

ACT

LEADING TREASURY
PROFESSIONALS

ACT ANNUAL CONFERENCE **2014**

where treasury minds meet

14-16 May 2014 | SECC, Glasgow, UK

**IF
TREASURERS
RULED
THE
WORLD**

Headline speakers include:



Nick Chater
Professor and Head
of the Behavioural
Science Group
**Warwick Business
School**



**Rt Hon Alistair
Darling MP**



Sir Philip Hampton
Chairman
RBS



Karen Ward
Senior Global
Economist
HSBC



Kirsty Wark
Journalist and
broadcaster

IF TREASURERS RULED THE WORLD

On 14-16 May 2014 over 1,000 professionals engaged in treasury and strategic business finance will gather in the dynamic city of Glasgow at the ACT's flagship conference.

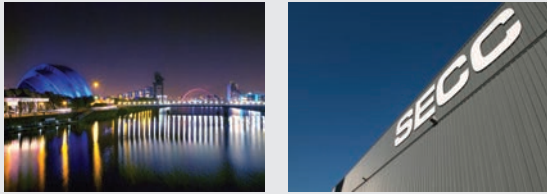
The reason? Knowledge is power and the ACT Annual Conference provides something you can't get anywhere else – unrivalled content and networking delivered by the chartered professional body for international treasury.

We'll equip you with the knowledge, expertise and contacts to meet the challenges you and your business are facing now and in the future.

Be part of the action in May.

Venue

Scottish Exhibition & Conference Centre (SECC), Glasgow
www.secc.co.uk



Accommodation

Preferential rates for conference delegates

Glasgow City Marketing Bureau is the accommodation booking agent for the ACT Annual Conference 2014. You can view hotel options and book your accommodation on the official website:

www.peoplemakeglasgow.com/ACT14Del

Travel

There are direct flights to Glasgow from 130 locations and 20 direct trains daily from London to Glasgow, as well as regular trains from Liverpool and Manchester

Find out more at:

www.peoplemakeglasgow.com/getting-here

EAT DRINK CONNECT

Your conference place includes entrance to and hospitality at the social highlight of the conference; an evening of free-flowing food, drinks and entertainment including a live band. Taking place at the iconic Glasgow arts venue, **The Arches**, on Thursday 15 May, you will have the opportunity to **EAT, DRINK** and **CONNECT** with friends old and new.



The largest treasury exhibition in the UK

This event isn't only about the great speakers and programme. We are proud to bring you the largest treasury exhibition in the UK, packed with the leading treasury product and service providers in the industry.

The exhibition launches Wednesday lunchtime and provides the perfect setting for you to develop new relationships and catch up with familiar faces.



NETWORKING

4 1/2 HOURS DURING THE EVENT AND 8 HOURS (OR MORE) OUTSIDE OF CONFERENCE HOURS

Hear from:



John Cummins
Group Treasurer
RBS



John Jackson
Group Treasurer
The Weir Group



Fred Maroudas
CFO
Eversholt Rail



Keith Nichols
CFO
AkzoNobel



Jane Pilcher
Group Treasurer
Anglian Water



Martyn Smith
CFO
Weybourne Partners



Colin Tyler
Chief Executive
ACT



Trevor Williams
Chief Economist
Lloyds Bank,
Commercial Banking

PROGRAMME DAY ONE WEDNESDAY 14 MAY

12.30 Registration and exhibition opens

13.30 **WELCOME FROM THE CONFERENCE CHAIR AND ACT PRESIDENT**

Colin Tyler
Chief Executive
ACT

Martyn Smith
CFO, **Weybourne Partners**
Incoming ACT President

13.50 **OPENING KEYNOTE ADDRESS**

Rt Hon Alistair Darling MP

14.25 **THE WORLD IN 2050**

Karen Ward, Senior Global Economist, **HSBC**



15.00 Refreshment break in the exhibition hall

15.45 **TRACK ONE** – choose from track A or B

Track A: CREDITWORTHINESS

If treasurers ruled the world... size wouldn't matter



What will it cover?

- the value of an independent creditworthiness assessment when looking into alternative sources of finance
- understanding the relative importance investors place on credit ratings and other metrics
- key considerations for mid-sized companies (up to €1.5bn turnover) looking for new funding options
- managing the relationship with your rating agency

Why should you attend?

