

FINANCE & TREASURY ASSOCIATION

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# 29<sup>th</sup> ANNUAL CONFERENCE



## THE INNOVATION CHANGE

*Australia's Role in an International Environment*

SHERATON GRAND MIRAGE RESORT

16 - 18 NOVEMBER 2016

**GOLD COAST**

PRINCIPAL PARTNERS

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# WEDNESDAY

*Program Overview*

4:30pm – 5:30pm

## Closed Corporate Treasurers Session

This is a closed forum for Corporate Treasurers only to engage in an open discussion, workshop issues together, about various industry specific issues.

### Facilitators

Kate Duffy FFTP, Treasurer, Australian Rail Track Corporation  
Uri Gordon CFTP (Snr), General Manager Treasury, Incitec Pivot

5:30pm – 6:30pm

## Special Interest Groups (SIG)

SIG Groups – are designed to help you to expand your network through small group focussed discussions at an industry specific level. An excellent opportunity to learn and exchange ideas from your peers who are working in similar industries and discuss current developments and issues in their industry.

### Facilitator

Scott Hamilton CFTP (Snr), Managing Director, Arapiles Consulting, FTA Board Director

### International Guest Panelist

Vandita Pant, Group Treasurer, Head of Europe, BHP Billiton

6:30pm – 9:30pm

## Official FTA Conference Welcome Reception to be held Poolside at Sheraton Grand Mirage.

Re-Connect & Re-engage

Tonight will be a relaxed networking event where you will have the opportunity to re-connect and re-engage with fellow peers. Enjoy the surrounds of the Sheraton Pool, with food stations to delight!

**Proudly sponsored by ANZ**



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# THURSDAY

Program Overview

8:00am

**REGISTRATION DESK OPEN**

8:50am - 9:00am

**CONFERENCE WELCOME**

Mike Christensen FFTP, President, The Finance and Treasury Association and Senior Finance Executive, Dexus Property Group

9:00am - 11:00am

**Opening Plenary Session - The Innovation Change - Australia's Role in an International Environment**

**Facilitator and Keynote Speaker**

Bernard Salt, Partner, KPMG

**Keynote Speakers**

Glenn Cooper, Chairman and Ambassador, Coopers Brewery - **Topic:** *Competing in an international market*

Sharon Warburton, Non Executive Director, Chairman and Founder of Steel Heels - **Topic:** *Is your board innovative?*

Gus Balbontin, Investor, Founder, Advisor and former Executive Director and Chief Technology Officer at Lonely Planet - **Topic:** *Lessons learnt over a decade of disruption*

11:00am - 11:35am

**MORNING TEA & NETWORKING with EXHIBITORS**

Exhibition Area

11:40am - 1:00pm

**Keynote Speaker**

Chris Richardson, Partner, Deloitte Access Economics - **Topic:** *The global and Australian economic outlook - and the role innovation can play*

Facilitated by Bernard Salt, Partner, KPMG

**Roundtable Discussion**

Craig Michaels, Director Sovereign Ratings, S&P Global Ratings

Neale O'Connell CFTP, Chief Financial Officer, Tatts Group Limited

Michael Christensen FFTP, GM, Group Treasury, Dexus Property Group, FTA President

1:00pm - 2:00pm

**LUNCH & NETWORKING with EXHIBITORS**

Exhibition Area

**Bloomberg**

**MOODY'S**  
INVESTORS SERVICE



THOMSON REUTERS™

**FIS**



**S&P Global**  
Ratings

**FitchRatings**

**OPENLINK**

**eTOS**

**Deloitte.**

**REVAL®**

**curve SECURITIES**  
Looking after your interest

**veda**  
applied intelligence



**Corporate**  
Ratings

**VISUALRISK™**  
FORWARD THINKING TREASURY



**MARSH**

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THURSDAY  
Program Overview

2:00pm - 3:30pm

STREAM ONE

STREAM TWO

STREAM THREE

**DIGITAL INNOVATION**

- Blockchain, technology integration and the future landscape –what do corporate treasurers need to know?
- How are banks reacting to disruptive technology?
- How does this change the current payment landscape? Are technology providers re-thinking payment models?
- Will the NPP lead to innovative next generation payment technologies such as mobile wallets, digital currencies and blockchain becoming mainstream?
- What improvements, challenges and opportunities does this present?

