

PROGRAMME

6th CFO SUMMIT EMERGING EUROPE & CIS

IN CONJUNCTION WITH THE 43rd IAFEI WORLD CONGRESS

16-17 OCTOBER 2013

PALACE OF CULTURE AND SCIENCE, WARSAW

CONGRESS • GRAND EVENING EVENT WITH AWARD CEREMONIES

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Paweł Domosławski,
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,

Paweł Domosławski

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 Frie,
Editor-in-Chief,
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



Armin Häberle,
Executive Editor,
CFO Insight

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 Frie

Armin Häberle

16 October 2013

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

11.30 a.m.-11.45 a.m.

Coffee Break

11.45 a.m.-12.45 p.m.

Workshop Session I

- Creating Value with Trade Finance 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

- State-of-the-Art Liquidity Management
- 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

- Integrated Client Solutions in C&EE
- Shared Service Center or Outsourcing?
- 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
- Narzędzia IT w utrzymaniu wysokiej dyscypliny kosztowej *(in Polish)*
- Economic Forum: Challenges for the Polish Economy After the Crisis *(in Polish, translated into English)*

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

Welcome Address

by Armin Häberle, Executive Editor, CFO Insight,
Luis Ortiz-Hidalgo, Chairman, IAFEI
and Hanna Gronkiewicz-Waltz, Mayor, 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.

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.



Dr. Conchita L. Manabat, Member, IAFEI Advisory Council, and Chairperson, C.L. Manabat & Co, Philippines

Dr. Conchita Manabat has more than 35 years of working experience in the Philippines. In the 1980s, she was CFO of an industry conglomerate as well as a part time professor in one of the Philippines leading business schools. In the 1990s, she founded an audit practice that later became a membership firm of the global Deloitte network. Furthermore, she was chair of the market integrity board of the Philippine Stock Exchange from 2008 to 2009.



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.

Video statement by



Erik F. Nielsen, Global Chief Economist and Head of Economics & FI/FX Research, UniCredit Group, United Kingdom

Erik Nielsen has been UniCredit's chief economist since 2011. Prior to joining UniCredit, he worked for more than 15 years as an economist at Goldman Sachs in New York as well as in London, where his last role was Chief European Economist overseeing the European and EEMEA economics team. He has been widely recognized as an opinion leader on ECB policies as well as on recent years' European crisis. Erik started his career as an economist at the Danish Central Bank in Copenhagen.

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 Kolo. 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



Rafał Krawczyk, Finance Services Director, Controller CEE, Unilever, Poland

Rafał Krawczyk is CEE Controller at Unilever and responsible for financial processes and audits as well as information management in 18 countries such as Poland, Hungary, the Czech Republic, Romania, Slovakia and the Baltic States. Working for Unilever he has led several major restructuring projects at the Polish and CEE finance department. Rafał is a graduate in computer science at the Silesian University of Technology, and in management at the Silesian International Business School.



Rafał Krawczyk, Finance Services Director, Controller CEE, Unilever, Poland

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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 intragroup 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



Filipa Correia, Secretary, IAFEI International Tax Committee; International Tax Attorney, Valente Associati GEB Partners, Italy
Filipa Correia is an international tax attorney working with Valente Associati GEB Partners, a leading Italian law firm well-known for combining seasoned tax law attorneys with chartered accountants, many of whom are transfer pricing experts. Predominantly she works in Contract and Commercial Law, Export Control Law, and International Tax Law, and she has deep knowledge of U.A.E. Law. Filipa is also Secretary to the International Tax Committee of IAFEI.



Piergiorgio Valente, Chairman, IAFEI International Tax Committee, ANDAF, Italy

Piergiorgio Valente is Managing Partner of the law firm Valente Associati GEB Partners. He is member of BUSINESSEUROPE's Tax Policy Working Group and the Taxation and Fiscal Policy Committee of the Business and Industry Advisory Committee to the OECD. He acts as Advisor to the Ministry of Finance of the Republic of San Marino for International Tax Policies. As a professor Piergiorgio teaches at several universities in Italy e.g. Link Campus University in Rome and has published several books.



Felipe León Gámez, President, National Fiscal Technical Committee, Mexico

Felipe León Gámez has been President of the National Fiscal Technical Committee since 2012 and will also serve as treasurer for IMEF Monterrey Group in 2013. He has more than 35 years of professional experience as an independent tax consultant. After joining Deloitte in 1977 and joining the company again in 1990, he became a partner in 1993. He is currently responsible for Deloitte's Tax and Legal Services Division for the Monterrey Cluster.

Boosting Competitiveness – a CFO's Perspective

Being the CFO of one of Central and Eastern Europe's largest financial institutions is a busy job. Macroeconomic risks and new financial regulations are posing significant risks. But "failure is no option" says PZU CFO Przemysław Dąbrowski. In this interview, he shares lessons learned from the financial crisis, Poland's largest ever IPO, a massive corporate restructuring as well as taking a look ahead at the likely impact of impending financial regulation and the IT challenges in the age of big data.

