Global Treasury Leaders Summit Americas

April 26th-27th 2022 | in-person, Lotte New York Palace

10 expert led sessions  4 insider briefings and roundtables  1 iconic venue

www.globaltreasury-americas.economist.com
A new year brings new challenges and opportunities for treasury leaders as they continue to navigate their way through the pandemic. The role of treasury continues to evolve and acts as a critical cog in major decision making as organizations are forced to act quickly and make compromises they’ve not had to before.

The economic outlook has never been more uncertain. Throw in geopolitical risk, climate change, the ESG agenda, and continued digitalization, and it’s clear that predicting what’s next and what this means for treasury is no easy feat.

Now in its 5th consecutive year, the Global Treasury Leaders’ Summit Americas will bring together an exclusive group of senior treasurers from global organizations to explore the future, learn from industry experts, hear best practices and exchange ideas with their peers.

In partnership with EuroFinance and supported by Deutsche Bank this closed-door event will take place in-person at one of New York’s most iconic addresses: the luxurious Lotte New York Palace Hotel.

**Why Attend**

In partnership with EuroFinance and supported by Deutsche Bank, each summit will bring together a select group of senior treasurers from global organizations offering insights into the challenging macro-economic environment, leading-edge sessions and high-level networking.

- Leading-edge sessions shaped on the findings of the advisory boards
- Expert speakers from The Economist Group editors to technology innovators and corporate treasurers
- Highly exclusive, peer-to-peer networking
- Chatham house rules to facilitate knowledge sharing
- Interactive formats including roundtable discussions and fireside chats
- Access to an online network of global treasurers

Chatham house rules to facilitate knowledge sharing. This is a closed-door, high-level discussion held in strict privacy between only those attending. Please note attendance is by invitation only*

**Regional Advisory Boards**

Senior advisory boards in each region will shape the summit agendas and set the tone for two days of insightful discussions and networking among corporate peers under Chatham House rules.

**US Advisory Board:**

- Christian Bauwens, SVP & treasurer, Flex
- Rajat Gupta, SVP & group treasurer, Bunge
- Ferdinand Jahnel, VP treasurer, Marsh & McLennan Companies
- Gregg Murphey, Assistant treasurer, Novelis
- Zeeshan Naqvi, SVP, treasurer, GXO
- Denis Brauer, VP and corporate treasurer, Element Solutions
- Anita Raku Mehra, Corporate VP global treasury & financial services, Microsoft
- Suman Chaki, Global head- cash management structuring-Americas, Deutsche Bank

**By invitation only.**

Contact your relationship manager or email our delegate sales specialists treasuryleaders@economist.com.
Day 1 | Tuesday, April 26th

12:00pm | Welcome reception and networking lunch

12:55pm | The Economist welcome and opening remarks
John Ferguson
Head of Economist Impact’s globalization, trade and finance practice

1:00pm | Opening keynote: the economic outlook
Fueled by unprecedented policy support in the major economies, financial conditions had eased significantly last year underpinning economic growth but the war in Ukraine and associated sanctions will have a severe impact on the global economy. Energy and commodity prices—including wheat and other grains—have surged, adding to inflationary pressures from supply chain disruptions and the rebound from the Covid-19 pandemic. Price shocks will have an impact worldwide. How can we expect the financial markets to behave and what are the main risks? What new policies should be deployed to manage the range of spillovers, including via trade disruptions, food and other commodity prices, and financial markets?

Fabio M. Natalucci
Deputy director, International Monetary Fund

1:40pm | Have you updated your digital roadmap?
For most treasuries, ‘digitalization’ is shorthand for ‘connectivity’ and the harnessing of new technologies to solve a handful of basic issues around visibility, forecasting and risk management. However, it is rare that new applications and functionality can just be overlaid onto legacy systems. The vendor claims that APIs and the Cloud allow data to be extracted from traditional ERPs or TMSs, exported, analysed and delivered back complete with new insights, often flounder on basic issues such as core data quality, structure and availability. This treasurer recognized the pitfalls of piecemeal technology adoption and went back to fundamentals. Hear how they designed their digitalization roadmap, where they have started and the benefits they have reaped and where their new priorities are.

