



- A conference for issuers and investors

08.00–09.00	Registration and Coffee <i>Salon Imperial</i>	
	MORNING SESSION <i>Salon Concorde</i>	
09.00–09.05	Euromoney Welcome: Christopher Garnett, Director, Euromoney Conferences	
09.05–09.20	Keynote Interview: Jean Lemierre, Adviser to the Chairman, BNP Paribas Interviewed by: Mark Johnson , Editor, Euromoney Conferences	
09.20–10.10	Panel I: Companies and their Banks: A New Relationship?	
	<ul style="list-style-type: none"> • The loan market, liquidity and relationships: What level of commitment can companies expect from their banks in this new environment? • Companies or banks: Who is the real credit risk? • How can a CFO ensure a stable but competitive source of funding? • Where does the efficient frontier lie between the bond and the loan market? • Is the shift to the bond markets temporary or fundamental? • What might regulatory changes in Europe mean for banks' ability to commit capital? 	
	<p>Moderator: Christopher Garnett, Director, Euromoney Conferences Speakers: Alessandro Canta, Head of Group Finance, ENEL S.p.A James Garvey, Head of Capital Markets and Advisory, Lloyds TSB Corporate Markets Robert McAnally, Group Treasurer, Associated British Foods plc Robert Ritchie, Managing Director, Co-Head of European Corporate Origination, Goldman Sachs Tron Vormeland, Vice President and Head of Corporate Financing, Statoil ASA</p>	
10.10–10.35	Coffee break <i>Salon Imperial</i>	
10.35–11.20	Workshop A Hosted by: Royal Bank of Scotland <i>Salon Concorde</i>	Workshop B Hosted by: UniCredit Group <i>Salon Aiglon</i>
	Outlook for Debt and Equity Financing in 2010 and Beyond <ul style="list-style-type: none"> • Interrelation of debt and equity capital markets from a treasurer's point of view • Importance of diversification of funding sources and of investors • Outlook for debt and equity capital markets 2010 	Structural Changes in the European Bond Investor Landscape - the Rise of Retail Intermediaries <ul style="list-style-type: none"> • Changes in the bond investor and market landscape within the last 12 months • Current main investor clusters and investor market structure • Main characteristics and key drivers of each investor cluster • Impacts of the structural changes - how issuers can benefit from the structural changes; implications for bond marketing & execution strategies • Case study: GE EUR 2bn 2009-2014 bond • Outlook: key focus of each investor cluster for 2010 and expected market development



The Corporate Financing Forum

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	<p>Moderator: Richard Bartlett, Head of Corporate Debt Origination EMEA, Royal Bank of Scotland</p> <p>Speakers: Patrick Broughton, Head of ECM EMEA and US, Royal Bank of Scotland</p> <p>Christof Hässig, Head of Corporate Financing and Treasury, Holcim</p> <p>Roland Plan, Head of Investment Grade Corporate Bond Origination, Western Europe, Royal Bank of Scotland</p>	<p>Speakers: Christoph Hampl, Director, Debt Capital Markets, UniCredit</p> <p>Olaf Sarges, Managing Director, Global Head of Corporate Origination, UniCredit</p>
11.25-12.10	<p>Workshop C</p> <p>Hosted by: BNP Paribas</p> <p><i>Salon Concorde</i></p>	<p>Workshop D</p> <p>Hosted by: Deutsche Bank</p> <p><i>Salon Aiglon</i></p>
	<p>High Yield as a Refinancing Option for European Corporates</p> <ul style="list-style-type: none"> How has the global credit crisis changed issuers' perspectives on high yield? What are the drivers behind the strong high yield issuance pipeline? Will the buy-side be there to absorb supply? <p>Moderator: Arnaud Tresca, Head of High Yield Capital Markets, BNP Paribas</p> <p>Speakers: Dan Cozine, Head of Loan Syndications and Trading EMEA, BNP Paribas</p> <p>Max Dethomas, Partner in Charge of Credit Strategies, Boussard & Gavaudan</p> <p>Jonathan Pearson, Trésorier, Liberty Global</p> <p>Benoît Soler, High Yield Portfolio Manager, La Compagnie Financière Edmond de Rothschild</p>	<p>The New Market Environment: Capital Markets Views</p> <ul style="list-style-type: none"> The new perspectives of the acquisition financing market, the loan and capital markets continuum How banks will deal with the new regulations and its impact on corporate financing How corporates should behave in a sustained volatile and uncertain environment: a specific focus on inflation and foreign exchange risks. <p>Speakers: Boris Barouel, Managing Director, Head of DCM FIG France and Belux, Deutsche Bank</p> <p>Michael Haize, Managing Director, Co-Head DCM FIG and SSA Europe, Deutsche Bank</p> <p>Daragh McDevitt, Global Head of Inflation and Property Derivative Structuring, Deutsche Bank</p> <p>Valerie Perez, Managing Director, Head of FX Sales France, Switzerland and Benelux, Deutsche Bank</p> <p>Michael Starmer-Smith, Managing Director, Head of Acquisition Finance EMEA, Deutsche Bank</p>
12.15-13.05	<p>Panel II: The Finance Function Redefined</p> <p><i>Salon Concorde</i></p>	
	<ul style="list-style-type: none"> Why the finance function is even more important than before, and why the job has got more difficult Talking to the new stakeholders: Why CFOs (and CEOs!) need to learn the language of credit investors Capital raising, cash flows and the treasury function Risk management for corporates: Interest rates, currencies and duration <p>Moderator: Mark Johnson, Editor, Euromoney Conferences</p> <p>Speakers: Christof Hässig, Head of Corporate Financing and Treasury, Holcim</p> <p>Klaus Kremers, Partner, Roland Berger Strategy Consultants Ltd</p> <p>Peter Rek, Head of Global Markets, Siemens</p> <p>Doug Smailes, Group Treasurer, Anglo American</p>	
13.05-13.55	<p>Lunch</p> <p><i>Salon Imperial</i></p>	



