

# EuroFinance

The 27th annual conference on

# International Treasury Management

Preparing treasury for the future

26-28 September 2018 | Palexpo, Geneva

Make sure you get the best rate

Call us on +44 (0) 20 7576 8555

## Official sponsors

Bank of America  
Merrill Lynch

HSBC

citi

Deutsche Bank

BNP PARIBAS

Standard  
Chartered

Nordea

## Technology sponsors

BELLIN

TREASURY

pwc

TIS

ION

Bottomline  
Technologies

ORBAN  
Trading on better terms

EY

ripple

[eurofinance.com/geneva](http://eurofinance.com/geneva)

The Economist Group

# Welcome to the world's leading international treasury event

This year, we look at how to prepare treasury for the future – because it is no longer enough to just deliver on treasury's core responsibilities.

New technology, business model disruption and unprecedented compliance, regulation and geopolitical issues will change the profession beyond recognition.

## Treasury needs to react and adapt

Join us at the most senior-level, international treasury event in the world to discover the next generation treasury.

Benefit from our proven track record of predicting the future trends and ideas you need to know about.

## Why attend?

Now in its 27th year, this is the world's leading international treasury event. The sophistication, level of expertise and networking is unrivalled by any other event of its kind.

- Network with an unparalleled senior audience of 2,000+ delegates from 50+ countries
- Discover not just the current, but also future trends in international treasury
- Hear 50+ highly practical case studies from international treasury teams – not sales pitches
- Fit six months' worth of meetings with your banks, providers and clients into 3 days
- Gain fresh perspectives from our headline speakers
- View the cutting-edge solutions that are available in the marketplace today
- Delve into the world of new technologies to understand how treasury will change
- Benchmark your operations with treasurers from all industries
- Delivered by EuroFinance – 27 years as the leading global provider of treasury conferences. Part of The Economist Group.

“

*“The treasury conference of the year! If there is one treasury event not to miss it's EuroFinance.”*

—François Masquelier, SVP,  
Treasury & Risk Management,  
RTL Group

”



# Meet your banking partners and providers all under one roof



## Sponsorship and exhibition opportunities

There are a limited number of sponsorship and exhibition opportunities available. If you have products or services to offer corporate treasurers and finance directors, then this is the ideal opportunity. Please email Paul Shapiro at [paulshapiro@eurofinance.com](mailto:paulshapiro@eurofinance.com) or give him a call on +44 (0)7547 117405.

# At a glance...

Stream 1  
The changing value of treasury: EuroFinance award winners

Stream 2  
Tales of transformation

Stream 3  
Treasury tips for high growth companies

Stream 4  
The treasurer: Agent of change

Day  
1

## What will the future look like?

8:00 Registration and exhibition opens  
9:00 Welcome address  
9:05 Chairs' introduction  
9:15 Reinvent or die: Time to look at the world differently  
10:00 Change is here. How ready is your company and treasury?  
10:40 Refreshment break  
11:20 Scenarios that could change the world  
12:30 Lunch  
2:00 Conference breaks into streams

2:00 Award for treasury re-engineering  
2:40 Award for business partnering for value added  
3:20 Refreshment break  
4:00 Award for new build treasury  
4:40 Award for process transformation  
5:20 Adjourn to the Treasury Networking Reception

2:00 Centralised treasury: An essential partner for the business  
2:40 Thinking about technology in a new light: From spreadsheet to TMS  
3:20 Refreshment break  
4:00 Virtual accounts are gaining critical mass  
5:20 Adjourn to the Treasury Networking Reception

2:00 The challenge of treasury centralisation  
2:40 Another approach to centralisation  
3:20 Refreshment break  
4:00 The treasury centralisation journey  
4:40 Solving the FX risk management problem  
5:20 Adjourn to the Treasury Networking Reception

2:00 The future is now: How ready is treasury  
2:40 Does your FX risk management programme really add value?  
3:20 Refreshment break  
4:00 Total risk management  
5:20 Adjourn to the Treasury Networking Reception

Day  
2

## What will the future of financial services look like?

8:00 Registration and exhibition opens  
9:00 Chair's introduction  
9:10 Rise and rise of the tech giants  
9:50 A new world of banks means more opportunities for treasury?  
10:30 Refreshment break  
11:10 Digital humans and the impact on finance  
12:00 Lunch  
1:30 Conference breaks into streams

1:30 Award for technology implementation  
2:20 Award for digital transformation  
3:00 Refreshment break  
3:40 Award for innovation  
4:20 Hear from the innovators  
5:00 Adjourn to day 3

1:30 Treasury COEs in a time of treasury disruption  
2:20 Transforming finance for the digital age  
3:00 Refreshment break  
3:40 Removing the pain from global cash  
4:20 Transforming portfolio construction for better investment returns  
5:00 Adjourn to day 3

1:30 More cash coming in? Time to concentrate or not?  
2:20 When to push the button on a payment factory  
3:00 Refreshment break  
3:40 Getting forecasting right from the start  
4:20 Unlocking idle cash - globally  
5:00 Adjourn to day 3

1:30 The treasurer's take on M&A and corporate restructuring: The practicalities  
2:20 Getting the best from your banks: Keeping your options open  
3:00 Refreshment break  
3:40 Optimising hedges in FX and commodity risk  
4:20 The true costs and benefits of an FX risk management programme  
5:00 Adjourn to day 3

Day  
3

## What will the finance function of the future look like?

8:00 Registration and exhibition opens  
9:00 Chairs' introduction  
9:10 Heads together: How we see the finance profession developing  
10:00 Pack your bags as we may not see you again: The jobless future  
10:40 Refreshment break  
11:10 The Annual EuroFinance Award for Treasury Excellence: Treasury prepared for the future  
12:00 Closing remarks  
12:15 Conference closes - Please join us for lunch

“

*“A great networking opportunity. Everyone is here!”*

—Ramon Tolk, Senior Director Treasury, Avery Dennison

”

Streams continue on next page...



Stream 5  
How to go digital

Stream 6  
Discovery Lab:  
Payments and FX



Stream 7  
Discovery Lab:  
Trade and supply  
chain finance



Stream 8  
Discovery Lab:  
Technology



Stream 9  
Discovery Lab:  
Open banking



Day  
1

2:00 Digital transformations: Gaining a sustainable competitive advantage  
2:40 Reimagining cash flow forecasting and treasury reporting in the digital age  
3:20 Refreshment break  
4:00 Transforming for the digital future  
4:40 The journey to automation  
5:20 Adjourn to the Treasury Networking Reception

2:00 Payment innovation and treasury  
2:40 Keeping on top of the payment revolution  
3:20 Refreshment break  
4:00 Lessons from an early adopter  
4:40 Demos: Technology showcase  
5:20 Adjourn to the Treasury Networking Reception

2:00 Overcoming the obstacles of old-fashioned SCF  
2:40 Data is everything: Intelligent SCF is here  
3:20 Refreshment break  
4:00 Demos: Technology showcase  
4:40 What's the solution to your SCF problem?  
5:20 Adjourn to the Treasury Networking Reception

2:00 The treasury tech environment  
2:40 Managing your financial picture in real time  
3:20 Refreshment break  
4:00 Blockchain and treasury in practice  
4:40 Demos: Technology showcase  
5:20 Adjourn to the Treasury Networking Reception

2:00 Open banking: Risks, challenges and opportunities  
2:40 Open Banking: The view from the frontline  
3:20 Refreshment break  
4:00 Demos: Technology showcase  
4:40 API is the new black  
5:20 Adjourn to the Treasury Networking Reception

Day  
2

1:30 Putting together a digital strategy  
2:20 The digital treasury transformation  
3:00 Refreshment break  
**Tax Workshop**  
3:40 Global tax workshop: Tax regulators don't seem to be able to stop, do they?  
5:00 Adjourn to day 3

1:30 The banks' take on payment innovation and treasury  
2:20 Get real: Innovations in crossborder payments for today  
3:00 Refreshment break  
3:40 The other side of payments innovation  
4:20 Ask the experts: Discovery round  
5:00 Adjourn to day 3

1:30 Taking flight: Airbus' ambitious SCF programme  
2:20 Making sense of the SCF ecosystem  
3:00 Refreshment break  
3:40 Demos: Technology showcase  
4:20 Ask the experts: Discovery round  
5:00 Adjourn to day 3

1:30 The hype has gone: Time to deliver?  
2:20 Robotics and AI for treasury: The promise of intelligent automation  
3:00 Refreshment break  
3:40 Rewiring trade finance with blockchain and FinTech  
4:20 Demos: Technology showcase  
5:00 Adjourn to day 3

1:30 BYOB: Bring your own banking  
2:20 Love the tech, hate the risk  
3:00 Refreshment break  
3:40 When mobile wallets meet treasury APIs  
4:20 APIs and data: Value, efficiency, insight and risk  
5:00 Adjourn to day 3



"The treasury event of treasury events!"

—Jesper Nielsen-Terp, Head of Treasury, Danske Commodities A/S



Discovery  
Labs 

On the exhibition floor – the discovery labs will look in depth at trending topics. They will explore new technologies and opportunities for treasury as well as feature peer-to-peer discussions on solving treasury issues.



# Who will you meet?

This truly global event attracts 2,100+ senior level delegates and speakers from around the world to discuss the real issues affecting international treasury.



**2,000+**  
**attendees**  
from around  
the world



**185+**  
**speakers**  
from leading  
organisations



**100+**  
**exhibitors**  
showcasing the  
latest solutions



**85+**  
**sessions**  
on current and  
future trends



**50+**  
**corporate  
case studies**

## Companies that have recently attended include:

- ABB
- Adidas Group
- Admiral
- Markets AS
- ADP
- Adveo
- Ahlstrom-Munksjö
- Ahold Delhaize
- AIG
- Air Liquide
- Airbus
- Alibaba Group
- Amadeus
- Amazon
- Amica Group
- Apple
- Arcelor Mittal Treasury
- Arla Foods
- Arrow Electronics
- Asahi
- Asics
- Astra Zeneca
- AT&T
- Bayer
- Bloomberg
- Booking.com
- Bose
- Chanel
- Chevron
- Citrix Systems
- Coca-Cola
- Dell
- Deutsche Post
- DHL
- Diageo
- Dubai Aerospace
- Enterprise
- E.ON
- eBay
- Electrolux
- Ericsson
- Estee Lauder
- Experian
- ExxonMobil
- F. Hoffmann-La Roche
- Ferro
- Fuji
- Gas Natural
- GE Capital
- Google
- Groupon
- Harley Davidson
- Heineken
- Hermes International
- Hilton
- Honeywell
- HP
- Huawei
- IKEA
- Intercontinental Hotels Group
- Jaguar Land Rover
- Johnson & Johnson
- Lenovo
- Liberty Global
- Lukoil
- Mars
- Metlife
- Michael Kors
- Microsoft Corporation
- MoneyGram
- Nestle
- NH Hotel Group
- Nielsen
- Nike
- Nokia
- Orange
- Pearson
- Pfizer
- Philips Lighting
- Porsche
- Procter & Gamble
- Proximus
- Puma
- Reliance Industries
- Revlon
- Salesforce.com
- Samsung
- SAP
- Sephora
- Shell
- Siemens
- Specsavers
- Spotify
- Statoil
- Symantec
- Telefonica
- Tesla
- TEVA
- The LEGO Group
- The NeuGroup
- Total
- Toyota
- Unilever
- Vodafone
- Volkswagen
- Whirlpool
- Xerox
- Zalando

“An amazing event with a record breaking attendance and an incredible range of topics and speakers.”

—Pedro Batista,  
Director of Banking, Optal



# Digital Treasury: FinTech & New Technologies

With the current market conditions and growing role of treasury in business operations, corporate treasuries are constantly looking for increasing efficiency. As a result the treasury technology footprint is increasing in the organisation. With the evolution of new technologies like Blockchain and rise of FinTech applications, corporate treasuries have many choices to simplify and automate processes.

This workshop provides corporate treasuries with examples and best practices used by organisations to set-up robust treasury system architecture to deal with these issues. This workshop also focuses on how to set-up a 'Digital Treasury' using treasury management system as a platform and FinTech applications to support specialised processes..

## Topics include:

- Business need for modernising treasury systems
- Digital foundation - treasury management system architecture
- Overview of FinTech applications
- Blockchain and its application in corporate treasury
- Supply chain financing and dynamic discounting
- Customer payments using credit cards and FinTech applications
- Robotics and process automation
- Cyber security for payments and payment factories

## Tutor

### Aniket Kulkarni, PwC

Aniket Kulkarni leads PwC's Treasury and trading technology practice in Switzerland. Prior to joining PwC, he worked as a global product manager for treasury and commodity risk management in SAP. Aniket has a team of experts, helping corporates and trading companies in implementing treasury, FinTech and commodity trading systems and processes. He holds an engineering degree and a post graduate diploma in finance, and is certified treasury manager CTM.



## Business need for modernising treasury systems

- Current market factors affecting treasury processes
- Impact of currency volatility
- Future of banks and its impact on treasury
- Evolving role of treasury and tighter integration of treasury with the business

## Technological innovation and its impact on treasury systems

- Evolution of treasury management systems
- Rise of blockchain and related technologies
- Evolution of FinTech – Platform as a service model
- Robotics and predictive analytics

## Concept of digital treasury

- How to design a robust treasury system foundation for corporate treasury
- Integration points with key business processes
- Payments and collections on behalf (POBO and COBO)
- Foreign exchange risk management – integrated process with the business

## Digital treasury – system architecture (Foundation)

- What are the factors affecting the treasury system design
- Key system functionalities to be considered in the foundation
- Target architecture with key features
- How does the FinTech apps fit in the architecture
- Design considerations and common pitfalls

## FinTech market and application

- What are FinTech apps and how are they consumed
- Market overview of FinTech
- Key innovation areas of FinTech

## Treasury payments – How can Blockchain and FinTech help?

- Blockchain technology for payments
- New payment methods
- How to manage credit card payments in treasury
- How to integrate payments apps (Apple Pay, PayPal) in treasury system
- Design considerations
- Case study – Integration of payment apps (credit card platform, Apple Pay) and blockchain

## Supply chain financing and dynamic discounting

- Concept of supply chain financing and dynamic discounting
- Benefits to treasury
- Design of a supply chain finance solution and dynamic discounting solution
- Apps in the market and common features
- Case study – Implementation of supply chain financing app with bank
- Case study – Implementation of supply chain financing app with a dynamic discounting FinTech app

## Robotics and predictive analytics

- What is Robotics?
- Robotics application in treasury
- Robotics tools for treasury automation
- Introduction to predictive analytics
- Use of predictive analytics in treasury
- Analytics tools
- Case study – Robotics in FX risk management
- Cash study – Predictive analytics in cash flow forecasting

## Cyber security – How can FinTech help?

- Current cyber threats to treasury
- SWIFT cyber security reviews for corporates – how to prepare
- How to use predictive analytics to prevent fraud and mitigate risk
- Predictive analytics applications
- How to safeguard the treasury system against cyber security

## A case study

- How a corporate modernised and transformed their treasury
- Realised benefits
- Future improvements and roadmap

# Treasury Management for CFOs

In the radically changing economic environment, treasury is both central and critical to many of the key tasks facing a CFO - managing FX risks, ensuring availability of credit, driving working capital efficiency and restructuring banking relations to work in a shared services environment. This workshop provides practical examples of the best practice used by multinationals to meet these challenges. It is ideal for a CFO new to treasury management or as a refresher to update your current knowledge and set the agenda for the coming year and beyond.

