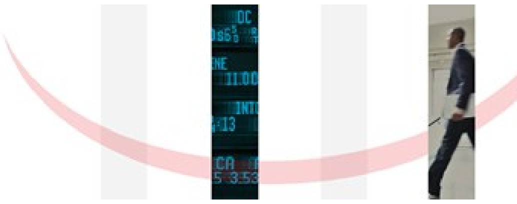


CFO Academy

£4,895 +VAT

UK, London
11-15 Aug 2014

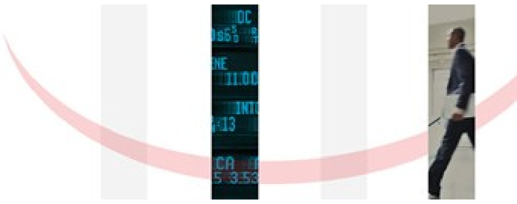
Strategic executive development programme for current and aspiring Chief Financial Officers.

Course Instructor

Course Director: Was CFO of London Capital Group Holdings plc, Global Treasury Audit Manager for Royal Dutch Shell plc and Man Group plc, and Group Treasurer of Empire Stores Group Plc.

Course Instructor 1: has over 30 years financial experience as CFO, Corporate Financier and Treasurer in international companies.

Course Instructor 2: Previously COO Alternative Investments with Credit Suisse, Group-CFO of Millennium Global Investments, CFO of Centrum Bank and Head Financial Control of UBS Corporate Center, a global 1000 fte division.



Course Description

Course Overview

Forward-looking CFOs are setting a clear vision to meet business expectations in today's increasingly volatile and complex world. This newly designed five day course is tailored specifically for the CFO keen to meet the demands of Business leaders who want their finance organisation to deliver increasingly sophisticated levels of service and continue its evolution as a true partner in the business. It comprehensively focuses on the modern day challenges, the way in which finance leadership is evolving and the future role of the CFO.

In addition to the traditional finance leadership role, the course covers emerging challenges in the areas of regulation, globalisation, risk, transformation, stakeholder management, reporting, talent and capability, ethics, bribery, corruption and fraud.

The program will highlight valuable insights into practices that are being adopted by CFOs globally, and will provide a useful forum for networking and sharing experiences. Delegates will be able to contribute to numerous group discussions, as well as drawing upon the extensive experiences of each other, the course director and the guest speakers.

By attending this course, you will learn about:

- Developing and communicating strategy so everybody understands where Finance is heading
- Optimising overall performance by business partnering and identifying growth opportunities
- Long-term planning and resource allocation (e.g. capital structure mix, M&A, dividends)

- Delivering a balanced finance operating model that is responsive, scalable and cost-effective
- Ensuring sound governance framework around information integrity, ethics, bribery and fraud
- Implementing new or changing regulations in a timely and cost-effective manner
- Motivating and retaining the right people
- Developing more influence with the executive board, business management and stakeholders
- Filtering and analysing data to communicate salient information

Who Should Attend?

- CFOs
- Finance Directors and Senior Finance Executives
- Aspiring CFOs and Finance Directors
- Financial Controllers
- Executive Board Directors

Agenda

Day 1

Introduction and Course Objectives

- Context of the global crisis and the ever increasing demands made on the CFO role
- Course Leader & Delegates
- Course Objectives
- Reasons for attending

Strategic Development and the CFO

- Setting strategy and its links to financial objectives
- Setting a strategic framework
- Types of strategy and strategy in the corporate life cycle
- Strategy – two views: industrial economics and resource based strategy
- Communicating strategy to shareholders and funders
- Understanding shareholder value and value drivers
- Setting priorities
- Communicating strategy to non-financial colleagues
- Leading the finance agenda
- Aligning finance strategy to organization’s strategy, operating plans and performance
- Making Strategy Work - Improving communication, tracking implementation, adapting

Discussion: CFO at the heart of strategic development

Group Discussion: Identify key input factors

Financial Strategy

- Finance vision, mission, goals and values
- Setting a strategy for the finance function
- Creating and protecting value, identifying value drivers
- Addressing key components (e.g. capital structure, gearing)
- Talent sourcing and selection
- Communicating and delivering the Finance vision
- Setting targets for the operating business
- Main Influences - business size and sophistication

