

Official Lead Sponsor



Official Sponsors



Rabobank



Sponsor and Exhibition  
space are now

**SOLD OUT!**



Two Pre-Conference  
1-Day Courses

**PLUS**

- **Winning Mid-Market Corporate Business**
- **Solving IAS39 & FAS133 Implementation Issues**

Monday 15th March 2004

Join us at our 2nd Annual Conference on

# Liquidity and Cash Flow Management for Pan-European Companies

## The only True Pan-European Treasury and Finance Event for Europe on Europe

Cutting-edge case studies including:

**Akzo Nobel, Brake Brothers, Connexion, Dover Corporation, First Dutch Capital, Flextronics, Greif, Goodrich Corporation, Heinz, Hunter Douglas, Wessanen** and many more...

**2 Streams on:**

- Centralisation from A-Z with a focus on Risk
- Cash Flow Management

Check with your relationship bankers for major discounts

**NEW & FULLY UPDATED PROGRAMME**

08:45	Registration, refreshments and exhibition opens
09:20	<b>Welcome to the Day and Themes of the Conference</b> Chairman: <b>Julian Wakeham</b> , Partner, <b>Capco</b> , UK
09:30	<b>Keynote: Growing Your Company to the Next Level</b> How do treasurers and finance directors contribute to value in the company? From taking ownership of working capital to optimising cash flow management, managing the risks and structuring the capital of the company to grow the business, the treasury professional can pull all the components of growth together, all this in an environment of increasing corporate governance and controls. <b>Hans van der Noordaa</b> , Managing Director, Corporate Communications and Strategy, <b>ING Group</b> , The Netherlands
10:00	<b>Guest Speaker: Everything You Need to Know About EU Enlargement in half an hour</b> Ten countries will join the EU in 2005. Will these new countries repeat the growth performance of some of the lesser-rated economies when the EU became a reality in 1992? This session examines some of the motors for growth and contains an analysis of how the new EU members fit into the EU both politically and economically. How will politics and economics combine to produce a timetable for Euro adoption by the central European countries? Who will join and who won't? • Seeing them differently • Specifics to these economies - what you need to remember • Meeting the Maastricht criteria - joining the Euro <b>Charles Robertson</b> , Director, Emerging Markets Economist, <b>ING Financial Markets</b> , UK
10:30	<b>Governmental Madness or Financial Logistics?</b> How much of a government treasury can you outsource? The lesson from the Dutch Ministry of Finance, whose treasury operations are run like a corporate treasury, is 'decentralise your information but centralise your money'. This case study is an example of a treasury operations strategy based on outsourcing key components of the cash management cycle to improve management information and save costs. <b>Ronald Baarends</b> , Head of Cash Management Division, <b>Ministry of Finance</b> , The Netherlands <b>Ruud Nijs</b> , Product Manager Corporate Banking, <b>Rabobank</b> , The Netherlands
11:10	Refreshment and Exhibition Break

11:40	<b>Conference divides into streams and focused workshops. Choose one stream or pick and mix sessions that meet your company needs</b>
	<b>A Centralisation from A to Z</b> or <b>B Cash Flow Management</b>

Lunch sponsored by



## Stream A - Centralisation from A to Z with a Day Two Focus on Risk

Chaired by: **Sebastian di Paola**, Partner, Corporate Treasury Solutions Group, **PricewaterhouseCoopers**, Belgium  
Centralisation is the mantra of many treasurers as they find ways to streamline costs and make all the processes within treasury more efficient. If centralisation is the way you want to move forward, these sessions will help identify which areas of treasury to centralise and to build structures that support a fully centralised operation.