## Topics include:

- Best practice in international treasury and current trends
- Treasury organisation and treasury techniques
- Liquidity management and investment
- Supply chain management and working capital
- Shared service centres and payment factories
- Global payment infrastructure and technology
- What to expect in the future

## Tutor

**Christopher Robinson,**  
TransactionBanking.com



Chris has over 30 years' experience in the payments business, working in treasury, cash management, transaction services, trade, e-commerce and card acquiring. He has worked in senior roles for Citibank and Bank of America and founded the treasury workstation company, IT/2. In 2003 he set up TransactionBanking.com, a treasury and payments best practice training and consulting business, working with large multinational corporations and financial institutions around the world. He has a broad depth of experience in the trends and development of payments and treasury across many regions and countries.

## Best practice in international treasury and current trends

- Treasury as a strategic tool and performance driver for the CFO
- Maximising liquidity and availability of credit facilities
- Managing for economic value rather than accounting value
- Importance of: cash; liquidity; working capital management
- Role of ERP systems to create supply chain efficiency
- New products and responses of the banking players
- Impact of the credit crunch on bank relationships
- Coping with FX: interest rate; commodity; counterparty risk

## Treasury organisation and treasury techniques

- Organisation of treasury and the role of the CFO
- Setting treasury policy and governance
- Treasury as a tool to actively manage risks
- Levels of treasury responsibility: centralised; distributed; decentralised
- Inter-company lending: re-invoicing; factoring
- Centralising exposure management: inter-company FX
- Tax neutral or tax advantaged treasury vehicles
- Matching duration of credit facilities to cash flows

## Liquidity management and investment

- Accessing balances and capital locked in the organisation
- Types of notional pooling, zero balancing and concentration
- The tax, legal, documentation and regulatory issues
- Mobilising core balances and money market investment
- Impact of IAS 39 and Basel II/III on the corporate balance sheet

## Supply chain management and working capital

- Principles of supplier and receivables financing
- Creating win, win, win in the chain
- Financing: POs; invoices; acceptances; promissory notes
- Off-balance treatment: SEC issues; without recourse
- Leveraging credit differentials
- Distributor and inventory financing

## Shared service centres and payment factories

- Critical role of treasury to deliver banking interfaces to SSCs
- Integration of ERP accounting with payments systems
- Examples from Oracle and SAP
- Achieving economies of scale: benchmarking the processes
- Challenges to eliminate domestic instruments and paper
- New business models for commercial flows: commissionaire; limited buy/sell

## Global payment infrastructure and technology

- Multi banking and corporate access to: Swift; FileAct; MA-CUGs; SCORE
- What is happening in SEPA?
- Applying the right security and controls
- Automated bank reconciliation and receivables matching
- Cash forecasting process
- The great formats debate: ISO20022; EDIFACT; ANSI; BANSTA; BAI; MT940
- Creating a treasury dashboard

## What to expect in the future

- Treasury policy agenda issues for CFOs



# IFRS 9 & Financial Instruments for Treasurers

The new IFRS 9 standard will bring greater transparency on companies risk management activities through increased disclosure requirements and closer questioning of underlying risk management strategies by boards and by capital market participants. Treasurers need to be aware of the impact the changes will have on the market and work with management on how to best manage the message.

## Key elements Treasurers must understand about financial instruments related standards (IFRS9/13):

- Classification and measurement: Business model test
- Valuation of financial instruments: IFRS 13 requirements
- Hedging and hedge accounting: New possibilities and how to link the hedge relationships with underlying risk management strategy and objectives
- Impairment: Expected Credit Loss – information required from Treasury (forward looking information and market data)
- Risk management and financial instrument disclosures – how Treasury departments must bring greater support

## Learning objectives:

At the end of the session, participants will be able to:

- Understand how Treasurers can achieve the desired financial reporting outcomes for their risk management strategies
- Understand the new opportunities for hedge accounting
- Understand the key elements of IFRS 9 and 13, as well as financial instrument disclosures in particular for risk management activities

## Tutors

Pekka Korpi & James Nelson, PwC

## Classification and measurement

- Classification and measurement of financial assets under IFRS 9
- Business model test and key accounting policy choices with future implications

## Embedded derivatives

- Embedded derivatives - introduction
- Embedded derivatives under IFRS 9 what has changed?

## Impairment of financial assets

- Impairment under IFRS 9
- Expected Credit Loss and information from Treasury

## Debt vs. Equity

- Definitions
- Compound instruments
- Derivatives on own shares

## Hedge accounting

- Hedge accounting under IFRS 9
- New possibilities
- Lessons learned from practice

## Fair value measurement

- Definition of a fair value
- Scope
- FV hierarchy

## Financial instruments disclosures

- Financial risk management
- Fair value disclosures
- Changes from IFRS (focus on extended risk management disclosure requirements)

## Course wrap-up

- Summary of key learnings
- Individual takeaways

Earn up to  
7 CPE credits  
for each of these  
courses

Level: Intermediate  
Delivery method: Group-live  
No prerequisites or advanced  
preparation required.

EuroFinance is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Suite 700, Nashville, TN, 37219-2417. For more information regarding refund, complaint and cancellation policies, contact EuroFinance on +44 (0)20 7576 8555.

[www.nasba.org](http://www.nasba.org)

# Plenary Sessions

What will the future look like?

## Day 1 | Wednesday 26 September

**Chair:** Robert J. Novaria, EuroFinance Tutor & Partner, Treasury Alliance Group, US  
David Blair, Senior EuroFinance Tutor & MD, Acarate, Singapore

8:00 Registration and exhibition opens

9:00 **Welcome address**

Chris Stibbs, CEO, The Economist Group, UK

9:05 **Chairs' introduction**

9:15 **Reinvent or die: Time to look at the world differently**

Traditional economics has struggled to explain the oddities of our current environment: massive QE but no inflation, new tech is everywhere but productivity is flat, economies recover but wages do not. What they're missing is the effects of the intangible sector, the power of huge corporate liquidity residing outside traditional tax bases, the proliferation of privately owned billion-dollar-plus companies in emerging markets and the switch from a world in which labour can leverage its value to one in which the problem is excess labour. Changes in society are driving the new economics and they will drive corporate success and failure too. The way to win in this new, unusual and competitive landscape is reinvention: companies must be able to cope with more uncertainty and faster change. In the new world, companies will need to answer the broader question: why us?

Stéphane Garelli, World Authority on Competitiveness, Emeritus Professor at IMD Business School and University of Lausanne, Director of IMD World Competitiveness Centre

10:00 **Change is here. How ready is your company and treasury?**

Companies today will bear no resemblance to companies in several decades. So many organisations do things in a certain way, simply because they have always done it that way. That's no way to build for the future. But how do you achieve a balance between planning for the future and solving pressing issues today? What do you work on now and what is the end game? There are three trends currently impacting treasury structure and practice. Technology continues to develop at speed, presenting more confusion than ever for treasury. Technology adopted years ago may no longer be robust for this new environment. Brexit, BEPs, US tax reform, a changing China and likely trade and tariff barriers elsewhere are making treasury structures no longer relevant or optimal. As more B2B companies go B2C and business models are being disrupted, treasury needs to adjust to support the organisation of the future. No matter which of these trends are impacting your company, you are going to see your treasury upended. Everything from supply chains to legal structures to talent development should be up for review. Tomorrow's treasurers are likely to inherit an automated digital structure. What will treasury therefore be? This forward thinking panel of companies will show what they are doing to be ahead of the game yet cope with the here and now.

Javier Orejas, Head of Banking, EMEA & Americas, IATA, Spain  
Mandana Sadigh, SVP & Treasurer, Mattel Inc., US  
Saumya Mohan, Americas Region Treasurer, Tesla, US

## Get informed advice from 2500+ senior treasurers

FREE whenever you need it

### EuroFinance Corporate Treasury Network



Join the EuroFinance Corporate Treasury Network today to connect with senior treasurers like you.

Ask their advice. Get to solutions faster. Avoid costly mistakes.

- ▶ FREE to join
- ▶ Get informed advice from your peers – no banks or suppliers
- ▶ Join webinars, expert briefings and benchmarking surveys
- ▶ Substantial discounts on EuroFinance conferences and training courses
- ▶ Time and cost saving – fast track to the ways that work, and avoid the ones that don't
- ▶ Find the treasurer just like you – search members by location, industry, interests, turnover, job title and more
- ▶ Access everything from your mobile device, computer or tablet – wherever you are in the world!
- ▶ Access our entire library of webinar recordings, reports and articles

Join today!

Drop your business card in one of the ECTN boxes, or go online:

[www.eurofinance.com/ectn](http://www.eurofinance.com/ectn)

# Plenary Sessions

## What will the future look like?

## Day 1 | Wednesday 26 September

10:40 Refreshment break

### 11:20 Scenarios that could change the world

We live in a world that has seen extraordinary change in just the past 25 years. And if anything, the pace of change is accelerating. So, looking at current trends, what might the world look like in 5 to 10 years' time? And what does moving towards those endgames mean for treasury? In this session we invited experts to outline their forecast scenario and to explain what it might mean for business and treasury.

**Wolfgang Ratheiser, VP Corporate Finance & Treasury, Porsche Group, Germany**  
**Sebastian di Paola, Partner, PwC, Switzerland**

### A world without cash

Cards started it and now contactless mobile phone and app-based payments are increasingly taking over from cash. With Millennials and Generation Z accelerating the trend, the benefits in efficiency for consumers and corporates are already obvious. Governments, too, believe that a move away from cash will eliminate vast costs in tax collection, as well as tax evasion. It may also make monetary policy more effective and easier to adjust. It may even reduce corruption and inequality. Anonymous, untraceable cash has always been the preferred medium of crime, as well as a tempting prize for robbers, and so eliminating it will cause crime to fall – so the argument goes. Banknotes and coins in circulation are falling in many countries. Where are we in the process and what does it mean?

**Christophe Vergne, Cards & Payment Practice Leader, Capgemini Global Financial Services, France**

### The world goes crypto

Central banks around the world, including China, Japan and Sweden, are developing their own digital currencies. The Federal Reserve official has even said that the U.S. is thinking about one of its own. So what does this mean? And what about regulation? How far along towards acceptance is digital currency?

**Thiago Augusto R. Cesar, CEO, Bit. One, Switzerland**

### A world of debt

Governments, corporates and individuals seem increasingly limited in their ability to bring debt under control regardless of geography or nation status. Current red flags include potential African, Latin American and Chinese debt crises, as well as continued concerns in Europe and the US. Where does this all end?

**Alfonso Velasco, Research Analyst – Europe, The Economist Intelligence Unit, UK**

### The acronyms of regulation

Hopefully we are all comfortable now with what is required by GDPR, MiFid, BEPs and any other regulation or compliance issue that has come our way in the past few years. Well, now it is IBORs turn. Millions of contracts, valued in trillions of dollars, reference the IBORs, with everyone being familiar with LIBOR. Now regulators are pushing the market to transition to alternative risk-free reference rates. The impact will be massive.

**Hugues Pirotte, Professor of Finance, Solvay BS, ULB, Brussels**

### Re-localisation

Some believe that advances in robotics and AI will start a wave of job 're-shoring' and localisation; others that the need for sustainable supply chains will replace low cost country sourcing with production closer to consumers. How do the twin trends of globalisation and localisation work? And what do they mean in practice for companies and customers?

**John Ferguson, Director of Global Forecasting & Country Analysis, The Economist Intelligence Unit, UK**

### A jobless future?

Maybe the robots will be back but what about the jobs? It isn't just the ubiquity of AI and automation, it's the rapid convergence of nano, bio, information and cognitive sciences that will render tracts of the economy obsolete. How can we prepare? And how much creation will emerge from the destruction?

**Carole Berndt, Senior Advisor, TransitionHub, UK**

12:30

Lunch

Sponsored by



2:00

Conference breaks into streams

# Plenary Sessions

What will the future of financial services look like?

## Day 2 | Thursday 27 September

Chair: Robert J. Novaria, EuroFinance Tutor & Partner, Treasury Alliance Group, US  
David Blair, Senior EuroFinance Tutor & MD, Acarate, Singapore

8:00 Registration and exhibition opens

9:00 **Chairs' introduction**



*"Fantastic conference! Some great speakers and extremely relevant topics which were covered in good detail. A great opportunity to meet with all banks and meet with new potential providers in one location."*

—Lesley Rogers, Director, Treasury, Banking & Cash, AT&T



9:10 **Rise and rise of the tech giants**

Many of the big tech companies – the Apples, Amazons, Googles, Facebooks, Ubers, Alibabas, Microsofts and more – have been morphing their business models to add new business lines (for example, Apple is now the largest watch producer in the world) or to become something different as they mature. As the business models change, sometimes at great speeds, the impact to treasury can be significant. How do their treasurers embrace the new challenges and requirements? What kind of teams do they need to ensure future success? How can treasury actually become instrumental in supporting change in the business? This panel will showcase different solutions and approaches.

Randy Ou, VP Group Treasury, Alibaba, China  
Kurt Zumwalt, Treasurer, Amazon, US

9:50 **A new world of banks means more opportunities for treasury?**

Under pressure from regulators, established tech giants such as Apple and Amazon, and a crowd of new FinTechs, the banks also have to give up their privileged access to customer data as PSD2 becomes a reality. But are the open APIs of PSD2 in fact a platform that banks can use to leverage their own strengths by developing their own new products and services? We think so. How are the banks using open banking to offer new products and services for corporates? Since banks have long had the capability to act as a PISP for corporate clients via the SWIFT MT101 'Request for Transfer' service, what additional benefits could treasury expect to emerge from the new regulations? And how much do you know about your banks' plans to adopt new technologies and embrace new solutions that will help you solve your core treasury problems? We ask the banks what we can expect them to deliver to the world of treasury in the coming years.

Albert Hollema, Group Treasurer, Endemol Shine Group, The Netherlands  
Paul Misere, EMEA Treasurer, Medtronic, The Netherlands  
Ireti Samuel-Ogbu, MD, EMEA Head, Payments & Receivables, Treasury & Trade Solutions, Citi, UK  
Shahrokh Moinian, MD, Global Head of Cash Products, Deutsche Bank, Germany

10:30 Refreshment break

11:10 **Digital humans and the impact on finance**

Technology is changing the way we talk, trade and transact. We are now interfacing with technology whenever we do business, make friends, and go about our lives. What does this mean for business, banking, and the future of finance? Chris Skinner is a leading commentator and strategist on the financial markets and author of several books including The Future of Banking in a Globalised World and the bestselling Digital Bank, ValueWeb and its new sequel Digital Human. Digital Human explores the transformations that are sweeping through all spheres of life: the domination of global digital giants; the advent of new financial structures (FinTech); the disruption brought about by Bitcoin; the rise of robots; and the fall of banks.

