



CELEBRATING 40 YEARS  
OF ENGAGING TREASURERS

ACT ANNUAL  
CONFERENCE **2019**

# EMBRACING DISRUPTION

DARE TO  
THINK  
**DIFFERENTLY**

21-22 May 2019

Manchester Central, UK

If you only attend one industry event  
in 2019, make it count.

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# ACT ANNUAL CONFERENCE 2019

## EMBRACING DISRUPTION DARE TO THINK DIFFERENTLY

New challenges need new solutions. That's why this year we'll challenge our audience to think differently, take the leap and embrace disruption with an open mindset for innovation and change.

As the focal point of the corporate treasury calendar, the ACT Annual Conference brings together leaders in treasury and finance to provide you with the timely insights you need in today's fast-moving market.

Join us for the biggest treasury conference and exhibition in the UK, bringing together over 1,000 treasury peers, 100+ expert speakers and 80+ exhibitors.

**All under one roof, over just two days.**

## WHO ATTENDS?

**1,000+ senior treasury and finance professionals, representing 300+ companies, from 15+ countries, including:**

- Group Treasurers of leading UK and international corporates
- CFOs and other senior corporate finance professionals
- Global financial and treasury service providers
- Future treasury leaders

## WHY ATTEND?

- Understand the impact of global events on your business
- Expand your technical toolbox and areas of expertise
- Share lessons learned from leading treasury teams
- Enhance your professional network
- Find solutions at the largest UK exhibition for treasury service providers



## 2019 PROGRAMME HIGHLIGHTS

**With a mix of keynotes, main tracks, treasury fringe sessions and corporate case studies, this year's programme covers all the key trends impacting treasurers in 2019.**

- **10 TRACK SESSIONS**  
Choose from our focused sessions covering a range of key topics for treasurers for 2019.
- **17 TREASURY FRINGE SESSIONS**  
From hands-on workshops to panel discussions and technology showcases, broaden your conference experience and choose from 15 breakout sessions in a variety of new formats.
- **6 CASE STUDIES**  
Presented by corporate treasurers who have optimised their own treasury function or processes, you can get practical advice on how to overcome treasury challenges in your own organisation.

## JOIN THE CONVERSATION



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[blogs.treasurers.org](https://blogs.treasurers.org)

08:00

Registration and breakfast in the exhibition hall

09:30

## WELCOME FROM THE ACT

The ACT's Speakers' Chair and Chief Executive welcome attendees to this year's Annual Conference.

### SPEAKERS

**Peter Matza**, Speakers' Chair, **ACT**

**Caroline Stockmann**, Chief Executive, **ACT**

09:45

## OPENING KEYNOTE ADDRESS

Hear a current affairs update from award-winning broadcaster Jon Snow, known for his fearless journalism and hard-hitting interviews.

**Jon Snow**

Broadcaster & Journalist



10:35

## TREASURY 2025 - THE BIG DEBATE

All doom and gloom or continued economic boom? Will risks stemming from political, monetary, and trade uncertainty spell an end to the current economic expansion, and if so, when? What are the key disruptive forces at work in 2019 and what might emerge as the less obvious flashpoints impacting business in the UK and worldwide?

Bringing together leading minds from politics, economics and the business world, this year's opening panel will discuss the state of the economy and share their forecasts on local and global economic patterns.

### SPEAKERS

**Mark Gregory**, Chief Economist UK, **EY**

**George Magnus**, Research Associate, **University of Oxford China Centre and SOAS**

**Dr Elizabeth Stephens**, Founder & Managing Director, **Trendline Analytics**

11:25

Morning refreshments in the exhibition hall



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 for 2019.

[treasurers.org/cpd](https://treasurers.org/cpd)

12:10

## CHOOSE FROM TRACK SESSIONS A, B, C

### A | MANAGING FX RISK AFTER BREXIT

Among the various Brexit implications for businesses, the impact of volatile FX rates is particularly significant and has dominated markets for more than two years. With speculation slowly turning into reality, are treasurers ready to rise to the challenge of complex FX risk management requirements and the potential currency implications of Brexit uncertainty?

