

Updated programme

# Cash, Treasury and Risk Management in Canada

## New for 2012

- Transforming to a cash flow culture
- Maximising return in money markets
- Alternative finances: Tapping the export experts
- Re-think your risk management strategy
- Plus! The EuroFinance Treasury Verdict

## Special discounts

25% discount off the full registration fee for treasury association members

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# About the conference



While growth continues in Canada, the economic landscape elsewhere is looking rather unstable. Canadian treasurers aren't being defeatist, though. They are seizing this opportunity to re-assess their treasury and cash management operations to become more efficient and effective during challenging times.

EuroFinance's event in Toronto will provide you with the perfect opportunity to hear from Canadian and international companies that are adopting best practice ideas in treasury and solutions to help their businesses grow.

Whether it's re-thinking your company's approach to financial risk management or improving your forecasting capabilities, this conference will show you how treasury can play a leading role in your organisation's corporate strategy.

## Put treasury on the map with EuroFinance

### 2012 programme highlights:

- **The global economy and you: Understanding tomorrow's risks**
- **Transforming to a cash flow culture**
- **Your banks tomorrow: What to do if your bank wants more**
- **Re-think your risk management strategy in volatile markets**
- **Maximising return in money markets: What are the risks?**
- **Driving cash management with proper forecasts**
- **Alternative finance: Tapping the international trade market**
- **NEW! Treasury Verdict: An interactive voting session to voice your views on topical issues**

### Who should attend

This event will serve the needs of CFOs, finance directors, treasurers, risk officers and cash managers from the Canadian corporate, commercial and government sectors



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For programme and speaker updates visit [www.eurofinance.com/canada](http://www.eurofinance.com/canada)

## Pre-conference training Monday 13 February 2012

### Corporate Risk Management

The more global you become, the larger your FX and interest rate risks. You need to understand your economic risks, write risk management policies to address them, hedge them with the right products, and get hedge accounting. This course will cover foreign exchange and interest rate risk management, derivative hedging techniques, and hedge accounting, giving you the confidence to immediately apply your newly acquired knowledge upon your return to the office.

**Course tutor:** Jeffrey B. Wallace

Jeff Wallace is the Managing Partner of Greenwich Treasury Advisors LLC and Co-Founder of Debt Compliance Services LLC.



He is an acknowledged expert on US GAAP/IFRS hedge accounting, and wrote the FAS 133 chapter for The International Finance and Accounting Handbook (John Wiley, 2003).

Jeff has an MBA from the University of Chicago and graduated from Dartmouth College.

8:00am	REGISTRATION AND REFRESHMENTS
8:30am	<b>Welcome and opening remarks</b>
8:40am	<b>Developing an FX risk management policy</b> <ul style="list-style-type: none"><li>• Modern corporate risk management</li><li>• Understand economic factors driving differences in corporate FX hedging objectives</li><li>• High tech, software, pharma, manufacturing and globally diversified conglomerate FX case studies</li><li>• Understand your industry competitors' hedging</li><li>• The eight FX exposure categories</li><li>• Measuring FX risks</li><li>• Detailed policy considerations</li></ul>
9:40am	<b>FX derivatives: Spots, forwards and swaps</b> <ul style="list-style-type: none"><li>• Spot exchange rates and cross rates</li><li>• Forward outright and swaps and their uses</li><li>• The relationship with the money markets and covered interest arbitrage</li><li>• Cross-currency swaps for asset/liability hedging</li><li>• Comparison with forwards</li></ul>
10:10am	NETWORKING BREAK
10:25am	<b>FX derivatives: Options and non-deliverables</b> <ul style="list-style-type: none"><li>• European, Asian and American caps, floors, and collars</li><li>• Participation forwards, break forwards, barrier options</li><li>• Pricing models</li><li>• Non-deliverable forwards and options</li></ul>
10:55am	<b>FX hedging under IAS 39</b> <ul style="list-style-type: none"><li>• Schematic of how IAS 39 hedge accounting actually works</li><li>• Hypothetical derivative, dollar offset and regression</li><li>• Hedge accounting documentation requirements</li><li>• Hedge termination and forecast error risk</li><li>• Common FX hedging situations and the best effectiveness tests</li><li>• Implications of the promised hedge accounting exposure draft and comparison with the FASB's exposure draft</li></ul>
12:00pm	LUNCH
1:00pm	<b>Developing an interest rate risk policy</b> <ul style="list-style-type: none"><li>• Capital structure considerations</li><li>• Usefulness of industry peer analysis</li><li>• Floating vs. fixed vs. liquidity risk</li><li>• The unavoidable need to take views</li><li>• Credit spread considerations</li><li>• Setting target bond rates</li></ul>
1:45pm	<b>Interest rate derivatives</b> <ul style="list-style-type: none"><li>• Forward interest rates and the yield curve</li><li>• Interest rate futures vs. forward rate agreements (FRAs)</li><li>• Interest rate swaps</li><li>• Swapping floating rate to fixed and all-in cost calculations</li><li>• Swapping fixed rate to floating and all-in cost calculations</li><li>• Rate locks for hedging anticipated debt</li></ul>
2:30pm	NETWORKING BREAK
2:45pm	<b>Interest rate hedging under IAS 39</b> <ul style="list-style-type: none"><li>• Portfolio hedging</li><li>• Need for regression analysis</li><li>• Accounting for swaps</li><li>• Traps in hedging anticipated debt</li></ul>
3:30pm	<b>Operational considerations</b> <ul style="list-style-type: none"><li>• Best practices in buying derivatives</li><li>• Pricing model considerations</li><li>• Best practices in managing counterparty risk</li><li>• Performance metrics</li><li>• Risk metrics</li></ul>
4:15pm	<b>Closing comments</b>
4:30pm	END OF COURSE AND PRESENTATION OF CERTIFICATES

