ANNUAL CONFERENCE MONTREAL

Fairmont The Queen Elizabeth Hotel
JUNE 8-10/2016

#FEICanada16

Driving Success

PRELIMINARY PROGRAM
Montreal is a city whose enthusiasm, joie de vivre and rich cultural heritage are legendary. With a passion for fabulous food, exciting nightlife and making every day a celebration, Montrealers really know how to enjoy life.

Montreal is certainly the most original city in North America. Its French and English speaking duality gives a character to the city you won’t find anywhere else. Old Montreal is a jewel: you will find architecture from the 17th century with a concentration of 19th century buildings that’s quite unique. You will feel a bit like you’re in Europe.

While in Montreal stay and play. Take part in the excitement of the Grand Prix, which begins on the last day of our conference. It’s not just about the race, it’s about a whole city coming alive with excitement.

The Cirque du Soleil will be performing during conference time as well. Recognized around the world, Cirque du Soleil has constantly sought to evoke imagination, invoke senses and provoke emotions.

With so much to discover, you don’t want to miss Montreal this year!
FEI Canada’s 2016 conference is a must-attend event for all our members and their guests!

FEI Canada’s annual national conference and exhibit forum provides a platform for the best and brightest in our country to come together to network, exchange ideas, learn and find solutions to current challenges.

This conference will provide the necessary tools to implement success and resources to keep pace in these demanding times.

Here’s a look at what the FEI Canada conference has to offer:

Captivating keynote presentations featuring:

Danny Baer, Ernst & Young
Gord Beal, CPA Canada
Susan Campbell, Cineplex Inc.
Maxime Cossette, Kruger Inc.
Xerxes Cooper, IBM Canada
Michael Denham, BDC
Richard Dufresne, Weston
Éric Gaudet, McKinsey & Company
Carl Gauvreau, CFO, KDC Inc.
Clément Gignac, iA Financial Group & former Québec Minister of Economic Development
Arthur Gitajn, SAP Canada
Isabelle Hudon, Sun Life & former Montreal Chamber of Commerce
Marie-Josée Lamothe, Google Canada
Bernard le Duc, Bell Canada
Susan Love, EDC
Scott Millian, Morneau Shepell
Maarika Paul, Caisse de dépôt et placement du Québec (CDPQ)
Chris Ragan, Canada Ecofiscal Commission & McGill University
Bill Ross, Vercerta Inc.
Michael Ross, Dollarama

Calin Rovinescu, Air Canada
Brint Ryan, Ryan LLC
Michael Sabia, Caisse de dépôt et placement du Québec (CDPQ)
Francois-Xavier Souvay, Lumenpulse Inc.
Debbie Stein, Chair, FEI Canada
Maher Yaghi, Desjardins Securities Inc.

Engaging Concurrent Sessions
Presented by prominent Canadian executive thought leaders on:
• Technology forum - cybersecurity
• Accelerating growth
• Controllers’ roundtable – measuring success
• Enterprise risk management
• Roundtable discussions – NEW THIS YEAR, sharing best practices with peers

Breakfast seminars presenting the most leading edge information
Exhibit forum offering the most current solution oriented services
Cirque du Soleil evening on Tuesday, June 7
Golf at the exclusive Royal Montreal Golf Club on Wednesday, June 8
Dine around in Old Montreal on Thursday, June 9

National Strategic Partners
### PROGRAM AT A GLANCE

#### Tuesday, June 7
- **11:00 am – 8:00 pm** Registration/information desk open
- **5:00 pm – 5:30 pm** Annual general meeting - all members invited!
- **6:00 pm – 8:00 pm** EARLY ARRIVAL RECEPTION - guests welcome

#### Wednesday, June 8
- **7:00 am – 3:30 pm** FEI Canada – Robert Half Golf Tournament
- **7:30 am – 9:00 am** Breakfast – early arrivals & guests
- **8:00 am – 8:00 pm** Registration/information desk open
- **5:00 pm – 6:00 pm** New member reception
- **6:00 pm – 8:00 pm** Welcome reception in exhibit hall