Adrian Fisk, Industry Leader - Financial Services, KMPG

Mike Baldwin, Head of Transactional Solutions, Global Transactional Solutions and Client Experience, Westpac

Suresh Rajalingam, Commercial Director, Key Accounts, Oceania, SWIFT

Scott Farrell, Partner, King & Wood Mallesons

CHAIR: Melinda Gibson CFTP, Treasury Contractor, Jemena

**WORKING CAPITAL MANAGEMENT**

- Effective working capital management and the role of the treasurer
- Why manage capital in a low interest rate environment?
- How can it be done and what tools and new initiatives can treasurers use to better manage working capital?
- How can I shorten the cash conversion cycle?
- The role of your bankers and how they can help

Kate Duffy FFTP, Treasurer, Australian Rail Track Corporation

Shane Healey CFTP, Group Treasurer, Orora Group

Jennifer Scott-Gray, Director, Acting Head of Trade Finance Sales Australia, Westpac

Geoff Rooney CFTP, Senior Manager, Ernst & Young

CHAIR: Patrick Harsas CFTP, Chief Financial Officer, Essential Energy

**COUNTERPARTY CREDIT RISK MANAGEMENT**

- Methods of measurement of CCR
- Strategies to manage CCR
- Relationship to CVA/DVA /FVA
- Credit Risk Management in the business (non treasury) e.g. leases, customers
- Tools to manage credit risk in the business
- Implications from regulations on OTC Derivative Clearing and Collateralisation
- Use of ISDA Credit Support Annexes & Master Netting Agreements

Paul Travers FFTP, Director, KPMG

Robin Pickover, Application Specialist, Bloomberg

Joanna Wakefield CFTP, Group Treasurer, Asciano Ltd

Darren Hooton FFTP, GM Business & Corporate Sales, NAB

CHAIR: Dane Birdseye FFTP, Treasury Services Manager, Dexu Property Group

3:30pm - 4:00pm

**AFTERNOON TEA & NETWORKING with EXHIBITORS**  
Exhibition Area

4:00pm - 5:30pm

STREAM ONE

STREAM TWO

STREAM THREE

**WACC & CAPITAL MANAGEMENT STRATEGY**

**Strategic capital management:**

- Drive innovation and growth in the business
- Lean approach to capital management

**Commercial WACCs:**

- Hurdle rates for investment
- asset vs. firm approach
- realistic vs. conservative margins

**Regulated WACCs:**

- Revenue building block
- Regulated WACC in hurdle rates
- Managing regulated WACCs

**Jeffrey Sells**, Executive General Manager Strategy and Business Development, Sigma Pharmaceuticals Limited

**Garth Crawford**, Executive Director, Economic Regulation, Energy Networks Association

**Peter Hanlon**, Principal, Financial Institutions & Management Advisory

**CHAIR: Kurt Smith** CFTP, Treasury Manager, Western Power

**HEDGING, DERIVATIVE PRICING, NEGATIVE INTEREST RATES AND LEASING – A FINANCIAL REPORTING UPDATE**

- AASB 9 Hedge Accounting - experience from early adoption
- Impact from Negative Interest Rates – Are there any positives?
- XVA – derivative pricing ain't what it used to be
- Technology solutions that deal with XVA complexity
- New Leasing Standard Implications for accounting and ratings

**David Rickard**, Market Specialist - Interest Rates & Derivatives, Thomson Reuters

**Steven Cunico** CFTP, Partner, Assurance & Advisory Treasury & Capital Markets Advisory, Deloitte Touche Tohmatsu

**Uri Gordon** CFTP (Snr), General Manager Treasury, Incitec Pivot

**Andy Palacios**, Executive Director, Client Risk Solutions, Commonwealth Bank Australia

**CHAIR: Robert Dougall** FFTP, Non-Executive Chairman, Inaburra Communications Limited, FTA Board Director

**CYBER-FRAUD AND RISK**

- Australian companies could risk becoming a target for cyber criminals due to a lack of education and an unwillingness to properly deal with threats
- Businesses must be proactive in building cyber resilience as cyber-threats increase exponentially in our digitally evolved world
- How to protect against cyber risks?
- Risks with Cloud Computing on TMS
- Cyber Liability Insurance
- More companies are taking cyber insurance because of the increasing threat hackers pose to their businesses

**Craig Cloughton**, Managing Director, Head of FINPRO Specialty Practice – Australia, Marsh

**Craig Templeton**, Head of Security Enablement, Information Security Office, ANZ

**Anthony Robinson**, Partner, Financial Services, Ernst & Young

**CHAIR: Nell Bingham** CFTP, Director of Finance, TasMedicare Local, FTA Board Director

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# THURSDAY

*Program Overview*

5:30pm - 7:00pm

## **Networking Drinks: Connect – Engage - Exchange** *Exhibition Area*

Delegates can take the opportunity to reflect on the day's sessions and take a moment to meet someone new! Come along with your business cards, get around the exhibitors and make it a point to make new connections.