- Anticipating hedging positions and funding arrangements
- Using technology and data insights to improve transparency and visibility of FX exposure, and conduct trades
- Beyond hedging for price certainty: can taking a more active approach to FX risk management to secure better exchange rates outperform systematic hedging?

#### SPEAKERS

**Lisa Dukes**, Head of Treasury, FX Operations, **Drax Group**  
**Jay Hoffman**, Global Foreign Exchange, **Deutsche Bank**  
**Stefan Karenfort**, General Manager, Finance & Controlling, **Yusen Logistics**  
**Xavier Szebrat**, UK Sales & eFX Europe, **Deutsche Bank**  
**Moderator: Naresh Aggarwal**, Associate Director, Policy & Technical, **ACT**

OR

### B | PUSHING THE BOUNDARIES OF VIRTUAL BANKING

More and more we see the terms virtual banking, and virtual technology being used to describe how technology is transforming banking. From the power of AI, and big data to virtual accounts the impact and rapid advancement in technology is exciting.

Why is it that we are moving in this direction and what are the pain points for corporates that these innovations are solving?

This session looks to unpack this seemingly complex topic and seeks to clarify what virtual banking is, and more importantly how it will help corporates in managing financial operations.

But what does the term 'virtual banking' actually mean for corporates?

#### SPEAKERS

**James Allan**, Managing Director - Global Payments Solutions, **Barclays**  
**Karen Fagan**, Head Of Treasury Operations, **ITV**  
**Martin Runow**, Managing Director - Global Head - Digital Banking, **Barclays**  
**Moderator: Peter Matza**, Speakers' Chair, **ACT**

OR

### C | MORE DEBT, NEW RULES?

Corporate debt is frequently talked about as the next flashpoint for the credit markets. But how much is really different today? What elements of debt are CRAs treating differently? How much flexibility do companies still have? An interactive session.

- How will IFRS 16 affect ratings?
- Is there more downward migration risk to today's ratings?
- What's the patience level for CRAs on M&A and has it changed?
- What are the largest non-traditional risks entering ratings?

#### SPEAKER

**Richard Hunter**, Global Head of Corporate Ratings, **Fitch Ratings**

13:00

Lunch in the exhibition hall

14:30

## CHOOSE FROM TRACK SESSIONS D, E, F

### D | IS TREASURY TECHNOLOGY MORE COMPLICATED THEN IT OUGHT TO BE?



If you think the treasury and finance technology landscape is complex, and you're feeling out of depth, maybe you're looking at it all the wrong way. Host-to-host, API and SWIFT connectivity, multi-bank visibility and UK & international payments routing needn't be too difficult, or expensive. With new technology and regulatory changes redefining the payments and cash management space, join this session as we take away the complexity around transforming the way corporate treasurers do business.

#### SPEAKERS

**Royston Da Costa**, Assistant Group Treasurer, **Ferguson**  
**Dimos Dimitriadis**, Founder Treasury, **Technology Associates**  
**Moderator: Simeon Parker**, Managing Director, **SP Consulting**

#### WHAT TO EXPECT:

- **Case study: Grass is greener on the fintech side**
  - Treasury and finance transformation explained
- **Panel Discussion:**
  - Integration, visibility and automation made easy
  - Extracting and accelerating value from treasury technology

#### ATTEND THE SESSION TO LEARN HOW TO:

- Make treasury tech simple – and keep it simple
- Accelerate treasury and finance transformation
- Reduce friction and improve risk and control
- Generate returns and reduce costs

OR

### E | SURVIVAL OF THE FASTEST: TREASURY IN THE DIGITAL AGE



The need for speed continually pushes treasury functions to become more digitised, data-driven and automated. When dramatically different ways of tackling routine treasury tasks that are normally performed by humans are opened up, the potential benefits are exponential. But implementing far reaching innovation can be daunting:

#### SPEAKERS

**Raj Basra**, Head of Innovations – Europe, **HSBC**  
**Moderator: Peter Matza**, Speakers' Chair, **ACT**

- From blueprint to reality: overcoming hurdles when implementing innovation
- Simplifying accessibility and reducing costs for a new level of reporting and data analysis
- How will automation and AI impact the future allocation of treasury roles and responsibilities

