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ANNUAL CONFERENCE

WASHINGTON DC | NOVEMBER 2-5, 2014

ORIGINAL > ESSENTIAL > UNBIASED > INFORMATION

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AFP ANNUAL CONFERENCE TASK FORCE 2014

CHAIR

Jason Couturier, CTP
Senior Vice President of Finance
and Treasurer
FIS Global

Sean Bagan
Treasurer
Polaris Industries, Inc.

Fred Butterfield, CTP
Treasury Manager
Trust Company of America

Gina Collis, CTP
Senior Vice President and
Corporate Treasurer
Discovery Communications, Inc.

Terry Crawford, CTP
Senior Vice President and
Treasurer
AMC Entertainment, Inc.

John Dourdis, CTP
Director,
Treasury Operations
The Hershey Company

Rich Dusatko
Financial Analytics Manager
BP Oil & Gas

Dan Ellecamp, CTP
Treasury Consultant
CSAA Insurance Group

Tom Evans, CTP
Vice President, Assistant Treasurer
*Caesar's Entertainment
Corporation*

Carole Hunt, CTP
Assistant Treasurer
Ameren Services Inc.

Tina Kobetsky
Treasurer
VMware, Inc.

Jordan Krugman, CTP
Treasurer
Invesco Ltd.

Andy McBride
Vice President, Finance
Follet Higher Education Group

Renee McKenzie, CTP
Vice President
Asbury Automotive Group

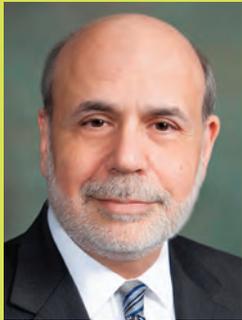
Michael Trzuppek
Venture Intergration,
General Manager
Microsoft Corporation

Jay Victory
Vice President, Finance
Tractor Supply Company

FEATURED SPEAKERS

Program as of 7/25/14. Subject to change.

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opening general session

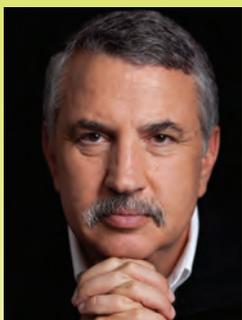
DR. BEN S. BERNANKE

Chairman

The Federal Reserve System (2006-2014)

Dr. Ben S. Bernanke served two terms as chairman of the Board of Governors of the Federal Reserve System from 2006 to 2014. He also served as chairman of the Federal Open Market Committee, the Federal Reserve's principal monetary policymaking body.

Before his appointment as chairman of the Fed, Bernanke was chairman of the President's Council of Economic Advisers, from June 2005 to January 2006, and he served the Federal Reserve in several roles — as a member of the Board of Governors of the Federal Reserve System from 2002 to 2005; as a visiting scholar at the Federal Reserve Banks of Philadelphia (1987-89), Boston (1989-90) and New York (1990-91,1994-96); and as a member of the Academic Advisory Panel at the Federal Reserve Bank of New York (1990-2002).



tuesday general session

TOM FRIEDMAN

Foreign Affairs Columnist

New York Times

At the Tuesday General Session, listen to Tom Friedman, the three-time Pulitzer Prize-winning *New York Times* editor discuss "The Next Phase of Globalization."

A veteran reporter on the Middle East, economics, and foreign policy for more than three decades, Friedman has an analytical eye and a global perspective. Following 9/11, his Op-Ed column for the *New York Times* provided evenhanded assessments that were so urgently sought in a time of national tragedy and passionate rhetoric.

Friedman has authored many bestselling commentaries, including *The World is Flat*. He also co-authored with Michael Mandelbaum, *That Used to Be Us: How America Fell Behind in the World It Invented and How We Can Come Back*. Both books address the challenges the U.S. faces on a global scale and explores possible solutions.



certification luncheon

ROBERT MUELLER, III

Former Director

Federal Bureau of Investigation What Risks Lie Ahead for Corporate Business

Serving as FBI director during a critical time history – with his tenure beginning one week before the 9/11 terrorist attacks and spanning two administrations – Robert S. Mueller was a key influencer in shaping intelligence operations for decades to come. Mueller shares his critical insights on sovereign security, cyber security, global risk and the issues of most concern to corporate businesses around the world.

Sponsored by  PNC



fp&a luncheon

DR. ZACHARY KARABELL

Author

The Leading Indicators: A Short History of the Numbers That Rule Our World

Dr. Zachary Karabell is an authority on the inter-relationship of politics, the global economy and international relations. A Harvard Ph.D. economist and prolific author, his most recent book, *The Leading Indicators: A Short History of the Numbers That Rule Our World*, looks at how we came by the numbers we place so much stock in – like GDP, inflation, unemployment and trade. These averages determine whether we feel optimistic or pessimistic about our future and dictate whether businesses hire or hunker down, governments spend trillions or try to reduce debt, and individuals buy a car, get a mortgage or look for a job.

> [Continued next page](#)

FEATURED SPEAKERS

Program as of 7/25/14. Subject to change.

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ctc breakfast for treasury and finance leaders

GEN. KEITH B. ALEXANDER USA (RET.)

A Road Map to Cyber Security
Former Commander
U.S. Cyber Command

Former Director
National Security Agency

A Road Map to Cyber Security

In an increasingly networked world, a cyber-based attack could have devastating physical and economic impact. No one knows this better than General Keith Alexander, a recognized expert in warfare and security, chief of the Central Security Service and head of USCYBERCOM. In a detailed discussion, Alexander examines such topics as: the vulnerability of critical infrastructure; the dependence of the economy on the Internet's smooth functioning; and the imperativeness for the private sector to assume its portion of the responsibility for protecting its infrastructure. Moreover, he articulates a road map for what is likely to be the strategic challenge in cyber security over the next several decades.



featured

ANNA AKBARI

Founder
Sociology of Style

Anna Akbari, Ph.D., is a sociologist, entrepreneur, and writer. She taught in the department of Media, Culture, and Communication at New York University and at Parsons The New School for Design. Her research focuses on technology/human relationships, media and identity, digital happiness, and strategic visual and virtual self-presentation. Akbari is the founder of Sociology of Style, which blends social science with pop culture analysis to offer smart, timely commentary and consulting services on culture- and image-related issues. A prominent thought leader, she is a frequent speaker and writer for such outlets as TED, CNN, Bulletproof Executive, The Atlantic, and the Financial Times.



featured

DAVID A.J. AXSON

Managing Director
Accenture

David Axson is a Managing Director in Accenture's

Finance and Enterprise Performance practice and is also responsible for the practice's global thought leadership. He has more than 28 years finance and consulting experience and is the author of a number of books including, *The Management Mythbuster* and *Best Practices in Planning and Performance Management*. Prior to joining Accenture, David was a cofounder and chief operating officer of The Hackett Group where he developed many of the firm's market-leading benchmarks and also helped lead the company from start-up to IPO during his 12 years with the firm.



featured

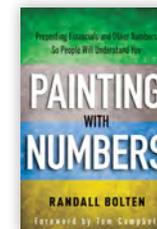
RANDALL BOLTEN

Author
Painting with Numbers: Presenting Financials and Other Numbers So People Will Understand You

Randall Bolten grew up in Washington, D.C., the son of a CIA intelligence officer and a history professor. He is passionate about the importance of presenting financials in an effective way and is the author of *Painting with Numbers: Presenting Financials and Other Numbers So People Will Understand You*. A seasoned financial executive, his experience includes nearly twenty years as a chief financial officer of software companies including BroadVision, Phoenix Technologies, Arcot Systems, BioCAD, and Teknekron. He received his AB from Princeton University, headed west to earn an MBA at Stanford University and currently operates Lucidity, a consulting and executive coaching practice.

Book Signing in the AFP Membership Center

Tuesday, November 4
9:45 - 10:15 a.m.



FEATURED SPEAKERS

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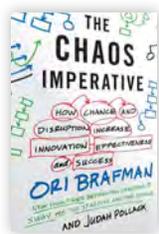
featured

ORI BRAFMAN

Author
The Chaos Imperative

New York Times best-selling author Ori Brafman specializes in new ways

of looking at business. *The Chaos Imperative* shows how even the best and most efficient organizations benefit from allowing a little unstructured space and disruption. It is an insightful exploration into how organizations can drive growth and profits by allowing contained chaos and disruption to flourish. Brafman has an MBA in organizational studies from Stanford Business School and consults with Fortune 500 companies on organization, disruption and innovation.



Book Signing in the AFP Membership Center

Monday, November 3
9:45 - 10:15 a.m.

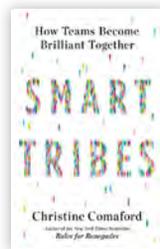


featured

CHRISTINE COMAFORD

Neuroscience-Based Leadership and Culture Coach
Christine Comaford Associates, LLC

For over 30 years bestselling author and Leadership and Culture Coach Christine Comaford has been helping leaders navigate growth and change. Christine is sought after for providing proven strategies to shift executive behavior to create more positive outcomes, enroll and align teams in times of change, massively increase sales, product offerings, and company value. Her coaching, consulting and strategies have created hundreds of millions of dollars in new revenue and value for her clients. The potent neuroscience techniques she teaches are easy to learn and immediately applicable to help leaders see into their blind spots, expand their vision, and more effectively influence outcomes.



Book Signing in the AFP Membership Center

Tuesday, November 4
10:15 - 10:45 a.m.

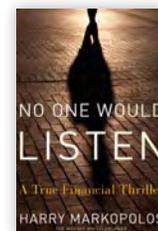


featured

HARRY MARKOPOLOS

Author
No One Would Listen: A True Financial Thriller

Harry Markopolos realized that Bernard Madoff's investment strategy was an obvious fraud in the very early stages of his review process. He spent the next nine years trying in vain to alert the Securities and Exchange Commission. His recently-released book, *No One Would Listen*, details the ten-year quest Markopolos and his team undertook to prevent the biggest financial disaster of the 21st century. Markopolos discusses the clues that indicate fraud and other cases he has uncovered.



Book Signing in the AFP Membership Center

Monday, November 3
3 - 3:30 p.m.

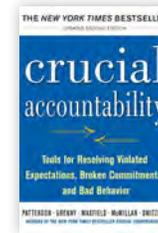


featured

DAVID MAXFIELD

Vice President of Research
VitalSmarts

David Maxfield is coauthor of the three *New York Times* bestsellers *Crucial*, *Crucial Accountability*, *Influencer* and *Change Anything*. David completed doctoral work in psychology at Stanford University and has since taught at Stanford University and the Marriott School of Management at Brigham Young University where he received the Motorola University's Distinguished Teaching Award and Stanford University's Dean's Award for Innovative Industrial Education. As vice president of research at VitalSmarts, David leads an ongoing series of research projects uncovering the negative impact of cultures of silence in organizations around the world. His research has been published widely including in the MIT Sloan Management Review, where his article "How to Have Influence" was awarded The 2009 Richard Beckhard Memorial Prize for the most outstanding article on planned change and organizational development.



Book Signing in the AFP Membership Center

Tuesday, November 4
12 - 12:30 p.m.

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FEATURED SPEAKERS

Program as of 7/25/14. Subject to change.

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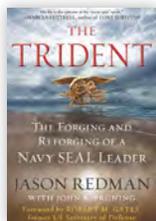
featured

JASON REDMAN

Author
The Trident

Founder
Wounded Wear

Former Lieutenant Jason Redman, spent eleven years enlisted as a Navy SEAL. During his military career, Redman served as a team assault force commander, receiving numerous honors, including the Bronze Star Medal with Valor, the Purple Heart, the Defense Meritorious Service Medal, the Navy Commendation Medal, the Joint Service Achievement Medal, five Navy Achievement Medals, and two Combat Action Ribbons. Now retired, Redman founded Wounded Wear, a non-profit organization to help wounded warriors and their families by providing free clothing and clothing modifications. Redman shares his motivational story of how he struggled to find the balance between bravery and bravado and survived a near-death experience and subsequent recovery.



Book Signing in the AFP Membership Center

Monday, November 3
12 - 12:30 p.m.



featured

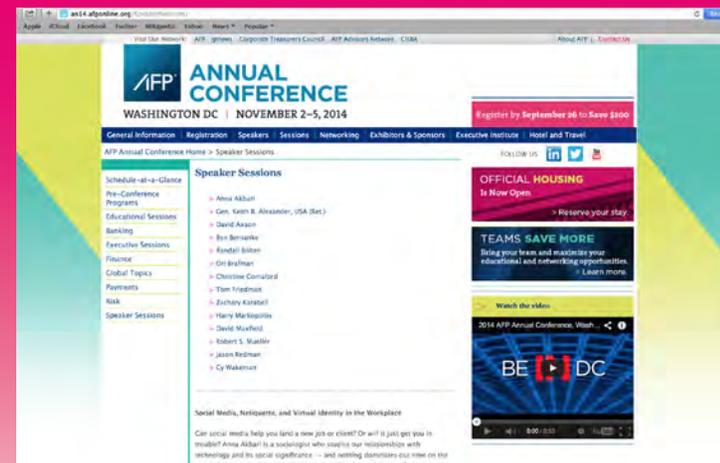
CY WAKEMAN

Author
The Reality-Based Rules of the Workplace

Cy Wakeman is a highly sought after conference headliner, business consultant, New York Times bestselling author, and trainer who has spent over 20 years cultivating a revolutionary approach to leadership. An expert blogger on FastCompany.com and Forbes.com, Wakeman's ideas have been featured in *The Wall Street Journal*, *The New York Times*, *The New York Post*, and on SHRM.com. She has written two books: *Reality Based Leadership – Ditch the Drama, Restore Sanity to the Workplace, & Turn Excuses Into Results* (Jossey-Bass; 2010) and *The Reality-Based Rules of the Workplace: Know What Boosts Your Value, Kills Your Chances & Will Make You Happier* (Jossey-Bass; 2013).

