

PROGRAMME

43RD IAFEI WORLD CONGRESS

IN CONJUNCTION WITH THE 6TH CFO SUMMIT EMERGING EUROPE & CIS

16-17 OCTOBER 2013

PALACE OF CULTURE AND SCIENCE, WARSAW

CONGRESS • GRAND EVENING EVENT WITH AWARD CEREMONIES

PRESENTED BY

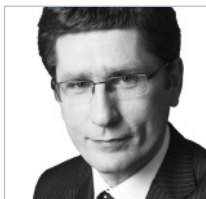


IN COOPERATION WITH



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ENDORSED BY



Slawomir Jedrzejczyk, CFO, PKN Orlen, Poland

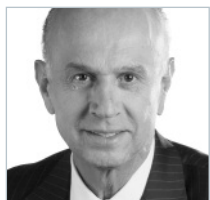


Alexey Kornya, CFO, Mobile TeleSystems, Russia

WELCOME BY FINEXA / IAFEI



Pawel Domoslowski,
President,
FINEXA



Luis Ortiz-Hidalgo
Chairman,
IAFEI

Dear CFO colleagues,

Poland's transformation from a socialist state into a free market economy began 24 years ago. Since then, our country, with its central European location and 40 million inhabitants, has consistently increased both its economic output and its share of the European economy. As a nation, we have indeed become a powerful driver of European growth and a sought-after location for international foreign direct investment.

Thus, it is a great honour for us that Poland has been chosen as the location for this year's IAFEI World Congress. We are not only grateful about the trust shown us by the International Association of Financial Executives Institutes, but also very excited about a rich congress programme that we have developed in cooperation with our partner, CFO Insight.

We very much look forward to hosting many respected guests from all over the world in our country's capital. We would like to welcome you all warmly. And we are very keen to share our knowledge and experiences with you, regardless of where you will be joining us from.

Kind regards,

Pawel Domoslowski

Dear Friends of the International Financial Community,

as Chairman of the International Association of Financial Executives Institutes ("IAFEI"), it is a pleasure for me to welcome you to the 43rd IAFEI World Congress, held, for the first time, in conjunction with the 6th CFO Summit Emerging Europe & CIS.

The Polish Financial Executives Institute FINEXA is the first and so far only one from the region Emerging Europe & CIS to have joined IAFEI as a member. In view of the efforts and enthusiasm of the Polish financial executives members of FINEXA and the great support of CFO Insight, the international financial community will meet this year in the beautiful city of Warsaw, which is a very attractive place in the world that should be visited, both due to its history and its culture, particularly its music, as well as due to its booming economy.

If we add that the technical-financial program will include topics of great interest for financial executives, there is no doubt that the 43rd IAFEI World Congress, that will take place on October 16 and 17, 2013, will be a success. My best wishes to enjoy the 43rd World Congress of IAFEI.

Luis Ortiz-Hidalgo



Bastian Frien,
Editor-in-Chief,
CFO Insight



Armin Häberle,
Executive Editor,
CFO Insight

Dear participants of the 6th CFO Summit Emerging Europe & CIS & 43rd IAFEI World Congress,

a lot about this event is new. This is the first time the CFO Summit Emerging Europe & CIS is being hosted in conjunction with the prestigious IAFEI World Congress. The CFO Summit has also left Vienna for the first time; coming to Warsaw, the capital of one of Europe's most dynamic and impressive economic success stories of the decade. Finally, this year also marks the first time the IAFEI World Congress is taking place in one of the European Union's new member states.

This is no coincidence. Emerging markets have enjoyed an unprecedented level of prominence in recent years, as most mature economies continue to struggle with low growth and high debt. Companies from emerging markets in particular are becoming more and more outward-looking, actively embracing regional and, at times, global markets, while occupying niches that others may have overlooked or not been able to penetrate.

Clearly, emerging markets have not been sheltered from the prolonged crisis in the western world. The euro zone crisis is a major drag on growth in emerging Europe; emerging Asia is also not immune to sluggish demand in Europe and the US; and lagging growth in China, in particular, is felt by many export nations in Latin America as well as Africa. In such an environment, the challenges companies around the world are facing are very different. In some regions, such as emerging and southern Europe, bank credit is extremely scarce as banks deleverage and try to rebalance local funding with local exposure. In other regions, such as emerging Asia, bank credit has hit levels that have many observers warning about a new and dangerous bubble forming. Some CFOs suffer from negative sentiments surrounding the sovereign debt situation in their countries, while others benefit from investors' hunger for yield in times when sovereign debt has turned from riskless yield to yield-less risk. This has made the

CFO's work more challenging and absolutely more critical to a company's success – regardless of industry, size or country.

In other words, the dividing lines that once so clearly separated emerging and mature markets are disappearing fast. Combining the CFO Summit Emerging Europe & CIS with the IAFEI World Congress gives us the opportunity to reflect upon this fundamental shift by bringing together CFOs from all over the world to an event that is truly unique in both its scope and focus. Despite all of the changes going on out there, one thing certainly remains constant: our desire to offer you a work-intensive, insightful and memorable event. So we sincerely look forward to welcoming you to Warsaw this autumn.