5:40pm

## **FTA 2016 Annual General Meeting** *Open to all financially current FTA Members*

7:00pm – 11:00pm



## **NAB FTA Conference Dinner** *Venue: Sheraton Mirage, Ballroom*

The signature event on Australia's finance and treasury calendar, the FTA NAB Conference Dinner will once again provide delegates with a night of fabulous food, laughter amongst friends and entertainment to boot!  
Proudly hosted by Principal Partner NAB.



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FRIDAY

Program Overview

7:45am

REGISTRATION DESK OPEN

8:00am - 9:20am

FTA CONFERENCE SIT DOWN BREAKFAST

with Keynote Speaker highlight



CommonwealthBank

9:30am - 10:45pm

STREAM ONE

STREAM TWO

STREAM THREE

**BUILDING AN ASIA CAPABLE TREASURY**

Market Trends In Asia

**Treasury Centralisation Fundamentals**

- Benefits & Challenges
- Treasury Structure including scope & model
- Location Choice
- Technology Enablers
- Approach
- Critical Success Factors

**Tax**

- Transfer Pricing, BEPs & Country by Country Reporting update

**Accounting**

- Impacts of hedging back-to-back trading, offset for financial statements & AFSL considerations to achieve hedge accounting

**Treasury Reporting**

- Treasury management reporting & governance

**Corporate Case Study**

**Geoff Rooney** CFTP, Senior Manager, Ernst & Young

**Byron Gardiner**, Executive Director – Treasury Solutions, Standard Chartered

**Jeff Etherington** CFTP (Snr), Group Treasurer, Caltex

**CHAIR: Scott Hamilton** CFTP (Snr), Managing Director, Arapiles Consulting, FTA Board Director

**INTERNATIONAL DEBT MARKETS**

- Volatility in the capital markets and impact of central bank policies and Brexit
- The bank bilateral v debt capital market decision
- Core differences across debt capital markets – comparisons
- How debt investors view the Australian corporates from a credit perspective
- How best to manage roadshows & investors – practicalities
- Impact on market from 'jumbo' issuances

**Case study:** Aurizon's recent issuance of a EUR denominated bond

**Arlette Griffiths-Smith** CFTP, Assistant Treasurer, Aurizon

**Natalie Vanstone**, Managing Director, JPMorgan

**Panellists:**

**Joanna Wakefield** CFTP, Group Treasurer, Asciano

**Tony Cohen** MFTA, Group Treasurer, Downer Group

**Warren Briggs** CFTP, Treasurer, Brisbane Airport Corporation

**Tim Bates**, Director, CBA

**CHAIR: Justin Chau** CFTP, Assistant Treasurer Funding, Scentre Group

**WHERE IS REGULATION DRIVING HEDGING**

The implications for corporates from changes in regulations related to the following areas:

- Basel 3 & 4 - impacts on banking and potential flow on effects
- KYC legislation - what this means for you when dealing with banks for new bank accounts or products
- OTC Derivatives Reporting requirements - who does it impact, what are the alternative ways to report
- Central Clearing rules - what impact will the rules have on corporates using derivatives
- BBSW - changes to calculation methodology and reporting – what Treasurers should be aware of
- Mandatory Collateralisation – APRA requirements on banks and implications for Corporates
- Valuation Adjustments (XVAs) and their impact on pricing