- hear from Standard & Poor's on their mid-market evaluation service
- learn from companies who have successfully diversified their funding mix
- gain practical tips from companies who have been through the rating process

HEAR FROM:

Graham Clemett, Chief Financial Officer, **Workspace**
Dominic Jaques, Managing Director, **Tresauris**
David Peters, Former Group Treasurer, **Grosvenor Group**
Trevor Pritchard, Managing Director Corporate Ratings, **Standard & Poor's**
Paul Regan, Group Treasurer, **Smurfit Kappa**

FACILITATED BY:

John Grout, Policy & Technical Director, **ACT**

17.00 Close of track one

17.10 **WORKSHOPS, ROUNDTABLES AND MASTER CLASSES** – see page seven

18.00 Close of day one with networking drinks in the exhibition hall

Track B: RISK

If treasurers ruled the world... every risk would be an opportunity



What will it cover?

- improving visibility of risk – how does the treasurer access information from across the business?
- choosing the right risk management solution
- the treasurer's role in communicating with the CFO and the Board about risk strategy
- the impact of Basel III and derivatives regulation on hedging and risk management

Why should you attend?

- discuss tools and techniques to identify, measure and manage risk
- embed risk management in wider business strategy
- review your risk strategy in the light of changing regulation

HEAR FROM:

Alexandra (Sasha) Ilinskaia, Managing Director, **Head of FX Research and Development London, Crédit Agricole CIB**
James Kelly, Head of Treasury, **Rentokil Initial**
Pedro Madeira, Assistant Treasurer, **Heathrow**
David Morgan, Senior Treasury Manager, **National Grid**
Christian Nelson, Corporate Risk Management, **Crédit Agricole CIB**

FACILITATED BY:

James Lockyer, Development Director, **ACT**

PROGRAMME DAY TWO THURSDAY 15 MAY

09.00 **A WORD FROM THE CONFERENCE CHAIR** Colin Tyler, Chief Executive, ACT

09.10 **A STRATEGIC INSIGHT** Sir Philip Hampton, Chairman, RBS



09.50 **A CHALLENGING INSIGHT**



Overconfidence – the fundamental psychological illusion that leads individuals, companies and nations into disaster

Nick Chater, Professor and Head of the Behavioural Science Group, **Warwick Business School** and Co-founder and Director, **Decision Technology**

10.30 Refreshment break in the exhibition hall

11.15 **TRACK TWO** – choose from track C, D or E

Track C: STRATEGY

**If treasurers ruled the world...
the treasurer would have a
regular voice in the boardroom**



What will it cover?

- the treasurer as a frontline business partner – more than just providing data to decision makers
- harnessing the power of treasury's increased profile within the business
- how should the treasurer communicate the value of their role to the Board?
- tips for improving communication and information sharing between business units

Why should you attend?

- discuss opportunities to improve treasury's interaction with other business functions, including insurance, tax and pensions
- move beyond fire-fighting and free up time to focus on strategic projects and planning
- compare key metrics for benchmarking your treasury

HEAR FROM:

Antony Barnes, Director of Tax & Treasury, **Experian**

Mark Elliot, Managing Director, Strategic Client Solutions, **Lloyds Bank Commercial Banking**

Ben Green, Managing Director and Co-Head of Lloyds' Strategic Client Solutions, **Lloyds Bank Commercial Banking**

John Jackson, Group Treasurer, **The Weir Group**

Jane Pilcher, Group Treasurer, **Anglian Water**

FACILITATED BY:

Colin Tyler, Chief Executive, ACT

Track D: EMERGING MARKETS

**If treasurers ruled the world...
there would be no barriers
to new markets**



What will it cover?

- which are the new high-growth economies?
- what are the main challenges for the treasurer when moving into a new market?
- what are the benefits of and obstacles to setting up a regional treasury centre?
- understanding how to navigate different regulatory regimes

Why should you attend?

- identify new business opportunities in emerging markets
- develop strategies to deal with the complexities of doing business in new markets
- discuss key strategic and commercial considerations for setting up a regional treasury centre

HEAR FROM:

James Binns, Managing Director, Head of Working Capital Advisory, EMEA, **Deutsche Bank**

Hans van den Bosch, Director Global Treasury Operations, **Unilever**

Tim Westcott, Director of Treasury, EIA, **Motorola Solutions**

FACILITATED BY:

James Lockyer, Development Director, ACT

Track E: FX RISK

**If treasurers ruled the world...
your business would be a safer place**



What will it cover?