Chris Skinner, Chairman, Writer & FinTech Commentator, The Financial Services Club, UK

12:00 Lunch

1:30 **Conference breaks into streams**

# Plenary Sessions

What will the finance function of the future look like?

## Day 3 | Friday 28 September

**Chair:** Robert J. Novaria, EuroFinance Tutor & Partner, Treasury Alliance Group, US  
David Blair, Senior EuroFinance Tutor & MD, Acarate, Singapore

**8:00** Registration and exhibition opens

**9:00** **Chairs' introduction**

**9:10** **Heads together: How we see the finance profession developing**

No one disagrees that AI, blockchain and other technologies will transform our world, even if they disagree on whether it is for better or worse. But what about the finance function and treasury? One view is that AI and blockchain solutions are a long way from anything that most companies will take up, even if they had the budget and skills to implement them. The other side says that AI algorithms are ideally suited to resolving some of the key problems in payments, forecasting and hedging and that new tech companies out there and banks adopting some of these products will offer a painless solution to treasury instead of them having to review and implement a technology they may not understand. In other words, it's not about adopting the technology, it is about getting the right solutions for problems that each treasury may have. And they point out that robotic process automation and automated compliance (RegTech) are already being used in organisations such as shared service centres. Will we automate

ourselves out of jobs? How will finance roles evolve? What type of people will be hired in the future?

**Moderated by:** Simon Taylor, Co-Founder, Director of Blockchain, 11:FS  
Timothy Smallow, Treasury, Amazon, US  
Philip Green, Former CFO, Deliveroo, UK  
Carole Berndt, Senior Advisor, TransitionHub, UK

**10:00** **Pack your bags as we may not see you again: How to survive the future**

What are the major tech trends that are shaking up the world in terms of services, delivery and product? How can you satisfy the accelerating demands of your customers and their increasingly diminishing attention span? Are there key lessons to take away? Which jobs will exist in the future and who is most at risk? In an amusing tour of technology, author, and former chief executive of the world's largest incubator fund, 1871, Howard Tullman gives us concrete examples on the required process, system and strategy changes to survive the future.

**Howard Tullman, Executive Director, Ed Kaplan Family Institute for Innovation & Tech Entrepreneurship, Illinois Tech; Former CEO, 1871; General Managing Partner, G2T3V LLC & CHIP, LLC**

**10:40** Refreshment break

**11:10**

**The Annual EuroFinance Award for Treasury Excellence: Treasury prepared for the future**

Just as businesses are looking at radical change to keep themselves relevant, so too must treasury. Disruption is a given whether you are a relative newcomer or a company with legacy processes and technology. How can you create a coherent strategy of how to constantly morph? How can you evaluate in advance the risks that new business and treasury models are likely to entail? One way is to wait and see others fare, and in this session that is exactly the opportunity we offer you. This is your chance to learn from a company that has embraced the challenge of the future. It has a treasury that bears few resemblances to those of today. They have used new technology to unite data distributed throughout the enterprise, they've innovated to drive treasury efficiency and create value for the wider business, and they are staffed, for treasury, with an unusual mix of data scientists and engineers. And although they were unencumbered by legacy issues they have built a treasury that is robust enough to change and grow. This is what the future looks like.

**Christopher Van Woeart, Head of Treasury, Stripe, US**

**12:00**

**Closing remarks**

**12:15**

Conference closes – please join us for lunch



# Stream 1

## The changing value of treasury: EuroFinance award winners

In this stream we use in-depth case studies to provide a masterclass in treasury best practice, with a focus on re-engineering. These award winners have taken the first steps towards building a smart treasury, applied new technology successfully to a core treasury problem and delivered genuine value to the business through innovation. Actionable lessons here in abundance.

## Day 1 | Wednesday 26 September

Chair:	<b>David Blair, Senior EuroFinance Tutor &amp; MD, Acarate, Singapore</b>	2:40	<b>Award for business partnering for value added</b>	4:00	<b>Award for new build treasury</b>	4:40	<b>Award for process transformation</b>
2:00	<b>Award for treasury re-engineering</b> Re-engineering is a series of steps that together brings about real change. This company, a global leader in information management, has grown extremely rapidly with multiple acquisitions that were never fully integrated within. Bank accounts were in the 3 digits; processes were manual; the company had no view of cash and managing working capital was challenging. A treasury transformation project fully automated cash management, payments; bank accounts dropped from 120 to 20; fraud has been reduced significantly and more efficient liquidity structures were set up worldwide, including a global cross-currency pool. A tight team with sound project management skills embedded in treasury meant that during this wide scale transformation the team were also able to complete seven acquisitions, an SAP implementation and a legal entity rationalisation project. The quantitative results are commendable.  <b>Jonathan Burkhead, Senior Global Treasury Director, Open Text, Canada</b>		The “treasury as partner” meme is old but mostly unproven. What are the practical ways in which treasurers can add measurable business value, and does the business agree that it can? This company says “yes”. It has involved itself in the underlying business in imaginative ways that are producing demonstrable results. It is also taking a novel approach to finding the best solutions that work for the business, including new technologies that drive efficiency and automation throughout the company.  <b>Elisabeth Mosseen, VP Group Treasurer &amp; The Treasury Team, Volvo Cars, Sweden</b>		Start-ups and new tech businesses are one instance in which treasury must be built from scratch. This disruptor to the food industry is only five years old and its rapid growth was built on innovation. Innovation is also the key to its finance function as it scaled up alongside the business. Treasury is lean and heavily focused on technology and innovation. Much of its has been thought up from scratch. Deliveroo’s aim is to automate its processes so as to free up resource to make a real difference to the business. It is also embracing new technology such as APIs to build in flexibility to its operations. Treasury is young and very focused on speed of delivery but not at the cost of risk. There are lessons for even established treasuries in this case study.  <b>Imane Aztout, Group Treasurer, Deliveroo, UK</b>		The big-budget, root-and-branch projects get the applause, but some of the most significant improvements are the remodelling of important, individual processes such as electronic banking or accounts receivables. Learn how improving one key system drives deeper change elsewhere. Receivables has often been the poorer cousin to payables where much solution development has gone into. This company embraced a digital process transformation that fully automated an often manual and time intensive process bringing massive gains in a region that is known for being paper-based. The company explains in detail its innovative approach.  <b>Nishat Neelay Deshmukh, Head of Finance, Maersk Kanoo Emirates LLC, UAE</b>
		3:20	<b>Refreshment break</b>			5:20	<b>Adjourn to the Treasury Networking Reception</b>

# Stream 1

## The changing value of treasury: EuroFinance award winners

## Day 2 | Thursday 27 September

Chair:	<b>David Blair, Senior EuroFinance Tutor &amp; MD, Acarate, Singapore</b>	2:20	<b>Award for digital transformation</b>	3:40	<b>Award for innovation</b>	4:20	<b>Hear from the innovators</b>
1:30	<b>Award for technology implementation</b> <p>The biggest problem in most IT projects, regardless of where in an organization they occur, is implementation which can lead to spectacular failures. So how did this company avoid the pitfalls? They worked closely with all partners in the process in record time scales. A pressing need for cash visibility and to modernize pushed treasury to achieve a real-time cash view with inbuilt flexibility for the future. Reduced time and risk all round has been the benefit. This story will look at how treasury created the vision, undertook the RFP and implementation and the ability to now evaluate the benefits.</p> <p><b>Bradley Gains, Treasury Manager, UPS, UK</b></p>		<p>Digital transformation is short-hand for joining up disparate systems and making their data available across the organisation. It means innovation, increasing visibility and optimal solutions that are automating the business. This company will showcase how it digitally transformed its payments to build loyalty amongst its customers and how its experiences have been applied throughout treasury with no more spreadsheets and seamless connections to its banks enabling optimal controls and global visibility. It has also partnered with FinTechs in support of its transformation. With the right technology and an all-hands on deck approach to management, treasury now provides strategic support to the business.</p> <p><b>Luis Martinez Jurado, SVP Treasury &amp; Financing, NH Hotel Group, Spain</b> <b>Fernando Cebada, Corporate Treasury Director, NH Hotel Group, Spain</b></p>		<p>Can treasury truly be innovative? Treasurers can adopt the latest product – virtual accounts or Big Data analytics – but is that innovation? This treasury did a little more than just buy the latest gadget. See how by refusing to accept the status quo this company was able to deliver outsize returns, particularly when budgets and resources can be stretched thin and teams can be too small to do large-scale transformations. By adding technical and data analysis talent to the Treasury team, they were able to take control of their own destiny by working closely with Product and Engineering to create self-service tools in order to utilize their own resources to continue executing on their own roadmap and prioritization of projects.</p> <p><b>David Tao, Senior Manager, Payments, Uber Technologies, Inc., US</b> <b>Matt Wegner, Head of Payment Partnerships, Uber Technologies, Inc., US</b></p>		<p>In this session we welcome back some of our FinTech innovation award winners of the last 12 months to discuss the innovation helping to shape future service provision to corporates; from blockchain and AI solutions, to powerful working capital and liquidity tools, capital markets and trade platforms. Hear from the innovators and take a closer look at some of the solutions coming to the fore.</p> <p><b>Christian Klumpe, Head International Roll-out, Loanbox</b> <b>Rohit Goyal, Director, LiquidX</b> <b>Vincent Beerman, Director of Product, AI &amp; UX, Taulia</b></p>
		3:00	<b>Refreshment break</b>			5:00	<b>Adjourn to day 3</b>

# Stream 2

## Tales of transformation

Treasury transformation is too often just hype or sales pitch. But an increasing number of companies have implemented far-reaching change programmes with concrete results. In this stream hear corporate case-studies from companies who have undergone transformation programmes. Learn from their experiences. If you are looking to shake-up your payments, hone your operations or optimise your other treasury processes, check this out.

## Day 1 | Wednesday 26 September

**Chair:** Chris Robinson, Director, TransactionBanking.com, UK

**2:00 Centralised treasury: An essential partner for the business**

Three years ago, a new treasury team kicked off their ambitious 5-year vision to support the wider business goals by gaining greater control over cash management, unlocking liquidity and dramatically reducing banking fees. How did they build trusted relationships across the business and centralise treasury operations, while facing the challenges of siloed business units, growth through global M&A activities and a multitude of banking partners making it difficult to understand real risk exposures? Find out what the key factors are to build a realistic plan for success, how to evolve the perception of treasury to become an essential partner for the business and what the next steps are to achieve a truly data-driven treasury organisation.

**Hirotooshi Yoshida, Director Business Finance & Treasury, NTT DATA Corporation, UK**  
**Brenton Green, Head of Tax & Treasury EMEA, NTT DATA Corporation, UK**  
**Jacqui Drew, Sales & Account Management Solution Consulting, ION, UK**

**2:40 Thinking about technology in a new light: From spreadsheet to TMS**

The technology environment is fraught with change. Consolidation in the TMS space, the reluctance of companies to unfold big ticket TMS projects in a changing technology environment and the recognition that even sophisticated MNCs are going to have to redo their aging system landscape in the next few years are driving many corporate transformations. But this is no excuse to rely on intricate error-prone spreadsheets with multiple banking platforms and multiple logins and tokens: that is simply yesterday's treasury. So how can a company move to a standardised effective and efficient treasury using the technology available today and also ensure it is future proof? Martin Bellin, Founder & CEO of BELLIN, talks to Malcolm Grant, Chief of Treasury at UN agency IOM, and Marion Barré, Senior Treasury Officer at IOM and former International Treasurer at l'Occitane, to discuss how technology has transformed their treasury lives.

**Malcolm Grant, Chief of Treasury, International Organization for Migration, Switzerland**  
**Marion Barré, Senior Treasury Officer, International Organization for Migration, Switzerland**  
**Martin Bellin, Founder & CEO, BELLIN, Germany**

**3:20 Refreshment break**

**4:00 Virtual accounts are gaining critical mass**

Virtual accounts have been around for some time and are used by large corporates and MNCs to optimise their working capital processes and centralisation strategies. As treasury undergoes reviews and transforms itself for further efficiencies, virtual accounts are gaining increasing popularity, particularly as treasuries struggle to do more with less people and fewer accounts. Virtual accounts are proving a tool for rationalisation, reconciliation as well as one for money management. The SEPA challenge started it off with rationalisation of bank accounts and now companies can theoretically manage the movement of their funds through just one physical account. VA's also give a level of control not possible with multiple physical accounts. Hear from companies with different drivers and outcomes in using virtual accounts.

**Yankit Gupta, Team Leader Banking - Treasury, Booking.com, The Netherlands**  
**Andy Young, Head of Finance, LV=, UK**  
**Paul Wilkinson, Head of Corporate Finance & Treasury, IWG PLC, Switzerland**  
**Peter-John Theuninck, Head of Group Treasury, World First, UK**

**5:20 Adjourn to the Treasury Networking Reception**



*“The most efficient place for treasurers to meet with peers, banks and service providers”*

—Hallvard Bokn Eikeland,  
Acting Head of Cash Management  
Infrastructure, Statoil ASA



# Stream 2

## Tales of transformation

### Day 2 | Thursday 27 September

**Chair:** Chris Robinson, Director, TransactionBanking.com, UK

**1:30** **Treasury COEs in a time of treasury disruption**

The development of shared service centres and next generation standalone Global Business Services units illustrates the enduring allure of the idea of Centres of Excellence. These do not have to be formal, corporate structures like SSCs or GBSs, but they do have to be a team, shared facility, or department that provides leadership, best practice, analysis and other support for the business. The old idea of course is that these centres are able to provide deeper business insight that leads to better decision-making and a more strategic role. For treasury the big question is, since those SSCs and GBSs take on an increasing number of treasury functions, what will a modern, digital treasury COE look like and do? And will their development depend on how well and how quickly they adopt as digital an approach as possible?

**Philippe Crolus, Global Process Owner, Treasury & Cash Management, Novartis, Switzerland**  
**Peter Cunningham, Consumer & Healthcare Head, EMEA, MD, Citi, UK**

**2:20** **Transforming finance for the digital age**

Finance departments may like to think that they drive digital transformation, but at most companies it is customer demands and competitive pressures that first force new practices on the business. Finance then has to play catch-up. A good finance and treasury team, then, is adaptable, flexible and agile enough to evolve and transform along with the business. Treasurers in this situation prove themselves with a granular understanding of what individual business units and their staff need to grow. This makes them a better business partner, able to provide better strategic advice and the day-to-day financial information and interpretation that businesses need to make the best operating decisions. This may sound largely reactive, and it can be, but the best finance departments understand these dynamics and get in front of them. Like this one did.

