



*...and discover the  
essential courses from  
the leading global provider*



## International Treasury, Risk & Cash Management

### A GUIDE TO OUR COURSES

#### *Topics include:*

---

- International cash management
- Treasury
- Risk
- FX & hedging
- Liquidity
- Bank relationships
- Cash flow forecasting
- Hedging
- Cash pooling
- Systems and technology
- In-house bank
- Centralisation
- Derivatives
- Tax
- Shared service centres

# Our proven track record

# FORBES TOP 50

EuroFinance has trained 62% of the Forbes top 50 global companies



We've run courses in 50 countries across the globe




Delegates from 116 countries have attended EuroFinance courses



98% of our delegates rate our courses 'good' to 'excellent'

Some of the companies we have trained:



-  Corporates
-  Financial institutions

# Get the skills, not just theory

We are the leading global provider of international treasury, cash management and risk training.

Wherever you are based, whatever your training needs, we have a course to suit you. Choose from our wide range of classroom or online courses, or use our customised service for a course tailor-made for your team. Our courses are designed for corporate treasury professionals and the banks and service providers that cater for them.

## What makes our courses different?

### Real world treasury skills

Learn the skills and techniques being used today by treasurers in the world's leading corporations.

### Practical teaching methods

Our courses aren't just theory, we use real-life case studies and group exercises to illustrate each learning point. Leave with skills and techniques that you can immediately apply when you get back to the office.

### Unrivalled knowledge of current best practice

We talk to treasurers on a daily basis and know what matters most to the profession.

### Truly global

We run events all around the world and attract a very international audience. We also teach courses in Spanish, Portuguese, Turkish, Italian and French.

### Expert tutors

We have secured the services of the leading tutors in the profession with both banking knowledge and corporate expertise to give you the best all-round training available.

### We are the treasury specialists

We have been working exclusively with the treasury and cash management profession for over 24 years.

## Who should attend?

- Treasury, risk and cash management professionals at all levels
- Sales, marketing and product teams from financial institutions and service providers who want to better understand their clients' needs
- Anyone working alongside treasury who needs insight into its objectives, challenges and potential, such as CFOs and IT support teams

## Three ways to train

### → Classroom

Choose from our core curriculum courses on international treasury, cash management and risk or 1-2 day workshops on specific topics



### → Online

Time is money. Therefore, we bring our expertise to you with the EuroFinance virtual classroom. Simply dial in to the sessions from your desk.



### → Customised

If you have a whole team or project to develop, our customised training service is the ideal solution. Tell us what you need and we will deliver it for you.



## Courses

### Core curriculum

#### International Treasury & Cash Management

Summer/Winter Programmes (Intermediate)	4
Introductory	5
Intermediate	6
Advanced	7

### Workshops

8

#### Cash Flow Forecasting (Advanced)

#### Corporate Risk Management

#### Integrated Treasury – Systems & Connectivity

#### Treasury for CFOs

### Online – live

9

#### Cash Flow Forecasting

#### Foreign Exchange & Money Markets for Treasurers

#### Treasury Management Systems

### e-Learning

9

### Customised training services

10

# Summer/Winter Programme



## International Treasury & Cash Management

*This 5-day residential course is essential if you are seeking more sophisticated and in-depth knowledge of treasury structures and strategies.*

### COURSE DETAILS

**Duration:** 5 days

**Location:** London, UK

*For dates and prices, please visit:*

[www.eurofinance.com/summer](http://www.eurofinance.com/summer)

[www.eurofinance.com/winter](http://www.eurofinance.com/winter)

**Language:** English

### Learn in 5 days what can take up to 2 years on the job

The Summer Programme is EuroFinance's most comprehensive training course to date, covering everything you need to know about international treasury and cash management in five days.

### Who is it for?

Corporate treasurers and finance professionals. We know it's time consuming to keep on top of the latest developments, so the Summer Programme does the leg-work for you by annually providing an in-depth look at the newest treasury technologies and techniques. We create the programme on a practical level, as well as theoretical so that you can hit the ground running on return to the office with instantly applicable knowledge and skills.

### Financial institutions and service providers

The Summer Programme is the perfect opportunity for non-treasury professionals to better understand their clients' day-to-day challenges and discover where their solutions fit. Start thinking like a treasurer and get one step ahead of your competitors.