- identifying your key exposures and choosing the right tools to manage them
- developing a systematic approach to hedging
- putting in place a long-term programme to manage FX risk
- what benefits and cost savings can be achieved?

Why should you attend?

- review and evaluate your company's hedging programme
- discuss best practice for managing FX risk
- hear practical tips from companies who have implemented a systematic hedging programme

HEAR FROM:

Sam Hewson, Northern Europe Head of Corporate FX Sales, **Citi**

Stuart Kirk, EMEA Treasury Director, **Xerox**

Joakim Lidbark, Global Head of CitiFX Client Solutions, **Citi**

Sara Telford, Treasury and In House Bank Manager – Europe, **Kimberly Clark**

Craig Williams, Assistant Treasurer – FX, Markets and Execution, **Diageo**

Diageo

FACILITATED BY:

Michelle Price, Associate Policy & Technical Director, ACT

12.30 Lunch in the exhibition hall

PROGRAMME DAY TWO THURSDAY 15 MAY

14.00 **TRACK THREE** – choose from track F, G or H

Track F: FUNDING

If treasurers ruled the world... funding would be there when you need it



What will it cover?

- evaluating market conditions and identifying the optimum time to refinance
- alternatives to traditional funding options – from the US PP market to European retail bonds
- weighing up the pros and cons of different sources of finance
- involving the Board and other stakeholders in the decision-making process

Why should you attend?

- hear from companies who have successfully diversified their funding
- develop a more efficient capital structure and reduce WACC
- gain insight into expected funding conditions in 2014 and beyond

HEAR FROM:

John Cummins, Group Treasurer, **RBS**
David Gregg, Director of Treasury, **ICAP**
Russell Maybury, Vice Chairman, UK Debt Capital Markets, **RBS**
Brandon Rennet, Group Treasurer, **SSE**
Eileen Tindall, Group Treasurer, **Arqiva**

FACILITATED BY:

Martin O'Donovan, Deputy Policy & Technical Director, **ACT**

Track G: M&A

If treasurers ruled the world... treasury would play a pivotal role in M&A from start to finish



What will it cover?

- will a return to economic growth prompt an increase in M&A activity?
- how the treasurer's involvement in the M&A process is expanding
- assessing the key questions for the treasurer – funding, currency, risk, and settlement
- positioning treasury to be ahead of the deal

Why should you attend?

- hear from companies engaged in successful M&A activity
- understand the treasurer's role in M&A planning and execution
- gain an insight into how earlier engagement of treasury in the M&A process drives post-closure integration success

HEAR FROM:

Ian Brimicombe, Group Head of Tax & Treasury, **AstraZeneca**
Alan Dick, Director of Tax & Treasury, **AMEC**
Tom Greene, Group Treasurer, **Shire**
Philip Learoyd, Head of Funding & Treasury Operations, **SABMiller**
Dennis Sweeney, Treasury Solutions Executive, **Bank of America Merrill Lynch**

FACILITATED BY:

John Grout, Policy & Technical Director, **ACT**

Track H: REGULATION

If treasurers ruled the world... financial regulation would help not hinder the real economy



What will it cover?

- a 'made simple' explanation of key financial regulations affecting treasurers and the real economy
- the latest status of new regulations – from the FTT to the EU bank recovery and resolution draft
- how will Basel III and other banking regulation affect companies' relationships with their banks?
- what other regulations should be on the treasurer's agenda?

Why should you attend?

- ensure your business is prepared for the impact of fundamental regulatory change
- receive audience feedback on what regulatory change means for other businesses
- hear how other treasurers are talking to their banks about regulation

HEAR FROM:

James Chew, Group Head of Regulation Policy & Strategy, **HSBC**
Susan Sharrock Yates, Acting Group Treasurer, **Aviva**

FACILITATED BY:

Peter Matza, Engagement Director, **ACT**

15.15 Refreshment break in the exhibition hall

15.55 **A CFO'S VIEW OF THE WORLD IN 2014**
 Facilitated by: **Colin Tyler**, Chief Executive, **ACT**

The panel: **Fred Maroudas**, CFO, **Eversholt Rail**
Martyn Smith, CFO, **Weybourne Partners**

Keith Nichols, CFO, **AkzoNobel**
David Thomas, CFO, **Invensys**

16.50 Travel time

17.00 **WORKSHOPS, ROUNDTABLES AND MASTER CLASSES** – see page seven

17.45 Close of day two with informal drinks in the exhibition hall

19.00 **EAT DRINK CONNECT** – the social highlight of the conference at The Arches

PROGRAMME DAY THREE FRIDAY 16 MAY

08.00 *talkingtreasury* breakfast briefing – exclusively for corporate treasurers

09.00 **TRACK FOUR** – choose from track J or K

Track J: INVESTMENT

**If treasurers ruled the world...
would cash still be king?**

J.P.Morgan

What will it cover?