**Alexander Scherpf, Digital Consultant, Daimler AG, Germany**

**3:00** **Refreshment break**

**3:40** **Removing the pain from global cash**

Global cash visibility is still one of treasurers' key concerns. For multinational companies with complex business structures and many hundreds of bank accounts, being confident that cash and liquidity reports are accurate is critical, but achieving that goal has proved problematic. Without visibility, treasurers cannot adequately control and mobilise group cash, create usable forecasts, manage FX risk or maximize returns from excess cash. Treasury technology has long been heralded as the answer to these problems, but the costs and complexity of implementation have been significant barriers, especially for mid-sized firms. Smaller firms struggle with spreadsheets and downloads from a number of single bank portals to manually build up a picture of the company's cash while larger firms wrestle with legacy systems and multiple TMS and ERP implementations. But there are solutions. Learn how treasury can use technology to deliver measurable operational improvements, and see how treasury technology can help treasury teams move from an operational role to a strategic role within their organisation.

**Christel Sahyoun, Head of Corporate Finance & Cash Management, Constellium, Switzerland**  
**Stefan Windisch, Sr. Cash Manager, Treasury Operations, F. Hoffmann-La Roche, Switzerland**  
**Alankar Karol, MD, GTreasury, UK**

**4:20** **Transforming portfolio construction for better investment returns**

QE is over, interest rates are rising. Treasurers are looking to become more strategic about investing cash, not just segmenting the cash but looking more broadly around the world and building a portfolio more suited to the current environment and the changing regulatory climate. This has already started to change the investment mind-set of treasury with a drive towards more risky asset classes. Regulatory changes, including US tax reform, BEPS and even political actions like Brexit are also spurring innovation and a move towards bespoke investment portfolios. Treasury structures put into place many years ago are no longer fit for purpose as the way that your money moves around the world and how liquidity is structured has changed. European money market reform, which will bite next year, is also driving innovation for asset managers. Finally, technology is moving towards a more algorithmic approach to investment solutions. This is all good news for treasury and time to build an agenda for investment change.

**Bernhard Groetsch, Head of Group Treasury, Rohde & Schwarz GmbH & Co. KG, Germany**

**5:00** **Adjourn to day 3**



**Watch our latest videos**  
[eurofinance.com/youtube](https://www.eurofinance.com/youtube)



**Join our LinkedIn group**  
[eurofinance.com/linkedin](https://www.eurofinance.com/linkedin)



**Follow the conversation**  
[@EuroFinance](https://twitter.com/EuroFinance) | [#EuroFinance](https://twitter.com/EuroFinance)



**Like us on Facebook**  
[eurofinance.com/facebook](https://www.eurofinance.com/facebook)

# Stream 3

## Treasury tips for high growth companies

Maybe you are a start-up or a mid-market player where your revenues are growing substantially and you are growing internationally. Or maybe you are already an established MNC but have entered a new fast-growth phase. Whether you need to start an international treasury from scratch or reshape an existing operation, this stream will guide you to the right structures and strategies.

## Day 1 | Wednesday 26 September

<b>Chair:</b>	<b>Adrian Rodgers, Senior EuroFinance Tutor &amp; Director, ARC Solutions, UK</b>							
<b>2:00</b>	<b>The challenge of treasury centralisation</b>  Internationalisation is, by definition, fragmentation. Moving into new countries means creating new corporate entities, operating in new currencies, new regulatory, tax and legal regimes and building new teams with new cultures. Knowing how much difference to keep and how much to subsume is one of the keys to successful international growth. And for treasury a key issue is compromising between local relationships and working practices, and the need for central control and standardised processes. So at what point in a company's growth do the different treasury structures and strategies make sense? When should treasury consider establishing regional treasury centres to centralise low volume, high value treasury activities. What considerations drive the need for an in-house bank or shared service centre? And how can treasury determine which anomalous local practices add real business value and which should be eliminated? This session will take you through the decisions that underlay their centralisation process.  <b>Karen Van den Driessche, Assistant Treasurer, Avnet, Belgium</b>		<b>2:40</b>	<b>Another approach to centralisation</b>  Vestas Wind Systems, the Danish manufacturer, seller, installer, and servicer of wind turbines has worked for the past two years on reorganising treasury by setting up a payment factory, an in-house bank, global cash pooling and the standardisation of payments and cash management globally. Join this session to hear how the project unfolded, how the company worked with multiple bank partners to achieve their centralised treasury and what standardisation has meant for the company including sustainable solutions from the treasury perspective.  <b>Mumtaz Dole, Director Treasury – Cash Management &amp; In House Bank, Vestas Wind Systems, Denmark</b> <b>Raj Malkani, Associate Director, Global Liquidity &amp; Cash Management, HSBC, UK</b>	<b>4:00</b>	<b>The treasury centralisation journey</b>  Jacobs Douwe Egberts and Dufry, two large MNCs, faced a number of challenges in their centralisation journeys. JDE's Jan Schets and Bob de Graaf will share insights on the initial stages of a centralisation project. Beginning with the RFP phase, they will look at how to structure such an undertaking as well as issues like selection criteria and the key factors to be taken into account in order to find the right providers. Raffael Waldmeier from Dufry's Global Treasury Controlling will talk about the challenges they faced during their multi-year centralisation implementation as requirements changed as well as the significant improvement in standardisation that came about from the project. The company initially wanted to reduce the number of e-banking platforms in use and introduce straight-through processing as well as to implement a payment factory for multiple accounting systems and subsidiaries, and to standardise payment formats. This first wave of implementation gave rise to even more process centralisation to include SWIFT and reverse factoring. Both companies continue to pursue many other initiatives.  <b>Jan Schets, Global Treasury Manager, Jacobs Douwe Egberts, The Netherlands</b> <b>Bob de Graaf, Global Treasury Operations Manager, Jacobs Douwe Egberts, The Netherlands</b> <b>Raffael Waldmeier, Global Treasury Controller, Dufry, Switzerland</b> <b>Joerg Wiemer, CEO &amp; Co-Founder, TIS, Germany</b>	<b>4:40</b>	<b>Solving the FX risk management problem</b>  How does a company get visibility into its currency exposures? What are the tools with which to extract key data from various systems, and what is the impact of FX exposures on the balance sheet or income statement? Manually extracting data and managing exposures via Excel is error prone, so how do treasuries build a currency exposure management programme from the ground up, and what technology is available to give them automated access to accurate, complete and timely data. In this session hear how several companies have achieved this while improving collaboration with the entire organisation, ending up with an efficient process that gives them much greater visibility into FX risk.  <b>Brice Desmaretz, Corporate Finance &amp; Dealing Room Director, Danone, France</b> <b>Jana Kottasova, Senior Director Global Treasury Operations, Mondelēz International, Switzerland</b> <b>Bruce Edlund, Director of Treasury, Citrix, US</b>
		<b>3:20</b>	<b>Refreshment break</b>			<b>5:20</b>	<b>Adjourn to the Treasury Networking Reception</b>	



# Stream 3

## Treasury tips for high growth companies

## Day 2 | Thursday 27 September

**Chair:** Adrian Rodgers, Senior EuroFinance Tutor & Director, ARC Solutions, UK

**1:30** **More cash coming in? Time to concentrate or not?**

It's a nice problem to have: fast-growth companies are (usually) generating increasing amounts of cash in more currencies in more countries. The problem is how to manage that cash efficiently, maintain visibility and ensure excess cash is centralised to maximise its value in a changing legal and regulatory and tax environment. These companies may not need to rationalise their cash management banks as they have not had time to build up the tangle faced by some treasuries. But they do need to explore the options for cash concentration in each of their operating currencies, and then perhaps to look at global multi-currency cash pooling into a single header account to reduce FX risk and optimise cash investment strategies. At the same time, preferably near the beginning of rapid expansion, treasurers should focus on any bank connectivity solutions that may have arisen from expediency or necessity and which can be improved by, for example, a SWIFT solution. In this situation, what are the options and what dictates treasury choices?

**Samuel Antunes, Director of Group Cash Management & Financing, L'Occitane International, Switzerland**

**2:20** **When to push the button on a payment factory**

When the business is growing quickly, it can be hard to keep management focused on the underlying systems that will support continued success. But the seeming minutiae of process matters. De-centralised e-banking solutions and payment processes, and poor integration of ERP, MIS and treasury systems all ultimately affect companies' ability to react quickly to changes in business conditions, to integrate acquisitions and achieve other strategic objectives. Payment factories are one component of treasury ecosystems that can deliver these improvements – and they're not just for large companies. Smaller, high-growth firms can also benefit from the help payment factories give in competing in new international markets and handling new payment types. And they need the benefits in cost reduction, improved working capital and better cash forecasting. So why did this treasurer decide to implement a payment factory? How does it integrate with existing systems – particularly central accounts? And has it been worth it?

**Alain Byl, VP Group Treasurer, Umicore, Belgium**  
**Frédéric Vanderstuyft, Head of Sales & Implementations Cash Management, BNP Paribas, Belgium**

**3:00** Refreshment break

**3:40** **Getting forecasting right from the start**

Cash collection from customers drives most businesses' cash flow, but it is hard to predict and the reasons for uncertainty differ from sector to sector. Whatever the case, simply extrapolating from existing data will not work. Only by overlaying information such as a detailed knowledge of existing customers payment behaviour can short-term forecasts be made more accurate. Longer-term predictions must factor in realistic sales and market predictions. With the luxury of starting from scratch, how might the treasury of tomorrow use new technology and the mistakes of their predecessors to build a better forecasting framework? What about a single bank account per currency in the name of the treasury so that businesses should never have to deal with the real cash, just information about cash flow? How to aggregate key data and analyse it in real time? This treasury took the forecasting process apart. See the results here.

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

**4:20** **Unlocking idle cash – globally**

It looks, finally, as if interest rates are firmly headed up in both the US and Europe. After at least a decade in which companies and their treasurers had little incentive to go the last mile in extracting value from idle cash, both are now looking for ways to maximise returns. Some have gone back to basics: making sure treasury systems give the best possible visibility into where cash is and how much of it there is. Others are focusing on mobilisation – using in-house banks, structured intercompany loans or other cash management structures to get cash where it can generate the most value. And others are looking at that last equation: are existing cash investment structures still appropriate for the new tax, accounting and economic environment? How do other ways of extracting value from cash, such as global earnings credit programmes, compare? How can treasury respond to this changing environment.

**Marco Schuchmann, Group Treasurer, ASICS Europe B.V., The Netherlands**

**5:00** Adjourn to day 3

# Stream 4

## The treasurer: Agent of change

Business units often believe that their frontline market interaction drives organisational change. But often it is those who can see the detail and the bigger picture who are best placed to instigate the most significant transformations. In this stream we focus on treasury as a key change agent in an organisation.

## Day 1 | Wednesday 26 September

**Chair:** Robert J. Novaria, EuroFinance Tutor & Partner, Treasury Alliance Group, US

**2:00** **The future is now:  
How ready is treasury**

Treasury is on the precipice of change. In a world where new technology is disrupting established processes and business models as well as forcing regulators to review requirements, what do treasurers need to be doing now to prepare? A panel of expert practitioners will discuss the results of a new survey by the Economist Intelligence Unit that explores treasury's readiness for new technologies, ongoing changes to business models and new regulatory initiatives.

**Johan Ferguson, Director of Global Forecasting & Country Analysis, The Economist Intelligence Unit, UK**

**Jörg B. Bermüller, Head of Cash & Risk Management, Merck, Germany**

**Gurjit Pannu, Treasury Manager EMEA, Uber, The Netherlands**

**Michael Spiegel, Global Head of Cash Management, Deutsche Bank, Germany**

**2:40** **Does your FX risk management programme really add value?**

Treasurers have faced a perfect storm of change over the last few years. As businesses are increasingly invested in emerging markets, the burden of regulatory change has dramatically increased and several new accounting changes have come into force all against the backdrop of increased market volatility, geopolitical risk and large swings in foreign exchange and interest rate markets. It is therefore timely to revisit risk management policies and the role of the treasury function – closer links to the business is vital as is early involvement in the decision-making process from project tenders, M&A to new business strategy. A holistic view of exposures is also useful so that treasury can add value by identifying natural hedges and eliminate business silos. Flexible hedging policies and an up-to-date toolkit will ensure treasuries can add value by their insights into what drives profit and margin volatility and provide ideas for hedging these risks, rather than simply acting as an execution function.

**Caroline McCarthy, Director of International Treasury, WTW Global Treasury Company, The Netherlands**

**Christopher Donohoe, Assistant Group Treasurer & Global Head of FX, Ingersoll Rand, Ireland**  
**Desiree Pires, Co-Head, UK Corporate Sales, Standard Chartered, UK**

**3:20** Refreshment break

**Chair:** Anne Friberg, Senior Director, Peer Knowledge Exchange, NeuGroup

**4:00** **Total risk management**

Traditionally finance functions have focused on specific, financial risks – FX, interest rate, commodity and other asset prices. But recent history has demonstrated that some of the most significant risks to the business fall outside that remit. Enterprise risk management has emerged to deal with issues such as business continuity, political risk, cyber risk, legal, regulatory and governance risk and technology risk – among others. These risks pose difficulties for purely quantitative financial models and they are also difficult to incorporate into the kinds of financial forecasting and planning upon which companies rely when they make decisions on funding, cash and liquidity management and balance sheet structure. So what are the key risk metrics ERM models work off? Who manages those risks and how? And how can treasury and finance factor them in to the more conventional financial risk management 'machine'?

**Johan Nystedt, VP Treasurer & Chief Risk Officer, Conagra Brands, US**

**Magnus Attoff, Head of Financial Risk Management & Internal Bank, Ericsson, Sweden**

**Dr. Michael Reuter, Head of Corporate Treasury, Henkel AG & Co. KGaA, Germany**  
**Christof Nelischer, Global Group Treasurer, Willis Towers Watson, UK**

**5:20** Adjourn to the Treasury Networking Reception



*“A great event that covers a wide range of topical issues, offering insights on latest technologies and approaches, and an opportunity to network and meet with treasury providers.”*

—Nick Overton-Smith, Group Head of Treasury Risk, TUI Group



# Stream 4

## The treasurer: Agent of change

# Day 2 | Thursday 27 September

Chair: **Simon Jones, Independent Consultant, UK**

**1:30 The treasurer's take on M&A and corporate restructuring: The practicalities**

What is treasury's role in an M&A or group-wide restructuring? This case study will look at the journey: the basic requirements before the transaction gets off the ground; legal issues; funds flow and so on. What are the key tasks and how to structure your approach in order to keep oversight and ensure adherence to deadlines. The do's and don'ts and key lessons learnt will be reviewed for this CHF 3.5bn company that had around 180 legal entities with several legal entities performing business for more than one division with mixed balance sheets. After acquisition the company separated the three divisions of the group to create three holding companies that all required operational functionalities. Here is what treasury did.

**Annemarie Decking, Former Head of Group Treasury, Kuoni Group, Switzerland**  
**Sven Goeggel, Senior Manager, Treasury Advisory, E&Y, Switzerland**

**2:20 Getting the best from your banks: Keeping your options open**

In ten years, we're told, we will all be buying micro-services from a teeming ecosystem of FinTechs. The whole concept of a bank will have changed. But until then treasurers need a strategy for bank relationships and the purchase of core banking services. How this works depends on how developed the treasury is. In a fast-growing firm with a handful of banks, there is an opportunity to build an optimum structure from scratch, incorporating best-of-breed technologies, bank agnostic platforms and solutions such as virtual account management to drive simplicity, efficiency and visibility. Larger firms, with the tangled complexity that results from longer evolution, first need to audit their current arrangements, identify unnecessary complexity and remove it. All companies still need to ensure they have sufficient strong relationships to guarantee access to core services. Wise ones will keep abreast of new providers. Rationalize or expand? Old banks or new providers? It's more complicated than that.