Book Signing in the AFP Membership Center

Monday, November 3
9:45 - 10:15 a.m.



View the session for each speaker online.
www.AFPconference.org/SpeakerSessions

PRE-CONFERENCE PROGRAMS

NOVEMBER 1-4

Take advantage of pre-Conference workshops and seminars. Reserve your seat by adding them to your Conference registration.

Program as of 7/25/14. Subject to change.



EARN UP TO 31.9 CONTINUING EDUCATION CREDITS

The AFP Annual Conference is approved for up to 31.9 CTP/CCM and FP&A continuing education credits and up to 31.5 CPE credits. To earn maximum credits, you must attend a full day pre-conference seminar on Saturday and Sunday, the Sunday general session, industry roundtable luncheon (CPs only) or other luncheon with speaker on Monday, Tuesday luncheon with speaker and Tuesday general session, plus nine concurrent sessions Monday through Wednesday.

2-day seminar

Cash Management Fundamentals

saturday | 8:30 a.m. – 4:30 p.m.

sunday | 8:00 a.m. – 3:30 p.m.

Not Eligible for CTP/CCM Credits

15 CPE Credits

15 FP&A Credits

Add \$950

Gain a complete understanding of the fundamentals of corporate cash management. Starting with the cash conversion cycle, the course explores how cash flows in and out of a company and how liquidity levels can be managed. Using case studies and real world examples, attendees learn how the concepts and practices are applied to real-life scenarios.

Jim Washam, Ph.D., CTP, FP&A
Associate Professor of Finance
Arkansas State University
College of Business

3-day seminar

Intensive Certified Treasury Professional (CTP) Exam Review

saturday | 8:30 a.m. – 4:30 p.m.

sunday | 8:00 a.m. – 3:30 p.m.

monday | 8:30 a.m. – 5:00 p.m.

Not Eligible for CTP/CCM, CPE or FP&A Credits

Add \$1,095

AFP's Intensive CTP Exam Review course is a three-day review of the concepts and challenging calculations presented in the body of knowledge upon which the CTP exam is based. Join other professionals focused on exam preparation and learn test taking tips that will help you succeed. This fast-paced program is intended for those who are well into their exam preparation studies and are registered to take the CTP exam in the December 2014/January 2015 window.

Dubos J. Masson, Ph.D., CTP, FP&A
Clinical Associate
Professor of Finance
Indiana University, Kelley
School of Business

4-day seminar

Certified FP&A Professional Review Course

saturday | 8:30 a.m. – 4:30 p.m.

sunday | 8:00 a.m. – 3:30 p.m.

monday | 8:30 a.m. – 5:00 p.m.

tuesday | 8:30 a.m. – 2:00 p.m.

Not Eligible for CPE or CTP/CCM Credits

Add \$1,295

The AFP Certified Corporate Financial Planning & Analysis Prep course covers the five knowledge domains that are tested on the Certified Corporate FP&A Exam. Candidates, who are well along in their study of the learning system, will receive comprehensive preparation of all topics they will encounter on the exam. This course includes case study exercises not available anywhere else.

Juan Arangote, CPA, CMA, FP&A
Manager, Financial Planning and
Treasury
Greater Toronto Airports Authority

PLAN AHEAD – Reserve your seat by adding PRE-CONFERENCE PROGRAMS to your Conference registration. Find out more at www.AFPconference.org/PreCon.

> Continued next page

PRE-CONFERENCE PROGRAMS (CONT'D)

NOVEMBER 1-4

Take advantage of pre-Conference workshops and seminars. Reserve your seat by adding them to your Conference registration.

Program as of 7/25/14. Subject to change.

saturday programs

A Day in the Life of a Treasurer

saturday | 8:30 a.m. – 4:30 p.m.

Not eligible for CTP/CCM credits

7.5 CPE Credits

7.8 FP&A Credits

Add \$750

This seminar explores the world of treasury management and is designed specifically to highlight the role of the Treasurer, Assistant Treasurer and Cash Manager from their point of view. Through engaging interactive activities and case studies, participants will truly “walk a mile” in the shoes of a treasurer. Topics include the corporate treasury function, cash management, treasury markets, corporate financial markets, and risk management.

Robert Kane

Executive Director of

Corporate Finance

Educational Records Bureau

Financial Modeling: Building a Model Culture

8:30 a.m. – 4:30 p.m.

7.8 CTP/CCM Credits

7.5 CPE Credits

7.8 FP&A Credits

Add \$750

This advanced course examines the different ways in which companies can structure their treasury organization, when and where to open foreign currency accounts, the primary tools available for liquidity management and the many options with regard to banking structure. Throughout the course, participants engage in interactive exercises to develop the necessary skills for designing an efficient banking structure in order to optimize liquidity management.

Bryan Lapidus

Vice President, Operations

Ameritox

Foreign Exchange, Managing Risk and International Payments

8:30 a.m. – 4:30 p.m.

7.8 CTP/CCM Credits

7.5 CPE Credits

Not eligible for FP&A credits

Add \$750

Learn the topics that are crucial to the treasurer who will be managing an international treasury. Participants learn the basics of foreign exchange, how to read the rates, apply forward points, perform currency conversions, and discover tools for managing global risks. The session also examines aspects of international payments, including cross border payments and explores ways in which payments and collections can be made more efficiently.

Michele Allman-Ward, CTP

Managing Partner

AWA Consulting, Inc.

Project Management for Treasury and Finance

8:30 a.m. – 4:30 p.m.

7.8 CTP/CCM Credits

7.5 CPE Credits

7.8 FP&A Credits

Price: \$750

Finance professionals are asked to step out of their role as a firm's manager of cash and capital to serve as project managers. This session demystifies the discipline of project management. Attendees learn to manage a project from beginning to end – establish project goals, obtain buy-in from internal business partners, establish a project roadmap, ensure project progress, anticipate project “turbulence,” and bring a project to successful completion.

Peter J. Biglin, CTP, FP&A, MBA, PMP

President

Treasury Management Solutions, Inc.

Steven Phillips, CTP, FP&A, MBA, PMP

Director, Assistant Treasurer

Cash America International

> [Continued next page](#)

PRE-CONFERENCE PROGRAMS (CONT'D)

NOVEMBER 1-4

Take advantage of pre-Conference workshops and seminars. Reserve your seat by adding them to your Conference registration.

Program as of 7/25/14. Subject to change.

saturday programs (cont'd)

Advanced Cash Flow Forecasting Quantitative Forecasting Techniques

1:00 p.m. – 5:00 p.m.

4.5 CTP/CCM Credits
4.5 CPE Credits
4.5 FP&A Credits

Price: \$525

This course introduces several state-of-the-art topics in cash flow forecasting including time series and regression methods of projecting cash flows and techniques for estimating cash flow volatility and risk. The aim of this course is to develop practical, in-depth skills through “hands-on” applications of these techniques. Students leave the course with solid understanding of how to bring their own cash forecasts into the 21st Century.

Matthew Hill, Ph.D.

Assistant Professor of Finance
*University of Southern
Mississippi*

Capital Budgeting

1:00 – 5:00 p.m.

4.5 CTP/CCM Credits
4.5 CPE Credits
4.5 FP&A Credits

Price: \$525

This advanced course is geared toward those whose job functions include financial planning and analysis. Examine key concepts in capital budgeting including, decision making and the value optimization, cash flow analysis, and decision tools required to evaluate estimated cash flows. Attendees will benefit from interactive self-assessments and application activities to apply the lessons learned.

Kevin Schieuer, Ph.D.

Professor of Finance
Bellevue University College of Business

Mobile Payments

1:00 – 5:00 p.m.

4.5 CTP/CCM Credits
4.5 CPE Credits
Not eligible for FP&A Credits

Price: \$525

This course provides participants with a full understanding of the mobile landscape. Covered are the evolution of mobile technologies, the different mobile payments models and the impact of payments rules and regulations (Durbin) on mobile payments. Participants learn to assess their organizations functionality needs and determine which approaches are right for them.

Rene Pelegero

President and Managing Director
*Retail Payments Global
Consulting Group*

> Continued next page

PRE-CONFERENCE PROGRAMS (CONT'D)

NOVEMBER 1-4

Take advantage of pre-Conference workshops and seminars. Reserve your seat by adding them to your Conference registration.

Program as of 7/25/14. Subject to change.

sunday programs

Advanced Liquidity Management

8:00 a.m. – 3:30 p.m.

7.2 CTP/CCM Credits

7.0 CPE Credits

Not eligible for FP&A Credits

Price: \$750

Never has it been more important for companies to manage their working capital and overcome the challenges of managing global liquidity. This highly interactive workshop is designed to introduce participants to the more advanced topics of international liquidity management. Topics include managing foreign currency accounts, SWIFT tools for corporates, liquidity management tools and banking structures. The workshop culminates in an interactive case study for participants to work in teams and develop solutions.

Michele Allman-Ward, CTP
Managing Partner
AWA Consulting, Inc.

Financial Risk Management

8:00 a.m. – 3:30 p.m.

7.2 CTP/CCM Credits

7.0 CPE Credits

7.2 FP&A Credits

Price: \$750

Financial and treasury professionals are challenged to manage financial risks (interest rate risk, FX risk, equity risk, liquidity risk, and credit risk) at their institutions. This seminar will review the key trends and developments in financial risk including a thorough discussion of risk analytics, risk management policies, the role within an overall enterprise risk management (ERM) framework. Additionally, expected benefits, performance metrics, and feedback loops for effective risk management will be covered.

James C. Lam
President
James Lam & Associates

Foreign Exchange Exposure Risk

8:00 a.m. – 3:30 p.m.

7.2 CTP/CCM Credits

7.0 CPE Credits

7.2 FP&A Credits

Price: \$750

This course is designed for individuals who have added foreign exchange exposure management to their responsibilities over the past couple of years, individuals cross training for these responsibilities, and those whose company may be contemplating implementation of a currency hedging program. This course focuses on a best-in-class FX hedge program: review accounting and economic currency exposure sources, valuation basics and application of forwards and options, implications and requirements of derivative accounting (GAAP) and reporting on program performance to management.

Helen Kane
President
Hedge Trackers LLC

Working Capital Management

8:00 a.m. – 12:00 p.m.

4.5 CTP/CCM Credits

4.5 CPE Credits

4.5 FP&A Credits

Price: \$525

Learn how to best manage working capital, how varying levels affect liquidity and the company's profitability, and understand how working capital affects cash management and cash flow forecasting. Topics in this course include: global working capital fundamentals, best practices, tools and drivers, statement of changes in financial conditions, and how to become a strategic partner through the management of working capital.

David O'Brien, CTP
Principal, Consultant
EE Treasury

> [Continued next page](#)

PRE-CONFERENCE PROGRAMS (CONT'D)

NOVEMBER 1-4

Take advantage of pre-Conference workshops and seminars. Reserve your seat by adding them to your Conference registration.

Program as of 7/25/14. Subject to change.

sunday programs (cont'd)

Advanced Cash Flow Forecasting - Monte Carlo Methods

8:00 a.m. – 12:00 p.m.

4.5 CTP/CCM Credits
4.5 CPE Credits
4.5 FP&A Credits

Price: \$525

Monte Carlo methods are invaluable resources to evaluate a range of possible outcomes for those forecasting business activities. Through a variety of examples and demonstrations, this course helps attendees to apply Monte Carlo methods to cash flow forecasting problems such as mixing forecasts, non-normal cash flow distributions and multi-period forecasting and execute Monte Carlo models as a Microsoft Excel spreadsheet using a third party add-in. The benefits and challenges to this method of forecasting are addressed.

Matthew Hill, Ph.D.

Assistant Professor of Finance
University of Southern Mississippi

Commercial Account Analysis and Billing Statements

8:00 a.m. – 12:00 p.m.

4.5 CTP/CCM Credits
4.5 CPE Credits
Not eligible for FP&A Credits

Price: \$525

This course will take an in depth look at all there is to know about the US analysis and billing statement. All the elements that revolve around balances, services, earnings credits and current regulations will be discussed along with the many techniques you can use to maximize your deposit account performance and lower your monthly fees.

Stephen Weiland

Senior Advisor
The Montauk Group, LLC

Effective Communication Skills for Financial Professionals

8:00 a.m. – 12:00 p.m.

4.5 CTP - Career Development Credits
4.5 CPE Credit
4.5 FP&A Credits

Price: \$525

Communication skills are vital to a financial professional's business success. One study estimates that 85 percent of success in business is determined by communication skills, and employers rank "verbal communication skills" as the most important skill necessary to do the job well. This session gives attendees strategies and tools they can apply immediately in their organizations, including how to create a communication skills development plan.

John Sanchez

President, Managing Director
The FPA Group

TEAMS SAVE MORE

Bring your team of three or more corporate practitioners from the same company and maximize your educational and networking opportunities.

www.AFPconference.org/AnnualTeam



> Continued next page

CTC[®]

CORPORATE
TREASURERS
Council[®]

Executive Institute

WASHINGTON DC | NOVEMBER 3–4, 2014

EXCLUSIVELY AT THE AFP[®] ANNUAL CONFERENCE

BE IN DC.