OR

### F | SUSTAINABLE FINANCE: IS ESG THE NEW CSR?



Has Corporate Social Responsibility (CSR) been subsumed into the boom in Environmental, Social and Governance (ESG)? How does sustainable finance fit into the equation? And what does the spike in interest in ESG mean for corporate treasurers? Traditionally positioned very much on the periphery of corporate finance, sustainable financing has slowly edged its way into the corporate loans and supply

chain finance space. And corporate treasurers are taking note: the number of case studies of corporates who have successfully issued green bonds, for example, is on the rise, with many more having similar projects in their pipelines.

This session will provide an update on the latest trends in this space and an opportunity for a more in-depth look at the topic.

#### SPEAKERS

**Ines Faden Da Silva**, Treasurer, **Tideway London**  
**Chris Loring**, Managing Director, Lending Products, Client Asset Management, **Lloyds Bank**  
**Jean-Marc Servat**, President, **EACT**  
**Moderator: Sarah Boyce**, Associate Director, Policy & Technical, **ACT**

15:20

Afternoon refreshments in the exhibition hall



15:50

## TREASURY FRINGE

Tailor the conference experience to your requirements and choose from a range of breakout sessions\*. From hands-on workshops to panel discussions, these interactive sessions will encourage delegates to discuss more specific issues and engage with experts and peers in a variety of formats.

\* Detailed session descriptions are available in a separate Treasury Fringe overview on the event page: [treasurers.org/annualconference/programme](https://treasurers.org/annualconference/programme)

15:50

## TREASURY FRINGE: CHOOSE FROM 1 - 7

- |  |  |   |   |
|--|--|---|---|
| 01   <b>TECH TALKS</b>   |  <b>Cashforce</b> | <b>instmatch</b> global   | <b>MITIGRAM</b><br><small>FOR TRADE FINANCE</small> |
| 02    <b>Bottomline</b> | 04   <b>Amundi</b><br><small>ASSET MANAGEMENT</small>  | 06    <b>Harbour Solutions Group</b> |   |
| 03   <b>TIPCO</b><br><small>Treasury &amp; Technology GmbH</small>                                       | 05   <b>S&amp;P Global</b>   | 07    <b>HSBC</b>                    |   |

16:35

Travel time

16:45

## TREASURY FRINGE: CHOOSE FROM 8 - 13

- |   |  |   |
|---|--|---|
| 08   <b>Deutsche Bank</b>  | 10   <b>FitchRatings</b>   | 12   <b>LLOYDS BANK</b>  |
| 09   <b>nsknox</b>  | 11    <b>MUFG</b> | 13                       |

17:30

Networking drinks reception in the exhibition hall

18:30

### ACT 40TH ANNIVERSARY DINNER Held within the conference venue

We are inviting all delegates to a very special evening. Continue your conversations from the day and network with fellow delegates over a fabulous three-course meal and unmissable entertainment.

**This is a Social Highlight not to be missed!**

CELEBRATING  
**40 YEARS**  
OF ENGAGING  
TREASURERS



08:00

Registration and breakfast in the exhibition hall

09:00

Chair's opening remarks and interactive voting

09:20

## WORKING TOGETHER TO MAKE MARKETS FAIRER AND MORE EFFECTIVE

The Bank of England promotes the good of the people of the United Kingdom by maintaining monetary and financial stability. As part of this the Bank is intimately involved – as participant and policymaker – in markets that corporate treasurers use on a daily basis. The Bank works with the ACT to understand its members views and has done so since the ACT's launch 40 years ago. And, more recently, the Bank has led initiatives to make markets fairer and more effective. This session will talk about that work, including the role of market codes and the transition away from LIBOR.