Alexandra Neely
Regional treasurer, Nestlé North America

Suman Chaki
Global head-cash management structuring-Americas, Deutsche Bank

Todd Yoder
Global Director Treasury, Fluor Corporation

2:20pm | Refreshment break

2:50pm | Where treasury is making a difference in ESG: corporate panel and brainstorming exercise
ESG continues to be a significant focus for treasurers across all sectors. Some initiatives are obvious, others less so. Revisiting investment portfolios is an easy-to-identify necessity; much harder is the evaluation of a business’ ESG posture and the accurate disclosure of metrics. But those metrics themselves drive the firm’s ability to fund in the ESG-linked capital markets and to satisfy the investment criteria of others, as well as, increasingly, the regulators. And some treasurers are even finding themselves paying a significant role in helping their customers and suppliers with their ESG plans because, again, these third-party relationships impact on the posture of the company. In this session, our corporate panel explains what ESG means to them and how they have responded. Please join a moderated peer group brainstorming session to produce an ESG treasury to-do list to take home from this forum.

Claudia Jaramillo
VP, treasurer, Schlumberger

Rajat Gupta
SVP & group treasurer, Bunge

Nandini Mongia
SVP & treasurer, Prudential Financial, Inc.
Day 1 | Tuesday, April 26th

4:00pm   Insider briefing: supply chain woes and what they mean for treasury

Are supply chain bottlenecks a temporary response to past Covid-related disruptions or a reflection of more serious and current fragilities in the just-in-time model, and longer-term friction in border controls, mobility, and the availability of workers in key sectors? How will the war in Ukraine add to these supply chain challenges? Optimists believe that the markets will find a way to solve the problems; pessimists look at the lack of global collaboration on key problems and the role of countries less keen to give free markets control over critical economic functions. In the short term, companies must deal with volatility in the price and availability of everything from basic commodities to space on cargo ships; in the longer term, if disruption persists, they will need new and more agile procurement models, more flexible trade financing and hedging programs, and a focus on broader resilience rather than traditional treasury KPIs. The present problems were unanticipated. What should companies learn from this failure to plan for the unlikely?

Eric Chambers  
VP, finance & treasury, Amkor Technology

John Ferguson   
Head of Economist Impact’s globalization, trade and finance practice

4:30pm   The increasing pressure of finding and retaining talent

The search for treasury talent was difficult enough pre-pandemic. Now, the mix of traditional and digital skills required to take treasuries forward, and the business and communications skills necessary if the treasury is to be a true enabler, are complicated by home working and a shortage of expertise in core areas such as capital markets, FX, cash management, liquidity management and insurance. In particular, the challenge of balancing candidates’ preferences for remote work with businesses desire to benefit from the team-building and information-sharing inherent in office working is an unsolved problem. So how are treasurers changing their approaches to talent acquisition and retention? What is happening to salaries and other reward mechanisms? And should companies be looking outside the major metro areas and getting more creative about treasury locations? How are diversity and inclusion impacting treasury?

Zeeshan Naqvi  
SVP, treasurer, GXO

Ferdinand Jahnel  
VP, treasurer, Marsh & McLennan Companies

5:00pm   Refreshment break

6:00pm   Special networking drinks followed by dinner with guest speaker

Join us for drinks followed by a three course dinner with a difference. Our inspiring and always entertaining networking event will be hosted by Dr Jeevan Perera, Senior Engineer - Former International Space Station risk Management, NASA. Dr Perera will share fascinating stories over dinner about managing risks in space while you have a chance to relax and mingle with the most senior treasury peers.

When risk management really is rocket science

When your business is putting human lives and hundreds of thousands of dollars of equipment in space, you had better have the best risk management available in the universe. NASA is facing dramatic changes, but it needs to remain the best. What are the risk processes and technologies necessary to manage risk on manned space programs when budgets are no longer as infinite as space? How do you manage with restructured missions and objectives and evolving partnerships with commercial space launch vendors? This session explores and explains the risk processes and tools used. Importantly, what are the lessons learnt from space-age risk management implementation and how can your company use them too?

Dr. Jeevan Perera  
Senior engineer, NASA

End of Day 1
Day 2 | Wednesday, April 27th

8:00am | Registrations open

8:50am | Opening remarks
John Ferguson
Head of Economist Impact’s globalization, trade and finance practice

9:00am | Business at the geopolitical frontier
From countering cyber threats to navigating conflicting regulations to managing supply chain shocks, companies are at the geopolitical frontier of the emerging world order. What issues currently present the biggest challenges to business? What key trends will shape the environment for international business in the coming years? How should companies think about managing risk at a time of strategic competition and structural change?