Kind regards,

Bastian Frien

Armin Häberle

16 October 2013

9.00 a.m.-5.00 p.m. Spouse Programme (for further information please see page 30)

Registration and Coffee Reception from 9.30 a.m.

10.00 a.m.-10.15 a.m.

Welcome Address

10.15 a.m.-10.45 a.m.

Opening Keynote Speech

Building a Stronger Euro Area: Can a New Growth Engine Emerge for Greater Europe?

Frank Moss, Director General International and European Relations,
European Central Bank (ECB)

10.45 a.m.-11.30 a.m.

Panel Discussion I

Emerging Europe, Southeast Asia, Latin America: Boom and Bust Lessons from Three World Regions

Dr. Andre Carls, CEO Central & Eastern Europe Holding, Commerzbank AG
Fernando Liceaga, Administration & Finance Director, Tetra Pak Mexico
Andrea Pal, CFO, Northern Capital Gateway
Nena Stojkovic, Vice President, Business Advisory Services,
International Finance Corporation (IFC) *(tbc)*

11.30 a.m.-11.45 a.m.

Coffee Break

11.45 a.m.-12.45 p.m.

Workshop Session I

- Creating Value with Foreign Trade Solutions
- Refinancing Alternatives on the Debt Capital Market
- Restrukturyzacja działalności – aspekty operacyjne i podatkowe *(in Polish)*
- IAFEI Working Committee: Global Tax Issues

12.45 p.m.-2.00 p.m.

Lunch Break

2.00 p.m.-2.30 p.m.

On-Stage Interview

Insurance Groups: Suffocating from Solvency II or Serving the Long-Term Funding Needs of Other Companies?

Przemysław Dąbrowski, CFO, PZU S.A.

2.35 p.m.-3.35 p.m.

Workshop Session II

- Integrated Client Solutions in C&EE
- Getting the Right Kind of Profile as a Debut Issuer
- Wycena ryzyka finansowego w transakcjach handlowych *(in Polish)*
- IAFEI Working Committee: IFRS/Reporting

3.35 p.m.-4.15 p.m.

Coffee Break

4.15 p.m.-4.45 p.m.

Keynote Speech

Which Reforms to Revive Growth in Emerging Europe?

Manfred Schepers, Vice President and CFO,
European Bank for Reconstruction and Development (EBRD)

4.50 p.m.-5.50 p.m.

Workshop Session III

- Tailor-Made Banking Solutions for Complex Investment Projects
- Cross-Border M&A in CEE – New Trends and Players
- Praktyczne metody zarządzania efektywnością *(in Polish)*
- IAFEI Working Committee: Treasury

From 6.30 p.m.

Grand Evening with Award Ceremonies

"CFO of the Year" and "GCPE" (Polish Economy Hall of Fame) at Ufficio Primo

17 October 2013

Registration and Coffee Reception from 8.30 a.m.

9.00 a.m.-9.15 a.m.

Welcome Address

9.15 a.m.-9.45 a.m.

Keynote Speech

Transforming Companies from Local Leaders to Global Players

José María de Oriol Fabra, CEO, Talgo

9.45 a.m.-10.30 a.m.

Panel Discussion II

The Art of Improvising – A New Skill Set for the CFO?

Dominika Bettman, Management Board Member for Financial Matters,
Siemens Sp. z o.o.

José María de Oriol Fabra, CEO, Talgo

Kemal Say, CFO, Kastamonu Entegre Agac Sanayi ve Ticaret A.S.

Lauri Veijalainen, General Director, Development Director International
Operations, Stockmann Group

10.30 a.m.-11.00 a.m.

Coffee Break

11.00 a.m.-12.00 p.m.

Workshop Session IV

- State-of-the-Art Liquidity Management
- Polacy idą na zakupy (*in Polish*)
- Global Trends and Best Practice in Controlling

12.05 p.m.-1.05 p.m.

Workshop Session V

- Financing Climate Friendly Investments: Challenges and Benefits
- Finance Transformation
- Shared Service Center or Outsourcing?

1.10 p.m.-1.30 p.m.

Farewell Address and Announcement Congress Location 2014 by IAFEI

1.30 p.m.-2.30 p.m.

Lunch and Final Get-Together

2.30 p.m.-4.30 p.m. Tour of Warsaw for Spouses and Delegates (for further information please see page 30)

Welcome Address

*by Armin Häberle, Executive Editor, CFO Insight,
Luis Ortiz-Hidalgo, Chairman, IAFEI
and Hanna Gronkiewicz-Waltz, Major, City of Warsaw*

OPENING KEYNOTE SPEECH

10.15 a.m.-10.45 a.m.

Building a Stronger Euro Area: Can a New Growth Engine Emerge for Greater Europe?