### Why should you attend?

- Take just 5 days to learn everything you need to know about international treasury
- Hear how solutions work in real-life from our corporate guest tutors
- Learn alongside and build a network of global treasury peers
- Experienced tutors that go beyond the classroom by addressing your real-life challenges
- Proven track record: over 300 treasury professionals from 60 countries have attended this course
- Earn up to 35 NASBA CPE credits
- CPD certified

### COURSE OUTLINE

This course focuses on essential, up-to-date international cash management techniques. Topics include: bank selection; cash flow forecasting; cash pooling; clearing and settlement systems; domestic and international payment and collection instruments; e-business; electronic, internet and file-channel banking; float and working capital; foreign currency accounts; the international banking system; liquidity management; netting; payment factories; shared service centres; standards development; treasury centres; treasury management systems; treasury organisation; compliance and regulation; and working capital management.

- Heighten awareness of all current and potential cash management issues
- Advance your knowledge of best practices and innovative solutions
- Hone your cash management skills
- Benchmark your practices against your peers'

# Introductory

## International Treasury & Cash Management



*For those who are new to international treasury and cash management and need a practical understanding of treasury technology, terminology and procedures.*

### COURSE DETAILS

**Duration:** 3 days

For up-to-date locations, dates and prices, please visit:

[www.eurofinance.com/courses](http://www.eurofinance.com/courses)

**Language:** English

### Who should attend?

This course has been specifically designed for finance and treasury professionals who are either new to international corporate treasury or need to refresh or expand their knowledge. This is the perfect course if you wish to gain a practical understanding of treasury technology, terminology and procedures. It is also relevant for banks, consultants and system suppliers who need to better understand the needs of their corporate clients. This course is the ideal precursor for our intermediate level programmes.

### Learning objectives

Ensure that you are operating best practice in the current economic climate and receive the latest update on industry developments.

*“I attended the course to prepare for a new step in my career. The course gave me a complete helicopter view and provided high quality back-up documentation.”*

— Romy Peelman, Deputy Group Treasurer, Sappi International SA

### Key topics include:

- The role of the corporate treasurer
- Liquidity management techniques
- Domestic and international banking systems
- How the money markets work and how FX calculations work in practice
- The latest technologies and procedures within the industry
- The various types of risk faced in corporate treasury
- Cash forecasting and working capital management

### COURSE OUTLINE

#### The role of corporate treasury

- Typical models
- Treasury centres
- Front, middle and back offices
- Cash and liquidity management
- Risk management – interest rate and currency risk
- Funding and investment
- Policy framework
- Measuring the impact of treasury

#### Domestic and international banking systems

- Opening bank accounts and types of bank account
- Domestic payment and collection instruments
- Domestic clearing and settlement systems
- Resident and non-resident bank accounts
- International payment and collection instruments
- International clearing and settlement systems
- TARGET and SWIFT

### Liquidity management techniques

- Cash concentration and pooling
- Zero balancing
- Notional cash pooling
- Tax, legal and regulatory constraints

### An introduction to foreign exchange markets

- What is foreign exchange?
- Exposure to foreign exchange
- How the markets work

### What is financial risk and risk management policy?

- Sources of financial risk
- Foreign exchange risk
- Interest rate risk
- Credit risk
- Counterparty risk
- Political risk
- Setting appropriate policy

### Treasury processes and systems

- Comparison with banks
- Front office processes
- Middle and back office processes
- Staffing
- Function of the treasury management system
- Treasury systems architecture
- Other Treasury systems: IP, online dealing, confirmation matching

**Make sure you get the best rate!**

Email [training@eurofinance.com](mailto:training@eurofinance.com)

# Intermediate

## International Treasury & Cash Management



The next level up – this course is for experienced professionals who have a good understanding of treasury concepts but require more sophisticated knowledge of structures and strategies.

### COURSE DETAILS

**Duration:** 3 days

For up-to-date locations, dates and prices, please visit:

[www.eurofinance.com/courses](http://www.eurofinance.com/courses)

**Languages available:**

English, Spanish, Portuguese, French, Italian, Russian, Turkish

### Who should attend?

This course has been specifically designed for treasury professionals looking for the best ways to manage new challenges and exploit evolving opportunities. It is also relevant for banks, consultants and system suppliers who need to better understand the needs of their corporate clients.