### 11:40 Centralising Group Liquidity on a Multi-Bank Platform

Developing a simple but effective cross border/cross currency liquidity management concept. Increasing focus of local management on the concentration of Provimi's world-wide held liquidity. How to integrate liquidity management with other treasury functions like intercompany payments, intercompany loans portfolios, funding and investment processes?  
**Case Study**  
• Why centralize?  
• Constraints and aspects to be considered  
• Integration issues and ongoing aspects  
**John Hamilton of Silvertonhill**, Group Treasurer, **Provimi Holding BV**, The Netherlands  
**Bertie Sanders**, Senior Consultant Global Cash Management, **Bank Mendes Gans**, The Netherlands

### 12:20 Where to Locate Centralised Treasury Structures in Europe

Where do you locate centralised treasury in Europe? Which countries offer favourable tax and other incentives? Ernst and Young offer an insight into the various jurisdictions and as to whether or not it really is worth relocating.  
**Case Study**  
• An overview of popular treasury locations  
• New coordination centres  
• Legal and tax outlook  
• Withholding tax treatment  
• Outsourcing issues  
**Sonja Sidler**, Senior Manager, International Tax Services, **Ernst & Young Zurich**, Switzerland

### 13:00 Lunch

### 14:15 What Can a Payment Factory do for My Company? Multi-bank versus Single-Bank European Payment Factories

In an ideal world, corporates considering setting up a regional or global Payments Factory would select a single banking partner which would deliver all the required technology services and in-country capabilities with one, single point of access. The reality for most however, is that a multi-banked environment is here to stay for the foreseeable future.  
**Case Study**  
**Tony De Caux**, Chief Executive, **BRC Consulting**, UK plus corporate speaker from Belgium to be announced

### 15:15 Refreshment and Exhibition Break

## AFTERNOON INTENSIVE AND INTERACTIVE WORKSHOP

### 15:45 Pooling Demystified

Do you need and can you afford cross-border notional pooling or is cash concentration the optimal solution for your company? Demand for cash pooling facilities is still strong in Europe and this session will look at a number of solutions and exactly what you might get for your money. We also have on hand a tax expert to guide you through the intricacies.  
**Panel**  
**Moderator: Philippe Vyncke**, Partner, **PricewaterhouseCoopers**, Belgium  
**Panellists:**  
**Steven A.H. Claassens**, Group Cash Manager & Treasury Analyst, **Hunter Douglas**, The Netherlands  
**Michel Verholen**, Manager, International Treasury, **Greif**, Belgium  
**Ivo Mollee**, Assistant Treasurer, **Wessanen**, The Netherlands

### 17:30-19:00 Conference adjourns to cocktail party

## Stream B - Cash Flow Management

Chaired by: **Julian Wakeham**, Partner, **Capco**, UK  
From getting your cash flow forecasting correct to understanding the importance of your working capital, this stream will help you manage your cash flow more efficiently.

### 11:40 Creating the Right Level of Working Capital

Working capital is a fluid definition but everyone agrees about the importance of getting it right. As Basle II squeezes bank lending further, unlocking cash tied up in the working capital cycle is ever more important. You need to ensure your liquidity structures, your financing and investing, are optimal to ensure your company has room to grow.  
**Case Study**  
• What is working capital to your organisation?  
• Who controls working capital?  
• How can I set in place a programme to unlock cash?  
• What are the benefits and drawbacks?  
**Paul Johns**, Director, Treasury & Tax, **Impress Group B.V.**, The Netherlands

### 12:20 Targeting the Financial Supply Chain

Only by strongly monitoring the financial supply chain and incentivising those involved can a company improve performance in key performance areas like days sales outstanding (DSO).  
**Case Study**  
• Performance management  
• Drivers and influences  
• Finding efficiencies in supply chain management  
• Automation and outsourcing  
Corporate speaker to be announced

### 13:00 Lunch

### 14:15 The European Payments Landscape

The European cross-border payments directive which took effect last year was aimed at creating a single market for the European payments area, but what has it meant in practice? Achieving low-cost, crossborder payments via straight through processing doesn't seem an awful lot closer for most companies. Are there other initiatives in STP that will further help?  
• The European Payments Area an overview  
• Latest initiatives and changes  
• Swift, MA-CUG  
**Philippe Lambrecht**, General Manager, **KBC Bank N.V.**, **International Cash Management**, Belgium