**Earn up to 7 CPE credits**

**Delivery method:** group-live

**Programme level:** intermediate

**No prerequisites or advanced preparation required**

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08:00	REGISTRATION, REFRESHMENTS AND EXHIBITION OPENS
09:00	<b>Chair's Welcome to the conference</b> <i>Dr Edwin Weinstein, President, Brondesbury Group, Toronto</i>
09:10	<b>Keynote: The global economy and you: Understanding tomorrow's risks</b>
Expert speaker	A slowdown in Asia, the European debt crisis, an unpredictable US economy, the uncertainties in the world of foreign banks, global forex volatility, they all add up. Where is the world heading? What are the various scenarios you may face? Commodities and energy resources have helped cushion the Canadian economy, but it's certainly not immune to what's happening elsewhere. It's not all bad news though. Domestic banks have strong balances, many companies have healthy cash positions and it's much easier to talk gloom and doom than to offer solutions. You are the nexus of control of understanding and mitigating all the risks the world economy throws at you. This session will help you to make calculations about tomorrow's risks. <b>Robert Powell, Global Manager, Risk Briefing, Economist Intelligence Unit, New York, USA</b>
09:50	<b>Treasury on your corporate map</b>
Case study	Treasury is at the heart of all things financial in your company. Building bridges to internal stakeholders improves lines of communication with obvious benefits in areas such as cash flow forecasting. It also means that treasury can influence everything from potential FX exposures to contract risks – and from the outset, rather than after the fact. From tax, through insurance, investor relations to controls – treasurers are increasingly finding themselves working in areas that used to be deemed non-core. External stakeholders also look to treasury to hold the key to the corporate "story". Strategic, value-enhancing ideas emerge when treasury communicates effectively. How has this company raised the treasury's profile? <b>Trevor Jones, Assistant Treasurer, Agrium, Calgary</b>
10:30	REFRESHMENT BREAK
11:00	<b>Managing risk in volatile markets: Know yourself well</b>
Case study	What is your company's capacity for risk? You need to know this before getting to the decision-making stage of what exactly it is you should do to mitigate that risk. This company has gone through the process of looking at how much financial shock can be tolerated before deciding what can and should be hedged. How can you benchmark your risk performance? How do you go about mapping your company's risk? This company has used the world crisis as a catalyst for change in its whole risk management strategy, and the process has been driven by treasury. What is your own real propensity for taking risk? How much will you pay to mitigate your risk? Is it time to become your own chief risk officer? <b>Dennis Tosh, Director - Global Trading and Automotive Risk Management, Ford Motor Company, Dearborn, USA</b>
11:40	<b>Treasury Verdict: Your views make the debate</b>
Treasury Verdict	This is the opportunity for delegates to make their views known on the most interesting and important treasury issues of the day. Our team of researchers will identify the most critical and topical questions to put to the audience. Then, using our electronic voting system, delegates will be asked for their opinions on the latest developments in financial markets, regulation, critical risks and treasury priorities. A panel will discuss the implications of the voting results. <b>Alan Koenigsberg, Managing Director and Sales Group Executive, J.P. Morgan, New York, USA</b> <b>Dennis Tosh, Director - Global Trading and Automotive Risk Management, Ford Motor Company, Dearborn, USA</b> <b>Jeff Wallace, Managing Partner, Greenwich Treasury Advisors LLC, Boulder, USA</b>
12:10	LUNCH