The euro has been getting bad press for quite some time. Upon its inception, the hope was that it would bring prosperity and stability to all its member states and rival the US dollar on global currency markets. Recently, however, its reputation has been tarnished. What can Europe do to build a stronger euro area and turn Europe into an engine of growth again? Looking beyond the current plight in the euro area is essential for any strategic-minded CFO, and few people are better placed to guide financial executives' vision than Frank Moss, who has been with the ECB since 1998.

SPEAKER



Frank Moss, Director General International and European Relations, European Central Bank

Frank Moss has been Director General International and European Relations at the European Central Bank (ECB) since 2007. Previously, he held the position of Director General Secretariat and Language Services at the same institution. Before joining the ECB on the date of its establishment (1 June 1998), he held positions at the European Monetary Institute in Frankfurt from 1994 to 1998, the International Monetary Fund in Washington from 1990 to 1994, the National Bank of Belgium (1982 to 1990) and the Catholic University of Leuven (1980 to 1982). Born in 1954, Frank holds Masters' degrees in Oriental Philology from the University of Ghent and in Economics from the University of Leuven.

PANEL DISCUSSION I

Emerging Europe, Southeast Asia, Latin America: Boom and Bust Lessons from Three World Regions

Steering their company through boom and bust periods is arguably the most important and arduous task for a CFO. How do you ensure funding for your company while keeping costs under control in times of rapid growth? How can you provide liquidity and guarantee the company's survival when macroeconomic indicators suddenly turn sour? CFOs all over the world experience similar challenges and yet develop individual strategies to deal with them. What lessons can they learn from one another for both good and bad times?

PANELISTS



Dr. Andre Carls, CEO Central & Eastern Europe Holding, Commerzbank AG, Germany

Dr. Andre Carls is responsible for the CEE activities of Commerzbank. Having studied business economics and completed a doctorate, he joined Commerzbank in 1990, with various positions in corporate finance and capital markets. Until 2008 he was a member of the board of managing directors of comdirect bank and the CEO of comdirect group since 2004.



Fernando Liceaga, Administration & Finance Director, Tetra Pak Mexico, Mexico

Fernando Liceaga is Administration & Finance Director of Tetra Pak Mexico. He is responsible for treasury, credit, collections and risk management areas in Tetra Pak's North American cluster comprising Mexico, the USA and Canada. Other areas of responsibility as CFO for the Mexican market include financial planning, taxes, legal affairs, IT and business transformation, amongst others. Fernando has been working for Tetra Pak since 1995, including positions in Switzerland and the US.



Andrea Pal, CFO, Northern Capital Gateway, Russia

Since April 2010 Andrea Pal has been Deputy General Director for finance and IT of Northern Capital Gateway, the company operating Pulkovo Airport in St. Petersburg, Russia. The company is running an investment programme worth EUR 1.2 billion to be finalised by the middle of 2014. Prior to this, Andrea was the Managing Director of Dorsch Gruppe, one of the largest German independent engineering consulting companies, as well as the Senior Vice President of the Global Investments and Management division of Fraport AG.



Nena Stojiljkovic, Vice President, Business Advisory Services, International Finance Corporation (IFC)

Nena Stojiljkovic is responsible for IFC's Advisory Services activities and is a member of the Corporation's Management Team. Working with private sector clients, IFC Advisory Services aims to increase access to finance and promote sustainable and responsible business practices. Working with governments, it helps improve the investment climate and facilitates public-private partnerships for infrastructure. Before joining IFC, she was a consultant at the Economic Institute of Belgrade. (tbc)

Creating Value with Trade Finance Solutions

Export-led growth is a key element of long-term economic success. This is true for both countries as well as individual companies. But to be successful abroad, competitive products are not enough. Companies also need efficient and tailored financing solutions.

PARTICIPANTS



Jacek Owczarek, Member of the Board, Eurocash SA, Poland
Jacek Owczarek is a Member of the Management Board at Eurocash SA. Prior to that he was the CFO CEE, Member of the Management Board and Member of the Europe Finance Management Team at Sanitec Koło. He was also employed by Enterprise Investors portfolio companies as the CFO of Magellan S.A. as well as CFO, CEO and Member of the Management Board of STOLICA. Currently Jacek is also a Member of the Supervisory Board of Magellan S.A.



Robert Żak, Director Corporate Banking, BRE Bank SA, Poland
Robert Żak is the Director Corporate Banking of BRE Bank SA, where he has worked since 1998. Initially, he joined the Foreign Operation Section in the Poznań Branch and later on the Large Corporates Department, cooperating with the international corporations and the largest companies in Western Poland. Robert graduated from AM University in Poznań and holds an MBA from the Nottingham Trent University.

Refinancing Alternatives on the Debt Capital Market

Debt capital markets are becoming an ever more important element of corporate funding across Europe. While there are still many limitations and obstacles, already today, debt capital markets offer attractive financing alternatives to more and more companies.

PARTICIPANTS



Jan Brozik, Executive Finance Director, ČEZ, a.s., Czech Republic

Jan Brozik has been the Executive Finance Director at ČEZ since 2007. The core business activity of ČEZ is electricity production as well as the sale and related support of power systems. The company is also engaged in the production, distribution and sale of heat.