**James Leather**, Director – Assurance and Advisory, Deloitte Touche Tohmatsu

**Steven Cunico** CFTP, Partner, Assurance & Advisory Treasury & Capital Markets Advisory, Deloitte Touche Tohmatsu

**Robin Pickover**, Application Specialist, Bloomberg

**CHAIR: Lindesay Brine** FFTP, Head of business Risk & Regulatory Change, NAB

10:45am – 11:15am

**MORNING TEA & NETWORKING with EXHIBITORS**

Exhibition Area

11:15am - 1:00pm	STREAM ONE	STREAM TWO	STREAM THREE
	<p><b>INNOVATIVE FUNDING TECHNIQUES</b></p> <p>An overview of the CEFC</p> <ul style="list-style-type: none"> <li>• Opportunities for clean energy deployment across the Australian economy (our strategy)</li> <li>• Types of finance available through the CEFC</li> <li>• Case studies of innovative funding for clean energy</li> <li>• Retail/Simple Corporate Bonds</li> <li>• Renewable energy financing</li> <li>• Green Bonds               <ul style="list-style-type: none"> <li>- What are they and why issue one</li> <li>- Market update and investor appetite</li> <li>- How to issue a green bond</li> <li>- What you need to consider</li> <li>- Trends, innovations and opportunities</li> </ul> </li> <li>• What do corporates need to consider - Why use a particular instrument, what are drivers, latest trends, opportunities, issues to be aware of, investor appetite, ratings agency perspective</li> <li>• What funding opportunities are on the horizon</li> </ul> <p><b>Paul McCartney</b>, Chief Origination and Transactions Officer, Clean Energy Finance Corporation</p> <p><b>Brian Cahill</b>, Managing Director, Moody's Investors Service</p> <p><b>David Jenkins</b>, Director, Capital Financing Solutions, NAB</p> <p><b>Andrew Gordon</b>, Director - Hybrid and Structured Capital, NAB</p> <p><b>Poh Poh Chin MFTA</b>, Assistant Group Treasurer, Australian Unity</p> <p><b>CHAIR: Justin Chau CFTP</b>, Assistant Treasurer Funding, Scentre Group</p>	<p><b>THE FOCUSED TREASURER – TACKLING SOFT SKILLS WORKSHOP</b></p> <p>Communicating with Impact</p> <ul style="list-style-type: none"> <li>• Knowing your communication style</li> <li>• Active listening</li> <li>• Being heard</li> </ul> <p><b>Growing your Influencing Powers</b></p> <ul style="list-style-type: none"> <li>• Formal vs informal power</li> <li>• Creating your influencing map</li> <li>• Relationship Bank Account</li> </ul> <p><b>At the end of the workshop, the participants will have:</b></p> <ul style="list-style-type: none"> <li>• A greater understanding of their own communication style</li> <li>• Ways to communicate more effectively with their team</li> <li>• Skills to know how to get their message heard, such as: the CEO, Board of Directors, Risk Committee, and other Stakeholders</li> </ul> <p><b>Andrea Corcoran</b>, Client Engagement Director, Executive Coach &amp; Facilitator, Stephenson Mansell Group</p> <p><b>CHAIR: Biki Markov FFTP</b>, FTA Board Director</p>	<p><b>COMMODITY RISK MANAGEMENT</b></p> <p>Setting the commodity risk management strategy</p> <ul style="list-style-type: none"> <li>• Defining the risk appetite</li> <li>• Hedging approaches</li> <li>• Organisational readiness</li> <li>• Setting and updating policy</li> <li>• Communication and reporting</li> <li>• Current market issues and recent experience</li> </ul> <p><b>Ashley Rockman FFTP</b>, Partner, PwC</p> <p><b>Peter Candy CFTP</b>, Group Treasurer, GrainCorp Limited</p> <p><b>Andrew Boyce</b>, Director, Structure Trade Finance, ANZ</p> <p><b>Shane Whimp</b>, Head of Financial Risk, Virgin Australia</p> <p><b>CHAIR: Robert Dougall FFTP</b>, Non-Executive Chairman, Inaburra Communications Limited, FTA Board Director</p>



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FRIDAY

*Program Overview*

1:00pm – 1:45pm

**NETWORKING LUNCH**  
*Exhibition Area*

1:45pm – 3:00pm

**WORKSHOP**

HOW TO SET UP A TREASURY TO DO BUSINESS WITH ASIA

**WORKSHOP**

TRADE FINANCE

**WORKSHOP**

WACC CAPITAL STRUCTURING

3:00pm – 3:30pm

**CONFERENCE CLOSING**

3:30pm – 4:00pm

**WRAP UP NETWORKING DRINKS AND CANAPES**  
*Horizon Room*

# KEYNOTE SPEAKERS



## **Bernard Salt**

*Partner, KPMG*

Bernard Salt, partner at KPMG, is one of the most well-known writers, media personalities, and business advisors in Australia. Used to large crowds and the cameras, Bernard has the uncanny ability to explain even the most complex ideas in a way that everyone in the room can understand. Well-spoken, engaging, and enlightening, a business event featuring Bernard is sure to be a hit.

In business, Bernard's specialties lie in tracking and understanding demographic and social changes in his country of origin and the rest of the world, including the United States, New Zealand, and Asia. He focuses on the evolution of consumer cultures, how the most recent generation will fit into today's business world, and how companies can get the most out of their customer base and employees.

Bernard Salt works regularly as a columnist for *The Australian* and *Wish* magazines, and has authored six books. He routinely appears as a commentator on a variety of television shows in both Australia and the US, including *Business Sunday*, *A Current Affair*, *60 Minutes*, *Today Tonight*, *Today Show*, and *Nightline*.