#### Thursday, June 9
- **7:00 am – 5:00 pm** Registration/information desk open
- **7:30 am – 8:40 am** BREAKFAST SEMINARS
  - Concur,
  - RR Donnelly,
  - SAP
- **8:45 am – 9:10 am** WELCOME AND OPENING REMARKS
  - Michael Conway, President & CEO, FEI Canada
  - Denis Pellerin, 2016 Conference Co-Chair
- **9:10 am – 10:00 am** KEYNOTE ADDRESS
  - Michael Sabia, President & CEO, Caisse de dépôt et placement du Québec (CDPQ)
- **10:00 am – 10:45 pm** KEYNOTE ADDRESS:
  - FUELLING INNOVATION
  - Marie-Josée Lamothe, Managing Director – Quebec, Google Canada
- **10:45 am – 11:15 am** Networking & coffee in exhibition hall
- **11:15 am – 12:30 pm** CONCURRENT SESSIONS
  - Technology forum - Cybersecurity
  - Accelerating growth
- **12:30 pm – 1:30 pm** Luncheon in exhibition hall
- **1:30 pm – 2:45 pm** CONCURRENT SESSIONS
  - Controllers’ roundtable - Measuring success
  - Enterprise risk management
- **2:45 pm – 4:00 pm** KEYNOTE ADDRESS:
  - CFO PANEL
  - Richard Dufresne, EVP & CFO, Weston
  - Scott Milligan, EVP & CFO, Morneau Shepell
  - Maarika Paul, EVP & CFO, Caisse de dépôt et placement du Québec (CDPQ)
  - Carl Gauvreau, CFO, KDC Inc.

#### Friday, June 10
- **4:00 pm – 5:00 pm** Distinguished Service Award Reception
  - Sponsored by AIR CANADA
- **5:30 pm – 6:00 pm** Depart for dinner
- **6:00 pm – 10:00 pm** A dine-around experience to tantalize your taste buds in Old Montreal
  - Sponsored by CDA
- **10:00 pm onwards** After party

#### Friday, June 10
- **7:00 am – 4:00 pm** Registration/information desk open
- **7:30 am – 8:40 am** BREAKFAST SEMINARS
  - Azur Group
- **8:45 am – 9:00 am** OPENING REMARKS
  - Markus Weiss, 2016 Conference Co-Chair
- **9:00 am – 10:15 am** KEYNOTE ADDRESS:
  - LEADERSHIP PANEL
  - Michael Denham, President & CEO, BDC
  - Isabelle Hudon, Executive Chair - Quebec, Sun Life Financial & former Montréal Chamber of Commerce
  - Éric Gaudet, Partner, McKinsey & Company
  - Debbie Stein, former SVP & CFO, AltaGas & Chair, FEI Canada
- **10:15 am – 10:30 am** Exhibitor Prize Draw in plenary room
- **10:30 am – 11:00 am** Networking break in exhibit hall
- **11:00 am – 12:00 pm** KEYNOTE ADDRESS:
  - ECONOMIC OUTLOOK PANEL
  - Clément Gignac, SVP & Chief Economist, IA Financial Group & former Quebec Minister of Economic Development
  - Chris Ragan, Chair, Canada Ecofiscal Commission & Associate Professor, McGill University
- **12:00 pm – 1:15 pm** ROUND TABLE DISCUSSION TOPICS
  - Guide to CFO success
  - Treasury strategies
  - Foreign exchange
  - What keeps boards & audit committees up at night
  - IT trends for CFOs
  - Growing your digital business
  - Work-life balance
  - Grants & Incentives: the best kept secret in Canada
  - Taking advantage of social media platforms
  - Surviving a tax audit
- **2:45 pm – 3:00 pm** CLOSING LUNCHEON AND KEYNOTE SPEAKER
  - Calin Rovinescu, President & CEO, Air Canada
- **2:45 pm – 3:00 pm** Door prizes and close of conference
KEYNOTE SPEAKERS
Michael Sabia is President and Chief Executive Officer of la Caisse de dépôt et placement du Québec (CDPQ). Appointed in March 2009, Mr. Sabia is responsible for the strategic direction of the fund and the global growth of the organization.