Jonathan Wood
Principal, global issues, Control Risks

9:30am | Coping with the working capital crunch
The stresses in global supply chains are causing cracks to appear in companies’ inventory financing and management, and their working capital arrangements in general. The need to maintain buffer inventories and to order key materials and components far in advance is combined with volatile revenues and unpredictable gaps between orders, deliveries and payments. The counterparty risk of smaller suppliers being less able to absorb shocks is rising. And the collapse of Greensill Capital is still reverberating around the world of SCF. So how can treasury cover the gaps opening up in their working capital programs? How can they keep DPOs and other KPIs in line without threatening the health of their supply chains? And how can they maintain visibility into the drivers of their working capital positions in such a chaotic business environment? We invite three different industries to explain their strategy and insights and we then break into small roundtables to discuss further. Please join us at hosted roundtable discussions to explore the following key topics:
- Order to cash intelligent automation
- Innovations in the world of payments
- Supply Chain Finance/Inventory financing
- Accurate cash forecasting
- Risk management

Kirsten Park
SVP treasury, Eaton Corporation

Rakesh Kochhar
SVP, corporate treasurer & global head of sales finance, Nissan Motor Co. Ltd.

Christian Bauwens
SVP & Treasurer, Flex

9:50am | Refreshment break

10:30am | Technology: what do you need and are you using what you have?
The challenges companies will face over the next 18 months will test treasury systems to the limit. Visibility through centralized, near real-time, data has always been desirable, but now it will be critical to running the scenario analyses needed to bolster forecasting. Almost certainly this means more use of cloud applications, more use of APIs to access bank account data, and more use of sophisticated visualization and analytics packages to make sense of increased data flows. On the other hand, the move to hybrid working has accelerated existing drives to reduce the documentation associated with transaction banking flows, automate payments and adopt new collection methodologies such as QR. So, will extreme market uncertainty force treasurers to switch their attention to the rapid adoption of new technology and away from the quest for efficiency? How can treasury work quickly with IT to put new solutions in place and what technology will remain relevant? Is this a time to stick with the big vendors or take risks with the fintechs or indeed work with all your partners to develop more appropriate solutions to your existing problems rather than an off the shelf product? These treasurers explain their core technology roadmap for the months ahead and how they work with their banks and vendors to solve the seemingly unsolvable.

Cathy Fields
Assistant treasurer, senior director of global risk management, Hitachi Vantara

Yang Xu
SVP, global treasurer and head of corporate development, Kraft Heinz

11:00am | Technology roundtable discussions

### Day 2 | Wednesday, April 27th

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<tr>
<th>11:40am</th>
<th>Insider briefing: what’s coming down the tax reform pipe and its potential impact on American companies</th>
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<td>President Trump’s 2017 tax bill reduced the US corporate tax rate to 21 per cent from 35 per cent. But the headline rate is not even half the story. A recent study by the Institute on Taxation and Economic Policy found that at least 55 of America’s largest companies paid no taxes in 2020 on billions of dollars in profits. Tax avoidance strategies included a mix of old standards and new innovations. Companies, for example, saved billions by allowing top executives to buy discounted stock options in the future and then deducting their value as a loss. The Biden administration wants to increase the corporate tax rate and establish a level of minimum tax that would limit the number of zero-payers. Internationally, US treasurers need to watch how OECD tax rules and proposals play out in practice, with multiple changes to tax regimes likely across OECD member countries. Treasurers need to understand the likely impact of these changes on regional cash flows and capital structures.</td>
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<td>12:15pm</td>
<td>Towards a resilient organisation: lessons for the next big shock</td>
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<td>What must we learn from recent transforming events, such as the crisis in Ukraine, the Covid-19 pandemic and the digital revolution? How can we do better next time? People in a resilient society are able to bounce back from shocks. Princeton University Markus Brunnermeier, one of the leading economists of this generation and author of the award winning book “The resilient Society” will share how individuals, organisations and nations can address crises more effectively in the future, providing a new framework for understanding resilience in finance and in the political economy.</td>
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<td>12:50pm</td>
<td>Closing remarks</td>
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|         | John Ferguson  
Head of Economist Impact's globalization, trade and finance practice |
| 1:00pm  | Networking Lunch |

Robert Westreich  
SVP treasurer & chief tax officer, Newell Brands  

Markus Brunnermeier  
Edwards S. Sanford professor of economics, director, Bendheim Center for Finance, Princeton University
How to register

By invitation only.

Contact your relationship manager or email our delegate sales specialists treasuryleaders@economist.com.