### Learning objectives

You will gain a complete insight into the new and existing challenges facing the industry and develop practical skills and knowledge that can be immediately applied upon your return to the office.

### Key topics include:

- The role of the corporate treasurer
- The structure of treasury
- Cash and liquidity management
- Interest rate and foreign exchange management
- Cash flow forecasting
- Working capital management
- Managing risk in corporate treasury

### COURSE OUTLINE

#### International treasury and money movement

- Overview and introduction to international treasury
- Clearing and settlement systems for domestic money movement (with European, Asian examples and comparisons to US systems)
- International money movement
- Other international payments and collections
- Exercise: Moving money between countries and currencies
- Currency accounts and bank pricing

#### Global liquidity management

- Liquidity management – netting
- Liquidity management – pooling and concentration
- Efficient account structures
- China workshop

#### Organisation, systems and bank relations

- Treasury organisation and in-house banking
- Treasury centres and vehicles
- Shared service centres and payment factories
- Global payment technology
- Selection, implementation and integration of treasury management systems
- Selecting cash management banks to fulfil different roles
- Exercise: RFPs – what to look for in international proposals
- International bank RFPs

#### Cash flow forecasting

- Objectives and uses of cash flow forecasts
- Cash flow basic concepts
- Designing and formatting the forecasts
- Accurate data collection
- Forecasting approaches
- Forecasting tools
- After the forecast

#### Cash flow management

- Introduction to cash flow management
- Linking cash flow forecasting with working capital management
- Establishing the essential forecasting techniques for your corporate environment
- Improving cash flow management through efficient banking structure
- The end game: Using cash flow management to enhance shareholders value
- The technology providers

#### Identifying and evaluating risk

- Introduction to risk management
- Risk measurement
- Establishing a risk management framework in the corporate treasury
- Spotlight on foreign exchange risk

#### Foreign exchange, interest and currency rate options

- Spotlight on foreign exchange risk (FX derivatives toolbox)
- Spotlight on interest rate risk
- Intermezzo on other financial risks

This course is also available with a trade finance focus:

- International trade instruments – letter of credit
- International trade instruments – Documentary Collections
- Import and export finance
- Principles of working capital
- Supplier financing
- Export agency financing

# Advanced

## International Treasury & Cash Management



*Designed to provide senior finance professionals with the tools they need to perform at the highest level of corporate treasury and cash management.*

### COURSE DETAILS

**Duration:** 3 days

For up-to-date locations, dates and prices, please visit:

[www.eurofinance.com/courses](http://www.eurofinance.com/courses)

**Languages available:**

English, Spanish, French

### Who should attend?

This course has been specifically designed for experienced finance, treasury and banking professionals who need to understand the latest and most advanced treasury management techniques.

### Learning objectives

Gain a complete insight into the new and existing challenges facing the profession. Develop practical skills and knowledge

### Key topics include:

- Latest account structures
- Using treasury vehicles
- Interfacing with ERP systems
- Building payments factories
- New banking products

*“Enthusiastic attendees and inspiring tutors. It accelerated a steep learning curve in my position as treasurer.”*

— Jurgen Artz, Senior Treasury Manager, Qpark

### COURSE OUTLINE

#### The evolving regulatory and governance/risk frameworks

Treasury policy challenges from IAS39, Basel III & IFRS

- Framework of policies and procedures
- Sarbanes Oxley, Dodd Frank
- IAS 39 and IFRS
- AML and KYC procedures for banks
- Regulatory implications for systems integration
- Managing treasury with a global process
- Organisation structure and segregation of duties

#### Intermediating commercial flows, payments factories and shared services

Shared service centres and payment factories – tools to optimise treasury and take control

- The business case for shared services
- Benchmarking SSC processes
- Centralising vs outsourcing
- Benefits of centralising administrative processes
- Creating efficient accounts payable processes
- Role of ERP systems in commercial flows
- Efficient reconciliation
- Challenges with domestic instruments and paper
- Achieving optimisation without ERP systems
- Case study – Treasury ERP

### Treasury technology

Assessing the critical functions of a treasury management system

- Web based FX trading
- Treasury functionality within ERP systems
- Selection, implementation and integration of treasury management systems
- Latest trends and enhancements
- Benchmarking your system
- How much customisation
- System integration case studies