The 10th annual CTC Executive Institute is your opportunity to exchange strategic information on key issues and topics with your executive-level peers at two networking luncheons and a number of powerful sessions.



tuesday luncheon

MICHAEL ROBERTO

Know What You Don't Know
Trustee Professor of Management,
Bryant University

Author
*Why Great Leaders Don't Take Yes
for an Answer*

Know What You Don't Know

Your most dangerous problems are the ones you don't even know about, as the recent financial crisis has shown us. Professor Michael Roberto helps you hunt down the potential disasters that lie hidden below the radar of most management planning and strategic decision-making processes. He identifies the structural and interpersonal factors that prevent early detection of hidden problems, he offers skills and techniques for making sure that you recognize them, and he explains how to build a culture that enables your team to act on what you've learned.

Crisis Response and Resilience: A Simulation

Crises hit all sorts of companies, regardless of business model, with often severe impact on the company itself and its stakeholders. While crises cannot be predicted, many follow similar patterns that allow the application of tested best practices in anticipating and responding to them. Join a panel of McKinsey Risk Experts for a simulation of a crisis that was used with several of their clients to launch the dialogue on how to prepare, and how to respond when the unthinkable happens.

A View from Washington

The day before the mid-term elections are held, join two reporters from deep inside the political and economic fabric of the nation's capital as they discuss the Congressional and policy outlook for business. First, hear the prognostication of the mid-term elections and what they may mean for the agenda of the next Congress. With that understanding hear an extrapolation of what the election results will mean domestically and globally.

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WASHINGTON DC | NOVEMBER 3–4, 2014

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Communicating the Value of Treasury to the CFO, CEO and the Board

Most CFO's have come up through the ranks of the controller's side of the business, so how do you get the CFO to truly understand and appreciate the value of treasury to the organization. This is not about measuring the performance of treasury through metrics and a scorecard, but rather about better ways to talk to your CFO and get the necessary resources needed to build a high quality treasury team and be able to add strategic value to the business by delivering value on the balance sheet and income statement. Hear from several AFP Treasury Advisory Group members as they discuss this difficult issue.

Capital Portfolio Management: Understanding the Risks Associated with the Allocations

The capital budgeting and investment allocation process is at the top of Treasury and FP&A agendas given the constant pressure for companies to deliver higher returns from their portfolios of businesses. However standard investment opportunity assessment tools based on hurdle rates determined by weighted average costs of capital are proving to be flawed for several reasons. First, non-financial risk, which often accounts for more than half of the net exposure, is not captured as part of cost of capital calculations. Second, many companies lack the capability to simulate their future corporate portfolio's performance under a range of market and strategic scenarios.

This panel presentation will outline the key steps companies can take to build a competitive internal capital marketplace based on a portfolio approach to capital management. Following an initial overview of the approach, leading treasurers will outline how their companies have developed and implemented an enhanced program for capital allocation.

CTC EXECUTIVE LOUNGE

Located by the CTC Executive Institute, the CTC Executive Lounge is your opportunity to connect with colleagues or check in with the office.

The CTC Executive Institute is a complimentary event open to executive-level corporate practitioners to have candid discussions and exchange strategic information on key issues and topics.

Attendance to the CTC Executive Institute is limited to corporate practitioners with the title of treasurer, chief financial officer, vice president of finance, assistant treasurer or controller.

Reserve your seat by registering for the AFP Annual Conference and selecting the box for CTC Executive Institute.

EDUCATIONAL SESSION HIGHLIGHTS

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financial planning and analysis

General Dynamics and The Business Intelligence Collaborative (BIC)

General Dynamics' business units operate with a high degree of autonomy. Prior to 2009, the business units pursued independent performance management and business intelligence initiatives, but did not leverage capabilities across the broader organization. The Business Intelligence Collaborative (BIC) was formed to reduce the cost of ownership, accelerate time to value, and optimize process redesign and technology solutions. This session describes how the BIC supports more than 24 planning and reporting analytic applications, a consolidated data warehouse, and more than 80 business intelligence dashboards across the company - all with the same technology platform.

Implementing Beyond Budgeting: The Statoil Journey

In 2005 Statoil, Scandinavia's largest global company, radically changed its management processes to better support a technology

based organization operating in a dynamic and unpredictable business environment. Listen to Statoil's Vice President of Performance Management Development describe problems with traditional budgeting and the solutions found in the Beyond Budgeting principles. He also describes Statoil's "Ambition to Action" mode, dynamic forecasting and resource allocation, and concludes with advice for implementation.

FP&A's Collaborative Role in IPO Preparation

As Hilton Worldwide prepared for its 2013 IPO, the FP&A team was the primary source of key financial data and analyses for numerous internal and external parties. A primary function was the development and enhancement of a five year integrated corporate planning model, serving as the crux for debt and equity capital markets activity. This session discusses IPO preparation from an FP&A perspective. Learn the importance of a well-functioning FP&A department while going public and the tools used to facilitate the efforts.

Bridging the Gap: FP&A and Treasury

In corporations, there is often a disconnect between FP&A and Treasury, despite forming the backbone to a prosperous strategic future. At ABM FP&A focuses on the annual budget, while Treasury's purview is capital structure and long term planning, which leads to joint efforts on ABM's annual 5 year strategic plan. This collaboration initially was inefficient and required a more seamless interface. In this session, ABM's practitioners discuss the steps they took to bridge the gap and create a dynamic working relationship.

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7 Key Models Required to Manage Performance

Every organization plans – but what are they actually planning? How can you be sure that what is being planned is both realistic and understood throughout the organization? This session examines the results of a recent US/UK planning survey on the challenges FP&A personnel along with observations based on real-world examples of why planning often fails. This includes a discussion of the seven planning models that every organization needs to manage and monitor business performance.

Transforming FP&A at Hanover Insurance

As part of a comprehensive finance transformation initiative, The Hanover Insurance Group embarked on a journey to significantly improve the efficiency and effectiveness of their FP&A functions. Their existing planning and reporting processes were highly fragmented, manually intensive, and required significant time and effort to accumulate data from multiple sources. This session reviews how this organization redesigned their financial

planning and reporting processes, addressed core legacy data sourcing challenges, implemented an Enterprise Performance Management (EPM) technology platform, and deployed a data management solution.

Emphasizing The “A” in FP&A

“Big Data” is too big for many companies, and the challenge is how to maximize the value of the data companies already have. Finance, especially the FP&A function, needs overcome the challenge of guiding the business to concentrate limited resources on the value-driven analytics. With increasing responsibilities, FP&A will have more direct influence to the business than ever before. This session discusses the approach Falken Tire took to centralize most analysts into an enterprise analytics group under FP&A and the results of their efforts.

Using Effective Communication to Drive Performance

There is a strong relationship between superior financial performance and effective communication. In addition to enhancing performance, effective communication is a key driver of cost savings, quality improvement, risk

reduction, and improved efficiency and productivity. Discussions will include why effective communication is cited as being among the skills most lacking among workers and why many professionals focus more on honing technical skills while neglecting communication skills. This session will dispel some myths, provide relevant insights and demonstrate some of the most critical communication skills for FP&A professionals.

Analytical Visibility into Myriad Spend Data

Hilton Worldwide’s supply management business centrally negotiates contracts with large manufacturers that supply their participating hotels globally. The business services team manages spend reporting with several complex databases, but needed better real-time visibility and analysis. The team utilized Tableau software to develop and share data visualization dashboards with greater insight into high spend manufacturers and trends by hotel, region, and brand. Learn how they leveraged this tool to overcome shortfalls in reporting and analysis to better support their field operations.

Financial Modeling

In this session, an experienced practitioner shares their body of knowledge and expertise in building financial models. Discussions will include various strategies for building financial models as well as the complexities involved. This session also examines how to approach the input, calculation and output process, the use of VBA scripts, effective ways to present financial models, and some of the most common modeling errors.

The Concept of Value Creation

Most organizations strive to achieve or maximize value creation, but the definition of value creation differs across business disciplines. This session defines the financial definition of value creation. This presentation provides strategies and insights for finance and FP&A organizations to align themselves to this concept. This presentation provides a simplified understanding of the concepts of value creation and presents best practices and frameworks for organizations to improve their strategic thinking on value creation.

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The Role of Insight Management for FP&A

In corporate finance, senior decision makers so often ignore the best information. In this session, Steve Wills explains the role of insight management, and how it makes analysis so much more effective. Big Data has a significant impact in this area, and it directly applies to FP&A practitioners who need to present accurate information. This highly interactive presentation provides classic case studies, along with their financial impact.

Business Intelligence As a Top Priority for Financial Professionals

Deciphering data from various strategic perspectives, aligning seemingly un-mappable information and online analytical processing of financial information are the core functions for financial professionals in the 21st century. The optimal business model is a triangle of mapping strategies with financial targets and

operational performance indicators. BI implementation provides financial professionals with indispensable analytical platform with a possibility of building planning models directly from the real business operations. Listen to the finance director from Konica Minolta discuss his success with such implementations.

Global Collaboration via Cloud-Based Transparent Retail Execution

This presentation tells how leading video game publisher Activision moved from Excel-based data analysis to a cloud-based solution powered by a breakthrough in-memory, big data engine, enabling a transparent workflow that accounted for four internal departments worldwide. Practitioners spent less time compiling data, and more on deeper dive analysis and creating “what-if” scenarios using a state of the art analytics engine without disrupting existing models. Activision saw an estimated 50%

productivity gain two weeks after go-live, and 100% confidence in data when making decision on retail spend.

New Frontiers in Data Visualization

With the availability of data increasing at an alarming rate, presenting meaningful reports becomes a significant challenge. Whether presenting your company’s historical pricing or fundamental data, or comparing your company to its peers, new data visualization tools help the FP&A professional extract relevance. Corporate finance leaders need to communicate global economic trends as well. Advances in technology allow for enhanced charting of historical prices/fundamentals, visual comparisons of multiple data sets, and smoother integration with the presentation platforms that various finance professionals may use.

IN

“I value the expansive offerings for FP&A continued education. I have a page full of take-aways from sessions that I’ll take back to my organization.”

- Randy Brown
AVP - Financial Planning & Analysis
Broadcast Music Inc.

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treasury management

The RFP Process: Start to Finish

Federated Mutual is a \$5.8 billion company with more than \$650K in annual bank fees. These high fees prompted its practitioners to complete a request for proposal (RFP) for treasury services. These processes reduced bank fees by up to 40% and uncovered new services that created processing efficiencies. This session discusses the reasons behind an RFP and the crucial steps needed to be successful, starting with what to include in the proposal, who to send it to, and ending with evaluating the responses and measuring success.

Getting Connected: Creating Real End-to-End Solutions

The role of the treasurer is changing rapidly. New technology, such as cloud computing, and more traditional efforts, such as single global file formats, help treasurers reduce reliance on third-party solutions, provide a reduction of IT spend and maximize what is done in the SWIFT space. Treasurers must take an active role in choosing and managing these new and tried and true technologies,

as they are essential to their job function. In this session, a practitioner from Andarko Petroleum discusses the various technology solutions her staff has examined and used in a fluid business environment that have improved connectivity, efficiency and business processes.

Money Funds and Separate Accounts: Best Practices

Keeping a strong hold on a company's portfolio performance and investment policy compliance guidelines can be challenging. Investment teams looking to increase their portfolio value often consider money funds and separately managed accounts, despite possible administrative and accounting challenges. During this session, practitioners address these market concerns, and discuss best practices. Facebook shares its strategy for investing in money funds and separately managed accounts. 3M discusses the five universal necessities every investor must consider for streamlining investment portfolio reporting and improving processes.

Using Consultants Effectively for Treasury Technology Implementations

With the increasing technical complexity of treasury services, treasurers often lack the skill set and technical knowledge to implement new systems and services. In addition, most treasury personnel have production responsibilities that cannot be set aside for the amount of time required for a sustained project. Consultants can fill the gap, but their cost and necessity must be justified to senior management. This presentation outlines the guidelines to be used in the process of hiring a consultant and the pitfalls to avoid based on experience.

Best Strategies for Short-Term Corporate Investing

A treasurer's response is crucial during a period of entrenched record-low short-term interest rates and soaring corporate-cash levels. In this session, three executives charged with daily oversight of company cash share strategies for maintaining daily liquidity in vehicles that mitigate

interest-rate, market and credit risks to keep their company's money safe at all times. They articulate different approaches using a mix of available products, including money-market funds, direct purchase of U.S. Treasury or government and agency securities, SMAs, ultrashort-bond funds, and bank offerings.

Better Working Capital Management with Dashboards

In 2013, as the Hilton Worldwide Finance and Accounting team prepared for a return of the Company to the public debt and equity markets, a renewed focus on cash emerged. They identified centralized U.S. payables as a potential source of working capital opportunities. Following a review of the disbursements process, reporting metrics were defined and data visualization software was used to analyze vendor payment terms. In this session, practitioners discuss how they used dashboards and analytics to save millions in working capital.

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Improving the Accuracy of a Cash Flow Forecast

Although it is often incorrect, cash flow forecasting is essential to managing risk and for planning future cash requirements to avoid a liquidity crisis. This session takes a closer look at how Nationwide Insurance managed its liquidity and cash flow while serving its customers' needs through challenges like Super storm Sandy and other natural disasters. Managing risk and capital is one of Nationwide's core competencies. In this session, attendees learn how a more accurate forecast affects a company's bottom line.

Replacing a Legacy Bank System

At some point most corporations have wondered, "What type of treasury system should my organization use?" Many organizations start by using spreadsheets or a bank system thinking that it will be a good fit. However, as treasury operations become more and more complex, organizations outgrow their current solutions, and practitioners are forced to turn to more enhanced

tools to help with complex treasury operations. Two such solutions are ERPs and Treasury Management Systems (TMS). This session will cover what solutions are available, the added value and functionality of specific systems, and how to choose and implement a system to suit your organization's needs.