14:00	<b>Root and branch change management: Crisis as a catalyst</b>
Case study	This multinational treasury used the backdrop of the global financial crisis and the apparent 'coming back into fashion' of its treasury function to make the business case for wholesale reform. Before embarking on change it reviewed its processes using best practice techniques such as LEAN for Finance to identify workflow inefficiencies and waste. This helped it work out its requirements, current processes and the need for future-proofing which ultimately provided the framework for creating the optimum treasury operating model. Understand how the 'best fit' solutions and suppliers were selected through an extensive RFP process, and importantly, how treasury measured post-implementation success (for instance, more than 250 days a year saved by cutting manual processes). What are the six ongoing and potential future issues that are currently on the radar of this global treasury? <b>Andrew Marshall, Treasury Director, AstraZeneca, UK</b>
14:40	<b>Transforming to a cash flow culture</b>
Case study	The trend for companies to focus less on transaction payments and more on value added continues with this company demonstrating that by changing its approach to working capital and internal liquidity, including transforming the way it handles inventory, AP & AR, supply chain and the link back to the balance sheet, it was able to increase its cash flow substantially, turning its financial health around and protecting the company's credit rating, not to mention helping to fund its largest acquisition to date. The company maintains this pro-active focus on the cash flow journey and will talk in detail about its efforts in enterprise-wide working capital initiatives that have helped to institutionalise a cash flow culture. <b>Jennifer Ramsey-Armorer, Director, Treasury, Research In Motion Ltd, Toronto</b>
15:20	REFRESHMENT BREAK
15:50	<b>Actionable data: Driving cash management with proper forecasts</b>
Case study	You need actionable information; otherwise it is like driving your car only by looking in the rear view mirror. Your balance sheet and income statements only give you information about the past. What do you need to know? Bad forecasting is almost always a result of incomplete information. Often that results from not having the right incentives in place for accuracy. What you need is proper training processes and communication methods that ensure that silos don't exist where your business units can hoard cash, over or underestimate their needs. How can treasury act as an internal consultant in the whole process of getting accurate, timely and usable information from all different internal and external stakeholders. <b>Guy Simons, Assistant Treasurer, TRW Automotive, Livonia, USA</b>
16:30	<b>Maximising return in money markets: What are the risks?</b>
Case study	All money market funds are not created equal. If anything, that's what the global crisis should be teaching corporate treasuries. When return of cash may even be a concern from some money market funds in troubled times, what's a company to do? How are corporates looking at counterparty risk? Should you really be aggregating money market funds? What is best practice evaluating where you hold your cash? <b>Ali Suleman, Vice President &amp; Treasurer, Hydro One Inc, Toronto</b>
17:10	<b>Treasury Networking Reception</b> <b>Sponsored by Royal Bank of Canada</b>



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## Treasury Verdict

Voting session capturing the viewpoint of corporate treasurers on up-to-the-minute issues.

Day 1 at 11:40

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08:00	REFRESHMENTS AND EXHIBITION OPENS
09:00	<b>Chair's Welcome to day 2</b> <i>Dr Edwin Weinstein, President, Brondesbury Group, Toronto</i>
09:10	<b>The integrity of the global financial system: How safe is safe?</b> This expert speaker has a wealth of experience of the ups and downs of the global financial system. Put the current crisis into perspective: how safe is the whole world of finance? Big topics require straightforward answers from a down-to-earth expert. <b>John Crow, Chair, The Public Accountants Council of Ontario, Toronto</b>
09:40	<b>Basel III: Your banks tomorrow</b> Your banks have been solid. Your relationship with your bank is likely to be strong. But you cannot be entirely insulated from the global capital markets crises. Costs of keeping optimum capital levels will rise for all banks. What will be the effects of capital adequacy regulations going forward? How much will be passed on to corporates in terms of fees and charges or ability to use your bank's balance sheet. Already, banks are talking about risk-based pricing. What will be the best strategy for working in partnership with your bank in Canada, the US and abroad? What will you do when your bank wants you to pay more in order to take your risks? Know your alternatives. This session of corporates and banks will be a frank discussion about the future, and how much, realistically, you will have to adapt your processes to make the best out of it. This session includes opportunities for delegates to share their views on the banker-corporate relationship. <b>Andrew Marshall, Treasury Director, AstraZeneca, UK</b> <b>Rohan Ryan, Americas Head of Treasury Liquidity Solutions, Bank of America Merrill Lynch, USA</b>
10:40	REFRESHMENT BREAK
11:10	<b>What price bank agnosticity: Is it worth it?</b> Swift offers international payment opportunities for companies that want to move away from reliance on proprietary bank systems, giving increased flexibility, good visibility and a hedge to bank counterparty risk. But it doesn't suit all companies. It is expensive, demands process change and requires resources, even if you do connect up via a service bureau. By involving a bureau rather than doing it yourself, at least you can outsource the complexity of connecting up (the expensive hook-up fees and IT expertise) and still get to rationalise payment traffic by reaching bank partners globally through a single channel. How global can the solution be across your hard-to-manage markets? This session will help companies to understand better the benefits and if the fit is right. <b>Debra Hinds, Director - Administration &amp; Control and Global Cash Management, Bombardier, Montreal</b> <b>Stacy Rosenthal, Regional Solutions Manager, SWIFT, New York, USA</b>
12:00	<b>Critical success factors for optimising payments processes</b> Globalisation brings a growing drive for centralisation of treasury functions – not least the making of payments. What is the best way of automating payments and purchases and reducing transaction costs while making sure you get paid on time, combining efficiency in the payments process with better supplier risk management? First off, find out what the actual costs are to your company of inefficient processes. Second, create a road map of how to tackle the inefficiencies. Third, improve cooperation and collaboration with suppliers. That's what this multinational company has done, and it has generated benefits for both vendors and itself. This is an issue that moves beyond the finance function. How can you work with all areas of your company to make sure the money's in your suppliers' accounts the day the payment is due and make sure you minimise the impact on your working capital? In fact, how can you put in place a standardised and automated payment process while improving your working capital position? <b>Michael B. Friede, VP Procurement &amp; Trading, Bayer Material Science, Pittsburgh, USA</b>