### Selecting banking partners

Understanding what is ‘best practice’ (mandates, relationship) when choosing bank relationships

- Critical requirements for multinational corporates
- Bank geographic strategies
- Local or regional banks?
- Supporting credit banks
- Approaches to pricing and service quality
- Corporate organisation matches
- Right bank or right solution

### The international RFP process

What to look for in structuring a good RFP or tender document to get the best proposal from bankers

- Selecting a bank and services
- The tender document – what to include
- RFP Process checklist – what should your expectations be?
- Handling the short-list and negotiation meetings
- Identifying and pre-qualifying banks
- How banks structure their proposals

**Make sure you get the best rate!**

Email [training@eurofinance.com](mailto:training@eurofinance.com)

## Workshops



*EuroFinance's half, one and two-day workshops are often run alongside our treasury, risk and cash management conferences, serving as the ideal precursor. They also form part of our more comprehensive modular training courses. Our workshops are delivered across the globe in a number of different languages. Visit our website for more details.*

### Corporate Risk Management

This intensive course will examine the concepts of risk management and how they should be applied across organisations in principle. The common risk management responsibilities of the treasury function (financial risk) will be explored in detail from a practical perspective. The objective is for you to be able to design and implement a risk management programme and understand how to put effective risk mitigation strategies into operation. Attendees will be able to get familiar with FX via a state-of-the-art trading simulation programme.

### Integrated Treasury – Systems & Connectivity

Discover the latest systems and integration solutions that enable you to uncover the information you really need from the wealth of disparate data you access and then automate appropriate transactions. Investigate current trends and emerging solutions being used by major corporations in different regions and the technologies that will shape the role of treasury.

### Treasury for CFOs

Treasury is central and critical to many of the key tasks facing a CFO – managing FX risks, ensuring availability of credit, driving working capital efficiency and restructuring banking relations to work in a shared services environment. This course provides examples of the best practice used by multinationals to meet these challenges. The objective is to provide a high-level look at today's critical topics in treasury management and for CFOs to update their knowledge of treasury management.

### Cash Flow Forecasting (Advanced)

Are you dissatisfied with your cash flow forecasting systems and results? This course will look at the variety of approaches that can be taken depending on your purpose and company profile. We examine the relationship between forecasting, liquidity and working capital in detail so that forecasting is at the centre of the drive to maximise shareholder value. The objective is for you to be able to optimise the accuracy of your forecasts, maintain their usefulness under differing scenarios, and to maximise the benefits of improved cash generation.

## Online – Live



*We bring our expertise to you with the EuroFinance virtual classroom. Simply join the sessions from your desk*

### Cash Flow Forecasting

Explore the dynamics of cash flow forecasting, establish why and for what purpose forecasts are made, and examine the variety of approaches that can be taken depending on the purpose and profile of your company. The relationship between forecasting, liquidity and working capital is examined in detail so that forecasting is not considered in isolation, but at the centre of the drive to maximise shareholder value. Optimise the accuracy of your forecasts, maintain their usefulness under differing scenarios of change and maximise the benefits of improved cash generation.

### Foreign Exchange & Money Markets for Treasurers

This workshop is designed to deepen your knowledge of how FX and money markets work to help you make informed and strategic hedging decisions and lower your transaction costs. Using a combination of theory and a state of the art system that simulates a day in the life of a trader, you will be exposed to all the key concepts of trading, markets and controls.

### Treasury Management Systems

This is an essential step-by-step guide for anybody who is about to select or reselect a treasury system and needs to fully understand the processes, considerations and complications involved. We will take you right from selection through to implementation, to ongoing project management. Get a checklist of all the things that you need to consider, a complete picture of the systems available to you, and the main do's and don'ts.

---

## e-Learning



*You can now take short modules in your own time on carefully selected topics*

### Effective Financial Risk Management

Discover the five essential elements of a highly effective, sustainable financial risk management process in just 50 minutes. Our expert tutor will also address the two main weaknesses of most corporate risk management processes - the misconception that risk management is a "treasury problem" and that it's primarily about running a hedging program.

### International Automated Clearing House

International ACH could help organisations save significant amounts of money when making payments to a number of countries. Attend this 40-minute session to learn what it is, how it works and the rationale for using it. You will also discover how it differs from US domestic ACH. This session is designed for treasury professionals who are responsible for international payments; bankers who need to understand how International ACH could benefit their corporate clients; and government employees who deal with banks and want to better understand the products they offer.