### 15:15 Refreshment and Exhibition Break

## AFTERNOON INTENSIVE AND INTERACTIVE WORKSHOP

### 15:45 Cash Flow Forecasting Workshop

Cash flow forecasting forms the backbone of working capital management. It impacts on every aspect of treasury and the entire company. Getting it right is critical. This session will examine various methods with a hands on approach to help you build a cash flow forecasting strategy of how, when, drilling it down through your organisation and managing the variance to significantly improve your cash flow.  
• CFF principles and practice  
• Designing an approach to CFF  
• Relationship to working capital management  
• Case study  
**Stephen Harper**, European Treasurer, **Flextronics Europe**, UK\*  
**Seamus de Souza**, Senior Manager, **PricewaterhouseCoopers**, UK

### 17:30-19:00 Conference adjourns to cocktail party

\*to be confirmed

## Stream A - Centralisation from A to Z

09:00	Registration, refreshments and exhibition opens
09:25	Chair's Introduction to Day Two <b>Sebastian di Paola</b> , Partner, Corporate Treasury Solutions Group, <b>PricewaterhouseCoopers</b> , Belgium
09:30	<b>Integrating Cash and Treasury Management</b> "Cash is king" is the credo of treasurers nowadays. Multinational Akzo Nobel uses its in-house bank to concentrate cash and at the same time regulates the payments and the working capital financing of its subsidiaries. <b>Didier Baron van Voorst tot Voorst</b> , Corporate Treasurer, <b>Akzo Nobel</b> , The Netherlands
Case Study	
10:10	<b>Systems for the Centralised Treasury: Buy or Rent Strategies</b> The costs of installing a full treasury system along with FX platforms, risk modules, ERP and all the other technology you are told is essential to running an efficient treasury are prohibitive for many mid market companies or those who may want to invest their cash in acquisitions to grow. But can treasury be run on spreadsheets? Are there alternatives? • What to look for in systems that match your needs? <b>Bas Meijer</b> , Corporate Treasurer, <b>Connexion</b> , The Netherlands <b>Bas Rebel</b> , Manager, <b>Zanders &amp; Partners</b> , The Netherlands
Case Study	
11:00	Refreshments and Exhibition Break
	<b>FOCUS ON RISK</b> Managing your cash cross border encompasses a variety of risk from credit to currency, from political to tax and from operational to cultural. Getting the approach right is key as is understanding how to mitigate the risks.
11:30	<b>Enterprise Risk Management: an Integrated and Quantified Approach</b> There is a growing awareness of risk facing companies. There is also an acknowledgement of both financial and operational (non-financial) risks, but so far these are dealt with separately. An integrated approach is needed, and quantification helps in the decision-making process. • Objectives of risk management • Identification of risk factors • Modelling various risks • Influence on financial results • Risk management policies <b>Frans Van Westen</b> , Partner, <b>First Dutch Capital</b> , The Netherlands
Case Study	
12:30	Lunch
	<b>INTENSIVE INTERACTIVE WORKSHOP</b>
13:45	<b>Interest Rate and Currency Hedging Workshop</b> This essential workshop begins with a view on the global currency and interest rate developments for the next 12 months presented by an economist from the US. This essential session gives you the six to 12 month view. <b>Maria Fiorini Ramirez</b> , President & Chief Executive Officer, <b>MFR Research Inc</b>
15:00	Refreshment and Exhibition Break
15:40	<b>Workshop Continues</b> The second part of this workshop presents a corporate viewpoint on different hedging strategies based on market views. How do companies see the coming 12 months and how have they reacted? This interactive workshop allows audience participation. <b>Paul Poiters</b> , Treasurer, <b>Heinz Northern Europe</b>
17:00	Conference closes