Basel 3 Liquidity Coverage Ratio: Adapting to New Realities

A brave new world is rapidly taking shape on the heels of a new global regulatory framework. This session will focus on the regulatory framework of Basel 3, specifically around LCR (Liquidity Coverage Ratio) and its impact to short-term markets, financial services companies, and liquidity in the marketplace. The session will also examine how investors can adapt to recent changes, optimize liquidity, and prepare for further changes as the regulatory environment evolves by adopting a flexible liquidity strategy.

Disentangling Treasury: "Cut and Paste" a Treasury Structure and Organization

Royal Philips, a diverse multinational corporation, has recently disentangled its treasury operations as part of an enterprise-wide restructuring. Two different units, TP Vision and WOOX, were separated and given their own separate treasury structures from scratch. The complex process included implementing a treasury management system and cash management infrastructure, and arranging funding for the standalone organizations. In this session, a practitioner from Royal Philips discusses the challenges faced in the project and the reasons for its success.

Treasury Benchmarking: Supporting Sprint's Working Capital Strategy

Organizations constantly look to improve working capital management. Without a clear business outlook and performance metrics, it is difficult to develop an effective plan to maximize working capital. In this session, Sprint shares best practices in creating its

own innovative benchmarking tool. Practitioners discuss how it provides clarity around key data points that drive the execution of the company's best-in-class working capital management strategy, and how Sprint used publically-available information to benchmark their own performance.

Beyond Overnight Investing

Corporate cash balances are at elevated levels with large balances in overnight vehicles such as bank deposits and money market funds. Low interest rates and institutional memories of the 2008 crisis may be causing companies to maintain higher levels of liquidity than necessary. Against this backdrop, the possibility of a floating NAV exists. What factors should be considered in structuring corporate cash portfolios to provide adequate liquidity while at the same time taking advantage of an upward sloping yield curve?

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Diagnosis for Success: UnitedHealth Group's eBAM Experience

Effectively managing bank accounts is a long-standing Treasury challenge, especially for organizations with multi-bank relationships. While offering significant opportunities for improvement, introduction of eBAM presents unique challenges. Hear best practices implementing eBAM, including information about the Global Rapid eBAM Adoption Team (GReAT), a collaboration of industry experts tasked with identifying and addressing technical and procedural barriers to broad eBAM adoption. Attendees learn about efficiencies gained using eBAM to manage the opening, closing and maintenance of hundreds of administrative service accounts.

The When, Why, Who, and How of Cash Positioning and Forecasting

Cash positioning and forecasting are critical to liquidity and cash management. Few organizations have mastered these practices because they are as much art as science. When do you develop cash positions and

forecasts? Who uses them and for what purposes? Who is involved in their creation – does treasury own the process or FP&A, what groups provide input? What challenges do cash positioning and forecasting pose and, in an ideal world, what would the process be? In this session, a diverse panel of Treasury practitioners discusses these questions and more.

Measuring Wallet Share Amongst Your Bank Group

This presentation will discuss the relationship between credit and non-credit revenue from a bank and corporate perspective. It will also present a basic model that can be used to determine how fairly your bank group is being compensated using metrics such as credit revenue, non-credit revenue, capital markets fees and credit commitment. The model can serve as a guide to ensure banks are being compensated fairly, and are reaching their own internal hurdle rates. The model does not rely on in-depth knowledge of margins or capital charges - just the basic data available to the corporate treasury team.

Illuminating Treasury - A 'BrightStar' Approach

Hear how BrightStar is reinventing their treasury organization while effectively managing their day to day cash. The discussion provides insight into their global deployment of Microsoft AX ERP, SunGard's Treasury Workstation and SWIFT starting in the Americas then expanding internationally. A phased approach was used to implement these technology tools and organizational changes were made resulting in three shared service centers which include payment factories to address the volumes of payments, transparency in the organization, and automation to improve efficiencies.

Perfect Timing: Setting Optimal Trade Credit Terms

Offering trade credit to customers is necessary, but costly, in most industries. As trade credit is extended, a firm's cash conversion cycle increases and exposes the firm to the uncertainty surrounding the timing of cash inflows and potential losses from bad debts. On the flip side, offering trade credit allows a firm to gain

market share by providing financing to customers. This session focuses on how trade credit affects the value of a firm and developing a methodology to set optimal credit terms.

Unlocking Account Analysis

Account analysis statements are often difficult to decipher and understand. The account analysis statement contains a wealth of data that can be used to manage cash as well as bank fees. Hear an update on the current events in account analysis and review the regulatory environment impacting bank fee statements. Discuss real methods that the treasury professional can use to monitor both traditional bank fees and the hidden fees that are often overlooked.

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Building the Optimal Investment Policy

The cash needs of corporations are constantly changing. It is essential that their investment policies – the documents that codify their liquidity requirements and define the investments they rely upon to meet those needs – change as their liquidity objectives shift. Flexibility is essential to ensuring that treasury professionals and their investment managers are on the same page with regard to the company's liquidity requirements and investment goals. This session identifies best practices treasury professionals can adopt to ensure their investment policies keep up with changes in their organizations' liquidity requirements.

The Truth about Unclaimed Property Audits

As states struggle with budget deficits, escheatment is a popular way to increase state revenues without raising taxes. States, in addition to aggressive third party contingent fee audit firms, have significantly stepped up enforcement actions expanding the focus of traditional general ledger audits to include audits of equity issuers. This session helps financial executives gain a better understanding of the state's perspective on unclaimed property. The discussion includes trends in escheatment and innovative methods companies use to streamline workflow processes associated with records review and statutory due diligence.

Treasury Transformation: Selecting a Treasury Workstation

Selecting a treasury workstation can be a daunting task. This presentation will be a case study of how General Growth Properties selected a treasury workstation. Starting with a needs analysis and concluding the selection of a provider, this presentation will walk the audience through a treasury workstation procurement process. Furthermore, this presentation will discuss how practitioner's can create, analyze and score a customized treasury workstation RFP.



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payments

A/P As a Profit Center: Using Rebates and Dividends as Incentives

Innovative financial incentives are convincing manufacturers, healthcare organizations and others to re-evaluate how they pay suppliers. Rebates and dividends previously known only in the commercial card arena are crossing over to ACH payments. Progressive corporations can realize a new revenue stream from rebates associated with ACH payments, while providing improved remittance delivery and visibility into cash flow for their suppliers. In this session, TÜV SÜD America, Inc., and Ellwood City Forge will discuss how they conducted supplier segmentation, how their suppliers participate in the program, and the benefits accruing to their suppliers.

Electronic Payments in Healthcare: Overcoming the Challenges

Settling payments electronically in the healthcare industry should lead to lower costs and improved efficiency. At least that was a goal of the Patient

Protection and Affordable Care Act (PPACA). This session presents a candid conversation with a panel of healthcare industry professionals who recently tackled the monumental task of implementing electronic payments in a variety of environments, from the business to business channel to the new world of health care co-ops. Despite the PPACA mandate, some challenges remain. The panelists provide insight into their approach to overcoming challenges, lessons learned and best practices with electronic payment implementation.

When Payments Go Global: The Processing Evolution

An expanding number of corporates face the challenge of managing global payments. Innovative payment solutions pave the way for meeting growth objectives. In this session, practitioners from PayPal and MetLife discuss the worldwide impact of payment processing in the face of fraud risk and complex regulation. Attendees learn the importance of core operational flexibility, understanding new country rules,

and dealing with the impact of SEPA mandates. Lastly, they discuss innovative payment types and their place in an effective global approach.

The Road to US Real Time Payments

The U.S. payments infrastructure is lagging behind other nations regarding the speed in which payments are cleared and funds are made available to corporate treasurers. Financial institutions claim that the changes required to support real time payments are prohibitive and that there is no business case to justify the investment required. This session discusses current challenges and opines on whether real time payments in the US is a needed capability and how the payments industry could deliver solutions that meet the needs of treasurers.

Securing E-Commerce Transactions in an EMV World

This session updates on EMV deployment in the United States. Data shows how countries that have migrated to EMV cards see

fraud move to online channels. This discussion explains why this might occur and how online merchants should prepare for this threat. Payments experts, featuring merchants with substantial online presences, weigh in and prioritize card not present (CNP) fraud mitigation tools available in the industry and outline other fraud prevention techniques.

Effective Fraud Mitigation Tools for Corporates

Payments fraud experts present a snapshot of the current state of payments fraud in corporate U.S.A., highlighting findings from the Federal Reserve's 2014 Payments Fraud Survey, fraud-related results of the 2013 Federal Reserve Payments Study, and the 2014 AFP Payments Fraud and Control Survey. This includes what prevalent fraud schemes target corporate accounts, accounts payable, and accounts receivable? Learn about fraud prevention and mitigation tools (such as internal controls, transaction screening and third party services) that are most effective in safeguarding corporate assets.

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The Future of Payments in the U.S.

How are people managing payments today? What new trends are we seeing and what is their impact on finance and treasury professionals? This session reviews the results of one of the most comprehensive sources of public data on the U.S. payments system, the triennial Federal Reserve Payments Study. We also analyze public comments to the Federal Reserve Public Consultation Paper for insights into the future of U.S. payments. Join an informative session devoted to reviewing payment statistics, trends, and the future of payments systems.

Electronic Payments: How hard can it be?

Many B2B payments are made by check because of remittance information. What are the roadblocks to wider adoption of electronic payments? What would reduce or eliminate those roadblocks? What facilitators currently exist? A utility company that is using electronic

payments for both A/R and A/P and a Healthcare company that is mandated to use electronic payments discuss their successes and struggles in making and receiving electronic payments. Discussion includes how these problems and solutions can be applied to mid-size businesses.

Service Center Best Practices for Complex Receivables

Shared service centers are an indispensable tool in cash management. The receivables challenges of New York are comparable to those of many corporations as they support over 33 semi-autonomous agencies and collect more than \$40 billion in payments. The creation of a service center has led to increased adoption of electronic payment methods, while improving overall visibility into cash flows. The session shares best practices associated with establishing a shared service center, utilizing the experience of New York City's award winning Department of Finance (2013 AFP Pinnacle).

Driving Global Efficiency: BMW's Payment Factory Success

Multinational corporations face a common challenge: A global treasury with many accounts supporting a worldwide effort. Payment factories offer an attractive solution, providing leaner bank account structures, more efficient foreign exchange and streamlined operating processes. BMW shares best practices in establishing a payment factory to capture global efficiency, including how the firm reduced bank transactions by more than 200,000 items per year, converted multiple bank systems into one bank system, and accelerated implementation with the latest technical capabilities.

Post-SEPA Europe: What's Next for Treasury?

The SEPA time table, introduced in 2008, is now a reality. This year, existing national euro credit transfer and direct debit schemes will be replaced by SEPA Credit Transfer (SCT) and SEPA Direct Debit (SDD). With all major European cash flows

including domestic and cross-border payments being considered, and priced, as domestic payments, the potential savings SEPA are significant. This session reviews how Prologis, a leading owner, operator and developer of industrial logistics real estate, used SEPA to gain visibility into their business and increase efficiencies.

Will Bitcoin and Virtual Currencies Reshape Banking?

Explore the impact that virtual currencies may have on global commerce, banking systems and the payments industry. While Facebook made an early exit from its attempt to create a virtual currency, the value of a Bitcoin increased dramatically in 2013. Does the volatility of virtual currencies make them more difficult to embrace? What plans do banks have for embracing virtual currencies? Join our moderators in a lively panel discussion that exposes the myths and truths about virtual currency and its impact in the modern world.

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Payments, Geeks and Gurus: ISO Business Intelligence

Use of ISO 20022 messaging offers tremendous benefits to automating a world-class treasury center and, with the right tools, it can assist treasury in leveraging big data to drive shareholder value. These types of analytics, e.g. on ISO20022 PAIN002, can substantially improve decision-making, minimize risks, and unlock value in managing B2B relationships. This session examines the most commonly used ISO/XML payment formats, how they were successfully implemented at Microsoft and includes tips to assist your organization in adopting ISO20022 including business activity management controls.

Innovations via ACH: The Next 40 Years

The ACH Network was established 40 years ago to solve a critical business problem: employee payroll. Today, it has evolved to be an efficient, effective solution for businesses of all sizes to move money for payroll and beyond. New ways of leveraging the ACH

Network continue to unfold to solve today's biggest business challenges, including speed, straight-through processing, exceptions, and account validation. This session reviews a case study on how you can innovate to simplify your organization's payment processes by partnering with your FI to employ new ACH solutions.

Mobile-Money for Treasury Payments and Collection

ChildFund processes 2,500 monthly mobile money transactions that were previously handled by check, ACH and cash. In this session, a corporate treasurer and a transaction banker show how mobile-money technology has become the single most high-potential method for payments and collections. Attendees learn how to leverage mobile money technology to reduce cash handling costs, minimize fraud, reduce the burden of high volume and low value repetitive payments, and how this technology is becoming the preference for a generation of "on the go treasurers" and "e-wallets users."

What's Next in Mobile Banking for Corporates

Consumerization is impacting mobile banking, where features and functionality developed for consumers continues to migrate to the business world. A nationally recognized mobile banking innovator explains mobile's value proposition and reports on innovations developed for consumers that may soon be available for corporate treasury use. Examples include voice (biometric) authentication for wire transfers, the ability to issue digital payment cards to a mobile device, and new mobile-enabled payment technologies for retailers. Discussion includes a look at an organization's adoption of mobile technologies and the resulting benefits.