### SPEAKERS

**Rhys Phillips**, Head of Sterling Markets, **Bank of England**

**Moderator: Peter Matza**, Speakers' Chair, **ACT**

10:05

Travel time

10:15

## CHOOSE FROM TRACK SESSIONS **G** AND **H** OR TREASURY FRINGE SESSIONS **14** AND **15**

### **G** | IMPACTS OF EXTENDED AND LATE PAYMENTS ON YOUR SUPPLY CHAIN



A widely criticised yet very common tactic to increase the amount of working capital in hand involves delaying payments to suppliers, be it through extending contractual terms or simply paying late. Not only does this negatively affect (smaller) suppliers but it potentially puts the entire supply chain at risk. This session will take a closer look at:

- Challenges preventing corporates from offering better payment terms to supplier
- The less obvious impact on smaller suppliers (e.g. buyers negotiating prompt payment discounts while extending existing payment terms)
- The (non-) financial advantages of better payment terms for those offering them
- Strategies and solutions available to corporates trying to improve their payment terms on both buyer and supplier side

### SPEAKERS

**Rob Tuckwell**, Director of Partnerships & B2B, **Barclaycard**

**Paul Uppal**, Small Business Commissioner

**Carl Sharman**, Director, **Deloitte**

OR

### **H** | FAREWELL TO BUSINESS AS USUAL FOR TREASURERS



Technological innovation, business disruption and unprecedented regulatory and geopolitical challenges are changing the role of the treasurer beyond recognition. For tomorrow's treasurer, it is no longer enough to just deliver on treasury's core responsibilities. But what is it that distinguishes the good from the very best, and where is top treasury heading?

- The Business of Treasury 2019: key findings of this year's annual survey of treasurers' influence and future of the role
- Life after treasury: exploring career paths into Non-Executive Director (NED) and Chief Financial Officer (CFO) roles for experienced treasurers

### SPEAKERS

**Gogo Ko**, President, **IACCT**

**Peter Matza**, Speakers' Chair, **ACT**

OR

## TREASURY FRINGE: 14 AND 15

14



Part of BNY MELLON

15



11:05

Refreshments in the exhibition hall

11:35

## CHOOSE FROM TRACK SESSIONS J AND K OR TREASURY FRINGE SESSIONS 16 AND 17

### J | OPEN BANKING AND APIS



Some see a world of opportunity, others a universe of risks. And many still don't quite know what it all means. Will 2019 be the year for API connectivity in treasury? With regulatory initiatives such as PSD2 and Open Banking opening up the payments market further to new technologies and innovation, treasurers have the opportunity to move from a world of batch processing towards a real-time environment.

- What treasurers need to know about bank APIs
- Concrete benefits for treasurers: breadth of offerings and reduced friction in payment and reporting systems
- Reality check

OR

### K | WHEN THE CYCLE TURNS: CREDIT AND FUNDING IMPLICATIONS FOR UK BUSINESSES

S&P Global

SEB

During the next credit crunch, what are the risks and how could credit and funding conditions change? What are the downgrade risks from investment grade to speculative grade? How could treasurers prepare for the changing environment?

- UK credit conditions and key risks
- Nordic perspective on UK corporate businesses
- Broadening investor base to reduce refinancing risks
- A closer look at BBB downgrade risks and funding conditions
- View from the inside: how treasurers are preparing for potential credit market disruption?

OR

#### SPEAKERS

**Alex Herbert**, Senior Director, Corporate Ratings, London, **S&P Global**

**Marten Krakau**, Head of DCM, **SEB**

**Gregg Lemos-Stein**, MD, Head of Analytics & Research, Corporate Ratings, **S&P Global**

**Moderator: Peter Matza**, Speakers' Chair, **ACT**

## TREASURY FRINGE: 16 AND 17

16 |

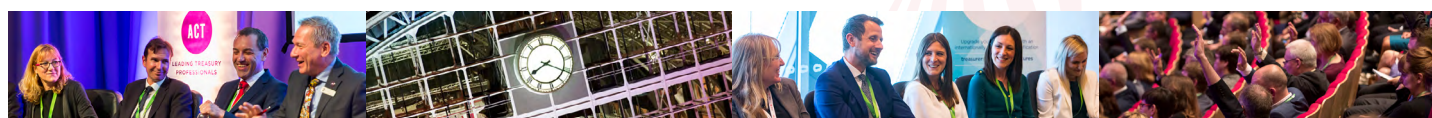


17 |



12:25

Lunch in the exhibition hall





13:30

## CORPORATE CASE STUDIES

Hear practical case studies from corporate treasurers who have successfully reshaped their treasury function, overcome technological challenges, or otherwise improved the efficiency of their departments. These 45-minute sessions – from treasurers for treasurers – let you engage with your peers, ask the questions that matter to you and benefit from lessons learnt from companies similar to yours.

