



GLOBAL TREASURY LEADERSHIP RETREAT *Corporate treasurers driving strategic growth*

22-23 June, 2017
The Grove, Hertfordshire

Overview

A gradual increase in responsibility and status over the past few years has placed the corporate treasurer firmly at the forefront of core business operations and strategy. Driven by global market changes, new business priorities and a stronger emphasis on better risk management and transparency, the role has transitioned from the back office to centre stage.

This greater recognition of the unique value treasurers bring to their organisations gives them an opportunity to shine. But the responsibility has never been greater. Today's treasurer must be forward-looking and quick to identify risks from all angles; a master of technical skill and experience yet never losing sight of the big picture, able to take a holistic view of the business to ensure that the treasury function is in sync with everything else, and confident in communicating complex matters to the board.

The Financial Times and Deutsche Bank are delighted to be returning to Europe for the second Global Treasury Leadership Retreat Series, following events in New York and Singapore. This special retreat is designed to give treasurers valuable high-level insight into the macro developments shaping the corporate world today and the opportunity to engage with peers from different sectors in practical action-focused discussion on the most pressing issues they face.

Day One Agenda

Thursday 22 June

Plenary Sessions

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| 1.00pm | Welcome Lunch Reception |
| 2.00pm | Welcome from the FT and Deutsche Bank |

2.10pm

Opening Keynote: Adapting to the New Economy

What is the latest economic outlook for Europe, and what does this mean for the corporate world?

Baroness Falkner of Margravine, Chairwoman, EU Sub-Committee on Financial Affairs and Member, EU Select Committee, *House of Lords*

Followed by Q&A, moderated by the FT

3.00pm

Intro: Technology Shaping the Future of Business

Elly Hardwick, Managing Director and Head of Innovation, *Deutsche Bank*

3.05pm

Expert Insight: The Cyber Threat: How to Prepare

Ever-growing threats in cyberspace are causing major concern for companies, left vulnerable in the face of security breaches, whether through fraud, identity theft, service disruption or other means. How can organisations keep up with the instigators of cyber attacks when the next threat is so difficult to predict? How can treasurers increase their resilience in the face of security risks and learn to identify them in time?

Steven Wilson, Head of European Cybercrime, *Europol*

Followed by Q&A, moderated by the FT

3.30pm

Panel: Embracing Digitalisation

Rapid technological change has had an unprecedented impact on how businesses operate, but which technologies are really worth the investment for treasury and how can you decide what is right for your company? How are rising quantities of data being managed? How will application programming interfaces (APIs) and related technologies affect treasury? And how can the corporate treasurer best be prepared in the event of cyber security threats?

Followed by interactive group discussions from 3.50pm

How has digital change affected treasurers? How are operating models changing as a result of innovation, for example regarding the provision of financial services, access to data analytics and corporate business engagement? One person on each table will act as a moderator, and will report findings back to the wider group at the end of this session. We will also invite our panel back on stage to review the findings from audience group discussions.

Moderated by: Elly Hardwick, Managing Director and Head of Innovation, *Deutsche Bank*

4.25pm

Coffee Break



4.50pm The Future of Global Financial Regulation

Regulatory controls have made the financial system safer overall, but have the full implications for business and the real economy been accounted for? How are companies managing current regulations (Basel III, CT1, CSD, AML, EMIR and FATCA) and specifically, to what extent has this affected corporate treasury, for example in access to cheap capital, and the effects of the Single Euro Payments Area (SEPA) implementation? In this session we will discuss the impact of regulation to date, including the challenges presented by differing regulatory controls in non-European markets.

Eilís Ferran, Pro-Vice-Chancellor for Institutional and International Relations, *University of Cambridge*

5.30pm Closing Comments from the FT

Break

Dinner

6.30pm Pre-Dinner Networking Drinks

7.30pm Welcome Remarks from the FT

7.35pm Welcome from Deutsche Bank

7.40pm Dinner

8.40pm Guest Speaker followed by Q&A

Marc Priestley, former McLaren pit crew, *Formula 1*

9.00pm Dessert and Coffee

9.30pm Evening Concludes

Day Two Agenda

Friday 23 June

Plenary Sessions

8.00am Registration and Networking

8.50am Opening Remarks from the FT

8.55am Welcome from Deutsche Bank

9.00am Presentation: The Treasurer as Leader, Communicator and Manager

As treasurers step up, 'soft skills' are more important than ever before: empathy, creative strategic thinking and people management. How far should the treasurer's influence extend – where does their input in strategy and growth decisions matter most and at what point should the treasurer step back? How can treasurers take a holistic view of their company to ensure that the business is aligned with what they are thinking and doing?

John Amaechi OBE, Psychologist

Followed by Q&A, moderated by the FT

9.30am Panel: The Treasurer Today

The treasurer's importance within organisations is finally being fully recognised, bringing greater visibility than ever before. This creates opportunity but it comes hand in hand with added pressure and scrutiny. Treasurers from leading companies in Europe discuss the extent to which their role has evolved, the ever-changing risks they need to manage, and how the treasurer's place within organisations is likely to change in future.

Jo Hawkes, Group Treasurer, *Marks and Spencer*

Mark Kirkland, Group Treasurer, *Constellium Group*

Vandita Pant, Group Treasurer and Head of Europe, *BHP Billiton*

Followed by interactive group discussions from 9.50am

Operations vs Strategy. How can treasurers find a balance between managing functional day-to-day responsibilities with their greater involvement in strategic decisions? What is expected of

treasurers by senior management? And in the face of the pressures of the role, what is keeping treasurers up at night? One person on each table will act as a moderator, and will report findings back to the wider group at the end of this session. We will also invite our panel of group treasurers back on stage to review the findings from audience group discussions.

10.25am Coffee Break

10.50am Economic Impact of Britain's Exit from the European Union

Oliver Harvey, FX and Macroeconomic Strategist, *Deutsche Bank*

In conversation with the FT

11.10am Panel: Evolving Bank Partnerships

As banks continue to undergo significant change, this will continue to shape the relationship treasurers and finance directors have with their banking partners. How can treasurers effectively manage multiple banking partnerships and keep track of bank performance? Looking ahead, what will the role of banks be in the future as they continue to evolve and what will the banking system become? If the traditional functions of banks as clearing houses and deposit takers is under threat, will their financial activity decrease, for example as we have seen in China? If banks start to charge treasurers for holding cash, how will this affect bank funding?

Michel Bekkers, Group Treasurer, *Adidas*

Followed by Q&A, moderated by the FT

11.50am Closing Keynote: A Changing World

An overview of the current global geo-political outlook and the risks that companies need to be aware of: a vastly changing Chinese economy, the commodities slump, great uncertainty in Europe following Brexit and other tensions threatening to break up the EU, a new US government, rising security risks worldwide and strains between east and west. What does it all mean and how can we expect it to change in the coming year and beyond?

Lord Chris Patten, former European Commissioner and former Governor of Hong Kong, *House of Lords*

Followed by Q&A, moderated by the FT

12.35pm Final Thoughts from Deutsche Bank



In partnership with
Deutsche Bank

12.40pm **Closing Remarks from FT Chair**

12.45pm **Networking Lunch**