

Draft Programme
**The CFO & Financial Controllers
Congress 2005**

19th & 20th September 2005, London

Day One: 19th September 2005

0830 Registration & Coffee

0850 Chairman's Welcoming Address

0900 **Finance as Strategic Business Partner: Catalyst For Strategic Change or Bean-Counter**
Will Gardiner
CFO
EASYNET

0945 **The Financial Management of a Global Alliance. The Renault-Nissan case**

- Analysing the structure of the Renault Nissan Alliance
- The convergence process on financial management, consolidation and reporting process
- Establishing the financial criteria for decision making
- Leveraging synergies to enhance the performance
- The valuation problematic of Renault and Nissan
- Sharing of best practices:
 - Risk management
 - Project management
 - Asset management.

Thierry Moulouquet
CFO
RENAULT

1030 Morning Coffee

1045 **How to Develop a Best in Class Group Finance Function**

1130 **Finance Organisation in the Age of Matrix Management:**

- Traditional Finance Organisation
- Functional vs Business loyalty
- Reality of reporting lines
- Novartis Finance Organisation

Matthias Weber
CFO for European Operations
NOVARTIS ANIMAL HEALTH

1215 **The IASB Agenda Today and Priorities For The Future**

- The IASB's mission and constitution
- Achievements to date
- Current challenges
- International convergence of accounting standards
- Current and future programme for new and improved standards

Geoffrey Whittington
Board Member
IASB

1300 Lunch

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After Lunch delegates will be able to choose between sessions in stream A & B

Stream A: PERFORMANCE MEASUREMENT

1400 **Taking Finance to the Next Level: Strategies and Best Practices for Achieving World-Class Finance Performance**

- Being a global, business integrated Finance Operation:
 - Global finance management
 - Shared mission
 - Vision and values
 - Strategic direction for business partnering
- Providing the company with a competitive edge
- Aligned processes and integrated systems:
 - Efficiency and effectiveness of operations
 - Business understanding
- Driving industry competitive shareholder return :
 - Value orientation
 - Ensuring no surprises
- Creating a challenging and giving place to work :
 - Managing people development

Lars Green

Senior Vice President of Finance

NOVO NORDISK

1445 **The Aventis Practical Case Study Of Implementing Business Performance Management (BPM)**

- What were the main objectives ?
- Implementing BPM at Aventis – making it a reality
- Achieving a fully integrated and unified system
- Top tips to achieve a successful BPM system
- Post Merger integration at Sanofi-Aventis

Michel Finance

Former Senior Vice President & Group Corporate Controller

AVENTIS

1530 Afternoon Coffee

1545 **You Cannot Manage what You Cannot Measure: Redesign Management Accounting**

- The ever lasting cost dilemma in health insurance
- Designing a new management model to increase transparency
- Implementation issues for the organisation
- System aspects

Philippe Signer

CFO

HELSANA

Stream B: TREASURY & RISK MANAGEMENT

1400 **The Interaction Between Risk and Group Finance in the Light of the Emerging Regulatory Environment**

1445 **Effective Financial Risk Management & Business Continuity**

- Managing the real financial balance sheet
- Linkages to pensions and pension risk management
- Major financial risk decisions
- Linkages to insuring operational risk - are there any overlaps?
- Operational risk issues

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David Blackwood
Group Treasurer
ICI

1530 Afternoon Coffee

1545 Pensions Risk and The Balance Sheet

- Background to the dilemma:
- FRS 17
- Actuarial issues
- Longevity
- Funding capacity
- Impact of new pensions fund regulations:
- Shift of balance between company and trustees:
- Trustee responsibilities
- Accounting requirements of IFRS 17 vs funding requirements:
- reconciliation of divergent objectives
 - clarity of communication

Chris Holden
Group Financial Controller
MARCONI

Final Plenaries of the Day:

1630 Group Restructuring and Crisis Management Creating a Unique Business Recovery Model

From Turnaround to Growth

- What were the reasons of decline
- Analysing the operational turnaround
- Driving the business forward
- Rebuilding stakeholder support

John Allkins
CFO
MY TRAVEL

1715 A Refinancing Case Study of One of Europe's Leading Heating Equipment Manufacturers

- Steering through a 1.1 billion Euro acquisition
- Refinancing the acquisition agreement
- Introducing a fresh finance regime
- Improving profitability and reducing bank debt

John Foldes
CFO
VAILLANT

1800 End of Day 1

Day 2: 20th September 2005

0830 Registration

0900 **Beyond Budgeting & Rolling Forecasting: Breaking Free to Continuous Planning and Adaptive Control**