**Edwin Veenman, Head of Treasury, Yanfeng Global Interior Systems, Germany**

**3:40 Optimising hedges in FX and commodity risk**

Best practice hedging goes well beyond straightforward partial hedges or hedges where the forward points are favourable. Taking correlation into account, treasurers can calculate total currency risk using a portfolio Value-at-Risk (VaR) analysis and determine a unique set of hedging ratios that minimise the company's FX VaR for a specific level of total hedging cost. Taking natural hedges into account ensures that financial hedges do not actually push up the FX VaR. But how to find the optimal hedge ratio for a given level of total FX VaR in a way that minimizes total hedging costs? Can treasurers combine their FX and commodity exposures in cross-asset hedges that reduce costs and maximise hedge efficiency? With banks less able to help with free analytics, are there technology solutions that can do some of the heavy lifting for treasury? And what about cutting-edge tech such as AI?

**David Thilthorpe, Treasury Director, Tetra Laval International, Switzerland**

**4:20 The true costs and benefits of an FX risk management programme**

Understanding the true costs and benefits of a hedge programme is critical if it is to be efficient and effective. Some costs are easy to measure, though often forgotten – such as margin requirements or the purchase of unintentionally asymmetric hedges which forgo more upside than the value of downside protection bought. Others are less so. A combination of MIFID II and cost-cutting has left banks unable and in some cases not allowed to action any requests outside of dealing without charging. One result: treasurers are finding that they must now conduct pre-trade analysis in-house. The new regulations also control how clients reward banks for certain services and bans certain previously opaque payment mechanisms. So trades can no longer be conducted 'at best' as a reward for advisory work. So have treasuries factored in these new costs? And then there are the granular details of hedge effectiveness and new accounting treatments. How can treasury ensure that it is not underestimating the true cost of hedging nor overstating the benefits?

**Takachida Kuhudzai, Corporate Treasury Manager EMEA, Kimberly-Clark Corporation, UK**

**3:00 Refreshment break**

**5:00 Adjourn to day 3**



Watch our latest videos  
[eurofinance.com/youtube](https://eurofinance.com/youtube)



Follow the conversation  
[@EuroFinance](https://twitter.com/EuroFinance) | [#EuroFinance](https://twitter.com/EuroFinance)



Join our LinkedIn group  
[eurofinance.com/linkedin](https://eurofinance.com/linkedin)



Like us on Facebook  
[eurofinance.com/facebook](https://eurofinance.com/facebook)

# Stream 5

## How to go digital

How can technology help with the fundamental obstacles treasury faces in achieving automation, straight through processing and complete visibility? What kind of resources does it take and how can you make it scale? Easy to say a company is going digital but much harder to achieve. Hear from companies about their digital journeys and the lessons learned with actionable takeaways.

## Day 1 | Wednesday 26 September

Chair: **Mark van Ommen, Principal, Zanders, UK**

**2:00 Digital transformations: Gaining a sustainable competitive advantage**

When posed with a question of whether to continue to do business as usual or be a digital innovator, this company's treasury team took a journey that led them to various technology fronts. From going cloud to cutting edge analytics to using machine learning for FX hedging, this treasury team has done it all and still hungry to keep them ahead of the treasury tech curve. This treasury will share the work that made an exponential change in their operations and gave them an intelligent edge for the business.

**André Olivier, VP Treasury, Multichoice SA, South Africa**

**2:40 Reimagining cash flow forecasting and treasury reporting in the digital age**

Cash Flow Forecasting and Treasury Reporting has been a top priority for treasury transformation projects in the past two decades. However, despite all efforts, many treasurers are still struggling with fairly fundamental and basic preconditions in these processes. Basically, all the challenges in these processes are associated with data availability and data accuracy as well as with data analysis and data visualisation. Therefore, across treasury departments, the same question is being asked time and time again – does the digital age bring a solution to overcome all well-known and still unresolved problems in cash flow forecasting and treasury reporting? Discover how a treasurer automated manual tasks in these processes, created analytical and data-driven cash flow forecasting models as well as designed a scalable, flexible, addressee-oriented and real-time dashboard reporting. An investment in knowledge still brings the best return.

**Susana Aristizabal, Director, Assistant Treasurer, Bombardier Transportation, Switzerland**

**3:20 Refreshment break**

Chair: **Robert J. Novaria, EuroFinance Tutor & Partner, Treasury Alliance Group, US**

**4:00 Transforming for the digital future**

The Beano comic is the longest running children's weekly comic in the world, with the 80th anniversary in 2018. To keep pace with customer expectations, Beano Studios, a new media and digital business, is re-vitalising and transforming the brand for the digital age. Alongside the business, the finance team too is transforming to provide better strategic advice and more effective data. David Guppy, CFO Beano Studios will take us through the Beano evolution and the knowledge required by the finance team to better understand the business. He will talk about the importance of being proactive rather than reactive and what that looks like in action. What kind of analysis can finance offer the business? What types of data and insights can finance provide to make the business more successful?

**David Guppy, CFO, Beano Studios, UK**

**4:40 The journey to automation**

Changing regulation and compliance alongside improvements in the financial sector have increased the importance of the treasury function and its impact on business and operating divisions within a company. Royston Da Costa of the Ferguson Group will take you through their journey of automation and future proofing of the Treasury function. This session will look at improving banking relationships, workflows, visibility and collaboration. How can companies challenge their banking and third party vendors to innovate. The session will touch on key initiatives such as cybercrime, GDPR and other regulatory issues common to many companies and how treasury has a role to play.

**Royston Da Costa, Assistant Group Treasurer, Ferguson Group Services, UK**

**5:20 Adjourn to the Treasury Networking Reception**



Watch our latest videos  
[eurofinance.com/youtube](https://eurofinance.com/youtube)



Follow the conversation  
[@EuroFinance](https://twitter.com/EuroFinance) | [#EuroFinance](https://twitter.com/EuroFinance)



Join our LinkedIn group  
[eurofinance.com/linkedin](https://eurofinance.com/linkedin)



Like us on Facebook  
[eurofinance.com/facebook](https://eurofinance.com/facebook)

# Stream 5

How to go digital

and

Tax workshop

## Day 2 | Thursday 27 September

**Chair:** Robert J. Novaria, EuroFinance Tutor & Partner, Treasury Alliance Group, US

### 1:30 Putting together a digital strategy

Today operational excellence is intimately bound up with successful technology implementation and digitalisation. Most of the key objectives of a best practice treasury, from visibility, straight-through processing, better connectivity and real-time analytics to centralisation, optimisation and generating strategic business insights, can be achieved better and more quickly if treasury has a successful digital strategy. New problems caused by increased regulation are also best solved with the help of automated or digital solutions. But where to start? Upgrading existing technology or buying new? Focusing on digital solutions to the core treasury problem – cash and liquidity forecasting? Automating payment workflows? This treasury saw early on that technology transformation was critical: here they outline their approach.

**Dr. Jacob Bejoy, Head of Tech & BPO, Corporate Finance & Treasury, Deutsche Post DHL, Germany**

### 2:20 The digital treasury transformation

“Transformation” may be an overused word, but the innovations coming from Big Data, AI and advanced analytics, mobile, Cloud and automation, on top of the more prosaic improvements in payments infrastructure and bank connectivity represent the drivers of a treasury revolution. Only a treasury able to support businesses themselves by adopting new digital strategies will be fit for purpose. So what does a digital treasury look like? How can treasurers translate consultant-speak into a series of achievable, cost-effective objectives? These treasurers explain what they mean by digital transformation and what they have found is possible. They reveal how the department made the business case for change at a time when budgets were tight and how the resulting investments in key systems, along with strategic reviews of its in-house and SSC structures, really have made a significant difference.

**Nicolas Carrera, Group Treasurer, Metalor Technologies, Switzerland**  
**Brice Muller, Treasury Operations Manager, Metalor Technologies, Switzerland**

### 3:00 Refreshment break

## Tax Workshop

### 3:40 Global tax workshop: Tax regulators don't seem to be able to stop, do they?

It's been another year in which tax policy-makers seem to have unlimited inspiration for new rules, creating headaches for corporate treasurers. This interactive workshop will separate the wheat from the chaff and convert fluffy theories into down to earth corporate reality.

During the session, we'll focus on a number of key areas:

- The US tax reform that created a lot of new acronyms like BEAT, GUILTY, etc. and led to hundreds of billions of USD flowing back into the US
- After 15 years on the agenda, the OECD just issued its first report on the transfer pricing aspects of treasury activities – and they really want to know what you're up to!
- Finally, we'll discuss how Swiss rules and regulations can encumber your life and whether there's anything you can do about it (seeing as we are in Geneva!)

### 5:00 Adjourn to day 3

The workshop will be led by David Ledure, Tax Partner at PwC who will take you through a broad-ranging discussion on the practical impact and challenges new regulations bring to a corporate treasurer.

**David Ledure, Partner, PwC, Belgium**  
**François Masquelier, Treasurer RTL Group, Chairman of Luxembourg Corporate Treasury Association ATEL, Vice-Chairman of EACT**  
**Nicolas Tusseau, Global In-House Bank Manager, A. Schulman**  
**Sandra Barke, Tax Partner PwC Switzerland**



# Stream 6

## Discovery Lab: Payments and FX

Sponsored by

**Bank of America**  
**Merrill Lynch**

The world of payments is undergoing profound change and with that comes exceptional opportunities for companies to gain competitive edge. Come and discover new products, ideas and processes and companies that are leading in payments innovation.

# Day 1 | Wednesday 26 September

Chair: **Jonathan Williams, Principal Consultant, MK2 Consulting, UK**

2:00 **Payment innovation and treasury**

There's no question that for retail consumers, merchants, technology companies, card companies and acquiring banks, payment innovation is changing almost every point in the payment cycle. Cash is disappearing. Wallets and PSPs are taking the place of bank portals and credit cards. Cards themselves face extinction as the tokenisation of cardholder data turns mobile devices into truly secure payment mechanisms, potentially disrupting the PSPs themselves. But does any of this really affect the treasurer? Yes, this changing end-customer behaviour means choice of bank and e-Commerce provider becomes more important still. And yes, the advent of so-called global ACH platforms and Ripple create new payment network options. But what are the true B2B impacts of innovations in payments? Which developments require an active response in terms of new systems or process implementation?

**Johannes Jögi, Corporate Treasury Manager, TransferWise, UK**

**Matthew Davies, Head of Global Transaction Services EMEA, Bank of America Merrill Lynch, UK**  
**Cassie Craddock, European Marketplace Lead, Ripple**

2:40

**Keeping on top of the payment revolution**

Is payment innovation a question of focus for treasury teams? And is the huge consumer-targeted ecosystem a distraction? Should the focus instead be on the relatively few developments that offer real opportunity in the near to medium term? Is it better to spend time and effort understanding FinTech and blockchain, or invest more energy on the emergence of instant payment rails and the payment industry's move from batch to real-time processing? Combined with hyper connectivity, delivered through APIs, this raises the prospect of real-time banking. Multi-banked treasurers need better bank integration, so are there opportunities to work with your banks to create industry standards? How could treasury position itself to drive change in real time payment systems around the world - finding new ways to add value to their organizations. We look at how treasury teams can drive new offerings and improvements in order to solve long-standing issues that were once thought to be the status quo with no alternative.

**David Tao, Senior Manager, Payments, Uber Technologies, Inc., US**

**Ambareen Morshed, Senior Treasury Product Manager, Global Transaction Services EMEA, Bank of America Merrill Lynch, UK**

3:20

**Refreshment break**

On the exhibition floor, the discovery labs will look in depth at trending topics. They will explore new technologies and opportunities for treasury as well as feature peer-to-peer discussions on solving treasury issues.

4:00

**Lessons from an early adopter**

One of the most difficult questions for treasurers is when to bite the bullet and invest in new technology. Given the costs and disruption of replacing an outdated treasury system component, many feel it is better to wait until new solutions have been road tested by the mainstream. A pioneering few have decided that this wave of new technology offers such benefits in terms of reduced costs and strategic advantage that it is worth adopting early. So how did they come to this conclusion? What are the costs of sticking with legacy systems and what are the measurable benefits and ROIs? Join this discussion on how to choose the right solution from the many, similar offerings in the marketplace, and grasp the cutting edge of treasury technology.

**Moderated by: Christina Easton, Principal & Founder, elementEL, UK**

**Ignacio Sanchez Miret, Chairman FinTech Committee, AFTE**  
**Christian Schmah, Director of Treasury, Delivery Hero, Germany**  
**Gerald Taylor, Sr. Manager Treasury, Delivery Hero, Germany**

4:40

**Demos: Technology showcase**

These short demos will give you a flavour of who is innovating and what they are bringing to the market to help with pain points in treasury and new opportunities.

**Cobase:** Companies that hold accounts with different banks face many inefficiencies. They have to use different bank portals to interact with their banks and other financial service providers and often multiple ERP connections have to be maintained. The more banks and accounts a company has, the more complex it gets. Cobase is a single point of access to manage all bank accounts a company has to improve cash visibility, control and efficiency.

**Jorge Schafraad, CEO, Cobase**

For 25 years **Coproprocess** has offered intercompany netting solutions to corporate clients worldwide and we have recently partnered with Bank of America to offer our product directly to their clients. The Netting solution gives client's significant savings in FX and brings structure and discipline to Intercompany transactions. The Coprocess Netting features online dispute management, invoice level matching and third party payments. The New Coprocess API capability allows direct interfacing with external systems such as ERP's, Bank and TMS to allow straight through processing and enables the application to be more easily embedded and integrated in external systems.