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13.55-14.40	<p>Workshop E</p> <p>Hosted by: Goldman Sachs</p> <p><i>Salon Concorde</i></p>	<p>Workshop F</p> <p>Hosted by: Lloyds TSB Corporate Markets</p> <p><i>Salon Aiglon</i></p>
	<p>The Return of Corporate Hybrids?</p> <ul style="list-style-type: none"> • Perpetual subordinated FIG market re-opening - lessons learned • Recent developments in structuring hybrid securities and implications for corporate capital structures • Rating agency perspectives • Market and corporate investor considerations <p>Speakers: Jens Hofmann, Co-Head of the European Corporate Debt Capital Markets Team, Goldman Sachs</p> <p>Jim Mannoia, Global Hybrids Team, Goldman Sachs</p> <p>Elena Paitra, Head of European Corporate Syndicate, Goldman Sachs</p>	<p>Sterling Bonds in the New European Funding Landscape</p> <ul style="list-style-type: none"> • The European experience in 2009 – how a paradigm shift in corporate funding has led to a re-balancing between loans and bonds • How do Sterling bonds fit into the new European funding suite? • Stepping up to the challenge – how the Sterling bond market has fared • 2010 and beyond – where does the market go from here? <p>Speaker: Farouk Ramzan, Managing Director, Head of Corporate Debt Capital Markets, Lloyds TSB Corporate Markets</p>
14.45-15.35	<p>Panel III: Liquidity, Leverage and an Efficient Capital Structure</p> <p><i>Salon Concorde</i></p>	
	<ul style="list-style-type: none"> • Refining the corporate balance sheet: what is the appropriate level of leverage in today's environment? • Balance sheet re-structuring in the post liquid era. • Corporate liquidity: Why it is now effecting stock market valuations (an equity analyst's view) • Finding the appropriate financing mix as the M&A market returns • Contingent liabilities: new developments in financing corporate pension schemes <p>Moderator: Mike Carrodus, Deputy Publisher, <i>Euromoney</i></p> <p>Speakers: Gérard Adsuar, Corporate Executive Finance and Treasury, EADS</p> <p>Nicolas Blanchard, Global Head of Capital Markets Solutions, UniCredit Group</p> <p>Olivier Guelaud, Group Treasurer, Pernod Ricard</p> <p>Michael Starmer-Smith, Managing Director, Head of Acquisition Finance EMEA, Deutsche Bank</p>	
	<p>Industry Financing Roundtables: CFOs and treasurers from four leading sectors examine in detail the particular issues involved in financing companies in their industry</p>	
15.40-16.10	<p>Utilities and Energy Roundtable</p> <p><i>Salon Concorde</i></p>	<p>Telecoms Roundtable</p> <p><i>Salon Aiglon</i></p>
	<p>Moderator: Toby Fildes, Managing Editor, <i>EuroWeek</i></p> <p>Speakers: Alessandro Canta, Head of Group Finance, ENEL S.p.A.</p> <p>Andrew Moulder, Senior European Utility Analyst, Credit Sights</p> <p>Elmar Steurer, Senior Manager, Capital Markets, RWE AG</p>	<p>Moderator: Mark Johnson, Editor, Euromoney Conferences</p> <p>Speakers: Patrice Cochelin, Director, Corporate Ratings, Standard & Poor's</p> <p>Mariëlle Vogt, Corporate Treasurer, KPN</p>



16.15-16.45	Oil and Gas Roundtable <i>Salon Concorde</i>	Automotive Roundtable <i>Salon Aiglon</i>
	Moderator: Mike Carrodus , Deputy Publisher, <i>Euromoney</i> Speakers: Christian Kleindienst , Senior Analyst, Energy, UniCredit Group Cheryl Sunderland , Vice President of Financial Markets, Royal Dutch Shell PLC	Moderator: Christopher Garnett , Director, Euromoney Conferences Speakers: Christoph Stürmer , Director Business Process Management, Automotive Analysis and Forecasting, IHS Global Insight
16.45-17.40	Panel IV: The Corporate Bond Market <i>Salon Concorde</i>	
	<ul style="list-style-type: none"> • Using the corporate bond market effectively • 2011-13: Avoiding the re-financing implosion • Public bonds or private placement? • The high yield market • Using niche currencies • Ratings and credit • Hybrid issuance: Convertibles, warrants and optionality • MTN and shelf programmes • Structured issuance: managing reputational risk • Does it matter where your CDS trade? 	
	Moderator: Toby Fildes , Managing Editor, <i>EuroWeek</i> Speakers: Gary Admans , Manager, Debt Capital Markets, BP plc Reiner Back , Head of Fixed Income and FX, MEAG MUNICH ERGO Asset Management Mark Dodd , Joint Head EMEA Syndicate, Royal Bank of Scotland Johan Gyllenhoff , Group Treasurer, Vattenfall Christopher Marks , Head of EMEA Debt Capital Markets, BNP Paribas Agnes de Petigny , Managing Director and Senior Quality Officer Corporate & Government, Standard and Poor's Mark Wauton , Head of Credit, Aviva Investors	
17.40-18.40	Cocktail reception <i>Salon Imperial</i>	

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