical airline and airport data, and — most importantly — Airline Weekly provides in-depth articles on the always-challenging airline marketplace. Energy prices, labor disputes, sky congestion, developing economies, changing government regulation ... the list of market variables is as boundless as the sky itself. Each week, Airline Weekly helps subscribers sort through these variables.



Corporate Jet Investor is an international website developed to help both individuals and companies that buy business jets, corporate aircraft and helicopters find financing to suit their needs.



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