Group Therapy for Receivers of Bad Remittance Information

For years, the payments industry has been burdened with malformed, ugly, unreadable remittance information. Corporate receivers look for solutions from their banks, third parties, or worse, their receivables

departments. Whether the data is EDI or the future of XML in the ACH - the situation is worsening. Banks have reported getting up to 10,000 EDI transactions requiring repair per month. How can corporates ensure quality remittance information? This session looks at the problem from the stakeholder's perspective and explores ways of working together to improve the future.

Global Value Propositions: Handling international invoices in accounts payable

Today's corporate treasury and accounts payable teams encounter numerous challenges and questions in dealing with overseas vendors and suppliers. This session features case study examples on how to set up the best infrastructure to deal with cross-currency invoicing and payments, and to de-mystify what are often referred to as "nuisance payments". Discussions include key considerations in international invoicing and payments to better understand potential benefits and process improvements available to your company and your global partners.

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The Outsourcing Question: Still Relevant, Always Essential

As corporations continually seek ways to fortify their financial performance, they make decisions about what core services they should continue to perform in house versus which operations could be outsourced. An area often scrutinized during such discussions is remittance processing – a necessary function that is expensive, rife with potential risk, and hindered by high overhead. A BNY Mellon Remittance Processing expert joins two corporate practitioners (with experience in outsourcing and in-house processing) in this session to discuss the pros and cons of both options and which course works best for certain industries and situations.

Motivating Smaller Trading Partners to STP

Large corporations understand that checks are expensive, labor intensive, and prone to errors and fraud. In this session, experts tackle the subject of encouraging small trading partners to embrace STP, sharing case studies of successful payment choices and remittance processing. They cite the Remittance Coalition, a diverse group of organizations who work

together to encourage the adoption of electronic payments and remittances, showcasing efforts like the B2B reference directory and the simplified core deduction reason code project.

Post Durbin: Card Processing Fee Management

There have been major industry changes since the Durbin amendment went into effect. In many industries, card fees account for the largest share of their financial services budget and for some companies it is one of their largest expenses. This session will feature a panel of leading experts who will discuss how the card processing landscape has changed, how companies can position themselves to minimize their merchant fees, give you an update on pending court cases, and provide predictions on where the industry is heading

Payment Acceptance Cost: A Corporate Journey

Learn what steps Republic Services is taking to mitigate increasing payment acceptance costs. Due to increasing costs, practitioners needed to understand the cost drivers by payment channel and payment method, and to develop and evaluate

potential solutions for implementation. The session discusses the project's progression and challenges along the way. Treasurers developed solutions around 3 categories: influencing behavior of field staff, influencing customer behavior, and implementing corporate-level measures. The session discusses solutions that were implemented, some that were not, and the success so far.

Paperless Billing Adoption Benchmarks and Best Practices

Mobile billing and payments are providing a pathway for businesses to enhance customer self-service and save money. Some billers have made substantial progress moving customers from paper to electronic bills and statements. This session reviews new longitudinal findings from biller benchmark research, trends on paperless eBilling adoption, and obstacles and opportunities to drive growth. Speakers address eBilling growth at biller direct and financial institution channels, the impact of mobile bill payment, and review a case study on how to capitalize on best practices.

Mobile Payments: What's The Hold-up?

Allied Market Research predicts the global mobile wallet market will reach \$5.25 trillion in 2020. Javelin Strategy and Research asserts that the highest growth for any payment type through 2018 will be in mobile payments. Yet, analyst firms including Forrester, Gartner and IDC are reducing their growth projections for mobile payments, stating that “people are not spending as much because the buying experience on mobile devices has yet to be optimized.” In this session, panelists discuss this issue and provide their viewpoints for the future for mobile payments.

EDUCATIONAL SESSION HIGHLIGHTS

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risk management

No Ratings? No Problem: Counterparty Assessment for Rated & Non-Rated Companies

This presentation focuses on best practices in assessing the credit risk of counterparties, explaining how to look beyond the rated universe using multiple credit tools within the credit spectrum, including short- and long- term models, to gain a deeper understanding of your counterparties. Learn how to bridge the gap from rated to non-rated entities using a specific case study. This session benefits credit and risk professionals including Treasurers and Credit Risk, Research and Risk Management professionals.

Cyber Insurance: What Is It? Am I Covered?

Network security and privacy risk – it's ubiquitous. But do you really know what it is? The financial burden of a security breach event can be overwhelming and can often be mitigated with the purchase of an insurance policy. In this session, industry experts

who have experienced breach events and understand the costs incurred as a result provide tips on breach preparedness, incident response, legal obligations and risk transfer mechanisms to provide balance sheet protection.

Lifecycle of an Interest Rate Risk Management Program

Best practice interest risk management programs include strategic evaluations of all risk factors. These programs include an understanding of how the risks could change and the relevant factors and decision points that need to be considered throughout the life cycle of the hedging program. This session provides real world insights gained by Wendy's, Wal-Mart and Arris as they evaluate their risks, develop their interest rate risk policies and compare various hedging strategies and products – all while weaving in the relevant hedge accounting considerations.

Solving the FX Puzzle for Polycom

Expecting a balance sheet hedge program to eliminate FX gains and losses from the income statement is an unrealistic objective. Instead, understanding the drivers of those gains and losses provide important insights to the balance sheet hedge program. Unfortunately, this information is difficult to discern effectively in a short time frame. In this session, Polycom discusses their balance sheet hedge performance reporting approach. The Company recently automated this process and reduced effort spent data mining in order to focus on preparing value-added analysis.

Data and Network Security: More Than a Privacy Issue

This session discusses "advanced" risks associated with data and the use of sophisticated technologies to carry out mainstream business functions. Card Brands, Global Payments and Atmos Energy discuss the cyber risk insurance, its use in

addressing security breaches and how to couple effective use can keep regulation inexpensive. Finally, the session touches briefly on the IT security risks to Critical Infrastructure, particularly in the energy sector.

Creating STP Environment for Foreign Exchange Management

Itron achieved a true STP environment for its FX Management operations through a global ERP and TMS implementation. Itron integrates platforms through standard message formats and automatic extraction of FX exposures from its ERP system into its exposure management platform. The workstation then proposes predetermined trades. Once approved by the risk committee and executed, trades are interfaced back into the TMS with counter-party confirmations, while settlement payments are transmitted via SWIFT to the banks. This session discusses Itron's best practices in creating a true STP environment.

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EDUCATIONAL SESSION HIGHLIGHTS

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> risk management (cont'd)

ERM: Moving From Concept To Implementation

This session explores the practical realities and challenges associated with moving an ERM program from conception to implementation. Facilitators will briefly review key ERM concepts, including risk governance, risk assessment, and reporting to build understanding of the key pitfalls typically encountered when incorporating ERM into an organization's ongoing management process. The session is valuable for those seeking to implement ERM from the ground up or improve existing ERM programs.

Experiences in Financial Risk Management

The growing complexity in the world of financial risk management has driven many companies to re-evaluate existing risk management programs and their efficacy in managing interest rate, currency and commodity risk. This panel of seasoned treasurers shares their firms' approaches towards financial

risk management, with a discussion ranging from strategic considerations to tactical improvements. Strategic topics include engagement with senior management on policy and hedging fundamentals, while tactical topics will include cost management, staffing considerations, and available tools to run best in class programs.

Powerhouse Due Diligence Credit Risk Assessment Tool

Treasurers face a critical challenge in developing an appropriate investment strategy that maximizes yield while balancing risk. In order to achieve this important objective, an effective assessment of credit risk and alternative investments is paramount. In this session, Koch Industries shares best practices used in creating a powerhouse credit risk and alternative investment assessment tool. We'll discuss steps treasury can take to achieve proper due diligence around managing corporate cash, selecting alternative investments in the face of increasing risk, and learn how Koch divides cash into multiple strategies.

The Treasurer's Role in Commodity Risk Management - An Update

Companies hedging commodity risk traditionally relied on procurement strategies such as fixed price contracts, escalation clauses and inventory stockpiling to minimize the risk of price escalation. With today's volatile commodity pricing, procurement measures alone often are not enough. Greater risk is forcing companies to step into the commodities markets for the first time, using derivatives. This session discusses the treasurer's role in commodity risk management and how experience in foreign currency and interest rate hedging can help reduce a company's cost of goods sold.

The Interplay between Business Modeling and Risk Management

As the connection between business strategy and risk management becomes ever more important in an increasingly more global and complex world, treasury has taken on the role of making those connections. In the

case of Adidas, treasury looks at the inherent risks as they apply to business modeling, especially as it pertains to entering a new country. Hear from the group treasurer as he explains the connection between the two and how risk management is an integral part of modeling the business

Contingency Planning: Preparedness in an Uncertain Business Environment

Contingency planning accounts for catastrophic events. These events, ranging from natural disasters to political gridlock make contingency planning a critical component to treasury operations. While its important to have a plan in place, it is equally important to work with your banking partners on a proper implementation. In this session, explore how corporates plan for the foreseen and often times unforeseen impediments to normal operations. Learn how to use the latest tools including "bank agnostic" integration solutions which can be considered in contingency plans.

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> risk management (cont'd)

Managing Corporate Account Takeover Risk

Cybercrime cost U.S. fraud victims more than \$113 billion in 2012. Cybercriminals unleash 3.5 new threats targeting businesses every second. The online account takeover attack is considered one of the biggest threats to businesses. In this attack, cybercriminals obtain access to financial accounts and conduct fraudulent transfers. Learn what options can be instituted within your organization to keep your financial information safe. Hear from industry experts, including the CISO of U.S. Bancorp about what steps are need to be taken to mitigate risk and respond to an incident.

Exposure Forecast Uncertainty's Impact on Risk Management

While U.S. corporations execute trillions of dollars of foreign exchange hedges annually, the exposure forecasts that initiate hedges are error prone. The errors are manifested by both forecast exposure amounts and exposure timing varying from expected amounts. The uncertain economic climate compounds the problem. The net result is that the hedging of problematic exposure forecasts can add to corporate market risk rather than reduce it. Learn the impact of exposure uncertainty and hear framework for controlling market risk in light of exposure forecast uncertainty, with several key examples.

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“The contacts I have made at the Annual AFP Conference benefit me long after the conference has ended. It is the one “must-attend” event for me every year.”

– Kyle Heintz
Manager, Treasury and Risk,
Hollister Incorporated

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global treasury and finance

eBAM: Innovative Developments Enabling Production Success

Companies deal with hundreds of bank accounts globally, making the process of opening and maintaining these accounts with up-to-date signatories a time-consuming process. eBAM provides visibility and control by allowing clients to initiate requests electronically for Maintenance, Opening, and Signatory Management of accounts. Citi and Mentor Graphics Corporation present a first-hand report on the now three year history working together with an eBAM solution. They detail the progression starting with the initial on-boarding, day-to-day processes, reporting benefits, and they conclude with their continued automation efforts.

Liberate Trapped Cash and Improve Working Capital

After a study, Dresser-Rand Group determined that working capital could be measurably improved by establishing a cash pooling structure

across the company's footprint. The company also determined that it could eliminate or greatly reduce the need for in country lines of credit at the subsidiary level. This presentation addresses these needs and how the Dresser-Rand has fared so far in implementing the selected solution, and outlines the many challenges that were needed to reach it, particularly remaining tax compliant.

Establishing an International Treasury Center: Lessons Learned

An increasing number of multinational Corporate Treasury departments are centralizing their core operations into a regional or global 'International Treasury Center' (ITC) given the desire for operational efficiency and an enhanced control environment while enabling global scalability. eBay has established an ITC to allow the Treasury group to consolidate international corporate cash management, investments, and foreign exchange activities into a centralized entity servicing global eBay entities.

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The discussion aims to outline drivers for ITCs in the industry, to provide insight into challenges eBay was facing during the ITC implementation and to share lessons learned.

Establishing an International Investment Program and Policy Statement: Lessons Learned

Listen to lessons learned in establishing an international investment program and policy statement for fixed income investments. The panel consists of two treasury professionals, an international asset manager and an investment consultant. Each provides their unique perspectives and shares their knowledge of specific issues to consider. They also discuss the importance and complexities involved in ensuring international IPS dovetails with the currency hedging strategy. The panelists discuss the role of US and non-dollar portfolios, types of securities in different markets, benefits/risks and liquidity.

Global Corporate Supplier Financing Program

Management of working capital becomes more and more important for the corporate space. Latest since the recent financial crisis corporates are looking for alternative ways of financing. In this context Roche Treasury developed a global Supplier Financing program that supports the group's strive for an improved working capital. While extending payment terms with suppliers Roche offers attractive financing terms to its core suppliers in order to bridge the extended terms - this leads to a win-win situation for both Roche as well as the supplier. The presentation will focus on the background of the program as well as the technical process which has proven to allow utmost automation.

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> global treasury and finance (cont'd)

Hedging CapEx and M&A in China and India

As U.S. companies look to invest and grow their businesses in emerging markets, particularly those with capital flow and currency restrictions, they are faced with a new set of considerations and risks. Focusing on China and India, this session looks at case studies and addresses various financing alternatives and hedging solutions for U.S. companies operating in or moving into those markets. The speakers will address how markets in China and India have evolved in the recent past, as well as related risk management, financing and accounting considerations.

Maximizing Global Operating Cash: Google's Strategy

A complex and ever-changing regulatory and economic environment requires new approaches to managing global operating cash. Google discusses how they refocused their cash investment and deposit strategy to help meet today's challenges and to prepare for continued growth. Topics will include how the company: evaluates and manages risk exposure across diverse counterparties; defines credit quality guidelines; views the value of deposits and fee

offset in the context of their overall strategy; leverages innovative bank services to optimize deposit value, e.g., global earnings credits.