Dr. Olaf Sarges, Managing Director and Global Head of DCM Investment Grade Corporate Origination, UniCredit, Germany
Dr. Olaf Sarges is a Managing Director and Global Head of DCM Investment Grade Corporate Origination. He joined UniCredit in November 2002 from WestLB where he worked on the corporate bond syndicate in Düsseldorf and London for four years. Olaf holds a PhD in mathematics from the Otto-von-Guericke University of Magdeburg.

Restrukturyzacja działalności – aspekty operacyjne i podatkowe

Przeniesienie działów sprzedaży, zakupów, znaków lub know-how, przekształcenie podmiotów produkcyjnych i dystrybucyjnych, centralizacja funkcji decyzyjnych i zarządzana ryzykiem – dowiedz się jak tego skutecznie dokonać w Polsce. (in Polish)

PARTICIPANTS



Deloitte had not yet confirmed its speaker by the time this brochure was published. An up-to-date programme is available at www.cfo-insight.com/events



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Iwona Georgijew, Tax Partner, Deloitte, Poland

Iwona Georgijew is a tax partner at Deloitte leading its transfer pricing practice in Poland and Central Europe. During her 18-year professional career, she has gained experience and become a leading transfer pricing practitioner who specialises in intra-group transaction planning, business restructurings, transfer pricing litigation as well as negotiation of advance pricing agreements and mutual agreement procedures. Iwona is also a private-sector member of the European Union Joint Transfer Pricing Forum (EUJTPF).



Rafał Sadowski, Director, Deloitte, Poland

Rafał Sadowski is a Director in Deloitte's Poland Transfer Pricing Group and a licensed tax advisor with 14 years of experience in transfer pricing. His main area of interest is the application of transfer pricing in tax planning and TESC. Rafał has been involved in diverse types of projects which include negotiating of APA, intragroup transaction planning, comparable studies, preparation of documentation for related-party transactions, restructuring of transaction processes, conversions of toll manufacturers and limited risk distributors.

IAFEI Working Committee: Global Tax Issues

IAFEI, the International Association of Financial Executives Institutes, will conduct a session of its Working Committee on Global Tax Issues during the conference. Participation for IAFEI members only, limited to 20 participants.

PARTICIPANTS

IAFEI had not yet confirmed its speakers by the time this brochure was published. An up-to-date programme is available at www.cfo-insight.com/events

Insurance Groups: Suffocating from Solvency II or Serving the Long-Term Funding Needs of Other Companies?

Being the CFO of a major insurance group is no easy task these days. Macroeconomic risks and volatility make it increasingly complex to ensure the profitability and soundness of the business. New rules and regulations are forcing insurance groups to reshuffle their investments. At the same time, many have started to become very active in providing long-term financing for companies via bond purchases. This means that new rules for the industry affect not only insurance groups, but the wider financial marketplace and every CFO who is looking for external funding.

SPEAKER



Przemysław Dąbrowski, CFO, PZU S.A., Poland

Przemysław Dąbrowski began his professional career in 1993 as an analyst and financial controller at Whirlpool Polska Sp. z o.o. Between 1998 and 2006 he was a treasurer and finance director at various Polish companies, including PZU S.A., Elektrim Group and AIG. From 2006 to 2008 he worked at AT Kearney and Accenture, first as a manager and later as a senior manager. In October 2008 he returned to PZU as director and deputy head of the finance division, before becoming CFO and a member of the managing board in December 2010. Przemysław graduated from the University of Warsaw and holds an MBA from the University of Illinois.

Integrated Client Solutions in C&EE

As emerging markets around the world mature and their financial markets grow more sophisticated, CFOs are gaining increasing access to multi-layered and intertwined financing solutions. While this presents a great opportunity for tailored solutions, it also makes integrated approaches that reduce rather than increase complexity ever more important.

PARTICIPANTS

ING Commercial Banking had not yet confirmed its speakers by the time this brochure was published. An up-to-date programme is available at www.cfo-insight.com/events

Getting the Right Kind of Profile as a Debut Issuer

Capital markets offer more and more funding alternatives to traditional bank financing. In order to tap this potential, however, CFOs – and first-time issuers in particular – need to get their heads around how to build a corporate profile that is attractive to potential investors.

PARTICIPANTS



Martin Raz, CFO, RPG Real Estate Group, Czech Republic

Martin Raz is the CFO of RPG Real Estate Group with a total portfolio of over 44,000 residential units, 320,000 sqm of commercial property and approx. 5,000 ha of land under management. Prior to that, he held CFO and senior financial management positions in various industries, mainly automotive, aerospace and construction in Australia, the Czech Republic and the CEE region. Martin graduated from RMIT University Melbourne, Australia and has an MBA from Rochester Institute of Technology, USA.



Roman Szyszko, Vice President, CFO, ENERGA SA, Poland

Roman Szyszko has been the Vice President and CFO of ENERGA SA since 2008. Besides managing the general financials of the group, his main tasks include controlling, accounting and reporting as well as corporate risk management. Roman is an experienced specialist in capital investments and financial liquidity management. He served as a member of the management boards of Dexia Kommunalkredit Polska S.A. and Bank Komunalny S.A. He holds a degree in economics from the University of Gdańsk and finance from Strathclyde University, UK.