## Stream B - Cash Flow Management

09:00	Registration, refreshments and exhibition opens
09:25	Chair's Introduction to Day Two <b>Julian Wakeham</b> , Partner, <b>Capco</b> , UK
	<b>FOCUS ON FUND RAISING</b> Bank credit has become more difficult and can be closely tied to the share of wallet you give your bank in cash management and treasury business. With Basle II looking, the credit issue is ever more important as banks will further tighten lending in response to risk ratios. Lower rated credit and smaller companies are likely to suffer most.
09:30	<b>Understanding the Correct Capital Structure for your Company</b> Having set up an optimal working capital management programme to unlock funds, your free cash flow is no good if you don't use it. Capital structure should be a long-term strategic view to create value for your company. • Do you have the right capital structure to achieve your goals? • Capital structure as a powerful tool • How to change capital structure • Understanding WACC Speaker to be announced
Case Study	
10:10	<b>The Increasing Importance of Credit in International Debt Funding Markets</b> • Pressures arising from Basle II • The increasing disintermediation of lending • The funding opportunities that may open up to European corporates <b>Charles Marling</b> , Senior Director, Head of European Corporate Marketing, European Capital Markets Dept, <b>Fitch Ratings</b>
11:00	Refreshments and Exhibition Break
11:30	<b>Cash and Treasury Management in a Post-Acquisition Environment</b> So many mergers and acquisitions have failed to deliver value to a company and moreover to the shareholders/owners. Moreover, raising capital for growth can be sticky if working capital is tight and bank lending is scarce. This session looks at the strategic value and the financing of Goodrich's most recent acquisition. <b>Jeanot Jonas</b> , Branch Manager & European Treasury Manager, <b>Goodrich Corporation</b> , Luxembourg
Case Study	
12:30	Lunch
	<b>INTENSIVE INTERACTIVE WORKSHOP</b>
13:45	<b>Funds Workshop Incorporating Securitisation, Factoring, Leasing</b> In an increasingly difficult borrowing market, leasing, factoring and securitisation represent an inviting alternative. If you can't tap the markets or your banks, these are three financing solutions for corporates to pay attention to and are being offered by non-bank finance providers who may be outside the Basle II restrictions. <b>Moderator: Julian Wakeham</b> , Partner, <b>Capco</b> , UK <b>Panellists: Toon Sanders</b> , Director of Marketing, <b>De Lage Landen</b> , The Netherlands <b>Derek Strocher</b> , Treasurer, <b>Brake Brothers</b> , UK <b>Declan Lynch</b> , Executive Vice President, <b>JMH Demica</b> , Ireland
Panel	
15:00	Refreshment and Exhibition Break
15:40	<b>Fund Raising Workshop Continues</b>
17:00	Conference closes

Keep ahead of all the latest developments by attending the exhibition



**Sponsor and Exhibition Space are Now SOLD OUT**

But respond to your customer demands by buying group delegate places.

Go online at [www.eurofinance.co.uk](http://www.eurofinance.co.uk) to check the speaker updates

# Choose from two Pre-Conference 1-Day Courses

## Monday 15th March 2004

### Winning Mid-Market Corporate Business

#### Understanding the CFO and Treasurer Mindset



Moderator and Lead Tutor: **Tony De Caux, Chief Executive, BRC Consulting, UK**

This new and innovative course has been specifically designed to guide bankers and executives from other organisations who are selling European Cash and treasury products and services to corporate customers, on how to identify and assess the needs of these businesses. Participants will be divided into teams and will spend this intensive and practical training course exploring each area of the sales planning process. Using a realistic, hypothetical corporate case study each team will meet with the corporate, then create and present an RFP. Tony De Caux will personally evaluate each proposal highlighting its strengths and weaknesses and go on to explain the key areas of importance to the corporate in selecting a partner to meet their business needs.