Before joining la Caisse, Mr. Sabia was with BCE, holding such positions as President and Chief Executive Officer, Executive Vice-President and Chief Operating Officer, and Chief Executive Officer of Bell Canada International. From 1993 to 1999, he occupied various roles with Canadian National Railway, including Chief Financial Officer. He spent the preceding decade working as a senior official in the Government of Canada.

Marie-Josée Lamothe works with brands in the consumer products, government, energy, consumer health care, food and beverage and travel sectors, as well as overseeing all business-related activities specific to the Quebec office.

The CFO Panel will address the challenges facing today’s financial executives in its role as trusted strategic partner, change catalyst, growth vector and leader.
Friday, June 10   9:00 am - 10:15 am
**Keynote Address: Leadership Panel**

**Isabelle Hudon**
Sun Life Financial and former Montreal Chamber of Commerce

**Éric Gaudet**
Partner, McKinsey & Company

**Michael Denham**
President & Chief Executive Officer BDC

**Debbie Stein**
Former Senior Vice President & Chief Financial Officer, AltaGas & Chair, FEI Canada

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Friday, June 10   11:00 am - 12:15 pm
**Keynote Address: Economic Outlook Panel**

**Clément Gignac**
iA Financial Group & former Quebec Minister of Economic Development

**Chris Ragan**
Chair, Canada Ecofiscal Commission & Associate Professor, McGill University

How do we harness cheap affordable energy to a growing company? How is climate change affecting your business?

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Friday, June 10   1:15 pm - 2:45 pm
**Closing Keynote Speaker**

**Calin Rovinescu**
President & CEO, Air Canada

Calin Rovinescu was appointed President and Chief Executive Officer of Air Canada on April 1, 2009. Mr. Rovinescu is also the Chairman of the Star Alliance Chief Executive Board (CEB), the controlling body of the Alliance with each of the 28 member airlines represented by their respective CEO. He is a Member of the Board of Governors of the International Air Transport Association (IATA), and served as its Chairman from June 2014 to June 2015. From 2004 until his re-joining Air Canada, Mr. Rovinescu was a Co-Founder and Principal of Genuity Capital Markets, an independent investment bank. Mr. Rovinescu first joined Air Canada in 2000 as Executive Vice President, Corporate Development & Strategy, where he was Chairman of, and had oversight for many of the airline’s businesses including loyalty management (Aeroplan), regional carriers (Jazz) and maintenance, repair and overhaul (ACTS).
CONCURRENT SESSIONS
CONCURRENT SESSIONS

Thursday, June 9 11:15 am - 12:30 pm

TECHNOLOGY FORUM

CYBERSECURITY: GREAT QUESTIONS TO ASK, HOW TO MANAGE THE RISK AND MINIMIZE THE DAMAGE.

This session will provide insights on how to manage cybersecurity threats and minimize the damage associated with any system intrusion. A common belief is that all businesses will experience some form of threat and this session will focus on the steps that organizations should take to safeguard the ongoing operation of the business.

KEY QUESTIONS THAT WILL BE ADDRESSED:
- Who should be responsible for cybersecurity within an organization?
- How involved should the CFO be?
- Who are the perpetrators of cybersecurity threats and how are they doing it?
- How would you identify the biggest security threats and how much money and resources should be allocated to mitigate it? Can you build an impregnable fortress?
- What skills are required in-house to address cybersecurity?
- What is the impact of culture & internal policies?
- What should the board be concerned with?

Xerxes Cooper: Chief Financial Officer IBM Canada
Arthur Gitajn: Chief Financial Officer, SAP Canada
Bill Ross: Business Executive, Vercerta Inc.

Thursday, June 9 1:30 pm - 2:45 pm

CONTROLLERS’ ROUNDTABLE

MEASURING SUCCESS

In today’s complex business world, there is data, there is information and there are “Key Performance Indicators”. KPIs are fast and efficient tools that are used to measure and achieve success. These indicators assist businesses in identifying risks and threats associated with opportunities, capitalize on critical success factors and help translate strategy into operational plans.