Richard J. Hunter, Managing Director, Fitch Ratings, United Kingdom

Richard Hunter is the managing director responsible for Fitch's corporate rating practice in Europe, the Middle East, Africa and Asia-Pacific. The international corporate rating group provides rating and research coverage from 27 offices on over 1,000 industrial, commercial, utility and other corporate entities in more than 40 countries. Fitch Ratings is an international, full service rating agency with 50 offices worldwide.

Wycena ryzyka finansowego w transakcjach handlowych

Z jak dużym ryzykiem walutowym muszą liczyć się spółki zawierające kontrakty? Eksperti wskażą, jak oceniane jest ryzyko finansowe przez przedsiębiorcę, jak przez ubezpieczyciela a jak przez bank finansujący kontrakt eksportowy. (in Polish)

PARTICIPANTS



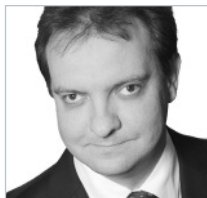
Mariusz Chabrowski, Export Director, UNIBEP, Poland

Since 2007 Mariusz Chabrowski held the post of Export Director of Construction Services at UNIBEP, one of the most dynamically growing construction groups in Poland. Previously, he worked for Budimex S.A., considered one of the largest construction companies on the Polish market, for 20 years. He also headed the export department there. Mariusz is a graduate of the Moscow Institute of Construction and Engineering and of the Postgraduate Foreign Trade Study at the Warsaw School of Economics.



Tomasz Kaczor, Ph.D., Chief Economist, Bank Gospodarstwa Krajowego, Poland

Tomasz Kaczor has been working in the Bank Gospodarstwa Krajowego as Chief Economist and Director of the Research and Analysis Department since 2007, being responsible for managing the preparation of macroeconomic and financial analyses. Previously he was employed at the Social Insurance Institution and the Ministry of Finance. Since 1997 Tomasz is associated with the Gdansk Institute for Market Economics, both as an employee and a collaborator.



Piotr Soroczyński, Chief Economist, KUKE, Poland

Piotr Soroczyński is Chief Economist at KUKE and has been active in the field of finance for 19 years, seven of which he spent in the insurance market. His analytical work benefits from his professional experience as a chief economist in financial institutions, as well as a credit officer responsible for risk assessment of countries and banks. His managerial experience includes posts as President of the Management Board of KUKE and Deputy Minister of Finance dealing, among others, with issues of managing the public debt.

IAFEI Working Committee: IFRS/Reporting

IAFEI, the International Association of Financial Executives Institutes, will conduct a session of its Working Committee on IFRS/Reporting during the conference. Participation for IAFEI members only, limited to 20 participants..

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Which Reforms to Revive Growth in Emerging Europe?

In 2013, it has become increasingly clear that emerging markets cannot forever resist the negative impact of slow growth in mature economies. This holds particularly true for emerging Europe, which is closely linked to western Europe and has long felt the pain of anaemic growth in the euro zone. But the region has homemade problems as well. Which reforms will be necessary and which seem the most promising to bring a renewed dynamism back to emerging Europe and other emerging markets?

SPEAKER



Manfred Schepers, Vice President and CFO, European Bank for Reconstruction and Development (EBRD)

In October 2006 Manfred Schepers was appointed Vice President and CFO at the European Bank for Reconstruction and Development (EBRD). He is a member of EBRD's Executive Committee and Deputy Chair of the Operations Committee, responsible for all investment decisions. From 2004 until 2006, he was Head of the Bond Market Association in London. In this role he managed its activities in Europe and Asia. Prior to that, he held various senior positions during a 17 year career at SBC Warburg and UBS. Manfred, a Dutch national, holds a BSc and MSc from the London School of Economics and an international baccalaureate from the United World College of the Atlantic.

Tailor-Made Banking Solutions for Complex Investment Projects

Autostrada Wielkopolska has been one of the most important projects in Poland in decades and one of the first public-private partnerships. The investment volume is more than EUR 2.5 billion, and required innovative banking solutions to make sure the project stays on time and on budget.

PARTICIPANTS



Robert M. Nowak, CFO, Autostrada Wielkopolska SA, Poland
Robert M. Nowak has been the CFO and Vice President of Autostrada Wielkopolska SA, the A2 motorway concession company, since 2011. He was also appointed President of the Management Board of Autostrada Wielkopolska II SA in 2012. Prior to that he held several positions in corporate banking with international banks in Poland for almost 10 years including, amongst other positions, Director of the Poznań branches Austria Creditanstalt Poland and Crédit Lyonnais Bank Polska SA.



Marek Jan Felbur, Director Corporate Banking, BRE Bank SA, Poland
Marek Jan Felbur has been the Director Corporate Banking at BRE Bank SA since 2001. Previously, his experience was related to the industrial side and M&A where he acted as CEO of Media International Belgrade and Polimex-Cekop Development. Furthermore, he was a member of various management and supervisory boards, among them for Polish Mint S.A.

