

FT CFO DINNER FORUM



The CFO in Uncertain Times

Tuesday 29 April 2008

Pearson plc, 80 Strand, London

In association with



SPEAKERS

SPEAKERS

John Willman

UK Business Editor, *Financial Times*

Ian McMillan

Financial Management Consultancy Leader, UK, Ireland and South Africa

IBM Global Business Services

Simon Glass

Deputy Group Finance Director, *Standard Chartered Bank*

Marco Pierleoni

Director General, Finance and Commercial, *Ministry of Justice*

THEMES FOR DISCUSSION

Today's Chief Financial Officers face an increasingly complex and uncertain world in which continual and rapid change is the norm. Their businesses now have to contend with the globalisation of their customers, partners, suppliers and markets. The role of the CFO has been expanding and the responsibilities on their agendas have been increasing: from regulatory compliance and leading growth strategies, to improving business performance practices and developing people. Furthermore, with the possibility of economic recession hovering over the USA and UK, CFOs will need to adjust targets and plan for tougher times ahead.

The requirement to manage risk across globalised operations has compelled CFOs to venture into unfamiliar territory. To gain a complete picture of their organisation's portfolio of assets, the CFO has had to start considering non-material assets, such as human talent and effective operational structures, partnerships and information flows, as well as the more traditional assets. Post Sarbanes-Oxley, most CFOs have accepted and even become proficient in their compliance role, but few feel at home in the field of integrated information systems and human resources. However, if the CFO is to successfully steer their organisation through uncertain times, they will have to tackle the uncertainties of their own role.

Questions for discussion include:

- What do "uncertain times" mean for the CFO?
- Should the CFO try to reduce his / her role to focusing solely on cost reduction in uncertain times? Can the CFO afford to remove emphasis on business partnering, operational systems and other unmeasurables?
- What lessons can be learned by CFOs who face the uncertain environment of a recession or turbulent market? How can they manage market expectations when there is less flexibility to deal with any shocks?

BIOGRAPHIES



John Willman

UK Business Editor & Associate Editor

Financial Times

John Willman was appointed UK Business Editor of the Financial Times in April 2006, with responsibility for a 15-strong team of specialist industrial reporters and the FT's unique network of British regional correspondents.

Joining the FT in 1991, he has held several positions, including chief leader-writer, banking editor, consumer industries editor, features editor and public policy editor. His first jobs in journalism were on Which? magazine and Assessment. Before that, he was an economics teacher.

In the Business Journalist of the Year awards in March 2002, John was named the winner in the banking category. He was Financial Journalist of the Year at the 2001 British Press Awards and winner of the Norwich Union Healthcare/Medical Journalists' Association Awards in 1998.

He has written and contributed to several books, including the annual Lloyds TSB Tax Guide, The Which? Guide to Planning and Conservation, The Major Effect and A Better State of Health.

He has extensive broadcast experience and has appeared frequently on BBC TV and radio, Sky and CNN.



Ian McMillan

Financial Management Consultancy Leader, UK, Ireland and South Africa

IBM Global Business Services

In over 20 years of consulting Ian has worked with a wide range of organisations (including recently BP, Sony, BBC, Siemens, Chevron and Wolseley). He has helped these clients improve their financial performance and effectiveness through leading complex change programmes to deliver global finance function operating models and systems, improved risk management processes and new management information systems.

He leads IBM's Financial Management consulting practice in the UK, Ireland and South Africa. In this role he continues to work with clients as well as leading IBM's continuing development of innovative solutions in response to today's CFO challenges of globalisation and increasing compliance.



Simon Glass

Deputy Group Finance Director

Standard Chartered Bank

Simon Glass joined Standard Chartered Bank in June 2006, after nineteen years with the HSBC Group.

At Standard Chartered, Simon is Deputy Group Finance Director and has responsibility for approximately 2000 staff, spread across 70 countries, with 500 of the staff at the Group's Finance Shared Service Centre in Chennai, India.

Simon's role includes in addition to Financial and Management Reporting, responsibility for Group Taxation and Budgeting, and additionally Simon spends a significant amount of his time travelling and meeting investors.

In previous roles, Simon occupied senior positions in Corporate Investment Banking and Markets, Risk, and Audit, and has travelled extensively, in addition to assignments in Hong Kong, New York and South Africa.

Simon graduated with a B.Sc from Southampton University in 1983, and is a qualified Chartered Accountant (KPMG).



Marco Pierleoni

Director General, Finance and Commercial

Ministry of Justice

Following qualification as an ACA with BDO Stoy Hayward in 1992, Marco Pierleoni joined Blue Star Line (shipping division of Vestey Group Ltd), as Corporate Accountant. After four years he then moved to the Vestey Group HQ as group Financial Controller before becoming group Finance Director in 2001. During his five years on the Vestey Group Board, Marco oversaw all financial, and treasury functions during a period of rapid growth through mainly M&A activity. He was also involved in the Vestey Family's farming interests in Brazil and Venezuela. In 2006 Marco spent a year working with FF&P Private Equity on the European soft drinks industry before recently joining the MoJ as Director General of Finance and Commercial.

IN ASSOCIATION WITH



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IBM Global Business Services' Financial Management Consulting focuses on enabling enterprise innovation and performance through improved Finance organisation efficiency and effectiveness. With more than 4,000 practitioners, Financial Management has a full suite of end-to-end capabilities to address a client's challenges. Our capabilities include Finance Transformation, Finance Operations Improvement, Business Performance Management, Business Risk Management and Finance Enterprise Applications. To find out more about IBM or to speak to a Financial Management leader, please contact:

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For more information, please contact:

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**The next FT CFO Dinner Forum will be held
on 5 November 2008.**

**For more information and to secure your place,
please contact Amelie.Argenti@ft.com**

MENU

*Baked goat's cheese with pear,
ginger chutney and walnut bread*



*Braised lamb shoulder, thyme and orange
Fregole asparagus and mint purée*



Plum tarte tatin with clotted cream ice cream



Wines

*Château Le Thil Comte Clary Blanc 2003, Pessac-Léognan, France
Nelsons Estate Cabernet Sauvignon Merlot 2002, Paarl, South Africa*



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