**Andrew Goldie, MD & Owner, Coprocess**

5:20

**Adjourn to the Treasury Networking Reception**



# Stream 6

## Discovery Lab: Payments and FX

Sponsored by

**Bank of America**  
**Merrill Lynch**

## Day 2 | Thursday 27 September

Chair:	<b>Jonathan Williams, Principal Consultant, MK2 Consulting, UK</b>	2:20	<b>Get real: Innovations in cross-border payments for today</b>	Chair:	<b>Hugh Davies, Director, Zanders, UK</b>	4:20	<b>Ask the experts: Discovery round</b>
1:30	<b>The banks' take on payment innovation and treasury</b> The banking industry has had to respond to wave after wave of new demands from retail customers as well as the requirements of PSD2 and Open Banking. These demands have driven changes in bank IT development and deployment, encouraged partnerships with or purchases of FinTech start-ups and emphasised the fact to senior management that banks' core competence in tech is critical to their survival. These trends are feeding through into banks' wholesale offerings and will inevitably change the offerings of their transaction banking divisions. So in this panel, the core global and regional transaction banks will reveal to which payment innovations they believe treasurers should pay attention, how they themselves are responding, and what kinds of innovation their IT and FinTech initiatives have come up with so far. <b>Mark Buitenhek, Global Head of Transaction Services, ING, The Netherlands</b> <b>Anna Eklund, Head of Cash Management, Nordea, Finland</b> <b>Ad van der Poel, Co-head Product Management, Global Transaction Services EMEA, Bank of America Merrill Lynch, UK</b>		The payments landscape is evolving at an incredible pace, driving the top-to-bottom transformation of international payments. Today more than ever, the corporate treasury paradigm is being shaped by a new reality that demands greater transparency, efficiency and certainty. Live since early 2017, SWIFT gpi represents one of the most significant innovations to cross-border payments with more than 100 billion USD sent daily. But how does this new standard in international payments generate added value for multi-banked international corporations? In this session our panellists reveal exactly how real-time payment tracking, improved visibility of bank fees, and straight-through processing can improve the efficiency of treasury operations. <b>Martin Schlageter, Head of treasury operations, Roche, Switzerland</b> <b>Paivi Paananen, Senior Banking Technology Specialist, Booking.com, The Netherlands</b> <b>Preeti Chaturvedi, Global Receivables and Payments Product Manager, Citi, US</b> <b>Christof Hofmann, Global Head of Payments &amp; Collection Products, Deutsche Bank, Germany</b> <b>Sebastian Rojas, Global Senior Market Manager - gpi, SWIFT, Belgium</b>	3:40	<b>The other side of payments innovation</b> B2B payments innovation may have lagged retail, but that isn't for want of problems waiting to be solved. With so many points of friction in B2B transactions and companies still using manual processes to overcome them, the scope for improvement is huge. But cutting-edge technology is not the only way to go. Given the current state of B2B payments, innovation is just as much about increasing the use of electronic payments, eliminating cheques, increasing the take-up of same-day ACH or innovative card solutions. All these can deliver huge benefits today, without the complications of the newest new thing. And it requires innovative thinking to break old habits internally as well as change the long-term behaviour of suppliers and their accounts receivable departments. This treasury saw the benefits to be gained from an in-depth programme of digitalisation. Here's how they got the business, treasury and the supply chain thinking and doing differently. <b>Kati Vellinki, Group Cash Manager, Group Treasury, SSAB AB, Sweden</b>		Ask treasurers what their biggest problems in payments are and their answers haven't changed for years. It may be that technology is finally becoming available to remove the key pain points, or it may be that they exist because the problems are more to do with organisation, people or even business preference. This is another opportunity to ask our assembled experts for their views not just on the newest technologies coming through, but about other, less cutting-edge solutions to the most intractable problems in payments. We gather together the speakers from the past two days. <b>Ad van der Poel, Co-head Product Management, Global Transaction Services EMEA, Bank of America Merrill Lynch, UK</b> <b>Bruce Parker, Founder &amp; CEO, Modo, US</b> <b>Marc Delbaere, Head of Corporates &amp; Trade, SWIFT</b>
		3:00	Refreshment break			5:00	Adjourn to day 3

Discovery  
Lab

# Stream 7

## Discovery Lab: Trade and supply chain finance

Sponsored by



Next generation technology and new entrants into the trade and supply chain finance ecosystem are making real differences in efficiency and onboarding of solutions. SCF is now an important tool for companies in their cash optimisation and working capital journeys. Come and discover the opportunities.

# Day 1 | Wednesday 26 September

Chair: **Bart Ras, MD, Greensill Capital, UK**

### 2:00 **Overcoming the obstacles of old-fashioned SCF**

Supply chain finance is one of those treasury issues where the adoption of sophisticated solutions has been slowed by the realities of everyday operations. SCF growth depends on a faster transition from paper-based transactions to electronic invoicing; the market needs to move from a buyer-centric model to a distributed network of buyers and suppliers and it needs access to a pool of transactional data – and sophisticated analytics – to assess the credit-worthiness of potential borrowers. All of these are now happening. New companies are using blockchain technology to replace inefficient trade finance mechanics. There are functioning auction platforms for national and international trade receivables in a true sale, reducing reliance on SCFs two basic products – reverse factoring and dynamic discounting. And new platforms have been launched which use artificial intelligence to optimise SCF decisions and transactions.

**Raul Unanue Torres, Group Treasurer, Adveo Group, Spain**  
**Jacques Molgo, VP Corporate Finance & Treasury, Air Liquide, France**  
**Cedric Bru, CEO, Taulia, US**

2:40

### **Data is everything: Intelligent SCF is here**

SCF customers are now benefitting from new platforms, Cloud applications and deep integration with ERP systems. This next generation of products will deliver the functionality treasurers really need to make SCF a truly usable tool in their working capital toolbox. It also helps to stabilise the supply chain. The supply chain programme at this company is a multibank solution for suppliers with a friendly user interface and easy onboarding that has helped the suppliers with cash flow improvement, working capital optimisation, cost reduction and transparency of cash flow.

**Friedemann Kirchoff, Head of Receivables & Supply Chain Finance, Siemens, Germany**  
**Thomas Dunn, Chairman, Orbian, UK**

3:20

### **Refreshment break**

4:00

### **Demos: Technology showcase**

These short demos will give you a flavour of who is innovating and what they are bringing to the market to help with pain points in treasury and new opportunities.

**LiquidX** is a global network for corporates, banks, institutional investors and insurance companies to transact more efficiently with each other. The LiquidX network provides an electronic solution, standardised legal framework and back-office infrastructure for illiquid asset classes (e.g. receivables finance, supply-chain finance, dynamic discounting, inventory finance and insurance) allowing for greater transparency, connectivity and global access.

### **Aarti Rao, MD, LiquidX**

**Taulia** offers the ability to see exactly how your early payment programme is performing globally and to see in real time which suppliers are enrolling and which are using EP programmes. Taulia are offering a new user interface with embedded analytics. Users see high-level KPIs and predictive analytics that prescribe the precise actions required to reach business goals. Taulia customers can measure the amount of working capital released, cash deployed and supplier health all in one place.

**Vincent Beerman, Director of Product, AI & UX, Taulia**

4:40

### **What's the solution to your SCF problem?**

While traditional SCF programmes rely on the high credit quality of the buyer, SCF solutions exist to significantly improve cash flows for sub-investment grade companies. Although new providers have widened the choice, bank platforms are still a key provider of SCF solutions and very well suited for these types of programmes. It is important to choose a bank with the capacity to fund and syndicate what can grow to be very significant programme. And if funding is traditionally provided on an uncommitted basis, what protections and alternatives can be used to protect you against the banks reducing funding, increasing pricing or even stopping funding? This case study demonstrates how the innovative use of a traditional bank platform can still be one of the best ways to solve the core issues treasurers face, while still delivering the funding, price, flexibility and certainty they need – all in the sub-investment grade arena, where arbitraging between cheap funding and supplier early payment appetite is very difficult.

**Razvan Coarca, Director Vendor Finance, Liberty Global, UK**

5:20

### **Adjourn to the Treasury Networking Reception**



On the exhibition floor, the discovery labs will look in depth at trending topics. They will explore new technologies and opportunities for treasury as well as feature peer-to-peer discussions on solving treasury issues.

# Stream 7

## Discovery Lab: Trade and supply chain finance

Sponsored by



## Day 2 | Thursday 27 September

Chair: **Bart Ras, MD, Greensill Capital, UK**

### 1:30 **Taking flight: Airbus' ambitious SCF programme**

The Airbus supply chain finance programme took-off in less than six weeks last year, an ambitious undertaking. Airbus, one of the world's leading aerospace manufacturers, have implemented the programme to support their global, complex supply chain. Learn how the treasury team with the support of a FinTech expert in the field led the deployment of the programme, the obstacles they overcame and the results the programme is achieving.

**Julie Sis, Supply Chain Funding Manager, Airbus, France**  
**Mirco Roeben, Sales Director DACH, Taulia, Germany**

2:20

### **Making sense of the SCF ecosystem**

Has SCF simply swapped complexity of implementation for complexity of choice? The original SCF products and providers were straightforward – the problem was real-world application. Now treasurers trying to improve their working capital management need to understand the pros and cons of bank versus multi-funder platforms, the risks of using Cloud solutions and start-ups and the differences between all providers coming on stream. Add in the regulatory hurdles driving both bank credit and KYC/AML, as well as the fact that different platforms target companies at different stages of development, and the treasurers' choice gets harder still. In this panel, our invited banks, corporates and FinTechs will help you navigate the marketplace and answer any questions you may have for them.

**Maex Ament, CEO & Co-founder, Centrifuge, Germany**  
**Joshua Cohen, MD, Financial Institutions, Mitigram AB, UK**  
**Daniel Ahrman, Director, Head Trade & Financing Solutions, Volvo Cars, Sweden**  
**Bertrand de Comminges, Head of Business Development, Global Trade & Receivables Finance – Europe, HSBC**

3:00

### **Refreshment break**

3:40

### **Demos: Technology showcase**

These short demos will give you a flavour of who is innovating and what they are bringing to the market to help with pain points in treasury and new opportunities.

**Mitigram's** clients include global corporations, leading commodity traders and many of the world's largest banks. The platform offers a collaborative, efficient and cost effective way for a corporate's interactions with its banks in the negotiation of trade finance and risk mitigation. It helps companies to better understand market pricing and the ability to access new relations.

**Milena Torciano, CEO, Mitigram**

**Tieto Virtual Account Management platform** has multiple business propositions, covering virtual cash management, in-house banking, client money management and solutions for payment service providers. The platform is based on self-service and automation whereby corporates can manage their accounts themselves, define rules and allocate funds.

**Jane Strom-Pedersen, Senior Customer Manager, Tieto**

**TradelIX:** Trade Finance is possibly the busiest space in enterprise blockchain today and TradeIX's Marco Polo is the largest and fastest growing trade finance consortium built on an interoperable business network powered by open APIs and distributed ledger technology (blockchain). Marco Polo makes trade finance smarter, more transparent & better connected.

**Brendan Duhamel, Blockchain Lead, TradelIX**

4:20

### **Ask the experts: Discovery round**

There has always been a stark contrast between how great SCF sounds in theory and how hard it is in practice. The administrative complexity of setting up the programme is often underestimated. The supplier onboarding process is particularly problematic for mid-size firms. There are legal, tax and accounting issues that require central finance and maybe board approval. Then there are the newer methodologies which tailor financing based on supply chain data sound great – but gathering that data is not straightforward. This panel is an opportunity for you to let our panellists help you with the pain points you have experienced in SCF, or the worries you have in planning an SCF programme.

**Bart Ras, MD, Greensill Capital, UK**  
**Andrew Nash, Former SVP Finance Transformation, Royal Ahold Delhaize, Switzerland**  
**Alexei Zabudkin, CFO, CRX Markets, Germany**  
**Mirco Roeben, Sales Director DACH, Taulia, Germany**

5:00

### **Adjourn to day 3**

# Stream 8

## Discovery Lab: Technology

Sponsored by



Put simply, technology is confusing. The promise of FinTech and blockchain is great but so too are the risks. This lab will explore the developments that are relevant to treasury. From understanding why blockchain is so key to the future to concrete examples of how AI is improving treasury efficiency, this lab will help you cut through the noise.

## Day 1 | Wednesday 26 September

**Chair:** Aniket Kulkarni, Director Treasury & Trading, PwC, Switzerland **2:40**

**2:00** **The treasury tech environment**

As a treasurer you are being bombarded by technology solutions. From questions being raised over whether there is still a fundamental role for treasury management systems to how blockchain will really impact treasury, this lab will help you make the right choices. Our expert-led discussion will also look at the future of banks and their own challenges around their legacy technology and their partnerships to be able to provide new technologies to their clients. Will the partnership model be the one going forward? Banks are significantly investing in AI and blockchain solutions and the promise for treasury is exciting. This session will look at technology innovation and the opportunities for treasury.

**Eric Matheny, VP, Corporate Finance & Treasury, Allianz Global Corporate & Specialty, US**  
**Guillaume Peslin, International Group Treasurer, Alten Group, France**  
**Petri Syväne, Head of Sales & Business Development, Payment & Cash Management, Tieto, Finland**  
**Bruno Mellado, Global Head of Collections & Payments, BNP Paribas, Belgium**

**Managing your financial picture in real time**

How can you best manage your finances 24/7 and achieve a total view with an ease that retail bank customers have been enjoying for some time? What technology can be applied in order to achieve this? This session will look at how a forward thinking treasury team can take the best of what technology has to offer today in order to manage global liquidity with comprehensive reporting and position monitoring. How can tech help automate inefficient processes and achieve a single liquidity view across multiple currencies and countries, while reducing risk and simplifying control of cash.

**Ilkka Korkiakoski, VP Head, Transaction Banking, Tieto, Finland**

**Tino Kam, Head of Payments, Liquidity Management & Corporate Channels, Transaction Banking, Nordea**

**3:20** Refreshment break

**4:00** **Blockchain and treasury in practice**

Blockchain applications originated from a desire to prioritise decentralisation and security. These objectives were met, but they came at the expense of speed and scalability. So while blockchain technology is excellent for preserving transaction histories and its built-in encryption is secure, it is gaining acceptance as a solution in global payments, FX or trade finance. There are a number of well-advanced initiatives in each of these areas, supported by major banks and technology companies.

**4:40**

And there have been numerous proof-of-concept transactions in areas as diverse as commercial paper, debt trading and settlement. So what practical, functioning examples of blockchain solutions exist in the financial arena, and which are relevant to corporate treasury? More importantly, which do a better job than existing solutions and are interoperable with your current infrastructure?

**Dr. Jacob Bejoy, Head of Tech & BPO, Corporate Finance & Treasury, Deutsche Post DHL, Germany**

**Demos: Technology showcase**

These short demos will give you a flavour of who is innovating and what they are bringing to the market to help with pain points in treasury and new opportunities.

**Adjoint Smart Treasury** helps treasury and finance to achieve better visibility, more control and instantaneous transfers without cumbersome ledger reconciliations. No more waiting for financial reporting periods to close, batch processes to complete and investigating discrepancies. No more manual reporting and extracts from complicated systems. No more bank and FX charges for treasury transfers. Adjoint Smart Treasury provides a secure, private, permissioned distributed ledger backbone for treasury operations.

**Panida Ahlin, Product Sales Lead, Adjoint, UK**

**BOARD** allows companies to create unified analysis, planning, forecasting and simulation models with minimal IT support. By integrating business intelligence, corporate performance management and predictive analytics in a single decision-making platform, BOARD provides companies worldwide with a solution to drive decision-making processes across the whole organisation.

**Giuseppe Massimiliano Di Fazio, Area Sales Executive, Board**

**Cashfac's Virtual Bank**

**Technology® (VBT)** platform is designed for corporates in all industries but built to be delivered through the bank's digital channels for a seamless banking experience. The VBT platform offers corporates all the advantages of real bank accounts but through a self-serve virtual account experience which offers productivity and income generation advantages tailored to individual sectors.