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.

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



Laurent Guillermin, CFO and member of the board EDF Polska
After working as Financial Controller with Merlin Gerin Vertesz from 1991 to 1993, Laurent Guillermin made the move to Schneider Electric where he was Financial Controller of the European division. From 1997 to 2002 he was CFO of Schneider Electric Poland. Subsequently he was CFO of Elektrownia Rybnik SA and Everen until 2010. He implemented the Financial and IT Shared Services Center at Trèfle in Poland as Project Manager. From July 2010 he held the position of Business Transformation Officer at EDF Polska where he is currently CFO and a member of the board.



Maciej Gołaś, Head of Payments and Cash Management/Head of Securities Services in ING Commercial Banking Poland (ING Bank Śląski)
After having worked in the communications and consultancy industry for the oil & gas sector in Poland, Maciej joined ING in 2002. At ING he has held various positions at ING Bank Śląski, ING Commercial Banking (Amsterdam) and ING Securities (Poland) before moving to his current position as Head of Payments and Cash Management/Head of Securities Services in ING Commercial Banking Poland (ING Bank Śląski).

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.



Josef Pospil, CFA & Senior Director, Fitch Ratings, United Kingdom

Josef Pospil heads up Fitch Ratings' Utilities & Transport group for Europe, Middle East and Africa. Prior to re-joining Fitch Ratings in January 2009, Josef was leading the credit research on global investment grade and high yield issuers at Baring Asset Management Ltd in London. Until 2005, he was responsible for Fitch's Central European energy rating service having worked in the London office since 2000 and at the Czech affiliate office of Duff & Phelps Credit Rating Co. from 1998.



Jens Schmidt-Bürigel, Managing Director, Fitch Deutschland GmbH, Germany

Jens Schmidt-Bürigel has been Managing Director of Fitch Deutschland GmbH since 2002. Acting as Country Head Germany, Austria, Switzerland he is responsible for business and relationship management of the region. Furthermore, Jens is in charge of the Warsaw office and the commercial activities in central and eastern Europe. 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..

PARTICIPANTS



Emilio Pagani, Chairman, IAFEI IFRS Committee, ANDAF, Italy

Emilio Pagani studied economics at the Catholic University of Milan. He held positions as Finance Director/CFO at the Quaker Oats Group, Industria Saccarifera Italiana Agroindustriale SpA, COIN Group and Cementizillo Group. At present he works as professor at the University of Venice. Besides, he serves as member of the Committee for CPA qualifying examinations at the universities of Venice and Padua. Emilio holds several positions at ANDAF, the Italian CFO association and is currently a member of the IAFEI executive committee.

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/CFO, 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



Dominique Chesneau, IAFEI International Treasury Committee, DFCG, France

Dominique Chesneau has acquired experience in the financial services as a corporate treasurer, as head of a trading room and as an audit partner with PWC and Deloitte. Since 2005 he has been the managing partner of TrésoriskConseil. Within financial institutions and corporates, his areas of expertise are the financial risk management, treasury and cash management and the associated regulatory and accounting aspects of the French Industry) and a professor in Business School.

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 EKONOMII” (POLISH ECONOMY HALL OF FAME)

Welcome Address

by Bastian Frien, Editor-in-Chief, CFO Insight
and Paweł Domoślawski, 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.

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

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



Frederic Doche, Chairman, IAFEI International Observatory of Management Controller Committee, DFCG, France

Frédéric Doche is CEO of Décision Performance Conseil. He graduated from Centrale Paris in 1984 and has over 20 years experience in consulting, industry and banking. Before founding DPC in 2003, he worked 10 years as consultant at PricewaterhouseCoopers, as head of Business Intelligence and CRM Analytics in France and Europe. Before he has held positions in industry and banking, primarily involved in performance improvement and information system management.



Cécile Falchier, CFO EMEA, Teleperformance Group, France

Cécile Falchier has over 20 years experience as a senior finance executive in France and Germany leading the finance function as well as numerous integration and transformation projects for global leaders in different industries. Since 2010 she is EMEA CFO of Teleperformance, the world leader in Customer Experience Management with 2.3 billion in revenues (2012), 138,000 employees across 270 contact centers in 46 countries, serving 78 markets. Cécile started her career as an auditor at PwC before holding a number of senior finance roles.

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



Sylwester Flaga, CFO/Board Member Central and Eastern Europe, Prologis, Poland

Sylwester Flaga is responsible for finances at ProLogis group in the CEE region, including risk management, strategy, budgeting, forecasting, managerial information, financial and business controlling. Previously, he worked in the commercial real estate industry as CFO of Unibail-Rodamco and Atrium European Real Estate for more than 10 years. Sylwester also hold posts in the Varner Group (an international network of clothing stores) and at KPMG Poland.