\*Please note that places in breakout sessions are limited and offered on a first-come, first-served basis. We advise delegates to take their seats 10 minutes before session start to avoid disappointment.

13:30

## CHOOSE FROM CASE STUDIES 1-3

### 01 | I'M LEAVING YOU FOR SONIA

Breaking up is never easy but Associated British Ports (ABP) took the decision in September 2018 to no longer enter in to new LIBOR linked instruments and fully embrace SONIA, the recommended risk-free rate for sterling markets. But with £4 billion of LIBOR linked instruments with maturities beyond 2021, ABP has a messy long-term relationship to untangle before moving on. ABP will share details of their year long preparations before making this commitment, their experience transitioning existing derivatives over to SONIA and the challenges still to come in the bond and loan markets.

#### SPEAKER

Shaun Kennedy, Group Treasurer, Associated British Ports (ABP)

### 02 | IMPLEMENTING A HOST TO HOST PAYMENTS PROCESS - LESSONS LEARNT

Pete talks through a recent project within Air Liquide UK to implement a Host to Host payments process along with a consideration of how to review the process landscape within your own sphere of influence. Pete is not from an IT background and is the first to make clear that this presentation will not centre around the technical IT or Banking points of the Host to Host process, but much more focus on how the project was initiated and where influences / networking led to a positive outcome.

#### SPEAKER

Pete Makepeace, UK Treasurer, Air Liquide

### 03 | EFFICIENT CASH REPATRIATION IN A GLOBAL ORGANISATION

Repatriating cash from subsidiaries abroad can be a constant challenge for multinational groups. Ideal liquidity solutions, such as automated cash-sweeping, are prohibited in many countries due to local currency controls, and failure to navigate and comply with those controls can lead to avoidable delay and cost in repatriating cash, even creating trapped cash. This session looks at how BT Global Services is tackling the challenge of efficient cash repatriation. The session will cover the common ways of moving cash into and out of subsidiaries, the common types of currency control restrictions that can hinder those flows, how compliance obligations can be captured, mitigated and tracked through processes and governance, and some of the options available when legacy compliance issues restrict the repatriation of cash balances.

#### SPEAKER

Matt Wedgewood, Treasurer Global Services, BT Group

14:15

Travel time

14:25

## CHOOSE FROM CASE STUDIES 4-6

### 04 | FUNDING SUBSIDIARIES – HEY FRANCO & MERTON, I HAVE A PROBLEM

In the 1950s, Franco and Merton (better known as Modigliani & Miller) famously won a Nobel Prize by coming up with a well-known theory that in an “efficient market”, capital structure is irrelevant to the value of the firm. Unfortunately, capital markets seem to have failed the pair on the “efficiency” front so then came the concept of optimal leverage. But when it comes to funding subsidiaries, the decision-making process doesn’t just end there! Should one use the external or internal capital market? What type of instruments? How should subsidiary debt be priced? In this case study, hear how Vodafone Treasury approach these questions and how they work seamlessly with their colleagues in Tax to input into and support the decision making process on Vodafone Group’s portfolio of internal intra-group loans.

#### SPEAKER

**Jiameng Yu**, Assistant Treasurer, **Vodafone**

OR

### 05 | THE POWER OF THE MATRIX

Corporate case study with Virgin Media and Liberty Global

#### SPEAKERS

**Mark Drenth**, Senior Manager Treasury Risk & Operations, **Liberty Global**

**James Marshall**, Head of Treasury, **Virgin Media**

OR

### 06 | DIGITISING FINANCE: THE CHANGING FACE OF FINANCE AND HOW IT IMPACTS TREASURY

Finance departments are undergoing a period of significant change with many consolidating ERP solutions and moving from having local teams of generalists to remote teams of specialists. Treasury departments have typically been early adopters of this trend, with small central teams working with a single treasury management system, but how does life change for treasury teams as finance changes? This session uses case studies and a question and answer session to consider the changing dynamic between treasury and the rest of finance and how e-commerce and emerging technologies are likely to change it further.