Group Exercise: Creating a finance strategy

Challenges Faced by CFOs

- Embracing financial leadership
- Tackling the many roles
- Critical success factors
- Managing avalanche of data
- Delegating responsibility
- Managing through the downturn
- Identifying growth opportunities
- Regulatory compliance arising from geographical expansion and changing regulations
- Finance workforce effectiveness (organization, leadership and training)
- Operational efficiency (reliability, integrity, timetabling)
- Keeping pace with emerging technologies and business models
- Driving high performance: Benchmarking to assess quality and efficiency

Personal work: Developing a framework for priorities

Day 2

Performance Reporting and Analytics

- Advanced analytic tools and executive dashboard
- Addressing sustainability issues
- New IT enablers to improve end-to-end processes
- Information architecture, legacy systems and manual interfaces

Case Study & Discussion: Enhancing quality and presentation of reports (internally and externally)

Reporting with Clarity and Purpose

- Relevant key performance measures
- Communication in fewer words to non-financial audience
- Report formats

Case Study: Pulling it all together – expectations, outcomes and enhanced reporting

Hazards in the Boardroom

- CFO as a member of the board
- Board behaviours
- Group Think
- When the board disagrees

Case Study & Discussion: Working harmoniously alongside fellow board members

Building Relationships and Influence

Building Relationships

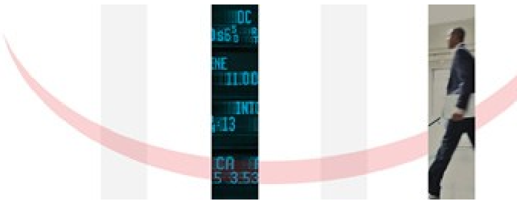
- Building relationships (CEO/Chairman/Audit Committee chair/ Investors/Analysts/banks)
- Working alongside the CEO and handling conflict or issues calling for judgment
- Relations with internal and external auditors (incl. new legislation of rotating auditors)
- Partnering with other corporate functions and business management

Case Study & Discussion: Developing professional relations with the CEO, stakeholders and auditors

The Influential CFO

- Personal effectiveness, presence and credibility
- Communication skills and social interactions
- Holding centre stage effectively
- Close relationship (or rapport) with decision taker
- Managing significant events such as cross border acquisitions
- Managing a business discontinuity event

Discussions: How to influence people within the business



Day 3

Beyond Budgeting

Strategic Budgeting and Business Partnering

- Linking planning process to the business life cycle and strategy
- Budgets and rolling forecasts
- Level of connection and challenge
- Quality of business decisions
- Managing expectations and maintaining credibility
  Periodic business review meetings

Discussion: Obtaining ownership, accountability and buy-in from the budget holder

Corporate Finance

- Balance sheet optimization
- Capital planning & allocation
- Re-investment, M&A, debt servicing, dividends, share buybacks
- Tax planning
- Transfer pricing & thin capitalisation

Discussion: International tax planning (Starbucks/Google) and impact on reputation

Crisis Management

- Assessing situation, identify biggest problems
- Knowing your stakeholders, rebuilding credibility
- Honesty, openness, being positive, communicating clearly
- Scenario planning and risk assessments
- Responsibility and accountability
- Use of advisers
- Plan B

Discussion: Why first few days are most critical?

Capitalising on M&A opportunities

- Defining acquisition criteria and planning acquisition process
- Financial and commercial due diligence
- Valuing and evaluating the target

- Deal negotiation Financing the deal
- Purchase and sale contract
- Taking charge and integrating the business

Case Study & Discussion: Recent examples of worst takeover deals and what went wrong

Day 4

Business & Economic Environment

- Managing the complex needs of all stakeholders
- Tackling volatility and uncertainty
- Scenario modelling

Exercise & Discussion: Tackling future challenges

Leading Corporate Treasury

- Strategy, mission & authorities
- Understanding the core treasury elements (Funding, investment, currency & interest rate risk)
- Alignment of strategy and policy with overall business strategy
- Profit centre vs. value-added centre vs. cost centre
- Working capital and the Cash Conversion Cycle
- Critical treasury risks (interest rate, currency, bank risks)
- Derivatives and complex financial instruments (swaps, forward contracts)