# Bespoke courses delivered in any location



*Tell us what you need and we will deliver it for you.*

*If you have a whole team or project to develop, our customised training service is the ideal solution. We can adapt any one of our courses to suit your needs or develop a whole new programme on a topic of your choice.*

*“The course gave me an excellent understanding as to what would be important for our business and how we could start to apply it. Overall I found it a great way to get exposed to the world of treasury with knowledgeable tutors.”*

— Ben Casserly,  
Head of Treasury,  
Heidelberger Leben Group

## Why choose EuroFinance for your customised course?

### World-class standard

With the ever-increasing need for corporate governance, EuroFinance provides you with the peace of mind that your treasury and finance staff will be trained by a specialist training company of world-class standard.

### Quality-assured

Our training courses are quality-assured in both content and delivery and are supported and acknowledged as leading courses in their field.

### We are the global market leaders

EuroFinance originated the market for regional and international treasury management conferences, seminars and training worldwide and is now the undisputed world leader in the provision of events for the corporate treasury industry.

### We understand your market

All year round we are on the ground regularly delivering training courses and conferences in Europe, the Americas, Asia, Middle East and Africa.

### Total flexibility

You choose when, where, what and how.

### World-class tutors with local, regional and global treasury experience

Choose from our worldwide tutor bureau - made up of tutors from across the independent, corporate and financial sector. All our tutors are individually recognised as leaders in their particular field.

### High customer satisfaction

The feedback and ratings that we receive on our courses and tutors is consistently high. Our proven track record is also reflected in the high repeat rate of companies sending their staff for the same or enhanced courses. Testimonials from past delegates highlighting EuroFinance expertise can be provided upon request.

### Excellent value for money

We work with you to deliver a high quality course that fits your budget - save on cost-per-delegate plus travel and expenses.

### Multi-lingual

We can deliver all of our courses in English, Spanish, French, Italian, German, Portuguese, Russian and Turkish.

**Make sure you get the best rate!**

Email [training@eurofinance.com](mailto:training@eurofinance.com)

# Expert tutors

We have secured the services of the leading tutors in the profession with both banking knowledge and corporate expertise to give you the best all-round training available.

We use regional specialists to give you on the ground insights in specific markets.

## INTERNATIONAL TUTORS

Our senior international tutors fly all over the world to deliver their global expertise.

### Peter Green

*Senior EuroFinance Tutor,  
& Director, TransactionBanking.com, UK*



Peter is an experienced transaction banking professional with detailed knowledge of payment and settlement systems and financial market infrastructure. He is well versed in treasury services and commercial supply chain solutions. During 21 years at Citibank, he held senior roles in product management and since leaving in 2003 has provided advisory services to banks and multinational corporates on best practice treasury and payment solutions. In addition, he regularly tutors a variety of banking and product management training programmes in Africa, Europe, US and Asia that cover the range of transaction banking services.

### Chris Robinson

*Senior EuroFinance Tutor  
& Director, TransactionBanking.com, UK*



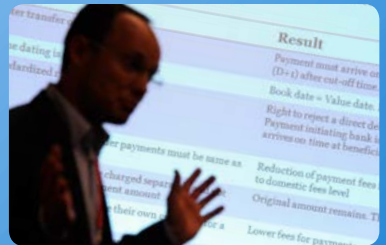
Chris has over 30 years' experience in the payments business, working in treasury, cash management, transaction services, trade, e-commerce and card acquiring. He has worked in senior roles for Citibank and Bank of America and founded the treasury workstation company, IT/2. In 2003 he set up TransactionBanking.com, a treasury and payments best practice training and consulting business, working with large multinational corporations and financial institutions around the world. He has a broad depth of experience in the trends and development of payments and treasury across many regions and countries.

### Adrian Rodgers

*Senior EuroFinance Tutor & Director, ARC Solutions*



Adrian is an experienced process consultant, change consultant, and finance manager with over 25 years' experience in finance and corporate treasury, cash management and banking. Adrian spent a number of years with IBM in a variety of treasury roles and was part of the implementation team which created IBM's European centralised treasury operation based in Dublin. Adrian has also held senior positions at Chase Manhattan Bank (now J.P. Morgan) and Pricewaterhouse (PwC). Now working as an independent consultant, he provides advisory, design and implementation services to corporates and banks on a variety of change related issues within the finance function.