- Bridging strategic vision and operational excellence
- The CFO as strategic guru, reputational guardian and performance optimiser
- The communication role of the CFO
- Providing financial leadership & clarity to renew trust and generate confidence

Mark Pullen

Group Finance Director

GEEST

0945 **Improving Budgeting, Forecasting & Inter-company Reconciliation in a Volatile Fashion & Retail Environment**

- Setting the scene: The Diesel planet
- Why was there a need for change:
 - What were some of the problems?
- Improving the planning cycle through rolling forecasts
- Inter-company reconciliation:
 - Internal vs. group requirements
- Implementing the new approach
- Benefits reaped so far:
 - Improved data integrity & control
 - Reduction in monthly reporting cycle
- Next steps:
 - Improving the current set-up

Annie Guerard

UK CFO

DIESEL UK

1030 Morning Coffee

1045 **Pension Funds In The Wake of Corporate Governance Awareness**

- How corporate governance has developed over ten years
- Current corporate governance issues
- Corporate governance, activism and share value
- Role of pension funds
- Role of Local Authority Pension funds

John Saunders

Chairman & Councillor

LOCAL AUTHORITY PENSION FUND FORUM (LAPFF) & LB NEWHAM

1130 **Finance and HR: Do We Have Common Ground?**

- How can Finance and HR support each other?
- Integrated performance management
- HR scorecard
- Blowing up the budgets
- Competence mapping
- Finance and HR - a different future together?

Bjarte Bogsnes

Group Controller

STATOIL

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1215 **The EC Perspective on IFRS Developments: Spotting Accounting Issues**

- The role of the Commission (DG MARKT) in the field of harmonisation in the EU: instruments, Committees, etc:
- Accounting Directives vs IFRS
- Level playing field & consistency
- Criteria for accepting the standards
- Endorsement process
- IFRS Developments and future:
- Achievement: Common accounting standards in Europe
- Significant step towards the integrated, efficient capital market
- Stable platform?
- EU GAAP or IFRS?
- Elimination of carve outs
- Enforcement and Consistent application (roles of IFRIC, Regulators
- CESR, EFRAG, National Standard Setters, Auditors, Issuers, academia...)
- Acceptance of IFRS in the US
- Standards setters – accountability
- Global harmonisation convergence and equivalence:
- Convergence - global standards?
- Equivalence – EU
- Equivalence - US, Japan

Arto Leppilahti

Accounting & Auditing (F3), Internal Market DG

EUROPEAN COMMISSION

1300 Lunch

After Lunch delegates will be able to choose between sessions in stream C & D

Stream C: CORPORATE GOVERNANCE

1400 **Connection between Sarbanes-Oxley (SOX) and Shared Services**

- An overview of Sarbanes-Oxley Legislation
- Sarbanes-Oxley 404 Project Methodology & Approach
- SSO Methodology & Approach
- Combining SOX & SSO
- Using SOX 404 compliance work for SSO as in analysis & gap analysis
- Integrating SOX into SSO processes
- Benefits of SSO environment for SOX
- General Learnings & Trends from 2004 SOX Filers
- Examples on SOX compliant companies

Tom Bangemann

Senior Director

HACKETT

1445 **The Practicalities of Complying with the Sarbanes-Oxley Act Section 404: Case Study of a US Listed Company**

- The ultimate goals of the Sarbanes-Oxley act
- The framework used at Lincoln Financial Group
- How Lincoln Financial Group complied with SOX 404
- What were the main challenges to compliance
- Section 302 compliance
- Integrating SOX into the business

Andrew Donnelly

Financial Controller

LINCOLN FINANCIAL GROUP

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1530 Afternoon Coffee

Stream D: IT & PROCESS IMPROVEMENT

1400 **Implementing a Successful Finance Function Transformation Project (Fast Close)**

1445 **Integrating a Company Wide Strategic Planning, Reporting and Web Based Solution**

1530 Afternoon Coffee

Final Plenary Sessions:

1545 **Executive Reporting - Delivering Information or Causing Confusion?**

- If Management Reports do not report
- Truth and Lies in Scales and Legends
- High Information Density increases Insight
- Information between Noise and Redundancy

Professor Rolf Hichert

Key Expert in Performance Measurement, Europe

ROLF HICHERT & PARTNER KG IN KREUZLINGEN

1630 **Investor Relations and Shareholder Strategy: Maintaining and Increasing Confidence**

Peter Barnes-Willis

Director of Financial Communications

ROLLS ROYCE

1715 **Making Complex M&A Work: Investors, Integration, Synergies, Financial Rigour and Business Discipline**

Ashley Kraus

Ex-CFO

QUEEN MOAT HOUSE

1800 Champagne Draw and end of Conference

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