Cross-Border M&A in CEE – New Trends and Players

CEE corporates are increasingly looking across their national borders for expansion. At the same time, investors from new and far-flung regions have been circling targets in CEE. We will discuss and analyse the real trends and their impact on the M&A market in CEE.

PARTICIPANTS



Libor Němeček, PhD, Director M&A and Corporate Finance, AGROFERT HOLDING, a.s., Czech Republic
Libor Němeček, PhD, is Director M&A and Corporate Finance and a member of the Board of Directors of AGROFERT HOLDING, a.s., the fourth largest Czech group by turnover, since 2008. He is responsible for the group's management of all mergers, acquisitions and divestitures, as well as for financing and the relationship with banks and the financial risk management. Prior to this, Libor worked for Citigroup in various positions, lastly as a director of corporate finance in the Czech Republic.



Piero Munari, Co-Head of Global Corporate Finance & Advisory, UniCredit Bank AG, Italy
Piero Munari is Co-Head of Global Corporate Finance & Advisory (CFA) at UniCredit Bank AG. Between June 2007 and September 2012, Piero acted as Head of Corporate Finance Advisory Italy, Head of CFA CEE and Head of Insurance in Financial Institutions Group at UniCredit. He has over 20 years of experience in Investment Banking, having worked at JPMorganChase, Fox Pitt Kelton and Deutsche Bank before joining UniCredit. Piero holds a degree from the University of Pavia.

Praktyczne metody zarządzania efektywnością

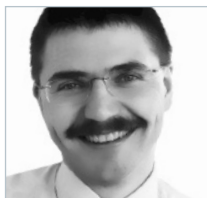
Jak zarządzać złożoną organizacją z wykorzystaniem najlepszych rozwiązań IT. Rola i znaczenie CFO. (in Polish)

PARTICIPANTS



Krzysztof Matuszewski, Managing Director, Bank Ochrony Środowiska, Poland

Krzysztof Matuszewski is Managing Director of the Bank Ochrony Środowiska, responsible for the Controlling Department, Management Information Office and the Ecology and Strategy Department. Prior to that he worked at the BISE Bank SA and DnB NORD Bank Poland SA, where he held the position of Director of Financial Controlling. In recent years, Krzysztof was also associated with BGK Bank, where he worked as the CFO and Managing Director.



Radosław Kozieja, Executive Vice President and Country Director, Codec Systems, Poland

Radosław Kozieja is Executive Vice President and Country Director of Codec Systems. Working 17 years in Codec Group he has managed its Polish subsidiary since 1999 and is dealing with issues associated with the practice of assisted decision-making, controlling, finance and management, inter alia with the use of artificial intelligence and analytical systems. Prior to this Radosław participated and led consulting projects and the PM and BI implementation in Poland and Ireland.



Michał Kozłowski, Director, Enterprise Performance Management, Oracle, Poland

Michał Kozłowski is Enterprise Performance Management Director, responsible for the development of Oracle Hyperion in Poland and Baltic countries. He gained professional experience developing business applications sales for some of the largest IT companies in the world and is an expert in Performance Management. Michał graduated from the Management Faculty at University of Warsaw.

IAFEI Working Committee: Treasury

IAFEI, the International Association of Financial Executives Institutes, will conduct a session of its Working Committee on Treasury issues during the conference. Participation for IAFEI members only, limited to 20 participants.

PARTICIPANTS

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16 October, from 6.30 p.m.

GRAND EVENING

at Ufficio Primo

AFTER DINNER LOUNGE HOSTED BY



Gala Dinner with Award Ceremonies

"CFO OF THE YEAR" AND

"GALERIA CHWAŁY POLSKIEJ EKONOMI" (POLISH ECONOMY HALL OF FAME)

Welcome Address

*by Bastian Frien, Editor-in-Chief, CFO Insight
and Paweł Domosławski, President, FINEXA*

KEYNOTE SPEECH

9.15 a.m.-9.45 a.m.

Transforming Companies from Local Leaders to Global Players

Talgo has been a local champion in Spain since it was founded by the engineer Alejandro Goicoechea and the entrepreneur José Luis Oriol. As Spain did not have the necessary technology, the Oriol family took the project to the United States where the first Talgo trains were produced and re-imported into Spain. Ever since, innovation and experience has given the company a strong position in the Spanish market. But over the years, Talgo has also transformed itself from a local leader to a global player. How does such a transformation work, and what does it do to a company?

SPEAKER



José María de Oriol Fabra, CEO, Talgo, Spain

José María de Oriol Fabra is the CEO of Talgo, the Spanish railway manufacturer. In December 2002, he was elected CEO and, together with the chairman, was mandated to execute a restructuring plan for the company and to search for a financial partner to support the international development of the company. José María joined Talgo in 1987, and since then has assumed different roles in the company, including CFO and managing director of different subsidiaries. He holds an Executive MBA from the Instituto de Empresa in Madrid and a Bachelor in Business Administration from Saint Louis University in Missouri, USA. In December 2011, José María was awarded with the “Dostyk II” award by the Prime Minister of the Republic of Kazakhstan.