## REGIONAL TUTORS

We use regional specialists to give you on the ground insights in specific markets.

### ASIA

#### David Blair

*Managing Director of Acarate, Singapore*



David puts his 25 years of treasury and management experience to work for a broad range of clients through Acarate in Singapore. After starting his career with Price Waterhouse, David went on to set up international treasury operations for ABB and Nokia. David became Group Treasurer at Nokia, and subsequently Vice President of Treasury at Huawei.

#### Rajiv Rajendra

*Senior EuroFinance Tutor, Author & CEO, Aktrea Group*



Rajiv Rajendra, author of the popular 'Handbook of Global Corporate Treasury', leads Aktrea, a firm that is changing the way executives around the world engage and learn, and provides cutting edge advisory and knowledge solutions in Treasury, Banking and Markets. He has earlier spent many years with a global bank in various management roles across countries. Rajiv has trained and worked across four continents, is a novelist and playwright and runs an arts production house.

### NORTH AMERICA

#### Robert J. Novaria

*EuroFinance Tutor & Partner, Treasury Alliance Group*



Bob has more than 30 years of corporate treasury experience in the roles of treasurer, credit director, finance manager and controller at BP America and Amoco Corporation. He has successfully managed post-acquisition integrations, technology upgrades and corporate restructurings. Currently, Bob is a partner with the Treasury Alliance Group, dealing with global treasury, risk and crisis management; cash management and cash flow forecasting; working capital management; shared service operations and general management. He also shares his experience by tutoring courses on international cash and treasury management, corporate risk management and cash flow forecasting, as well as by chairing, moderating and speaking at treasury conferences worldwide.

### LATIN AMERICA

#### Patrick Peters-Bühler

*Senior EuroFinance Tutor  
& Group CFO, Mercon Coffee Group*



Patrick Peters-Bühler is an experienced CFO, Banker and former Corporate Treasurer. Currently based in Miami working as the Group CFO for Mercon Coffee Group, he previously he worked as a finance executive for Avon, Astra Zeneca, DSM and Bank Of America Merrill Lynch. He has been President of the LATAM Treasury Association and Professor of Finance in Universities in the USA, Colombia, Peru, Argentina and Mexico. He has been an invited speaker on liquidity, cash management and treasury at several conferences and meetings and has published on liquidity systems, taxation and in-house banking.

### FRENCH SPEAKING TUTOR

#### Jean Claude Jossart

*EuroFinance Tutor  
& CEO of Finbrain ITC &  
Finbrain-Luxembourg sàrl*



Jean Claude is an independent consultant and director of two consulting firms based in Belgium and Luxembourg. He specialises in enterprise management, corporate finance, international treasury, corporate risk management, strategy and governance. Previously, Jean Claude was a banker in charge of corporate banking and a trading floor director. Following this, he became group treasurer for a European MNC.

### PORTUGUESE SPEAKING TUTOR

#### João Luís Afonso

*Treasury Manager,  
Vodafone Portugal*



João Afonso has over 25 years' experience in treasury departments and cash management. He is responsible for handling cash flows, managing capital expenditure decisions, for analysing, negotiate and establish a partnership policy with banks in order to ensure cover for the company's financial needs, thereby safeguarding its interests, in line with Group. Since 2005 and in addition, he has been a specialist trainer in terms of treasury management, accounts payable, treasury's forecasting with Excel and credit management in Portugal, Angola, Mozambique and Brazil.



## About EuroFinance

EuroFinance is the leading global provider of conferences, training and research on cash management, treasury and risk. Running more than 50 events worldwide, EuroFinance enables treasurers and CFOs to exchange innovative strategies, best practice and expert opinion.

Through in-depth research with over 2,000 corporate treasurers every year, EuroFinance has a unique insight into the trends and developments in cash management and treasury, and an unrivalled global viewpoint.

***Make sure you get the best rate!***

Email [training@eurofinance.com](mailto:training@eurofinance.com)

[www.eurofinance.com/courses](http://www.eurofinance.com/courses)

© EuroFinance Conferences Limited