Notional Pooling: Liquidity & FX Exposure Management

Learn how Ingram Micro chose an alternative liquidity option by implementing a multi-currency notional cash pool structure (MNCP) that circumvents the restrictions linked to common liquidity practices. Ingram Micro describes the centralized concept that enhanced visibility and control of working capital while reducing its overall liquidity costs, FX transactions, and administrative burden. Speakers describe how MNCP provided a flexible way of providing liquidity to new legal entities due to business expansion and acquisitions.

Transforming Domestic and Global Treasury: The Five Year Report

With growing operations in more than 125 countries a global integrated treasury was essential for FM Global. This presentation explores the five-year transformation of treasury from independent processing centers into an integrated and efficient center of expertise and excellence.

We cover the technical elements of this transformation including experiences, challenges, hidden benefits and lessons learned during the multi-year transformation. The five-year experience serves as a model for best practices for others addressing this critical challenge.

Take a Tour: Destination... SWIFT for Corporates

Corporate treasury interacts with multiple banks globally exchanging information in many data formats. This heightens the level of complexity to track consolidated global cash positions and to cost effectively make payments and employ corporate cash. Join Masco, Ford, PNC and SWIFT and take a tour of the path to corporate SWIFT adoption. SWIFT for corporates mitigates risk, drives better visibility of cash and achieves further automation with banks. Masco and Ford share how they made the business case to join SWIFT and prioritized treasury functions for migration.

How Honeywell Maximizes Global Cash Investments

U.S. multi-nationals with subsidiaries around the globe often face considerable challenges when it comes to gaining visibility and control

over cash. In this presentation, Honeywell shares best practices in building a global cash management structure, allowing treasury to view the company's cash position around the world. We outline specific best practices as to how the company invested short-term cash across numerous currencies and strategies and examine Honeywell rationale in actively segmenting cash, utilizing a diverse set of investment vehicles that meet a specific risk profile.

Global Treasury Transformation and Integrating China and India into the Treasury Infrastructure

Multinational corporate treasurers are transforming their organizations to deliver more value to the firm, in part, driven by the shift to Emerging Markets-led growth. In this session, which includes a case study, we review how the current round of global treasury transformation is delivering greater shareholder value. We also focus in on China and India, in particular, to demystify changes in the local markets and regulatory conditions and the implications for multinationals seeking to incorporate major Emerging Markets into their global treasury structure.

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corporate finance and capital markets

Debt Compliance: Understanding and Managing Default Risk

Companies have a legal requirement to manage their operations within the constraints of their debt agreements. Failure to do so can trigger immediate repayment, penalties, and financial market reputation risk. This session provides an overview of the types of covenants that are typically asked for in debt agreements. Utilizing a large organization's case study, discussion includes tips and strategies for negotiating with lenders so the outcomes of the financial tests can be more favorable to your company under different scenarios.

Optimizing Capital Structure: From Event to Strategy

Capital structure starts with an event: an acquisition, an asset purchase, a disposition, a write-off or a similar activity that requires a tactical response. Treasurers must take that event, mobilize a planning process, and adopt a mentality about capital structure from the position of a

strategic, value-adding partner. The Cliffs Natural Resources treasury team and its associates discuss the company's strategic capital structure evolution, which includes a consideration of multi-national issues, regulatory constraints and limitations to "ideal" capital structures.

Assessing Debt Capital Markets: Public or Private?

Issuers considering financings in the debt capital markets have the option of accessing either the public (SEC Registered/144A) or private (Reg-D) markets. This session covers the benefits and considerations of both markets and helps provide a framework for corporate treasury professionals who may be debating between the two. Topics of discussion include pricing and marketing dynamics, risk management considerations, investor diversification as well as documentation differences.

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The Dangers of Zero Interest Rates

No Federal Reserve in history has kept interest rates at zero for so long. In keeping rates at zero to try to drive down unemployment faster, The Federal Reserve may be making a critical oversight: it may permanently alter the way American companies borrow, save, invest, and spend. Hear various perspectives on these Federal Reserve policies and discuss the data that is shared.

A Discussion of Standard & Poor's Corporate Revised Ratings Criteria: One Year After

Standard & Poor's released new criteria for determining the issuer credit ratings of corporate industrial companies and utilities. The new criteria are a comprehensive set of methodologies that include the corporate ratings methodology, country risk, industry risk, ratios and adjustments, group ratings methodology, and ratings above the sovereign. The new criteria

provide market constituents with greater insight into the ratings process. Utilizing an experienced Corporate Treasurer, this session discusses the criteria revisions one year after the rollout - process, implementation and comments.

Advanced Financing Options 201: Learning the Language

Many financial professionals are confident that they understand the financing options their local bank presents, but then subject matter experts enter the conversation speaking an entirely different language. Attendees at this session learn how to "talk the talk" of the major financing options available to mid-cap companies and the different ways that industry experts discuss such terms as "bank credit facility," "a syndication," "the pro rata market" and more.

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> corporate finance and capital markets (cont'd)

Borrower Beware: Trends in Negotiating Loan Documents

What is “market” in loan documents is constantly changing. This session highlights specific negotiation tips – and traps – in loan documents for borrowers, offering detailed examples of language to either avoid or request so that you will have maximum flexibility in running your business. These practical pointers will ensure the appropriate risk allocation between you and your bank while focusing on the latest trends in loan documents.

Capital Injection

In today’s global landscape, treasury teams face complexities, risks, and opportunities. As corporations review international tax reforms and offshore investments, capital injection is top of mind. No doubt, cash and equity allows corporations to grow and refinance offshore, but this raises one important question – should corporations allocate capital into offshore assets? In this session, treasurers from Adobe, SanDisk, and Driscoll Strawberry discuss their challenges and successes with capital injection in assets.

Developing a Target Liquidity Position

Maintaining liquidity is the primary goal of treasury. A cash shortage can be detrimental, but excess liquidity is costly. How do you find the right balance? This session will explore the key drivers of liquidity levels and structure. We will begin with an examination of the costs of illiquidity and excess liquidity, and the basic sources of liquidity available to a corporation. Participants will learn the factors that must be considered when setting liquidity levels and how to bring everything together to set a target liquidity position. The session will include a case study to demonstrate the methodology used to set a target position and stress testing.

Importance of Structuring and Execution

Acquisition debt in the form of bridge financing is often an essential component of a successful transaction, either to evidence the cash capacity to execute the transaction and/or as a result of prudent financial planning. Treasurers tend not to structure acquisition finance regularly. This

session reviews the importance of structuring acquisition finance in close partnership with M&A colleagues, the necessity of projecting ratings/leverage and future liquidity needs, and the structure of acquisition financing to allow time to establish the “permanent” capital structure.

Beyond Financial Reporting, Telling Your Non-Financial Story

There is growing pressure for increased corporate transparency. Corporate Social Responsibility (CSR) is a new approach to assess the vitality of companies, and is becoming increasingly relevant on a global scale for the in-depth evaluation of investment and development opportunities. CSR is critically important because investors are now looking to evaluate not only the short-term financial performance of companies, but also their ability to generate growth and manage risk. In this session, panelists discuss their experiences with CSR reporting, and how it has created a new paradigm for business reporting.

Effectively Managing Bank and Rating Agency Relationships

Hear the insider’s view from a panel of corporate practitioners and industry experts of the realities and challenges involved in managing their bank relationships. Panelists discuss best practices in managing relationships with the rating agencies to best reflect your company’s industry rating. The panel will speak to the complexity of banking relationships today, what drives the decision to open new or close relationships, how to engage your bankers in your regular banking reviews, and what criteria should you use to compare performance of your banks.

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career development

Minding the Gap: Attract and Retain Talent

Look around. How many people are over 50? Over 60? According to the Bureau of Labor Statistics, by the year 2020, U.S. businesses will not just have an age gap, but a critical talent gap. Companies must be dedicated to attracting, motivating and retaining the most talented individuals for the most influential roles. In this engaging session, discuss the leading strategies to attract and retain top talent in the financial industry.

Rewriting an Impactful Resume for the Financial Professional: One Year Later

This session examines how to build a resume. Yes, “build” a resume. It starts with some fundamental data, layered with metrics to illustrate success and finishes with unique experiences and skills that differentiate you from the rest. The hiring market is still buoyant and now is the time to work on your resume. Your personal brand depends on your ability to convey your experience and responsibilities

compellingly, convincingly, powerfully, and on paper! This session is interactive and question driven.

How to Present with Confidence and Clout

Whether you need to speak informally with senior management or give a presentation to the board, this practical session shows you how to create a clear message for any audience. Do your presentations ever miss the mark? Do you lose too much time revising your presentations or PowerPoint? How do you deal with nervousness? Do you want to communicate with greater confidence? This session relays how to focus your content, connect with the audience, make your statistics memorable and speak with authority.

(Human) Capital Raising: Developing Exceptional Teams

One of the most important marks of a leader is the ability to create and build exceptional teams. Learn practical tools to improve underperforming teams and transform them into the

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envy of your peers. Get the best out of people, and hire the candidates that are going to propel you to the next level. Led by a CFO and HR executive, you will learn how to turn ordinary people into extraordinary, to help not only their career but your own.

120 Years in Treasury Management

Four successful women treasury professionals who began their careers at a mid-western super regional bank reflect on what worked, what surprises they experienced, what obstacles they overcame, what specialties they acquired, how they ‘leaned in’ and when they chose ‘alternate work arrangements’ share how they stayed current and influential spanning 30+ years. These women have been providers, practitioners, bankers, business owners, philanthropists, volunteers, start-up investors, mothers, managers, and have covered the globe while working as certified treasury professionals. Their stories and lessons learned have something for everyone to think about.

After Hello: The Business Woman’s Networking Dilemma

Effective networking for women in business has always been integral to a successful professional trajectory. This panel session, led by a Treasury industry specialist and comprised of leading business women in the financial industry, explores proven networking techniques for women in today’s marketplace. Topics include how to make important connections, sustain relationships, use social media as a tool, and guidelines for what makes a networking process successful. The panel shares seven techniques and benchmarks to provide practical advice to those looking to increase exposure in their industry.

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> career development (cont'd)

Negotiation Secrets from a Former FBI Hostage Negotiator

Chris Voss, former NYC FBI Lead Crisis Negotiator, former FBI Lead International Kidnapping Negotiator and owner of The Black Swan Group, helps improve negotiation skills. His program is based on applying the lessons of hostage and kidnapping negotiation to the business world. Most people lose all rationale when it comes to negotiating. Voss and Nicole Meyer share tips about negotiating and offer advice on making the negotiation process more enjoyable and more successful. Whether you are asking for a raise or new job, or negotiating for investment spend or financing you can learn techniques that will remove the fear and anxiety most people experience.

Project Management For Treasury Professionals

Due to increasingly constrained resources, Treasury Management Professionals are asked to step out of their role as a firm's manager of cash and capital to serve as project managers. This session demystifies the discipline of project management. In this interactive session attendees

learn how to manage a project from beginning to end: establish project goals, obtain buy-in from internal and external business partners (stakeholders) establish a project roadmap, ensure project progress, anticipate project turbulence and bring the project to successful completion.

Reestablishing Your Personal Brand

A personal brand is what distinguishes you in your career. It makes you unique and memorable and you have worked your entire career to build it. If you change jobs, however, things may change. How do you reset your personal brand in a new organizational structure? How do you redefine your target audience? What do you need to do to regain your personal brand power? This session shares best practices to answer these questions will lay out practical steps to reestablishing your personal brand and show why it is important.

Seven Essential Skills for Today's Finance Professional

The skills that got you to where you are today may not get to where you want to be tomorrow. As your career progresses, roles tend to become less

technical and more focused on the big picture. Aspiring CFOs must not only have the traditional skill sets, but must now also have operations orientation, influencing & persuasion skills, a strategic mindset, the willingness to collaborate, and an understanding of risk and governance. This session looks at communication and some of the key tools you must utilize to succeed.

Why the Certified Corporate Financial Planning & Analysis Professional Credential?

In 2013, the Association for Financial Professionals (AFP), launched the first global certification for the corporate financial planning and analysis (FP&A) profession. By standardizing global performance competencies, FP&A professionals who earn the certification are recognized for their understanding of complex processes, tools and best practices, and therefore well-positioned to add value to the

strategic business decision process at companies, no matter where they are located. Learn about study preparation options and get insights into the knowledge, skills and abilities that are tested on the exam.

Why the Certified Treasury Professional Credential?

AFP's Certified Treasury Professional certification signifies your mastery of a rigorous body of treasury, cash and risk management knowledge and is viewed by employers as a best practice for finance departments. Hear practitioners discuss why they chose to earn the CTP, how they prepared for the exam and some benefits of holding the credential. Employers will discuss why they encourage their staffs to pursue the designation.



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pension and benefits

Improved Pension Plan Funded Status: What's Next?

The stock market is soaring and interest rates rose in 2013. The funded status of corporate pension plans has reached their highest levels since 2007. For corporations preparing to terminate their plans, the reality of it just got closer. For corporates who have not pursued an internal de-risking strategy – now may be the time. This session helps practitioners identify the appropriate time to start the process of de-risking or terminating a pension plan.

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“The amount of potential education for my area seems endless. I’ll take away more from this conference than any other before.”

- Beth Ongun
Assistant Treasurer
Cloud Peak Energy Inc.

Retirement Plan Economics: Benchmarking Costs and Fee Fairness

Retirement plan costs can be opaque. There are myriad options for paying fees and costs associated with operating the plans. Benchmarking these fees is an essential fiduciary exercise. Once the benchmarking is complete, a prudent process for understanding the economics and options regarding how to pay the costs is vital for success. This session discusses fund revenue sharing anomalies, the impact of default fund selection on plan costs and the regulatory and compliance benefits of this exercise.