Piotr Gracz, Partner, BDO Outsourcing & IT Advisory, Member of the Board, BDO, Poland

Piotr Gracz has over 10 years performance in the international projects and services for capital groups. He directs the practice of IT services as well as accounting, tax compliance, HR and payroll services and specializes in structuring business and optimization outsourcing processes. As a Managing Partner at Outsourcing & IT Advisory Piotr is responsible for providing advisory services in the area of reporting and consolidation with the use of IT technologies such as the BDO Reporting Suite.

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.

Narzędzia IT w utrzymaniu wysokiej dyscypliny kosztowej

Jak narzędzia IT pomagają optymalizować koszty? Zastosowanie informatycznych rozwiązań kontroli i zarządzania kosztami może pomóc nie tylko w poprawie dyscypliny wydatków, ale także podnieść rentowność kluczowych procesów w przedsiębiorstwie. Sprawdź, jak z nich umiejętnie korzystać. (in Polish)

PARTICIPANTS



iAlbatros 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



Tomasz Karwacki, Business Development Director, iAlbatros SA (SMT Group), Poland

Tomasz Karwacki has been connected with the hotel and hospitality sector since 1995. He started his professional career in Warsaw as sales manager/director of sales at the Jan III Sobieski, Best Western, InterContinental and Hyatt. As general manager he was responsible for the pre-opening of 5-star Grand Hotel Tiffi in Iława, Poland. 2013 Tomasz joined iAlbatros in order to develop and lead the sales department.



Łukasz Nowak, Sales Director, SATIS (SMT Group), Poland

Łukasz Nowak has 14 years of experience in sales and implementations of IT systems supporting business processes in sales, logistics and technical management. Among others, he worked for Cegedim Denrite, Sobieski Distribution, PKP PLK SA, Trimtab and Sagra Technology. In 2010, he started launching SATIS solutions used for car fleet management, satellite monitoring and optimization of transportation and sales. Łukasz graduated from the Faculty of Transport at the Technical University of Radom.

Economic Forum: Challenges for the Polish Economy After the Crisis

An economic debate with recognised Polish economists about the perspectives for the Polish economy. The country successfully avoided being hit by the euro zone crisis. But is Poland equally well prepared for post-crisis challenges? (in Polish, translated into English)

PARTICIPANTS



Rafał Antczak, Chief Economist and Member of the Board, Deloitte Business Consulting, Poland

Rafał Antczak is a Polish economist and Member of the Board of Directors at Deloitte Business Consulting. He held positions as chief economist at the CASE-Centre for Social and Economic Research and at the Polish insurance group PZU. He has also been a member in several supervisory boards. Furthermore, Rafał was an economic advisor to Ukraine, Kyrgyzstan, Kazakhstan, the World Bank and many others.



Olgierd Dziekoński, Minister in the Chancellery of the Polish President, Poland

Olgierd Dziekoński has been Minister in the Chancellery of the Polish President since 2010. Prior to that, he served as Deputy Minister in the Ministry of Infrastructure as well as Deputy Minister of Regional Development and Construction. After the political changes in Poland Olgierd was one of the architects of the Warsaw self-government working as Deputy Mayor of the City of Warsaw. He graduated from the Faculty of Architecture of the Technical University of Wrocław.



Adam Maciejewski, President of the Management Board, Warsaw Stock Exchange, Poland

Adam Maciejewski is President of the Management Board of Warsaw Stock Exchange (WSE) and is authorised to represent the Polish State Treasury on supervisory boards. Besides, he serves as chairman of the supervisory board of the Polish Power Exchange and chairman of the supervisory board of BondSpot. On behalf of WSE he has been the main negotiator of the strategic agreements with NYSE Euronext.



Andrzej Sadowski, Economist and Vice President of the Board, Adam Smith Center, Poland

Andrzej Sadowski is a Polish economist and Vice President of the Board at the Polish Adam Smith Center, a widely recognized economic think tank and research institute. He was initiator of several organisations (e.g., the Economic Society in Warsaw, 1986), political initiatives and a political magazine. Andrzej is a co-founder of Transparency International Polska and served at the board until 2003. Furthermore, he is a regular economic commentator in the Polish media.

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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.



Prof. Adam Budnikowski,
former Rector,
Warsaw School of Economics



Paweł Domosławski,
President,
Finexa



Mieczysław Groszek,
Vice President,
Polish Bank Association
(ZBP)



Alicja Kornasiewicz,
Managing Director,
Morgan Stanley, former
Secretary of State, Polish
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President of the
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Prof. Krzysztof Oblój,
Professor,
University of Warsaw,
Kozłmiński University



Henryk Orfinger,
Chairman of the Supervisory
Board,
Confederation Lewiatan



Prof. Witold Orłowski,
Rector,
Warsaw University of
Technology Business School

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
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www.pkin.pl/en	www.ufficioprime.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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