**Tim Martin, Product Manager, Cashfac**

**5:20**

**Adjourn to the Treasury Networking Reception**



# Stream 8

## Discovery Lab: Technology

Sponsored by



## Day 2 | Thursday 27 September

**Chair** Simon Taylor, Co-Founder, Director of Blockchain, 11:FS

**1:30** **The hype has gone: Time to deliver?**

It's been a rollercoaster year, from blockchain fever one week to companies and countries dropping plans for cryptocurrency, what does the current technology environment look like? While it's still the case that there are few, if any, distributed ledgers generating real applications, for treasurers, there are perhaps three areas of development to pay attention to: the global payments system, where variants of distributed ledger technology may at some point be able to improve security and service; trade finance and more generally, smart contracts. As banks continue their digital journeys and embrace FinTech partnerships we are seeing the emergence of viable solutions to solve pain points in the working capital, supply chain, forecasting, asset management and funding sphere. We look at what's working and what's not.

**Simon Taylor, Co-Founder, Director of Blockchain, 11:FS**

**2:20** **Robotics and AI for treasury: The promise of intelligent automation**

Where can robotics be applied in the treasury and what tools are there for treasury automation? Companies are gaining competitive advantages by being able to not simply improve treasury automation but using predictive analytics too. The promise of machine learning and AI solutions are also beginning to show results within treasury. This is partly because banks and technology companies are partnering to produce the right solutions and investing heavily in new products. In this case study see how one corporate fared when it decided to use robotics and machine learning to solve a key issue.

**Sara Andersson, Treasury Operations Analyst, Spotify, Sweden**  
**Brian Briggs, Global Head of Presales, WorkFusion**

**3:00** **Refreshment break**

**3:40** **Rewiring trade finance with blockchain and FinTech**

Digitisation has been happening at pace in the trade and trade finance space with new consortia or FinTechs appearing with increasing frequency. The lack of interoperability and standards is leading to an increasingly fragmented market with more and more digital islands being formed. This panel session will look at specifics in the trade and trade finance markets, the development of technology and the most optimal solutions that are under development.

**Louis de Bruin, Blockchain Leader Europe, IBM Global Business Services, The Netherlands**  
**Aarti Rao, Managing Director, LiquidX**  
**Michael Vrontamitis, Head of Trade, Europe & Americas, Product Management Europe, Standard Chartered, UK**  
**Daniel Cotti, CFO, TradelX, UK**

**4:20** **Demos: Technology showcase**

These short demos will give you a flavour of who is innovating and what they are bringing to the market to help with pain points in treasury and new opportunities.

**HighRadius** uses artificial intelligence to change the way that receivables departments do cash allocation, improving the process using human-like intelligence with robot-like speed. Time is money, and companies are saving both by automating data capture for email and portal remittances to replace manual tasks. By implementing a solution that is ERP and bank agnostic, treasury groups increase visibility into receivables processing on a single, centralised platform.

**Vikram Gollakota, Client Solutions Director, HighRadius**

**Loanbox**, last year's Eurofinance Innovation Award Winner is a loan and capital market platform connecting more than 1200 cities, municipalities and corporates with institutional investors and banks for easy to manage loans. Loanbox has also launched a new bond product.

**Stefan Feller, Director Capital Markets, Loanbox**

**5:00** **Adjourn to day 3**

# Stream 9

## Discovery Lab: Open banking

Sponsored by

Deutsche Bank 

Why is everyone talking about APIs? PSD2 — aka Open Banking — is one of the key drivers behind the rise of APIs. However, APIs have much wider applications than retail banking data access. Transaction management banks are opening up their systems to treasuries and treasury system suppliers, giving treasurers the chance to customise their own functionality, save costs, move to a real time environment, and gain access to new, better third-party tools.

## Day 1 | Wednesday 26 September

Chair: Daniel L. Blumen, CTP, Partner, Treasury Alliance Group LLC, US

2:00 **Open banking: Risks, challenges and opportunities**

APIs are generally associated with PSD2 and the threat to incumbent banks from FinTech players able to access their customer data. But as business users increasingly ask why their business applications are so much clunkier than what they experience as consumers, and as banks progress along their own digital transformation journeys, APIs are becoming more common in the B2B environment. This discussion will take you through the promises and obstacles in this changing bank environment. Our panellists will look at the impact Open Banking and APIs will have on your global payment processing operations and the specific benefits for corporate B2B payments. By the end, you will understand the regulations, the upcoming payments industry changes and the steps your business needs to take to prepare and when.

Christopher Van Woeart, Head of Treasury, Stripe, US  
David Watson, MD, Global Head of Digital Cash Products & Americas Head of Cash Management, Deutsche Bank

2:40

**Open banking: The view from the frontline**

Our panelists debate the likely effects of the new regulatory environment on transaction services. While open banking may affect banks' retail operations most immediately, will that have knock-on effects on their corporate offerings? It seems to be assumed that FinTechs have all the cards but data is this era's oil, and incumbent banks have the data and the knowledge of clients' needs. So what new products and services can they offer treasurers without the problems of tech and trust involved in choosing new partners? And we ask the corporates are they willing to allow third-party access to their data?

Marcus Hughes, Head of Strategic Business Development, Bottomline Technologies, UK  
Jack Gielen, COO, Cobase, The Netherlands  
Nadia Sultan, Senior Cash Manager, LyondellBasell, The Netherlands

3:20

Refreshment break

4:00

**Demos: Technology showcase**

These short demos will give you a flavour of who is innovating and what they are bringing to the market to help with pain points in treasury and new opportunities.

**Modo:** Payment problems have typically been solved by bespoke software and proprietary systems that over time became huge with trillions of dollars running through them making it hard to do anything but build on top of these. These legacy systems are not going anywhere anytime soon meaning much inefficiency when new entrants attempt to innovate. Integrations don't work as they have to be done one at a time. The only answer is interoperability. Modos provides a utility that works with banks, networks, ecommerce players, processors and partners to enable interoperability between all payment systems.

Bruce Parker, Founder & CEO, Modos, US

4:40

**API is the new black**

For treasurers looking to exploit the new open banking environment. It's not simply a question of purchasing new, off-the-shelf solutions that deliver great new functionality and value. The most successful new developments are most likely to emerge from partnerships between sophisticated corporate treasuries and the partners they choose. One obvious choice is an existing, close transaction banking partner. In this detailed case study, see how this company and a core relationship bank realised that together they could develop innovative new solutions to some of treasury's most intractable problems. Learn how they have taken advantage of open banking to develop new efficiencies and create new opportunities for the wider corporate treasury community.

Javier Orejas, Head of Banking, EMEA & Americas, IATA, Spain  
Benjamin Madjar, Head of Cross-Product Solutions, Deutsche Bank, France

5:20

Adjourn to the Treasury Networking Reception



On the exhibition floor, the discovery labs will look in depth at trending topics. They will explore new technologies and opportunities for treasury as well as feature peer-to-peer discussions on solving treasury issues.

# Stream 9

## Discovery Lab: Open banking

Sponsored by

Deutsche Bank 

## Day 2 | Thursday 27 September

**Chair:** Daniel L. Blumen, CTP, Partner,  
Treasury Alliance Group LLC, US

**1:30** **BYOB: Bring your own banking**

The combination of bank API stacks and developers inside corporates is already enabling sophisticated bank clients to build applications and services tailored to their specific requirements. Treasury can directly connect via their own workstations or ERP systems to access transaction banking (and other) services. The advantages for treasurers are the level of customisation available, the convenience of not having to use banking portals with proprietary applications and interfaces and the ability to automate treasury tasks using applications that process transactions directly from their own treasury platforms to their banking partners. So is this possible for all treasuries? How important is it to have an enterprise-wide strategy for creating, and managing APIs? And how can treasurers work with third-party developers to build these kinds of customised solutions if they do not have the expertise in-house?

**Mark Hartley, Founding Partner, Bankifi, UK**  
**Pedro Batista, Director of Banking, Optal, UK**  
**Roger Vincent, Chief Innovation Officer & GM (UK&I), Trade Ledger, UK**

**2:20**

### Love the tech, hate the risk

Bank API and digital transformation programmes have seen financial institutions building ever larger networks of FinTech and IT partners. These networks are being developed to create the broadest possible range of applications linked to the banks' API ecosystems that go well beyond traditional finance services. But does enhanced connectivity and customisable systems bring with it enhanced risk? Cyber security continues to dominate the list of risks that treasury manages. Cyber threats are constantly morphing. Identify one and another ten appear and how secure is your data? What are the solutions being developed using predictive analytics and machine learning to prevent fraud and help protect treasury? Our panel will guide us through the new connected reality and the threat and response spectrum.

**Dan Greiller, Sales Director, Feedzai, UK**  
**Mathieu Primot, Digital Officer – Finance, TOTAL SA, France**  
**Christof Nelischer, Global Group Treasurer, Willis Towers Watson, UK**

**3:00**

### Refreshment break

**3:40**

### When mobile wallets meet treasury APIs

The collision of B2C payment technology with legacy corporate processes is one of the ongoing issues in the bigger picture of digital transformation. Typically, treasury has not seen non-bank payment platforms as necessitating much change in their own systems. However, payment APIs change that: using APIs to connect to e-wallet solutions allows companies to easily digitise a significant proportion of its cash, saving money and generating payment data that can help improve collections build new solutions to enhance revenue. Treasury-led projects made possible by the emergence of APIs will transform payments and other treasury processes. Join the discussion to understand the opportunities.

**Lu Zurawski, Practice Lead – Consumer Payments, ACI Worldwide**  
**Kris Nikho Fernandus, Executive Director, International Treasury Center, CHANEL, Luxembourg**  
**Alain Falys, Co-founder & Chairman, Yoyo Wallet, UK**

**4:20**

### APIs and data: Value, efficiency, insight and risk

At a basic level, APIs allow corporate clients to access the data they need from their banks when, and in the form, they want it. This improves basic processes like reconciliation but also lets them create proactive processes that use these events and patterns in this data to drive alerts and other actions. The real-time connectivity created by APIs can also generate new dataflows from which treasury can derive novel insights into the business and customers to drive exactly the type of strategic treasury activity CFOs have started to demand. Those are the opportunities. But are there risks? In this discussion we examine how APIs, open banking and broader digital transformation create value from data, and what treasurers need to know about the privacy, security and other implications for risk.

**Somil Goyal, COO, Adjoint, UK**  
**Vincent Jansen, Partner, Innopay, The Netherlands**  
**Christian Schaefer, Head of Payments, Deutsche Bank**

**5:00**

### Adjourn to day 3

Discovery  
Lab

EuroFinance<sup>7</sup>

# See you next year in Copenhagen!

International  
Treasury Management  
Copenhagen, Denmark | 16-18 October, 2019

The Economist Group

# Download the app!

View the conference programme, get speaker information, contact other delegates, and much more...

Search for '**EuroFinance Events**' in the App Store or Google Play.



## Official sponsors



At Bank of America Merrill Lynch, we are committed to doing what's right for our clients, investing in communities, and strengthening economies. We operate in over 200 territories and 140 currencies, serving companies and institutions.

We develop actionable insights, based on our deep experience, in-depth research and broad perspective. Beyond ideas, we partner with our clients to deliver powerful solutions. We offer a full range of banking, investment management and risk management products and services that help clients thrive in a changing world.

From local communities to global markets, we are dedicated to shaping the future responsibly.

[www.bofam.com](http://www.bofam.com)



HSBC is one of the world's largest banking and financial services organisations with over 6,000 offices in over 70 countries. Our global footprint helps clients benefit from a network which covers 90% of global trade and capital flows with notable financial strength and a long term commitment to our clients. Whether it is working capital, supply chain finance, trade finance, liquidity, payments and cash management solutions, FX or Asset Management, HSBC provides the tools and expertise businesses need to thrive.

Our Global Liquidity and Cash Management business offers award winning services and solutions to clients ranging from small-to-mid market companies to Fortune 500 multinationals, financial institutions and government bodies. Our wide range of account services, liquidity management, payments and receivables solutions can enhance the way our clients do business. Through our Global Trade & Receivables Finance Business, we are a leading provider of international trade and supply chain finance solutions with unrivalled experience in solving today's most complex trade challenges.

**Lance T. Kawaguchi**  
Managing Director & Global Head – Global Banking Corporates  
Global Liquidity & Cash Management

**Nick Jones**  
Head of Sales, Liquidity, EMEA  
Global Asset Management

**Andrew Betts**  
Managing Director, European Head of Global Trade & Receivables Finance  
Global Head of Commodities

[www.gbm.hsbc.com/solutions](http://www.gbm.hsbc.com/solutions)



Citi, the leading global bank, has approximately 200 million customer accounts and does business in more than 160 countries and jurisdictions. Citi provides consumers, corporations, governments and institutions with a broad range of financial products and services, including consumer banking and credit, corporate and investment banking, securities brokerage, transaction services, and wealth management.

Citi Treasury and Trade Solutions enables our clients' success by providing an integrated suite of innovative and tailored cash management and trade finance services to multinational corporations, financial institutions and public sector organizations across the globe. Based on the foundation of the industry's largest proprietary network with banking licenses in over 90 countries and globally integrated technology platforms, TTS continues to lead the way in offering the industry's most comprehensive range of digitally enabled treasury, trade and liquidity management solutions.

[citi.com/treasuryandtradesolutions](http://citi.com/treasuryandtradesolutions)



Deutsche Bank's trade finance and cash management teams provide commercial banking products and services – for both corporates and financial institutions – which deal with the management and processing of domestic and cross-border payments, professional risk mitigation for international trade and asset and liability management. Our customers are supported in their domestic, regional and global trade finance and cash management programmes through our network of offices situated in all major and secondary financial markets, including hubs in Frankfurt, London, New York and Singapore.

[www.cib.db.com](http://www.cib.db.com)



With around EUR 700 billion assets under management (December 2017), DWS is one of the world's leading investment management organisations. DWS offers institutions traditional and alternative investments across all major asset classes.

With 60 years in Active, 40 years in Alternatives and over 10 years in Passives, we are leaders in our fields of investment. We combine creativity and intelligence with technology to develop new ways of serving the financial needs of our diverse clientele worldwide.

[dws.com](http://dws.com)



BNP Paribas is a leading global financial services provider and is dedicated to finance the economy in an ethical manner, to develop and engage our staff responsibly, to be a positive agent for change and to combat climate change.

Present in more than 70 countries with more than 190,000 employees, BNP Paribas is capable of accompanying its clients in their international development with more than 1,700 dedicated transaction banking relationship managers who have a firm understanding of local specificities via an unrivalled network of over 220 business centres around the world.

As one of the primary cash management players globally, and as the European leader, BNP Paribas puts its clients at the heart of its product development strategy and focuses on clients' needs and objectives and provides customised solutions while aiming to identify clients' requirements first hand. Design Thinking and Co-creation are part of a new way of working with our Corporate clients.

The breadth and depth of the BNP Paribas network, innovative technology, client proximity, and regulatory and cultural expertise enable the bank to design, deliver and support cohesive solutions worldwide. These capabilities uniquely position BNP Paribas to meet its clients' local, regional and global cash management objectives both today and in the future.

Tip the world of treasury in your favour!