Behavioral Plan Design in 401(k)s

This presentation is a case study in Hanesbrands’ recent retooling of the investment line-up and how its treasurers used analytics from its population as well as industry-wide behavioral analysis to simplify its 401(k) investment lineup, which enhanced diversification and helped participants reach their retirement goals.

Changing Pension Investment Strategies

The presentation will discuss pension liabilities and the way to hedge those liability payments. We will discuss various ways to implement a liability hedging strategy and options to transition to an ever increasing liability hedging strategy. We will also discuss the specific experience of pension plans sponsors under different transitioning options.

Treasury Professionals as 401(k) Committee’s Financial Experts

A corporate treasurer and retirement plan consultant discuss their experience and the importance of having a treasury professional on the 401(k) Plan Committee. As 401(k) assets continue to grow, becoming the primary source of retirement income for employees, the treasury professional provides invaluable financial literacy and expertise as a member of the Committee. Treasury professionals provide input in designing the plan’s investment monitoring, selection and watch list process in the Investment Policy Statement even when a Committee already has an independent plan consultant.

Your Investment Menu: What Does It Say To Participants?

In this session a panel will discuss plan sponsor efforts to evolve and streamline their investment menus to help participants in their decision making as they invest for retirement. How the investment menu is communicated to participants can impact the decisions they make. Is your menu sending the right messages? Could participants make even better decisions if your menu was communicated differently? This session explores how a tiered approach aligned with the level of involvement a participant wishes to have may help guide them to the more suitable investment options.

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SESSIONS-AT-A-GLANCE

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monday, november 3

8:30 – 9:30 a.m.

- > Your Investment Menu: What Does it Say to Participants?
- > A Discussion of Standard & Poor's Corporate Revised Ratings Criteria - One Year After
- > Effective Fraud Mitigation Tools for Corporates
- > Prepaid Cards: Serving the Public, Cutting Costs
- > Preparing for the RMB Trade Revolution
- > The Role of Insight Management for FP&A
- > The Interplay between Business Modeling and Risk Management
- > Perfect Timing: Setting Optimal Trade Credit Terms
- > Innovations via ACH - The Next 40 Years
- > Advanced Financing Options 201: Learning the Language
- > How a multinational corporation can operate with a single account
- > FP&A's Collaborative Role in IPO Preparation
- > Maximizing Global Operating Cash: Google's Strategy
- > Replacing a Legacy Bank System
- > Innovative Ideas
- > The Reality Based Rules of the Workplace: Know What Boosts Your Value, Kills Your Chances, and Will Make You Happier at Work

10:30 – 11:45 a.m.

- > Behavioral Plan Design in 401(k)s
- > How to Present with Confidence and Clout
- > Treasury Transformation: Selecting a Treasury Workstation
- > Mobile Payments: What's The Hold-up?
- > Retail Cash Solutions: Walmart's Focus on Cash Efficiency
- > Importance of Structuring and Execution
- > Mobile-Money for Treasury Payments & Collection
- > Rewriting an Impactful Resume for the Financial Professional - One Year Later
- > How Honeywell Maximizes Global Cash Investments
- > Contingency Planning: Preparedness in an Uncertain Business Environment
- > 7 Key Models Required to Manage Performance
- > Implementing Beyond Budgeting: The Statoil Journey
- > Electronic Payments in Healthcare: Overcoming the Challenges
- > The Forging and Reforging of a Navy Seal Leader
- > High Performance Finance: 2014 and Beyond

1:30 – 2:45 p.m.

- > Retirement Plan Economics: Benchmarking Costs and Fee Fairness
- > Capital Injection
- > The Benefits of Strategic Enterprise Risk Management
- > Diagnosis for Success: UnitedHealth Group's eBAM Experience
- > 120 Years in Treasury Management
- > Analytics-based Enterprise Performance Management - Making it Work
- > When Payments Go Global: The Processing Evolution
- > Improving the Accuracy of a Cash Flow Forecast
- > Lifecycle of an Interest Rate Risk Management Program
- > Using Consultants Effectively for Treasury Technology Implementations
- > Establishing an International Investment Program and Policy Statement: Lessons Learned
- > General Dynamics and The Business Intelligence Collaborative (BIC)
- > The Outsourcing Question - Still Relevant, Always Essential
- > Cyber Insurance: What Is It? Am I Covered?
- > Payments, geeks and gurus: ISO business intelligence
- > Your Industry and Fraud: What to Look for and How to Prevent It

SESSIONS-AT-A-GLANCE

Sessions as of 7/25/14. Subject to change.

monday, november 3 (cont'd)

4:00 – 5:00 p.m.

- > Improved Pension Plan Funded Status: What's Next?
- > Why the Certified Corporate Financial Planning & Analysis Professional Credential?
- > Electronic Payments: How hard can it be?
- > Better Working Capital Management with Dashboards
- > Experiences in Financial Risk Management
- > Beyond Overnight Investing
- > Liberate Trapped Cash & Improve Working Capital
- > Presenting to the Board of Directors: What They Want (and Don't Want)
- > Disentangling Treasury – “Cut and Paste” a Treasury Structure and Organization
- > Business Intelligence as a top priority for financial professionals
- > A/P As a Profit Center: Using Rebates and Dividends as Incentives
- > The Concept of Value Creation
- > Payment Acceptance Cost: A Corporate Journey
- > Assessing Debt Capital Markets: Public or Private?
- > eBAM: Innovative Developments Enabling Production Success
- > The Dangers of Zero Interest Rates
- > Social Media, Netiquette, and Virtual Identity in the Workplace
- > A View from Washington

tuesday, november 4

8:30 – 9:45 a.m.

- > Changing Pension Investment Strategies
- > Why the Certified Treasury Professional Credential?
- > The Treasurer's Role in Commodity Risk Management -An Update
- > The RFP Process: Start to Finish
- > Beyond Financial Reporting, Telling Your Non-Financial Story
- > Hedging CapEx and M&A with an Emphasis on in China and India
- > The Future of Payments in the U.S.
- > Solving the FX Puzzle for Polycom
- > Painting With Numbers
- > Take a Tour: Destination... SWIFT for Corporates
- > Getting Connected: Creating Real End-to-End Solutions
- > Transforming FP&A at Hanover Insurance
- > (Human) Capital Raising – Developing Exceptional Teams
- > The Road to US Real Time Payments
- > Developing a Target Liquidity Position
- > Influence ANY Outcome: Using Neuroscience to Boost Engagement, Innovation, Accountability
- > Treasury Benchmarking: Supporting Sprint's Working Capital Strategy
- > Communicating Value of Treasury to the CFO, CEO and Board

10:30 – 11:45 a.m.

- > Treasury Professionals as 401(k) Committee's Financial Experts
- > Seven Essential Skills for Today's Finance Professional
- > Group Therapy for Receivers of Bad Remittance Information
- > Selecting and Implementing an Effective Treasury Management System
- > No Ratings? No Problem: Simplifying Counterparty Assessment for Rated and Non-Rated Companies
- > Debt Compliance: Understanding and Managing Default Risk
- > Building the Optimal Investment Policy

1:30 – 2:45 p.m.

- > Establishing an International Treasury Center: Lessons Learned
- > Measuring Wallet Share Amongst Your Bank Group
- > Paperless Billing Adoption Benchmarks and Best Practices
- > New Frontiers in Data Visualization
- > Driving Global Efficiency: BMW's Payment Factory Success
- > Negotiation Secrets from a Former FBI Hostage Negotiator
- > Manage Corporate Account Takeover Risk with the Chief Information Security Officer of U.S. Bank
- > Crucial Conversations in Finance
- > Capital Portfolio Management: Understanding the risks associated with the allocations

SESSIONS-AT-A-GLANCE

Sessions as of 7/25/14. Subject to change.

tuesday, november 4 (cont'd)

4:00 – 5:00 p.m.

- > The Pension Risk Challenge – the Evolution of Dynamic Investment Policies
- > Effectively Managing Bank and Rating Agency Relationships
- > Notional Pooling: Liquidity & FX Exposure Management
- > Unlocking Account Analysis
- > Borrower Beware: Trends in Negotiating Loan Documents
- > Global Collaboration via Cloud-Based Transparent Retail Execution
- > Basel 3 - Liquidity Coverage Ratio: Adapting to New Realities
- > Global Value Propositions: Handling international invoices in accounts payable
- > Illuminating Treasury - A 'BrightStar' Approach
- > After Hello: The Business Woman's Networking Dilemma
- > Best Strategies for Short-Term Corporate Investing
- > Emphasizing the "A" in FP&A
- > Motivating Smaller Trading Partners to STP
- > Global Treasury Transformation and Integrating China/India into the Treasury Infrastructure
- > Data and Network Security Risk: More than a Privacy Issue
- > Entering Emerging Markets with a focus on Brazil, India and Malaysia

wednesday, november 5

8:30 – 9:30 a.m.

- > Minding the Gap: Attract and Retain Talent
- > Using Effective Communication to Drive Performance
- > In-House Banking: Does it Make Sense for My Organization?
- > Project Management For Treasury Professionals
- > Optimizing Capital Structure: From Event to Strategy
- > The When, Why, Who, and How of Cash Positioning and Forecasting
- > Powerhouse Due Diligence Credit Risk Assessment Tool
- > Analytical Visibility into Myriad Spend Data
- > Post-SEPA Europe: What's Next for Treasury?
- > Money Funds and Separate Accounts: Best Practices
- > Creating STP Environment for Foreign Exchange Management
- > Service Center Best Practices for Complex Receivables
- > Reestablishing Your Personal Brand
- > Transforming Domestic and Global Treasury: The Five Year Report
- > Will Bitcoin and Virtual Currencies Reshape Banking?

9:45 – 10:45 a.m.

- > Financial Modeling
- > Exposure Forecast Uncertainty's Impact on Risk Management
- > The Truth about Unclaimed Property Audits
- > Securing E-Commerce Transactions in an EMV World
- > ERM: Moving From Concept To Implementation
- > Post Durbin: Card Processing Fee Management
- > Global Corporate Supplier Financing program
- > Bridging the Gap: FP&A & Treasury
- > What's Next in Mobile Banking for Corporates
- > How to Create a Framework to Assess Risks and Opportunities in Latin America

NETWORKING EVENTS

Networking events as of 7/25/14. Subject to change.

View dates and times online.
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Spend some quality time with colleagues to help give back to the city of Washington, DC for hosting this year's Conference. Volunteer at our seventh annual community service event. Visit www.AFPconference.org/AFPaware for more details on the community service efforts.

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NETWORKING EVENTS

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(Limited to corporate practitioners)

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Discuss best practices and the latest initiatives in payments, including opportunities in the payment landscape, present desired future outcomes, corporate and merchant needs for faster payments, end-to-end electronification, streamlined cross-border payments and industry threats.

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TUESDAY EVENING ENTERTAINMENT

More than 30 years ago, the Capitol Steps began as a group of Senate staffers who set out to satirize the very people and places that employed them. Since they began, the Capitol Steps have recorded more than 33 albums, and they've been featured on NBC, CBS, ABC and PBS. No matter who or what is in the headlines, you can bet the Capitol Steps will tackle both sides of the political spectrum and all things equally foolish. What more would you expect from the group that puts the "MOCK" in Democracy?

* Executive-level corporate practitioners are treasurers, chief financial officers, vice presidents of finance, assistant treasurers and controllers

Invitation only event. Registered attendees who qualify for this event will receive an invitation via email October 2014.

Reserve your seat by registering for the AFP Annual Conference and selecting this event.

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World Vision International

Bryan Sartin
Director of Risk
Verizon Enterprise Solutions

Richard Scanlon
Vice President, Risk Management
AmeriHealth Caritas

Meredith Schnur
Senior Vice President,
Professional Risk Group
Wells Fargo Insurance

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SPEAKERS BY TRACK

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BE IN DC.

Irene Shenouda, CTP
Cash Management Corporate
Sales, Global Transaction Banking
Deutsche Bank AG

Chris R. Smither
Assistant Treasurer
AGCO Corporation

Michael Steenberg
Senior Vice President-Senior
Business Line Risk Manager
U.S. Bank

Kristin S. Walle, CTP
VP, Compliance & Money
Movement
ADP, Inc.

Gavin P. Waugh, CTP
VP and Treasurer
The Wendy's Company

Chad Wekelo
Principal
Actualize Consulting

Jason Witty
Senior Vice-President and Chief
Information Security Officer
U.S. Bancorp

Thomas Yagel
Director Credit Market
Development
S&P Capital IQ

global treasury & finance

Cari E. Anderson, CCM
VP, Senior Product Manager
PNC Bank

Drew Arnold
Director, Head of Trade and Cash
Solutions, Americas
Deutsche Bank

Saif Ashraf
Sr. Treasury Analyst
Google Inc.

Louis-Etienne Berube
Regional Sales Manager
SWIFT

Kelly Blonar, CTP
Financial Risk Manager
Air Products and Chemicals, Inc.

Daniel L. Blumen, CTP
Partner
Treasury Alliance Group LLC

Ken Buterbaugh
Executive Director
J.P. Morgan Asset Management

Pablo Cabrera, CTP
Manager, Cash Management
FM Global

Sergio A. Cadavid
Corporate Treasurer
Jabil Circuit, Inc.

Joy Kirsten Cave
Vice President, Treasurer
FM Global

Robert Ceske
Principal, Advisory
KPMG LLP

Jim Colby
Assistant Treasurer
Honeywell International Inc.