Discussions: Recent cases where controls have been weak or have collapsed

Exercises: Treasury fundamentals / hedging instruments (Interest rate swaps/currency forwards)

Risk Management & Risk Reporting

Responding and sustaining risk framework

- Main elements of risk policy and proven steps to seek board approval
- Overcoming implementation challenges
- Understanding risk jargon: appetite, tolerance, aggregation and mitigation
- Strategies to respond for risk

Tackling the variety of risks

- Business / market / counterparty credit / treasury / Operational risks
- Management of emerging complex risks
- Financial and non-financial risk management

Risk Reporting

- Integrated risk management processes
- Risk management and reporting

Case Study: Overcoming challenges in embedding risk culture

Discussion: Exploring the CFO role in risk management

Day 5

Corporate Governance

- International governance frameworks
- The UK Corporate Governance Code 2010 - main principles
- The Companies Act 2006 - Directors responsibilities in law
- Corporate governance and public reviews
- CFO’s role in corporate governance
- System of internal control

Case Study & Discussion: Prominent failures in corporate governance

Business Ethics

- Identifying an ethical framework
- Corporate culture and personal responsibility
- Appreciating importance of behaviours
- Connecting business values and ethical values
- Setting the ethical framework

Exercise & Discussion: Tackling ethical dilemmas

Fraud, Bribery and Corruption

Fraud

- Motives and indicators of fraud
- Fraud prevention

Case Study & Discussion: Warning signals and what to look for (including potential fraud in M&A)

Bribery & Corruption

- Definitions and prohibited practices
- Foreign Corrupt Practices Act, OECD convention
- The Bribery Act 2010 –practical implications

Case Study & Discussion: Conducting investigations into bribery, corruption and fraud with potential impact on business reputation

End of course Quiz

Course summary and close

About the instructors

Course Director

The Course Director is a fellow of ACT and the ACCA, and has worked for SMEs and multinationals across the financial services, energy, and retail sectors.

He became a trainer and consultant in 2009 and has since built up a strong reputation for being commercial with proven ability to deliver effective learning with real life cases.

Before this career move, he was CFO of London Capital Group Holdings plc, Global Treasury Audit Manager for Royal Dutch Shell plc and Man Group plc, and Group Treasurer of Empire Stores Group Plc.

Course Instructor

The course instructor has over 30 years financial experience as CFO, Corporate Financier and Treasurer in international companies. He had been CFO of WIN plc and Executive Director of IMImobile, Group Finance Director of First Choice Holidays PLC, Director of Corporate Finance at Bass PLC and Head of Corporate Finance and Strategy at Storehouse PLC. He currently has a portfolio career as an adviser, non executive director and management educator. He is a Visiting Professor at Cranfield School of Management, where he was on the full time faculty, and is a Non Executive Director and Chair of the Audit Committee of Henderson Global Trust PLC

Course Instructor

Based in Zurich and Singapore, The course instructor advises financial services firms in the field of Strategy, Governance, Finance, Risk and Operations Management for Alternative Investments and Emerging Markets (especially Africa, Middle East and Asia) and regularly speaks about these topics. He also lectures Finance Ethics at the University of Lausanne in Switzerland. Before entering this field, he was a.o. COO Alternative Investments Switzerland at Credit Suisse Asset Management with teams in Zurich, New York and London, Group-CFO of Millennium Global Investments in London and Geneva, CFO and Head Corporate Development of Centrum Bank in Vaduz and Head Financial Control of UBS Corporate Center, a global 1000 fte division, in Zurich. He holds degrees in a.o. Economics (PhD, Basel) and various professional designations.

Venue

Central London Hotel Venue, London, UK

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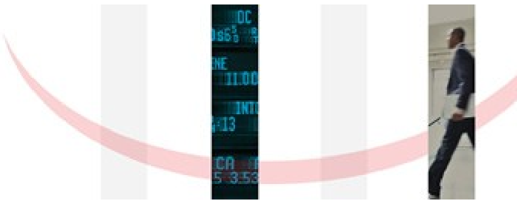

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