The Art of Improvising – A New Skill Set for the CFO?

The role of the CFO is changing. While most people would agree with this general statement, what the job is becoming is less than clear. CFOs would like to think of their new role as becoming more strategic, more entrepreneurial and more “CEO-style” with a finance background. But such a shift might entail unexpected consequences. One of them is that CFOs need to become more flexible in their thinking and more willing to improvise, while not compromising the soundness of their assessment. This makes the art of improvisation an indispensable element of the CFO’s evolving role.

PANELISTS



Dominika Bettman, Management Board Member for Financial Matters, Siemens Sp. z o.o., Poland

Dominika Bettman started her career in the Polish Minister of Industry and Trade. She joined Siemens in 1996, beginning in logistics, sales and finance. Appointed the Financial Director for the IT business segment in 2002, she became Financial Director for the telecommunications business segment in 2004 and later for the Communications business. Bettman was then named Vice president for Financial Matters at Nokia Siemens Networks in 2007. She has been in her current role since 2009.



José María de Oriol Fabra, CEO, Talgo, Spain

José María de Oriol Fabra has been the CEO of Talgo since 2002. He joined the company in 1987, and since then has held several different roles in the company, including CFO and Managing Director of different subsidiaries. Talgo is a Spanish manufacturer of intercity standard and high-speed trains.



Kemal Say, CFO, Kastamonu Entegre Agac Sanayi ve Ticaret A.S., Turkey

Kemal Say is CFO of Kastamonu Entegre Agac Sanayi ve Ticaret A.S., the Forestry Group of Hayat Holding. In 2012, Kastamonu Entegre reported a consolidated turnover of more than USD 1 billion. Kemal joined the Group in 2008 as its Financial Affairs Manager and was promoted to the position of CFO in 2011. His main tasks include the management, coordination and implementation of improvements in the finance, treasury, accounting, budget and reporting departments.



Lauri Veijalainen, General Director, Development Director for International Operations, Stockmann Group, Russia

Lauri Veijalainen has been the General Director for Operations Development for Stockmann Group in Russia since 2010. From 2003 to 2010, Lauri was CFO of IKEA Russia and CIS. He has participated and been responsible for financial issues in the company's extensive expansion schedule from two to twelve IKEA stores as well as for twelve Mega Malls located in Russian main cities and regions. Prior to IKEA, he worked as the Finance and Administrative Director of Skanska in Moscow.

State-of-the-Art Liquidity Management

Since the onset of the financial crisis, liquidity has reached a new level of prominence in the world of finance. While global markets are awash with it, many CFOs struggle to guarantee smooth operations and must continuously optimise their liquidity, payments and cash management.

PARTICIPANTS

ING Commercial Banking had not yet confirmed its speakers by the time this brochure was published. An up-to-date programme is available at www.cfo-insight.com/events

Polacy idą na zakupy

Perspektywy rynków fuzji i przejęć w Polsce.
(in Polish)

PARTICIPANTS

The speakers had not yet been confirmed by the time this brochure was published. An up-to-date programme is available at www.cfo-insight.com/events

Global Trends and Best Practice in Controlling

The IAFEI Working Committee: International Observatory of Management Control conducts an annual survey about global trends and best practice in efficient and effective controlling. This workshop will exclusively present and discuss the latest findings from 36 countries.

PARTICIPANTS

IAFEI had not yet confirmed its speakers by the time this brochure was published.
An up-to-date programme is available at www.cfo-insight.com/events

Financing Climate Friendly Investments: Challenges and Benefits

Climate friendly investments can help companies save on expenses such as heating while also serving a wider goal of society. At the same time, getting funding for them is not always easy, so CFOs need to balance these investments carefully with other options.

PARTICIPANTS



International Finance Corporation (IFC) had not yet confirmed its speaker by the time this brochure was published. An up-to-date programme is available at www.cfo-insight.com/events



Mary Lystad, Principal Investment Officer Manufacturing and Services, International Finance Corporation, Poland

Mary Lystad is Principal Investment Officer Manufacturing and Services at the International Finance Corporation (IFC). IFC, a member of the World Bank Group, is the largest global development institution focused exclusively on the private sector in developing countries.

Finance Transformation

Taking the finance function to the next level requires CFOs to transform their own work environment constantly and embrace aspects such as controlling and risk management as professionally and passionately as core finance topics. This workshop will focus on how to transform the finance function into a real value driver for the entire company.

PARTICIPANTS

IAFEI had not yet confirmed its speakers by the time this brochure was published. An up-to-date programme is available at www.cfo-insight.com/events

Shared Service Center or Outsourcing?

Optimising processes in the finance department, from internal shared service centres to the outsourcing of entire business processes, is an opportunity for CFOs to reduce costs and increase quality. What are the pros and cons of the different options, and where are their limits?