Lars Davidsen
Senior Vice President
DNB Bank ASA

Rudy DeCande
Director, Corporate Cash
Solutions
BNP Paribas/Bank of the West

Kelton Glasscock
SVP & Head of Energy Americas
DNB Bank ASA

Jonathan Hauser
Director, Global Treasury
Dresser-Rand Group, Inc.

Parimal Hemkar
Director
Citigroup Inc.

Debra A. Hinds
Director, Global Cash
Management
Bombardier Inc.

Patricia Hui, CTP
Senior Corporate Treasury
Manager
Mentor Graphics Corporation

Tina Kobetsky
Treasurer
VMware, Inc.

Phillip Lindow
Managing Director Liquidity
Solutions Product Executive
J.P. Morgan

Matt Matthews
Managing Director
J.P. Morgan

Jane A. Miller
Project Manager
Ford Motor Company

Anand Mitra
CitiDirect BE eBAM Global
Product Manager
Citi

Regan Nanbara
Director, US Cash Management
Intel Corporation

Caroline Owen
Regional Head of RMB Solutions,
Americas
Standard Chartered Bank

Linda Ruiz-Zaiko
President
Bridgebay Financial, Inc.

Bertie Sanders
Managing Director, Clients &
Products USA
Bank Mendes Gans N.V.

Marcel A. Santiz, CTP
Director, Treasury
Masco Corp.

Martin Schlageter
Head, Treasury Operations
Roche Switzerland

Robert S. Schur, CCM
Assistant Treasurer
Dresser-Rand Group Inc.

Gourang Shah
Head of Treasury Advisory, Asia
(Managing Director)
Citi

Heiko Stangenberg
Senior Cash Manager
Roche Switzerland

David Tadamaru
Sr. Director, Assistant Treasurer
Ingram Micro

Ivan Troufanov
Assistant Treasurer
BioMarin Pharmaceutical Inc.

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SPEAKERS BY TRACK

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Meredith Vance, CTP
Assistant Treasurer
eBay Inc.

Joachim H. Wettermark
Corporate Treasurer
Salesforce.com, Inc.

corporate finance and capital markets

Marcia Banks
Managing Director
Sycamore Associates LLC

Matthew Bittner
Vice President and Treasurer
Cliffs Natural Resources

Frank A. Douglass, CTP
Assistant Treasurer
Wex Inc.

Damian Engen
Head of US Investment Grade
Debt Capital Markets
TD Securities

John W. Garofano, CTP(CD)
Treasurer
Homequity Bank

James P. Gilligan, CTP, FP&A
Assistant Treasurer
Great Plains Energy Incorporated

Robert Heinrich
Attorney
Foley & Lardner LLP

Michael La Fleur
Vice President, US Debt Capital
Markets
TD Securities

Matt Hill, Ph.D.
Assistant Professor of Finance
University of Mississippi

Ellyson Hoever, CTP
Vice President - Treasurer
Driscoll Strawberry Associates

John Joy
Senior Director, Assistant
Treasurer
Sandisk

Ziad Kabbara
Senior Cash Management Sales
Officer
HSBC Bank USA, N.A.

Michael D. Lenihan
Executive Vice President
Turningpoint Communications

Marci Lerner, CTP
Vice President of Treasury
BJs Wholesale Club

Alex Miller
Treasurer & Vice President
Regulation
NW Natural

Claire O'Connor
Managing Director, Head of Loan
Capital Markets
Barclays Bank PLC

Jane Parker
Senior Vice President, Senior
Product Officer, Commercial
Banking
Bank of America Merrill Lynch

Lauren Pfeiffer
Senior Director , Asst Treasurer
Adobe Systems Inc.

Winifred Suzanne Pinet, CTP
President and CEO
Sycamore Associates LLC

Mark Puccia
Global Criteria Officer, Corporate
Ratings
*Standard & Poor's Ratings
Services*

Francis Quinn

Christopher Rupkey
Managing Director, Chief
Financial Economist
Bank of Tokyo - Mitsubishi, UFJ

Steven Spiegel
Assistant Treasurer-Banking and
Capital Markets
Northrop Grumman Corporation

Catherine Stone
Assistant Treasurer
Cabot Corp.

**James O. Washam, Ph.D., CTP,
FP&A**
Associate Dean, Professor of
Finance
*Arkansas State University College
of Business*

Ron Winowiecki
Senior Vice President, Business
Finance
The Perrigo Company

career development

Susan E. Albonetti, CTP
Assistant Treasurer
University of Cincinnati

Rafael Andrade, CTP
International Treasury Analyst
*The Kansas City Southern Railway
Company*

Gail S. Ball, CTP
Head, Payment Studies Group
*Federal Reserve Bank of
Richmond*

Constance A. Bentzen, CTP
Director
BlackRock

Donna S. Berzellini, CTP
Managing Director
*Association for Financial
Professionals*

Peter J. Biglin, CTP
President
Treasury Management Solutions

Kevin S. Boyle, Sr.
CFO
*Sigma 3 Integrated Reservoir
Solutions, Inc.*

David Buley
CFO
*Association of Independent
Schools*

Beth Costa
Chief Product Officer
Merchant Customer Exchange

Joan Detz
Author, How To Write &
Give A Speech
*Joan Detz Speechwriting/
Coaching*

Beth A. Dubyak, CTP
President
Cascade Treasury Services Inc.

Cheryl Gurz
Managing Director and Global
Bank Segment Manager
BNY Mellon

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SPEAKERS BY TRACK

Program as of 7/25/14. Subject to change.

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Bob Herz
Audit Committee Chairman
Morgan Stanley

Christine Hollinden
Principal
Hollinden

Joseph Howell
Co-Founder & Managing Director
WebFilings

Bill Kearns
Director, Financial Reporting
Alaska Air Group, Inc.

Aaron Ling, FP&A
FP&A Manager
La Jolla Institute of Allergy & Immunology

Brent Longnecker
Chairman and CEO
Longnecker & Associates

Teresa Mimms, CTP, FP&A
Asst. Director of Treasury
Operations
Purdue University

Nicole Meyer
Managing Partner
The Meyer Partnership

Javier Alejandro Murillo, FP&A
FP&A Manager
Baker Hughes Incorporated

Steve C. Phillips, CTP, FP&A
Director/Asst. Treasurer
Cash America International, Inc.

Stephanie Uhl, CTP
Corporate Cash Manager
Forest City Enterprises Inc.

Sheila Spradlin Reich
Managing Director of
International Banking
Huntington Bank

Steve Rosston
Senior Advisor
Glynn Capital Management

Christopher Voss
CEO
The Black Swan Group

pension and benefits

Wayne L. Adams, CTP
Director-Investment Policy
AT&T Inc.

Clint Cary
Head of US Delegated Investment
Solutions, Chief Investment
Officer
Hewitt Ennisknupp, Inc.

Theo Castro
Corporate Treasurer
KLA-Tencor

Michael W. Connolly, CTP
Vice President & Treasurer
Tiffany & Co.

Dan DiGiacomo
Vice President
CAPTRUST

Micah Fannin
Partner
Mercer (US) Inc.

Kendall J. Frederick, CTP, FP&A
Senior Manager, Treasury
Planning & Analysis
Hanesbrands Inc.

Janice P. Phan, CCM
Corporate Treasurer
LinkedIn

Kelly Regan
Consultant
NEPC

Jay E. Roney, CTP
Partner & Senior Consultant
NEPC, LLC

Mark T Ruloff
Director-Asset Allocation
*Towers Watson Investment
Services*

Maxine M. Sandman
Manager, Investment Analysis
Sprint Corporation

Jim Strodel
Vice President
CAPTRUST

Linda Ruiz-Zaiko
President
Bridgebay Financial, Inc.

HOTEL ACCOMMODATIONS

Reserve your stay early to get your preferred hotel choice.
Most Conference activities will be held at the Walter E. Washington Convention Center.

Hotel accommodations as of 7/25/14. Subject to change.



1 **Washington Marriott Marquis**
(Convention Center Hotel)
901 Massachusetts Avenue NW
\$311 single/double

2 **Comfort Inn Convention Center**
1201 13th Street NW
\$189 single/double

3 **Embassy Suites DC Convention Center**
1001 10th Street NW
\$249 single/double

4 **Twelve and K Hotel**
1200 K Street NW
\$249 single/double

5 **Grand Hyatt Washington DC**
1000 H Street NW
\$319 single/\$344 double

6 **Hamilton Crowne Plaza**
1001 14th Street NW
\$269 single/double

7 **Hampton Inn Washington Convention Center**
901 6th Street NW
\$265 single/double

8 **Henley Park Hotel**
926 Massachusetts Avenue NW
\$299 single/double

9 **Hilton Garden Inn Washington DC**
815 14th Street NW
\$294 single/double

10 **Hotel Monaco**
700 F Street NW
\$299 single/double

11 **Hotel Sofitel**
806 15th Street NW
\$285 single/double

12 **Hyatt Regency Washington on Capitol Hill**
400 New Jersey Avenue NW
\$285 single/\$310 double

13 **JW Marriott Washington DC**
1331 Pennsylvania Avenue NW
\$311 single/double

14 **Liaison Capitol Hill**
415 New Jersey Avenue NW
\$239 single/double

15 **Marriott Metro Center**
775 12th Street NW
\$280 single/double

16 **Morrison-Clark Inn**
1015 L Street NW
\$299 single/\$319 double

17 **Phoenix Park Hotel**
520 North Capitol Street NW
\$199 single/\$229 double

18 **Renaissance Washington DC**
999 9th Street NW
\$292 single/double

19 **Washington Court Hotel**
525 New Jersey Avenue NW
\$259 single/double

20 **Washington Plaza Hotel**
10 Thomas Circle NW
\$275 single/\$295 double

21 **Westin Washington DC**
1400 M Street NW
\$279 single/double

22 **Willard InterContinental Washington**
1401 Pennsylvania Avenue NW
\$349 single/double

> Reserve your accommodations at www.AFPConference.org/Housing

DISCOVER DC

Networking events as of 7/25/14. Subject to change.

tours

AFP has arranged tours at some of the most visited sites in D.C. Visit www.AFPconference.org/DiscoverDC for tour information, pricing and ways to register.

SATURDAY

Whirlwind Tour of Our Nation's Capitol

Tour Stops Include:

U.S. Capitol Building
Jefferson Memorial
Lincoln Memorial
Vietnam Memorial
Korean War Memorial
FDR Memorial
White House
World War II Memorial

Cost per person: \$45

Time: 1:00 p.m. – 5:00 p.m.

Today in America

Tour Stops Include:

Newseum (price includes Newseum entrance fee)

National Museum of Air and Space

Cost per person: \$75

Time: 1:00 p.m. – 5:00 p.m.

Momentous Mount Vernon

Tour Stops Include:

Mount Vernon (price includes Mount Vernon entrance fee)

Cost per person: \$77

Time: 10:00 a.m. – 3:00 p.m.

SUNDAY

Espionage in D.C.

Tour Stops Include:

International Spy Museum (price includes operational spy)

Cost per person: \$65

Time: 10:00 a.m. – 1:00 p.m.

Gargoyles and Grace

Tour Stops Include:

National Cathedral
Embassy Row

Cost per person: \$60

Time: 9:30 a.m. – 1:30 p.m.

places to visit

ARTS AND CULTURE

As a city with tremendous history as a worldwide capital, and also a place where news and historic events take place nearly every day, Washington, D.C. is a cultural as well as governmental center.

John F. Kennedy Center for the Performing Arts

Home of the National Symphony Orchestra and the Washington Opera

U.S. Holocaust Memorial Museum

Smithsonian American Art Museum

Freer Gallery of Contemporary Art

Washington Shakespeare Theater

U.S. Capitol

Building tours are given daily and visitors can receive admittance cards from their elected representatives to visit the House or Senate chambers.

National Museum of Women In the Arts

National Gallery of Art

Martin Luther King, Jr. National Memorial

National Museum of the American Indian

The White House

The Washington Monument

Washington D.C. National Zoo

The Pentagon

Ford's Theatre

National Gallery of Art

Tudor Place Historic House and Garden

Dumbarton House Museum

Old Stone House

Washington Harbour

Georgetown University



TRAVELING WITH FRIENDS OR FAMILY?

Be sure to take advantage of these tours of some of the most popular Washington sites.

REGISTER NOW

For questions, please call 301.907.2862 and ask for AFP Customer Service, 8:30 a.m. – 5:00 p.m. ET Monday – Friday or visit www.AFPconference.org.

Hotel accommodations as of 7/25/14. Subject to change.

registration pricing

	MEMBER	NON-MEMBER
Standard <i>(By 9/26/14)</i>	\$1,499	\$1,894
On-site <i>(After 9/26/14)</i>	\$1,699	\$2,094

Team Pricing is available for groups of three or more corporate practitioners from the same company until 9/20/14.

See www.AFPconference.org/AnnualTeam for details.

If you are not a current AFP member, the non-member rate includes one year of membership in addition to your Conference registration.

three ways to register

Online: www.AFPconference.org

Fax: 301.907.2864
(Credit card payments only)

Mail: AFP, P.O. Box 64714
Baltimore, MD 21264
(Check payments)

Printable registration forms are located on www.AFPconference.org.



ASSOCIATION FOR
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ABOUT AFP®

Headquartered outside Washington, D.C., the Association for Financial Professionals (AFP) is the professional society that represents finance executives globally. AFP established and administers the Certified Treasury Professional and Certified Corporate FP&A Professional credentials, which set standards of excellence in finance. The quarterly AFP Corporate Cash Indicators serve as a bellwether of economic growth. The AFP Annual Conference is the largest networking event for corporate finance professionals in the world.

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