[cashmanagement.bnpparibas.com](http://cashmanagement.bnpparibas.com)

#ProudlyCash



We are a leading international banking group, with more than a 150-year history in some of the world's most dynamic markets. Our purpose is to drive commerce and prosperity through our unique diversity, and our heritage and values are expressed in our brand promise. Here for good.

We are present in more than 60 markets, with over 1,000 branches and around 3,000 ATMs.

Standard Chartered PLC is listed on the London and Hong Kong Stock Exchanges as well as the Bombay and National Stock Exchanges in India.

For more stories and expert opinions please visit [Insights at sc.com](http://Insights.at.sc.com). Follow Standard Chartered on Twitter, LinkedIn and Facebook.

**Karin Flinspach**  
Managing Director, Regional Head, Transaction Banking, Europe  
[karin.flinspach@sc.com](mailto:karin.flinspach@sc.com)  
+44 20 7885 8888

**Victor Penna**  
Managing Director, Regional Head, Cash Management Europe & Americas, Transaction Banking  
[victor.penna@sc.com](mailto:victor.penna@sc.com)  
+44 20 7885 8888

[www.sc.com](http://www.sc.com)



Nordea is the largest financial services group in the Nordic region and one of the biggest banks in Europe, with more than 200 years in the banking business.

We want to make a real difference, for our customers and for the communities, by collaborating and sharing our expertise.

Through our four business areas we offer you broad expertise across a full range of products and services to meet your specific needs, whether you are a private, corporate or institutional customer. We combine local expertise with global strength to provide you with a complete portfolio of financial services and solutions and one of the strongest, most diversified product ranges in the Nordic region with superior Nordic distribution power and global capabilities. Our customer base consists of approximately 11 million private customers and around 0.7 million corporate customers. The Nordic region is our home market, while we serve customers through offices in Germany, UK, USA, China and Singapore as well as our network of international partner banks.

[insights.nordea.com](http://insights.nordea.com)

[nordea.com/cm](http://nordea.com/cm)



## Technology sponsors



BELLIN is the global leader in technology for corporate banking and treasury. We provide solutions for the financial sector, catering to a range of clients from large multinationals to SMEs and banks. Founded by a treasurer, BELLIN has been championing innovation and out-of-the-box thinking since 1998. With the treasury software tm5 as the centerpiece, BELLIN makes a fundamental difference by offering solutions that zero in on the relationship between corporates and banks and cover everything from payments to FX, cash and risk management. BELLIN is an international company with offices on four continents, powered by a trailblazing FinTech spirit and yet firmly rooted in the heritage of German craftsmanship and engineering. BELLIN delights nearly 500 clients and over 50,000 users around the globe.

sales@bellin.com

[www.bellin.com](http://www.bellin.com)



GTreasury is the global leader in cash and liquidity management, helping corporate treasurers become strategic business partners since inception in 1986. GTreasury has a range of solutions that will automate all your cash activities including cash visibility, forecasting, concentration, reconciliation and payments to increase automation, reduce operational risk, and drive productivity. GTreasury will illuminate your liquidity and give you the tools to make quicker, more confident decisions that optimize your treasury operations and drive corporate value.

For more information please contact marketing@gtreasury.com or visit:

**Terry Beadle**  
Global Head of Corporate Development  
tbeadle@gtreasury.com

[www.gtreasury.com](http://www.gtreasury.com)



150 countries, 600 professionals, 1 team. PwC's global Corporate Treasury network combines a variety of professional backgrounds, including treasurers, bankers, system developers, accountants, integrators and management consultants. We work with your treasury to enable management across the whole business to make the right financial decisions.

We help you develop your Treasury function to enhance your organisation – be that increased shareholder value, informed management decision making or efficient processing. Because every Treasury is unique, we co-create solutions that work for you. And, you get constant access to a comprehensive range of specialists – treasury, systems, FinTech, accounting, regulatory and change management – to ensure you capture the value you're looking for.

We have been voted Best Treasury consultant for 16 consecutive years by TMI magazine.

**Sebastian di Paola**  
Global & Europe – Switzerland  
sebastian.di.paola@ch.pwc.com  
+41 58 792 9603

**Ian Farrar**  
Asia Pacific – Hong Kong  
ian.p.farrar@hk.pwc.com  
+852 2289 2313

**Peter Frank**  
Americas – United States  
peter.frank@us.pwc.com  
+1 646 471 2787

[www.pwc.com/corporatetreasury](http://www.pwc.com/corporatetreasury)



Treasury Intelligence Solutions (TIS) is the leading cloud platform for the management of company-wide payments and cash flows.

TIS enables companies to make more efficient, more secure and more cost-effective payment transactions. In addition, TIS enables customers to make better decisions when analysing financial and operational performance in real time.

All mission-critical processes related to payment transactions are integrated into a multibank-capable, audit-proof cloud platform. This is a single point of contact for enterprise customers when managing and analysing their payment flows across the organisation. TIS takes care of managing various payment formats, communication channels with banks, and ERP-agnostic integration. Offered as Software as a Service (SaaS), the ISO certified TIS solutions are quickly up and running without the complexity and cost of a long IT project.

**Joerg Wiemer**  
CEO  
joerg.wiemer@tis.biz  
+49 6227 69 82 40

**Giancarlo Laudini**  
SVP Global Sales & Marketing Operations  
giancarlo.laudini@tis.biz  
+49 6227 69 82 40

[www.tis.biz](http://www.tis.biz)



ION Treasury is the largest provider of treasury and risk management solutions in the world. Its solutions are designed to meet the needs of organizations with varying complexities and at different stages of technology adoption. With over 1,250 clients in more than 30 countries, ION Treasury is also a powerful community shaping the global treasury landscape. ION Treasury is a division of ION, which dedicates over 40% of its employee base to product innovation. It is the only corporate treasury provider that has the financial strength, breadth of products, and commitment to continuous innovation to deliver on treasury's diverse and changing technology needs. ION Treasury's portfolio of leading treasury products includes Wallstreet Suite, Openlink, Reval, IT2, ITS, City Financials, and Treasura, as well as innovative tools and services that span across the entire solution set.



Bottomline Technologies (NASDAQ: EPAY) helps make complex business payments simple, smart, and secure. Corporations and banks rely on Bottomline for domestic and international payments, efficient cash management, automated workflows for payment processing and bill review, and state of the art fraud detection, behavioral analytics and regulatory compliance solutions. Thousands of corporations around the world benefit from Bottomline solutions. Headquartered in Portsmouth, NH, Bottomline delights customers through offices across the U.S., Europe, and Asia-Pacific.

**John Ballantyne**  
Sales Director, Financial Messaging  
jballantyne@bottomline.com  
+44 (0) 7971 618 916

info@bottomline.com

[www.bottomline.com/uk](http://www.bottomline.com/uk)



Orbian is the world's leader in the development and management of major, successful SCF programs. Combining its own award-winning proprietary IT platform with the most effective funding capability, Orbian has been providing world-wide, multi-currency SCF solutions to the world's largest companies and their suppliers for 19 years. Orbian provides the greatest security, easiest implementation, suppliers' enrolment, lowest cost and assured liquidity for global corporations and their strategic supply chain partners. The Orbian solution provides:

- Fast, seamless implementation
- Unique multi-funding partner approach, based on that Orbian is able to provide 'unlimited' funding to its customers
- Already embedded in SAP-ERP systems; limited technical integration for other systems
- No integration work necessary for suppliers and funders
- Simple and straight forward suppliers on-boarding process
- Simple contracts for buyer and suppliers in English and local languages
- Complete suite of account reconciliation tools and reports for buyers and suppliers
- Multi-languages customer support

**Thomas Dunn**  
Chairman, London, UK  
thomas.dunn@orbian.com  
+44 20 7065 7010

**Sabrina Piquemal**  
Senior Marketing Manager, London, UK  
sabrina.piquemal@orbian.com  
+44 20 7065 7013



EY is a leading provider of Assurance, Tax, Advisory and Transaction services. EY's Global Treasury Services group is a leading provider of treasury and risk management services to corporations, financial institutions and government agencies. EY provides a broad array of treasury services, including support with financial risk management, global cash and liquidity management, bank relationship management, treasury organizational structure, technology selection and implementation, treasury integration and carve-out support, debt and investment management and regulatory matters and related functions.

Our teams have a wide range of experience and have executed global and complex treasury initiatives across a variety of industries. We leverage our treasury knowledge to help you identify and address issues early and seamlessly integrate with other EY capabilities to provide a level of support that helps balance your short-term needs and long-term goals.

**Paul S. DeCrane**  
EY Global Treasury Advisory Leader  
Ernst & Young LLP  
155 North Wacker Drive,  
Chicago, IL 60606  
paul.decrane@ey.com  
+1 312 879 3207

[ey.com/treasury](http://ey.com/treasury)



Ripple provides one frictionless experience to send money globally using the power of blockchain. By joining Ripple's growing, global network, financial institutions can process their customers' payments anywhere in the world instantly, reliably and cost-effectively. Banks and payment providers can use the digital asset XRP to further reduce their costs and access new markets.

With offices in San Francisco, New York, London, Sydney, India, Singapore and Luxembourg, Ripple has more than 100 customers around the world.



Official publication

Media partners



Host association

Endorsed by



# EuroFinance<sup>7</sup>

Part of **The Economist Group**

# How to register

- 1 Go to [www.eurofinance.com/geneva](http://www.eurofinance.com/geneva)
- 2 Fax this form to +44 (0)20 7576 8531

You must quote this code when booking:

**WEB**

## Please complete in capitals and black ink

We will communicate with you in relation to your attendance at this event (hotel information, changes to agenda etc.) based on the details you submit on this form.

### Person making the booking (if different to below)

Name: \_\_\_\_\_

Tel: \_\_\_\_\_

Email: \_\_\_\_\_

### Delegate details (please complete this section in full)

Title: \_\_\_\_\_ First name(s): \_\_\_\_\_

Surname: \_\_\_\_\_

Position: \_\_\_\_\_

Department: \_\_\_\_\_

Company: \_\_\_\_\_

Industry: \_\_\_\_\_

Address: \_\_\_\_\_

Country: \_\_\_\_\_ Zip/Postcode: \_\_\_\_\_

Tel: \_\_\_\_\_

Email: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

### Do you have any special requirements?

Would you like to receive news, content and offers on EuroFinance events and services? (You can opt out at any time.)

By email:  Yes  No By phone:  Yes  No By post:  Yes  No

EuroFinance is part of The Economist Group. Would you like to receive information on subscription offers, Economist events and other products? (You can opt out at any time.)

By email:  Yes  No

The Economist Group is a global organisation and operates a strict privacy policy around the world. You can view our privacy policy at [www.economistgroup.com/privacy](http://www.economistgroup.com/privacy).

### What is the annual turnover of your company?

- Under US \$25m  US \$25m-\$99m  US \$100m-\$499m  
 US \$500m-\$999m  US \$1bn-\$9.9bn  Over US \$10bn

### How did you hear about the event?

- EuroFinance email  EuroFinance mail / letter  
 EuroFinance website  EuroFinance telephone call  
 Sponsor / exhibitor  Social media  
 Word of mouth  Other - please specify: \_\_\_\_\_

Are you interested in in-house training?  Yes  No

## Delegate prices

To qualify for the early bird discount, payment must be received by **Friday 17 August 2018**. Please add 7.7% VAT to the prices below. VAT must be paid irrespective of the delegate's country of residence.

### Members of the corporate treasury or finance functions in corporations

	Early bird (book by 17 August)	Full registration
<input type="checkbox"/> 3-day conference	€3,145	€4,515
<input type="checkbox"/> 3-day conference + 1-day training *	€4,600	€6,515

### \* Please register me for the following pre-conference training course:

- Digital Treasury: FinTech & New Technologies  Treasury Management for CFOs  
 Financial Instruments: Accounting Standards for Treasurers

## Method of payment

Please debit € \_\_\_\_\_ from my credit card and send me an invoice

AMEX  Eurocard  Mastercard  Visa

Card number: \_\_\_\_\_

Expiry date: \_\_\_\_\_ / \_\_\_\_\_ (MM/YY)

Name on card: \_\_\_\_\_

Date: \_\_\_\_\_

Billing address if different from previous column: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Cardholder's signature: \_\_\_\_\_

Bank transfer

Transfer to: Barclays Bank PLC  
Acc. name: EuroFinance Conferences Ltd  
Sort code: 20-67-59  
Acc. no: 66936633  
IBAN: GB23BARC20675966936633  
SWIFT: BARCGB22

Please include the delegate name and code **1039** in the transmission details.

### Financial institutions / system suppliers / consultants / lawyers / accountants

	Early bird (book by 17 August)	Full registration
<input type="checkbox"/> 3-day conference	€4,115	€5,115
<input type="checkbox"/> 3-day conference + 1-day training *	€5,570	€6,995

## Terms and conditions

**Fees include:** Refreshments, lunch, full documentation and conference materials where available (they do not include hotel accommodation). All fees are inclusive of published discounts. Bank transfer charges are the responsibility of the payer. EuroFinance Conferences Limited reserves the right to alter the programme content, speakers or course at any time due to circumstances beyond their control. **Accommodation:** Absolute Corporate Events as our exclusive accommodation partner can assist you with a range of hotel rooms in Geneva at preferential rates. Please contact the team via [efcevents@absolutecorporetevents.com](mailto:efcevents@absolutecorporetevents.com) or +44 203 474 0313. EuroFinance strongly advises that you reserve your hotel accommodation as soon as possible as rooms will be subject to availability at the time of booking. **Cancellation terms:** Receipt of this signed booking form (inclusive or exclusive of payment) constitutes formal agreement to attend this conference/course and cancellation terms apply. Full refunds are available on all cancellations received in writing (letter, email or fax) 28 days before the conference/course start date. **NO REFUNDS OR CREDITS AFTER THIS DATE AND ANY OUTSTANDING PAYMENT WILL BE REQUIRED IN FULL.** The option to transfer to another conference or course is subject to availability. All confirmation details will be sent upon receipt of the booking form. Attendance fees will not be refunded (irrespective of the date of booking) in the event of war, terrorism or circumstances outside of the organisers' control. **Promotional discounts:** EuroFinance regrets that additional discounts received after the registration form has been submitted cannot be retrospectively applied to reduce the original price charged. **Dress:** Business. **Venue:** Palexpo, Route François-Peyrot 30, 1218 Le Grand-Saconnex, Suisse. **Incorrect mailing:** If any of the details on the mailing label are incorrect, please email [update@eurofinance.com](mailto:update@eurofinance.com). **NOTE:** There will be photography and/or filming at this event and your image may be captured by us and used for our business and promotional purposes, in printed publications, videos and/or on our website. By registering for the event you are giving us your permission to use your image in this way. If you have any queries about this, please email [marketing@eurofinance.com](mailto:marketing@eurofinance.com) © EuroFinance Conferences Ltd. | Floor 5, 20 Cabot Square, London, E14 4QW, UK.

For all enquiries, call +44 (0)20 7576 8555 or email [registrations@eurofinance.com](mailto:registrations@eurofinance.com)

**1039**