PARTICIPANTS

IAFEI had not yet confirmed its speakers by the time this brochure was published.
An up-to-date programme is available at www.cfo-insight.com/events

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"CFO OF THE YEAR" AWARD JURY

Nothing beats personal experience, local networks and recognition from your peers. Therefore, CFO Insight is proud to present its "CFO of the Year" Award Jury. Once a year, the jury, consisting of the CFO Insight Advisory Board and executive representatives of the lead sponsors of the CFO Summit Emerging Europe & CIS, votes on the "CFO of the Year" to recognise outstanding work by a CFO from emerging Europe.



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"GCPE" AWARD JURY

"Galeria Chwały Polskiej Ekonomii" (GCPE) is an annual award by FINEXA dedicated for lifetime achievements of Polish economists. The members of the eight-head jury, run by Henryk Orfinger, are renowned personalities in their fields of activity – science, politics and economic institutions.



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Warsaw School of Economics



Paweł Domosiński,
President,
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Vice President,
Polish Bank Association
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Alicja Kornasiewicz,
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Secretary of State, Polish
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Rector,
Warsaw University of
Technology Business School

REGISTRATION AND TRAVEL

HOW TO REGISTER FOR THE CONGRESS

Limited access

The event is designed exclusively for executive financial decision makers and members of IAFEI member institutes. Registration is subject to confirmation.

Participation fee

Corporate financial executives: EUR 680 excluding VAT
Members of IAFEI member institutes: EUR 550 excluding VAT

Guests of honour

Use the personal registration code provided by your host to fill in the form on our website and attend the event free of charge.

To register, please visit

www.cfo-insight.com/events



You will receive a confirmation e-mail after registration that includes all relevant organisational information.

VENUES

Congress	Grand Evening Event
Palace of Culture and Science	Ufficio Primo
Plac Defilad 1	Ul. Wspólna 62
00-901 Warsaw, Poland	00-684 Warsaw, Poland
www.pkin.pl/en	www.ufficioprmo.pl

HOTELS

We have reserved a block of rooms under the keyword “CFO Summit” for participants of our conference.
For more information, please visit www.cfo-insight.com/events

HOW TO GET THERE

Public transportation

The Palace of Culture and Science is located in the city centre and can be easily reached by public transportation. The underground station as well as tram stops are within walking distance. Warsaw Airport line SKM (S2, S3c, S3s) will bring you from the airport to Warsaw Centrum in 25 minutes. Further information can be found at www.lotnisko-chopina.pl/en

Taxi

Official taxi providers are located at the airport. The ride takes roughly 20 minutes, depending on the traffic, and costs about PLN 65/EUR 15.

CONTACT

If you have any questions concerning your registration or your travel arrangements, please do not hesitate to contact:

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PROGRAMME FOR SPOUSES

Warsaw Countryside Tour

incl. a visit of Frederik Chopin's birthplace

Leave Warsaw to reach the nearby Żelazowa Wola, a village on the Utrata river and visit a charming old Polish manor, the birthplace of the composer Frederik Chopin. The baroque Palace of Nieborów is now occupied by the National Museum of Warsaw. Its rococo and neoclassical interiors shelter collections of paintings, ancient sculptures, furniture and a library with 10,000 volumes. The palace is surrounded by a vast English landscape park.

Programme at a Glance

- Transfer to Nieborów Palace and Park
- Sightseeing of Nieborów and Arkadia Park
- Transfer to Żelazowa Wola
- Sightseeing of Frederic Chopin's birthplace
- Lunch at Polka Żelazowa Wola Restaurant
- Transfer back to Warsaw

Duration: 9.00 a.m.-5.00 p.m.

The tour includes transportation, guide assistance and a light lunch. Please note that the tour operates with a minimum of 15 pax.

Departure/Arrival:

In front of the Palace of Culture and Science
Plac Defilad 1
00-901 Warsaw

EUR 120 excl. VAT

PROGRAMME FOR SPOUSES AND DELEGATES

Warsaw Orientation Tour

The Warsaw Orientation Tour includes visits of all the not-to-be-missed monuments and sights of Warsaw. Experience Warsaw as contrasting blend of past and present with the architectural landscape composed of historical and socrealist buildings neighbouring post-modern skyscrapers, historical Żoliborz and artistic Praga district, but most of all as a flourishing European capital.

Programme at a Glance

- OLD TOWN – the Castle Square, King Sigismund's Column, St. John's Cathedral, the Old Town Market Square, the Barbican.
- ROYAL ROUTE – aristocratic residences and famous statues, University of Warsaw, historic churches, Łazienki Park.
- HISTORICAL SIGHTS – Ghetto Memorial, Monument of the Warsaw Uprising, Tomb of the Unknown Soldier, Grand Theatre, Chopin's Monuments, Belvedere Palace

Duration: 2.30 p.m.-4.30 p.m.

The tour includes transportation and guide assistance. Please note that the tour operates with a minimum of 15 pax.

Departure/Arrival:

In front of the Palace of Culture and Science
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00-901 Warsaw

EUR 35 excl. VAT

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