- why are some companies holding a lot of cash and what would prompt them to use it?
- money market fund reform – what will it mean for your investment strategy and what are the alternatives?
- investment policies – how best to balance your core objectives

Why should you attend?

- maximise yield in the current low interest rate environment
- look into innovative alternatives to traditional investments
- keep your investment strategy current in an evolving marketplace

HEAR FROM:

Jim Fuell, Head of Global Liquidity, EMEA,
J.P. Morgan Asset Management
Tom Milligan, Director of Insurance, Tax and Treasury,
Aer Lingus

FACILITATED BY:

Martin O'Donovan, Deputy Policy & Technical Director, **ACT**

10.15 Refreshment break in the exhibition hall

11.00 QUESTION TIME

Hosted by **Kirsty Wark**, journalist and broadcaster

The panel:

Trevor Williams, Chief Economist,
Lloyds Bank, Commercial Banking

Additional panellists to be announced



12.00 CHAIR'S CLOSING WORDS AND CLOSE OF CONFERENCE

Colin Tyler, Chief Executive, **ACT**



Excellent opportunity to build professional relationships;
huge knowledge and years of experience under one roof!”

Maciek Szafranski, Treasury Analyst, **Philip Morris International**

Track K: FUNDING

**If treasurers ruled the world...
the world is never enough**



What will it cover?

- how to spot and exploit a window of opportunity
- getting the banks onside
- keeping investors happy
- what the markets don't tell you

Why should you attend?

- hear best practice from leading borrowers
- hone your negotiation skills
- become a business partner

Deals of a lifetime – an ACT showcase of leading corporate deals

HEAR FROM:

Bob Cartwright, Group Treasurer, **Shanks Group**
Matthew Rose, Tax & Treasury Director, **Royal Mail**

FACILITATED BY:

Peter Matza, Engagement Director, **ACT**

ACT

LEADING TREASURY
PROFESSIONALS

How can the ACT help you?

We would love to have a chat about your development needs and answer any questions on our leading learning programmes and membership, including:

- how ACT qualifications can really help advance your career
- which training course or event will provide the best networking and CPD
- what corporate membership offers
- how to get involved with the treasurers forum

Find us at the ACT hub stand 32 in the exhibition hall.

Official publication

The Treasurer

treasurers.org/thetreasurer

Join the conversation

treasurers.org/linkedin

twitter.com/actupdate #actac14

youtube.com/treasurersorg

facebook.com/actupdate

The ACT is a member of:



ACT Annual Conference app coming soon...

The ACT Annual Conference mobile app will put all the event details at your fingertips, enabling you to:

- plan your schedule
- view detailed speaker information
- browse the exhibitor directory
- receive important alerts
- access local information including travel, accommodation and maps
- get easy access to social networking
- connect with other delegates

Look out for more details at the end of March.



Sponsored by:

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WORKSHOPS, ROUNDTABLES AND MASTER CLASSES

Wednesday 14 May, 17.10-18.00 AND Thursday 15 May, 17.00-17.45

**Supply chain finance
– sparking a chain reaction**

Deutsche Bank 

**Optimising the working capital
cycle – a corporate only roundtable**

HSBC 

Olivia Baker, Associate, Client Strategy & Planning, HSBC

**Tomorrow's world – how technology
trends are changing the future**

RBS 

Angela Potter, Managing Director, Transaction Services UK, RBS
Brigid Whoriskey, Head of Research & Innovation, Strategy & Architecture, Business Services, RBS

**Evaluating and managing
interest rate risk**

Chatham Financial 
ADVISORY | TECHNOLOGY | SOLUTIONS

Dan Gentzel, Managing Director, Corporate Accounting Advisory, Chatham Financial

Paolo Exposito, Director of European Corporate Advisory, Chatham Financial

Wednesday 14 May, 17.10-18.00

Diversity in treasury

Fiona Crisp, Treasury Consultant,
Crisp Consultants

ACT LEADING TREASURY PROFESSIONALS

Investing in repos

Michelle Price, Associate Policy
& Technical Director, ACT

Thursday 15 May, 17.00-17.45

Treasury careers

Sarah Boyce, Associate Director
of Education, ACT

ACT LEADING TREASURY PROFESSIONALS

EMIR master class

Martin O'Donovan, Deputy Policy
& Technical Director, ACT

HOW CAN THE ACT HELP YOU?