09:15	Registration and refreshments	15:00	<b>Presentation of proposals to Finance Director of Zyx Manufacturing</b>
10:00	<b>Bank Selection Process from Corporate Standpoint</b>	15:30	Refreshment break
10:30	<b>Case Study Company – Zyx Manufacturing</b> Teams will get time to study some background material and plan a brief call on the company.	15:45	<b>Feedback on Presentations</b>
11:00	<b>Initial Call on Company</b> Each team will be given a chance for a short meeting with a senior member of the finance area.	16:15	<b>Good Points / Weak Points</b> <ul style="list-style-type: none"> <li>• Tips for successful presentation of proposals</li> <li>• Who to bring to meeting</li> <li>• Preparation</li> <li>• Style</li> <li>• Handling objections and roadblocks</li> </ul>
11:30	Refreshment break	17:00	<b>How Companies Evaluate Bank Proposals and Presentations</b> <ul style="list-style-type: none"> <li>• What's important to them</li> <li>• Scoring techniques used</li> <li>• Beauty parade and presentation approaches</li> <li>• What you do if you win the business</li> <li>• What you do if you lose the business</li> </ul>
11:45	<b>Feedback on Calls</b>	17:30	End of course and completion of evaluation
12:00	<b>Customer Proposals and Responding to Customer RFPs</b> <ul style="list-style-type: none"> <li>• Things you should not do/ things you should do</li> <li>• Studying the RFP document – what you should look for</li> </ul>		
13:00	Working Lunch		
13:30	<b>Producing the RFP response/ Proposal for the Case Study Company</b>		



**Moderator and Lead Tutor:**

**TONY DE CAUX, Chief Executive, BRC Consulting Services, UK**

Tony specialises in international banking, cash management, electronic banking and treasury technology. He has worked with many multi-national companies, putting in place efficient cash and liquidity management structures in Europe, Asia Pacific and North America. He was previously with Bank of America, where he was Vice President and Regional Manager of their Global Treasury Services Division - Europe, Middle East and Africa. Prior to Bank of America he held a similar position with HSBC where he introduced electronic banking into Europe in the early 1980's. He started his career with Lloyds Bank Ltd. He is author of many articles and books on cash management, including the textbook for the Association of Corporate Treasurers International Cash Management Certificate.

### Solving IAS39 & FAS133

#### Implementation Issues

Moderator and Lead Tutor: **Sebastian di Paola, Partner, Corporate Treasury Solutions Group, Brussels, Belgium**

#### New and Revised Accounting Standards for Financial Instruments – A Practical Approach to Implementation

With the majority of publicly-listed companies now well into the planning or implementation of new accounting standards such as IAS 39 and FAS 133, this highly practical workshop is intended for companies who are implementing or planning their implementation of the new standards in order to achieve compliance by 2005. The course examines the issues of defining and putting in place revised policies, treasury processes and systems implementation of IAS 39 and FAS 133. Including the practical implications of proposed revisions to IAS 39. The course includes the latest developments on macro hedging, guidance on dealing with the uncertainty of possible amendments, and current issues such as basis adjustment and hedging of firm commitments. PricewaterhouseCoopers present practical case studies and expert guidance on the challenges, pitfalls and an insight into the future of the standard.

09:15	Registration and refreshments	13:15	Working lunch
10:00	Welcome and opening remarks	14:15	<b>SECTION FOUR: Focus on IR Risk Management</b> <ul style="list-style-type: none"> <li>• Cash flow versus fair value hedges</li> <li>• Developing an effective strategy</li> <li>• The short cut method for IRs</li> <li>• Portfolio hedges / stack-up derivatives</li> <li>• The latest in macro hedging</li> <li>• Use of intercompany / intra-desk IR derivatives</li> <li>• Sources of ineffectiveness in IR hedges</li> </ul>
10:15	<b>SECTION ONE: Refresh of Concepts of IAS 39 and FAS 133</b> <ul style="list-style-type: none"> <li>• Background and context</li> <li>• Scope and definitions</li> <li>• Embedded derivatives</li> <li>• Hedge accounting, documentation and effectiveness testing</li> <li>• Hedge discontinuance events and their implications</li> <li>• DIG and IGC overview</li> <li>• Latest from IASB</li> <li>• Q&amp;As and amendments to the standards</li> </ul>	15:30	Refreshment break
11:30	Refreshment break	15:45	<b>SECTION FIVE: Other Topics</b> <ul style="list-style-type: none"> <li>• Implications for commodity risk management</li> <li>• Available functionality from TMS vendors</li> <li>• Systems implementation</li> <li>• Transition, first-time application and disclosure issues, including FRS1</li> </ul>
11:45	<b>SECTION TWO: Project Organisation and Implementation Methodology</b> <ul style="list-style-type: none"> <li>• Inventory of strategies</li> <li>• Cost/benefit analysis on the need for hedge accounting</li> <li>• Dealing with the uncertainty of possible amendment issues</li> <li>• Dealing with non-compliant hedging structures</li> <li>• Assessing earnings and B/S volatility</li> <li>• Process and systems change</li> </ul>	17:30	End of course and presentation of certificates of attendance
12:30	<b>SECTION THREE: Focus on FX Risk Management</b> <ul style="list-style-type: none"> <li>• Treasury centre issues</li> <li>• Effectiveness testing and forecast accuracy</li> <li>• Forecast collection and</li> </ul>		