#### SPEAKER

**James Kelly**, Group Treasurer, **Pearson**

15:10

Travel time

15:15

### Afternoon keynote: Embracing disruption

Speaker to be confirmed shortly

15:45

Closing remarks

15:50

## CLOSE OF CONFERENCE

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### ACCESS THE FULL AGENDA

- ✓ Message other delegates through the app
- ✓ Personalise and plan your schedule
- ✓ Allow push notifications so you don't miss any of the event highlights
- ✓ Find out more about exhibitors, sponsors and speakers
- ✓ See the attendee list (contact details will not be published)
- ✓ View the conference Twitter feed and get involved
- ✓ Participate in the voting sessions - only on the app!
- ✓ **NEW FOR 2019** - take part in the ACT Treasury Hunt on the app - prizes up for grabs.

**More details will be available at [treasurers.org/annualconference/app](https://treasurers.org/annualconference/app)**

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## JOIN US AT THE ACT HUB (STAND 46)

The ACT Hub is your central point of contact with the ACT team – there to answer your ACT-related questions and help you get the most out of your conference experience. We'll also keep your phones and sugar levels topped up at our mobile charging station and ACT sweetshop.

And if you have any questions about ACT qualifications, how our learning programmes can help your team, or what career support we can offer, the team will be on hand to help.

**Find out more at [treasurers.org](https://treasurers.org)**



# THE LARGEST TREASURY AND FINANCE EXHIBITION IN THE UK

With over 80 exhibitors and sponsors at the 2018 event, the ACT Annual Conference is the key treasury product and service exhibition in the UK – providing you with an unrivalled chance to engage and network with hundreds of treasury professionals.

## STATS FROM OUR 2018 CONFERENCE

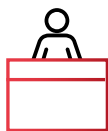
1037



**Total number of attendees**  
from 471 companies

83

**Sponsors and exhibitors**



**9/10 Delegates would recommend the event**

### Seniority of corporate audience

Strategic/ leader	47%
Managerial	30%
Operational	16%
Board level	6%
Tactical	1%



## GET IN TOUCH

We can offer bespoke solutions depending on your objectives and budget.

**SIMON TEMPEST** | [stempest@treasurers.org](mailto:stempest@treasurers.org) | +44 (0)20 7847 2580

ACT

## CONFERENCE ORGANISER

The Association of Corporate Treasurers (ACT) sets the benchmark for international treasury excellence. As the chartered body for treasury, we lead the profession through our internationally recognised suite of treasury qualifications, by defining standards and championing continuing professional development.

We are the authentic voice of the treasury profession representing the interests of the real economy and educating, supporting and leading the treasurers of today and tomorrow.

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**The Treasurer**

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# HOW TO BOOK

## REGISTER ONLINE



[treasurers.org/annualconference](https://treasurers.org/annualconference)

### PRICES:

#### STANDARD RATES (from 1 April 2019)

**ACT members  
(incl. student members  
and affiliate members)**

£1,045

**Non-members from  
non-financial corporates**

£1,345

**Non-members from banks,  
FIs, consultancies and other  
business service providers**

£2,620

### TERMS & CONDITIONS

Fees exclude VAT. Fees include refreshments, lunch, conference materials and attendance at the ACT 40th Anniversary Dinner on Tuesday 21st May.

We have secured special rates for delegates at many hotels in Manchester, view hotel options and book accommodation at:

[treasurers.org/annualconference/accommodation](https://treasurers.org/annualconference/accommodation)

### DAY RATES AND GROUP DISCOUNTS ARE AVAILABLE

If you can't attend the entire conference, one day rates are available. Attending as part of a group? Make the most of our group discounts.

Full details about all pricing options can be found at:  
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### VENUE:

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