Educating
through
training and
qualifications

Networking
through
events and
conferences

**Shaping
careers**
through treasury
training

Guiding
through policy
& technical
updates

Supporting
through
membership
services

Informing
through
publications
and webinars

Connect with us at act@treasurers.org

TREASURERS.ORG

CONVINCE YOUR BOSS

As the only chartered body for the treasury profession, we appreciate how valuable professional development opportunities are. But we also understand the difficulty in getting the time out of the office (and sign off from your boss) so here are some ideas to convince your employer or wider organisation that you cannot miss the ACT Annual Conference this May.

Here's just a few reasons to help sway your case



prepare for upcoming challenges and help **focus your strategic plan** by discovering how regulatory changes will affect your business



build your credibility as a driven treasury professional by keeping up to date with the **latest treasury developments and thinking** – a valuable benchmarking exercise



learn from the best – our **real life case studies** showcase companies who have done exactly that and been successful



get practical advice and insight on areas of specific relevance or interest from our range of **interactive workshop sessions**



build your professional network and meet with new and existing suppliers – a great opportunity to make cost and efficiency savings for your organisation



research what your peers are up to and make sure that your company **always stays one step ahead of the competition**

COUNT
ME IN

A CPD RICH
RESOURCE

Putting CPD in your hands

One of the most common misconceptions is that CPD takes extra effort over and above your normal daily activities to deliver results. That's why the **ACT Annual Conference is the perfect platform to build your CPD record** whilst gaining practical support, focused knowledge and real insight into the treasury challenges facing business and the real economy in 2014.

The ACT Annual Conference acts a valuable CPD resource, and if you are signed up to a points based CPD system, attending could **earn you up to 11.5 CPD hours**. For ACT members, a CPD learning scheme is now in place, so by attending the conference you can get ahead without it seeming like extra effort.

Visit treasurers.org/cpd to find out more.

Still not convinced?

Get your employer to get in touch and let us do the hard work for you. Email events@treasurers.org or call us on **+44 (0)20 7847 2589** – our team is on hand to talk through any conference related questions.

Ready to book?

Secure your conference place now in one of these 3 easy ways.

1. Online at treasurers.org/annualconference
2. Email your booking form to events@treasurers.org
3. Fax your booking form to **+44 (0)20 7374 8744**

4 easy ways
to register

1 Online
treasurers.org/
annualconference

2 Email your booking form
events@treasurers.org

3 Fax your booking form
+44(0)20 7374 8744

4 Post your booking form
Events team, ACT, 51 Moorgate,
London EC2R 6BH

BOOKING FORM

ACT members and students (including faculty members)	<input type="checkbox"/> £1,045 + VAT = £1,254
Non-members from non-financial corporates	<input type="checkbox"/> £1,345 + VAT = £1,614
Non-members from banks, FIs, consultancies and other business service providers	<input type="checkbox"/> £2,095 + VAT = £2,514

Fees include refreshments, lunch, conference materials and attendance at the social highlight on Thursday evening. If you can't attend the entire conference, one day rates are available upon request, email events@treasurers.org for details.

Glasgow City Marketing Bureau is the accommodation booking agent for the conference and we have secured preferential rates for attendees at many hotels in Glasgow. You can view hotel options and book your accommodation on the official website: www.peoplemakeglasgow.com/ACT14Del

Cancellation period: Cancellation terms will apply once a completed booking form has been received (inclusive or exclusive of payment). All cancellations must be received in writing by 4 April 2014 for a full refund less 15%. Cancellations made less than 40 days before the conference start date will not be refunded but a nomination for a replacement delegate will be accepted. In the unlikely event of cancellation of the conference by the ACT whether by force majeure or otherwise, the ACT in its absolute discretion may offer delegates a credit to an alternative event. The ACT will not in any circumstances refund any travel or accommodation expenses.