**Moderator and Lead Tutor:**

**SEBASTIAN DI PAOLA, Partner, Corporate Treasury Solutions Group, Brussels, Belgium**

Sebastian di Paola is the lead tutor for the IAS 39 series of workshops. He is a Partner in the Corporate Treasury Solutions Group at PricewaterhouseCoopers in Brussels, where he is responsible for a multi-disciplinary team of treasury specialists. Sebastian's clients include many of the world's leading multinational corporations and he has, over the last three years, focused increasingly on helping major companies across Europe to understand and implement the process change required to comply with FAS 133 and IAS 39. He is a regular conference speaker on this topic and has published several articles on the practical treasury and systems implications of the new standards.

“ One of the few people I know that is able to draw and keep your attention from 9am to 6pm and longer ”

“ Excellent presenter and extremely knowledgeable. Knows how to handle complex question ”

# Sponsor Biographies

Official Lead Sponsor



ING Group is a global financial institution of Dutch origin active in the field of banking, insurance and asset management in 60 countries, with over 115,000 employees. ING provides a wide range of financial services to private, corporate and institutional clients through a variety of distribution channels.

Wherever in Europe your business leads you, local ING professionals in our extensive and truly pan-European branch network offer you flexible and tailor-made payments and cash management solutions in the Central, Eastern & Western European including the Scandinavian markets.

You know that alert cash management is a precondition for enhancing business performance. It enables you to optimise fund allocation, reduce financing costs and conduct transactions efficiently.

With ING, you have direct access to services ranging from state-of-the-art electronic banking systems, reporting facilities, automated liquidity management to our implementation and customer support teams.

ING offers you European Presence and Local Expertise.



**Rabobank**

Official Sponsor

Rabobank, the Netherlands-based AAA-rated cooperative bank, offers a full range of products and services from 169 offices in 34 countries around the world.

In the Netherlands, Rabobank's corporate clients are served through a network of experienced industry specialists, researchers and analysts, who provide our customers with integrated financial logistics services. From transaction to ledger reconciliation, Rabobank supports you throughout your financial logistics cycle.

#### Treasury Management Services

Rabobank is a focused counterpart for chosen products and customers, offering Treasury Management Services in all major financial markets, such as Liquidity Management, Interest Rate Risk Management, Collateral Management, Balance Sheet and Capital Management, Foreign Exchange Risk Management and Treasury Advisory Services

#### Cash Management Services

Rabobank offers clients the full spectrum of international cash management tools and expertise: Clear cash management overview, for each currency, Real-time information and Localized, central cash management

#### Trade Management Services

With documentary products and services from Rabobank Trade Services, we help you to both understand and manage the risks associated with doing business abroad. We can advise you on Import/Export Letters of Credit, Documentary collections, Discounting/forfeiting, Guarantees, Selective, straight-through processing, State-of-the-art e-services linking all aspects of the financial logistics cycle.

Official Publications

**treasurytoday**  
the leading treasury publication

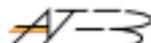
ControllersMagazine

**FINANCE  
ON WINDOWS**

Official Website

**gtnews.com**  
the treasury & finance network

Endorsed by



**DACT**  
DUTCH ASSOCIATION OF  
CORPORATE TREASURERS

**FORUM 187**

Official Sponsor



KBC Bank, the largest Belgian financial institution, is a member of the KBC bankassurance group. The Bank has over 37,000 staff, of whom 19,000 in Central Europe and is present in 30 countries around the globe. Belgium is covered through a network of over 1,000 branches (KBC Bank and CBC Banque, sharing the same IT-platform). KBC Bank is the largest financial group in Central Europe with a network of over 1,200 branches. The Bank has acquired a major shareholding in leading domestic banking institutions in the Czech and Slovak Republics, in Poland, in Hungary and in Slovenia.