Bernard's unique skill is to take the latest data and then transfer this into a highly entertaining, very informative and above all else extremely relevant presentation on what the future environment will be for both businesses and individuals.



## **Glenn Cooper**

*Chairman and Ambassador, Coopers Brewery*

Glenn is the Chairman and the Ambassador for Coopers Brewery as well as responsible for the Coopers export business in the USA and Asia.

He is currently the Chairman of Australian Made Australian Grown the Green and Gold triangle with the stylized kangaroo recognized the world over. In the past Glenn has been Chairman of the Adelaide Fringe Committee and Chairman of the Adelaide Convention and Tourism Authority.

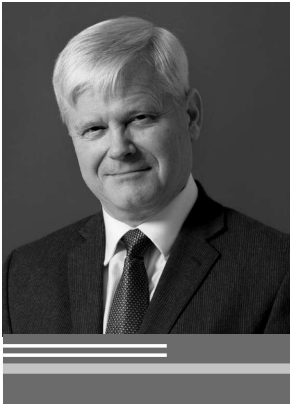
In 2002, Glenn received a Centenary Medal and in 2005 he was awarded a Member of the General Division of the Order of Australia for services to South Australia and the Arts.

Coopers is now the number three brewery in Australia capacity-wise, and is the only remaining family-owned large brewery in Australia.

Glenn's focus at this stage of his brewery career is to continually expand the Coopers company interstate and internationally and retain Coopers as a privately held family company.

Coopers was named the world's top family business for 2011 in a poll by a UK magazine.

# KEYNOTE SPEAKERS



## **Chris Richardson**

*Director, Deloitte Access Economics*

Chris is a Director of Deloitte Access Economics and is one of Australia's best known economists. Chris heads Deloitte Access Economics' forecasting and modelling unit.

He is the author of three regular publications: Business Outlook, Employment Forecasts and Budget Monitor.

His comments on trends in the economy and their effect on business regularly appear in daily media coverage.



## **Sharon Warburton**

*Non Executive Director, Chairman and Founder of Steel Heels*

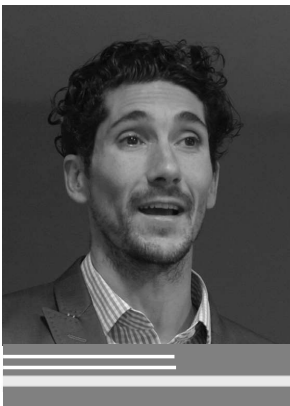
Sharon is a Non-Executive Director, Fortescue Metals Group (FMG), Wellard Limited and Western Power. She is a current Board Member at Princess Margaret Hospital for Children Foundation and Curtin Business School Asia Business Centre Advisory Board.

Sharon joined the construction group Multiplex at the time of its ASX listing in early 2004 and was directly involved in the project management of the Brookfield takeover of Multiplex as well as the subsequent integration of Brookfield Multiplex.

A 2014 WA Telstra Business Woman of the Year, 2015 NAB Women's Agenda Mentor of the Year and 2015 Finalist, Westpac AFR 100 Women of Influence.

In her 25 year career, she has climbed the corporate ladder in Perth, Sydney, London and Abu Dhabi in the mining and construction sectors usually as the only women at the table. She was recently appointed Chairperson of the Turnbull Government's \$5 billion loan fund to build infrastructure in northern Australia.

She is founder of Steel Heels, an online mentoring platform for professional working women and Sharon's story will certainly empower and inspire.



## **Gus Balbontin**

*Former Chief Technology Officer and Executive Director, Lonely Planet*

Fast forward to 2014; after eight roles within Lonely Planet, having completed an MBA and spent hundreds of hours on planes, Gus had progressed to leading Lonely Planet with a team as passionate about the business's place in traveller's lives as he was. Gus ultimately rose to be Chief Technology Officer and one of three executive directors of Lonely Planet before hanging up the boots and calling it a day.

He had done what he set out to do. The team he had led had launched e-books, apps, implemented new company wide software, reset directions in China and India and restructured the business to put it back in the black. With this team of extraordinary people Gus re-invented the speed of content production, reengineered the product creation process and pioneered a new mindset of collaboration in what was and still remains an amazing travel brand.

Gus has worked closely with some of the biggest companies in the world developing cutting edge technology and products including Google X, Nokia, Apple, Amazon and more. He will blow you away with energy and insights into the transformation, struggles and successes of one of the most loved brands in the world.