Data protection: The information you provide will be safeguarded by the ACT. A delegate list will be produced for the event with details restricted to your name, job title and company. In registering for this event you agree to the ACT providing your name, job title and company to the

venue for the purposes of facilitating the event and to the sponsor and fellow delegates for information purposes. The ACT will retain your details on its database in order for us to keep you informed of other relevant products and services. If you do not want to receive this information, please tick here

By submitting this booking you undertake to have read and accepted the ACT's terms and conditions. For full terms and conditions, visit:

treasurers.org/termsandconditions/events

The ACT reserves the right to make minor alterations to the content and timing of the programme or to the identity of the speakers.

The views expressed by speakers at this event are their personal views or those of their employer and do not necessarily represent the views of the ACT.

Delegate details mandatory fields*

Dr/Mr/Mrs/Miss/Ms:* Forename:* Surname:*

Company name:

Job title:

Address:*

Postcode:* Telephone:*

Email:†

If booking more than one delegate, please photocopy this form and complete the delegate details section for each delegate. † All joining instructions will be emailed, please ensure you supply an appropriate email address.

Please select your area of work/field from the list below:

- | | | |
|--|--|---|
| <input type="checkbox"/> Treasurer/deputy treasurer | <input type="checkbox"/> Financial director/controller | <input type="checkbox"/> Bank dealer/salesperson |
| <input type="checkbox"/> Treasury dealer | <input type="checkbox"/> Tax advisor/secretarial/audit | <input type="checkbox"/> Corporate finance & advisory |
| <input type="checkbox"/> Treasury manager/analyst/
accountant | <input type="checkbox"/> Other finance & accounting | <input type="checkbox"/> Treasury consultant |
| <input type="checkbox"/> Other treasury related | <input type="checkbox"/> Other corporate management | <input type="checkbox"/> Other business provider |
| | <input type="checkbox"/> Corporate banking | <input type="checkbox"/> Other |

Payment details

Please invoice me/my company (payment is due within 21 days of invoice date, or by 30 April 2014, whichever is soonest). Payments for any bookings made after this date must be settled immediately.

I enclose a cheque for £ _____ made payable to ACT (Administration) Limited

Please charge £ _____ to my Visa/Mastercard/Switch/Solo/American Express card:

Card number

Expiry date Issue no.

If cardholder name and / or statement address are different from above business details, please indicate below:

Please note VAT is applicable at the current rate of 20%. A VAT invoice will be issued.

To pay by BACS: NatWest Bank, ACT (Administration) Limited. Sort code: 60-00-01 Account number: 01053760

treasurers.org/annualconference/bookings

CO-LEAD SPONSORS



Deutsche Bank is a leading global universal bank. Its businesses encompass a wide range of products and services in investment, corporate and retail banking as well as in asset and wealth management. The Group operates in all regions of the world. We are the leader in our German home market and enjoy an outstanding position in Europe. We also have a strong competitive position in North America as well as in key emerging markets, particularly in Asia. The Group is backed by strong capital and liquidity positions.

Deutsche Bank comprises five corporate divisions: Corporate Banking & Securities, Global Transaction Banking, Asset & Wealth Management, Private & Business Clients and the Non-Core Operations Unit.

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HSBC is one of the world's largest banking and financial services organisations. The Group's network is comprised of 6,600 offices in around 80 countries and territories in Europe, Asia-Pacific, the Middle East and Africa.

HSBC combines extensive global reach, notable financial strength, and a long term commitment to our Commercial Banking and Global Banking and Markets clients.

We offer a wide array of global solutions including Cash Management, Asset Management and Trade and Receivables Finance services, from traditional to innovative e-enabled solutions, designed to address the needs of our clients today, as well as in the future.

www.hsbc.com



The RBS Group is a large international banking and financial services company. Headquartered in Edinburgh, the Group operates in the United Kingdom, Europe, the Middle East, the Americas and Asia, serving over 30 million customers worldwide. The Group provides a wide range of products and services to personal, commercial and large corporate and institutional customers through its two principal subsidiaries, The Royal Bank of Scotland and NatWest, as well as through a number of other well-known brands including Citizens, Charter One, Ulster Bank, Coutts and Direct Line.

www.rbs.com

SUPPORTING SPONSORS



EXHIBITORS



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