KBC Bank offers a wide range of domestic, cross-border and cross-currency cash pooling services and is fully committed to providing advanced customized corporate cash management services. KBC has a unique commercial proposition in offering genuine multi-bank solutions, including multi-bank cross-border notional pooling and cross-border cash concentration, through its own network and the commercial and technical cooperation within the IBOS Worldwide Banking Alliance.

The Bank has an impressive track record in providing innovative cash-management solutions, including the introduction of the cross-border notional pool, the first operational corporate Swift MA-CUG, and more recently, the launch of WISE, an electronic banking browser solution covering 9 European countries, supporting the local languages, a wide range of domestic payment and collection instruments, national and international file formats and a flexible report generator.

Official Sponsor

**PRICEWATERHOUSECOOPERS**

PricewaterhouseCoopers is one of the world's leading professional services firms. In Europe, PricewaterhouseCoopers operates a multi-disciplinary Corporate Treasury Solutions Group, comprising more than one hundred experienced consulting, accounting and taxation professionals. The Group includes ex-practitioners from many leading corporations, international banks and system vendors. We have successfully implemented treasury change for many leading global corporations and established an enviable track record of successful solutions-based, project work.

Current areas of focus for the team include:

- Treasury strategy, policy and process re-engineering;
- Treasury technology (e-enabled, ERP and package solutions);
- Financial risk management, earnings volatility management, and IAS 39 implementation solutions;
- Treasury controls and corporate governance, including Sarbanes Oxley reviews;
- Implementation of Cash Management and Payment solutions;
- Assessment and integration services for treasury outsourcing solutions.

If your organisation is undergoing change to its treasury structure and operations, visit our stand in Amsterdam or contact us to discuss your requirements.

Official Sponsor

**ICC** interest & currency consultants  
corporate & structured finance • treasury management • market outlook

ICC is a rapidly expanding consultancy specializing in corporate & structured finance, treasury management, cash management and market outlook. ICC's independence is highly valued by treasurers and CFO's.

First of all, ICC offers it's clients an experienced team of analysts, economists and chartists to follow the markets closely and to formulate a clear medium term view on the global economy and currency and interest rate markets. To date thousands of professionals, especially in corporate treasury environments worldwide, benefit from our research.

Secondly, ICC offers it's clients full support with the technical and banking side of finance and treasury. As former bankers the ICC consultants are now on the client's side of the negotiating table and help in a pragmatic way with the strategy and implementation of credit and risk management. ICC provides an independent benchmark for all finance and treasury arrangements. ICC's approach and real-time pricing facilities often result in alternative solutions with better banking terms and conditions.

With more than 25 years of experience ICC is the preferred sparring partner for today's treasurer and CFO!

# REGISTRATION FORM

2nd ANNUAL CONFERENCE ON

## Liquidity and Cash Flow Management for European Companies

Tuesday 16th - Wednesday 17th March 2004

**PLUS** Pre-conference 1-day course on Winning Mid-Market Corporate Business  
Pre-conference 1-day course on Solving IAS39 and FAS133 Implementation Issues



Your unique booking  
reference code

**ASSET**

### PLEASE COMPLETE IN CAPITALS AND BLACK INK

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

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

Who is the person responsible for treasury training within your company?: Mr/Mrs/Ms/Miss \_\_\_\_\_

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

### DELEGATE NAME

Salutation: Mr/Mrs/Ms/Miss \_\_\_\_\_ First name(s): \_\_\_\_\_ Family name: \_\_\_\_\_

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

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

City: \_\_\_\_\_ Zip/postcode: \_\_\_\_\_ Country: \_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

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

### HOW DID YOU HEAR ABOUT US?

eMail  Direct mail  Word of mouth  Advertisement  Association  Sponsor  Internet

Other? Please specify: \_\_\_\_\_

Were you invited by a sponsor/exhibitor, if so which one?: \_\_\_\_\_

What industry sector is your company in?: \_\_\_\_\_

Do you have any special requirements? (ie dietary, hearing loop etc): \_\_\_\_\_

### WHAT IS THE ANNUAL TURNOVER OF YOUR COMPANY?

Under €100 million  €1-€9.9 billion

€100-€499 million  over €10 billion

€500-€999 million

What is the market capitalisation of your company/group?