12:40	LUNCH
14:00	<b>Creative funding: Getting what you need</b> Case study In the current markets, it's not always possible to get the funding you want at the price you want. Longer term funding markets outside Canada – in Europe and the US have been practically on hold. This case study, however, showcases a unique long-term funding deal in which a synthetic structure was created that proved attractive to investors and gave the issuer what it needed. Can this company's experience can be adopted and adapted by others? Where should Canadian companies be turning to now for funding? <b>John Lee, Treasurer, Ontario Power Generation, Toronto</b>
14:40	<b>Alternative finance: Tapping the international trade market</b> Case study In today's global markets, Canada's export credit agency, EDC, has a perspective on where we are in the global economic cycle and what the main risks and implications are for companies in terms of currencies, credit markets and interest rates. This session gives new perspectives on entering global markets: from India through Brazil, Turkey to China. What is the best way to use your receivables to support growth? How can you ensure you mitigate risks in challenging markets? What options are available for you to get longer term funding for you and your buyers? <b>Benoit Daignault, Senior Vice President, Export Development Canada, Ottawa</b>
15:20	REFRESHMENT BREAK
15:50	<b>Your China agenda</b> Case study As policymakers look to reduce Canada's dependence on US trade, they are seeking to strengthen ties with fast-growing countries. China in particular presents difficult hurdles: regulations governing inward investment, cash management and repatriation of funds are rarely crystal clear – and they are changing all the time. But there are Canadian companies that are doing well there and managing to cope with the hurdles. Here, you will find out how to navigate the obstacles and how the regulatory framework is developing, especially with regards to convertibility of the RMB. <b>James Zhan, Director Global Business Development, Bank of America Merrill Lynch, USA</b>
16:30	<b>Accounting for it all: Changing international standards</b> Expert Speaker International accounting standards are changing. More specifically, IFRS 9 should be on your agenda. The IAS 39 replacement project may seem like the never-ending story – but it's going to affect the way you account for risk. Work is in progress on the final and most complicated phase, which will cover hedge accounting. There are many issues which the IASB had hoped to cover by the end of 2011, but it is clear we will still be hearing re-deliberations well into 2012. The goalposts keep moving – the dates are still fluid. Is it worth being an early adopter? Prepare yourself for the change with this expert session. <b>George Prieksaitis, Partner - Assurance/Financial Accounting, Ernst &amp; Young, Toronto</b>
17:10	CONFERENCE CLOSES

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## Cash, Treasury and Risk Management in Canada

14–15 February 2012, Hyatt Regency Hotel, Toronto, Canada

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Person making the booking: \_\_\_\_\_

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Register and pay by Friday 13 January 2012 to qualify for the early registration discount. If payment is not received by this date, you will be charged the full registration fee.

Prices are exclusive of Canada HST tax (13%). 13% Canadian HST tax must be paid irrespective of delegate country of residence and may be recoverable by corporations sending their delegates.

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	Early reg	Full reg
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<input type="checkbox"/> 1-day training course*	C\$1,200	C\$1,470
<input type="checkbox"/> 2-day conference + 1-day training course*	C\$2,900	C\$4,400

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Pre-conference training course - Corporate Risk Management

\*EuroFinance regrets that accounting and financial consultants are not permitted to attend this training course and will refuse admission on this basis.

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