€million: \_\_\_\_\_

**SAVE €50 ON PUBLISHED PRICES WHEN YOU REGISTER AND PAY ONLINE AT WWW.EUROFINANCE.CO.UK**

**REGISTER AND PAY BEFORE 6th February 2004 TO QUALIFY FOR THE EARLY REGISTRATION DISCOUNT**

### Members of the corporate treasury or finance team in corporations:

2-Day Conference

Early Registration

€995\*

Full Registration

€1,195\*

1-Day Course (select Course below)

€795\*

€895\*

2-Day Conference PLUS 1-Day Course (select Course below)

€1,695\*

€1,995\*

### Financial institutions, system suppliers, consultants, lawyers and accountants:

2-Day Conference

Early Registration

€1,295\*

Full Registration

€1,495\*

1-Day Course (select Course below)

€795\*

€895\*

2-Day Conference PLUS 1-Day Course (select Course below)

€1,995\*

€2,295\*

I wish to attend the following Course (please select):  Winning Mid-Market Corporate Business  Solving IAS39 and FAS133 Implementation Issues\*\*

\*Prices are EXCLUSIVE of Netherlands VAT. Delegates attending from the Netherlands may elect not to pay VAT by quoting their corporation's VAT Number: No \_\_\_\_\_  
Other delegates should add Netherlands VAT of 19% to the quoted prices. This VAT is fully recoverable by corporations sending their delegates. \*\*EuroFinance regrets that accounting and financial consultants will not be permitted to attend this course and accordingly reserves the right of admissions on this basis.

### METHOD OF PAYMENT

Please debit € \_\_\_\_\_ from my credit card account  Eurocard  Mastercard/Access  Visa  Delta  Amex  Diners Club

Card number \_\_\_\_\_ Expiry date \_\_\_\_\_ (MM/YY)

Cardholder's signature \_\_\_\_\_ Date \_\_\_\_\_ Cardholder's name \_\_\_\_\_

Billing address if different from above

### 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.**

**VENUE:** The Amsterdam Hilton, Amsterdam, The Netherlands

### HOTEL ACCOMMODATION:

For preferential rates at the conference hotel please contact the hotel directly on 00 31 20 710 6000 stating you are a EuroFinance delegate. Please note the preferential rate is based on availability.

### CANCELLATION TERMS:

Receipt of this signed booking form (inclusive or exclusive of payment) constitutes formal agreement to attend this conference and cancellation terms apply. Full refunds, less 15% are available on all cancellations received in writing (letter, email or fax) **28 days before** the conference start date. **NO REFUNDS OR CREDITS AFTER THIS DATE, AND PAYMENT WILL BE REQUIRED IN FULL.** Substitutions are available. All confirmation details will be sent upon receipt of the booking form.

**DRESS:** Business

### INCORRECT MAILING:

If any of the details on the mailing label are incorrect, please return the brochure to us so that we can update our records and ensure future mailings are correct.

### DATA PROTECTION:

The information you provide will be safeguarded by EuroFinance who may use it to keep you informed of relevant products and services. If you do not want to receive this information, please tick here

We occasionally allow reputable companies outside EuroFinance to contact you with details of products that may be of interest to you. If you do not want to share your details, please tick here

## 4 Easy Ways to Register

**ONLINE:**  
[www.eurofinance.co.uk](http://www.eurofinance.co.uk)\*

**EMAIL:**  
amsterdam@eurofinance.co.uk

**PHONE:** Call the registration hotline on  
+44 (0)20 7330 1010

**FAX:** Complete, detach and fax the form to  
+44 (0)20 7330 1080