During this session you will have the opportunity to hear the views of an analyst, a controller and a chief human resource officer who will share their perspectives on the role measurement plays in achieving success for their business.

Hashim Ahmed: Interim Chief Financial Officer, Jaguar Mining Inc.
Susan Campbell: Vice President, Cineplex & Vice Chair CCR
Bernard le Duc: Executive Vice President, Corporate Services, Bell Canada
Maher Yaghi: Vice President Telecom, Media & Tech Analyst, Capital Markets - Desjardins Securities Inc.

Thursday, June 9 11:15 am - 12:30 pm

ACCELERATING GROWTH

Accelerating Growth panelists will share how their market leader companies have delivered sustainable fast pace growth and identify common fundamentals and pillars that underlie their success stories, whether they are operating in the services industry, in industrial design, electronics and manufacturing or in retail.

Danny Baer: Partner, Ernst & Young
Michael Ross: Chief Financial Officer, Dollarama
Brint Ryan: Chairman & Chief Executive Officer, Ryan LLC
Francois-Xavier Souvay: Chief Executive Officer, Lumenpulse Inc.

Thursday, June 9 1:30 pm - 2:45 pm

ENTERPRISE RISK MANAGEMENT

Does your finance team understand how to integrate environmental risks and opportunities into investment decision-making processes for long-term value creation?

With the transition to a low carbon economy businesses are now being faced with increasing pressure to internalize the environmental costs associated with the production, consumption and use of goods and services through their business models. This session will present trends in environmental risks and provide real-life examples of how finance teams are integrating environmental considerations into investment decision models.

Participants will also learn about the various market mechanisms that are incentivizing the internalization of environmental risks, including green bonds, carbon pricing and green funds, among others.

Gord Beal: Vice President, Guidance & Support, CPA Canada
Maxime Cossette: Vice President Environment, Health and Safety, Kruger Inc.
Susan Love: Vice President & Treasurer, EDC
Janice Noronha: Director, Sustainability and Climate Change, PwC Canada
CONCURRENT SESSIONS

Friday, June 10  12:00 pm - 1:15 pm

ROUNDTABLE DISCUSSIONS
New to the FEI Canada National Conference is the roundtable discussions series. Each Round table discussion session addresses topical business issues and best practices and is facilitated by industry thought leaders. Round table discussion sessions are an excellent opportunity for members to meet, network, be challenged and inspired as they discuss topics that relate to their area of expertise, interest, or business process.

LIST OF ROUNDTABLE TOPICS:

1) GUIDE TO CFO SUCCESS
This roundtable discusses the specific leadership skills CFOs and aspiring CFOs need to contribute positively to an organization while also maintaining an awareness of their role in a global economy. It discusses not only how to build and navigate a successful career path, but also how to effectively build teams and manage relationships.

Organizer: DOMINIQUE HAMEL, Partner - KPMG (Montreal)
Moderator: BILL ROSS, Business Executive, Vercerta Inc. & Chair IT Committee, FEI Canada

2) TREASURY STRATEGIES
Are the decisions you make for your business being influenced by your foreign exchange accounting rules?
We make decisions about our business operations and how we manage risk based on financial information that is derived from our financial statements. Foreign exchange accounting rules influence how information is captured in our financial statements. Join our roundtable to discuss how accounting rules influence our financial statements and what we need to be aware of to ensure proper business decisions are being taken.

Organizer: JOHN FORESTER, CFO – DBG Canada & Chair Treasury Committee, FEI Canada

3) FOREIGN EXCHANGE
MANAGING YOUR CURRENCY RISK IN TODAY’S ENVIRONMENT – THEORY, STRATEGY AND PRACTICE.
Yogi Berra once observed, “In theory there is no difference between theory and practice. In practice there is”. While many businesses start with the best of intentions, extreme market moves can play havoc with even the strongest risk management programs. Join our roundtable to discuss the practical steps that Canada’s most successful businesses are taking to maintain discipline in an increasingly tumultuous economic environment.

Organizer: LAURA PACHECO, VP, Research, FEI Canada
Moderator: KARL SCHAMOTTA, Director, Enterprise Risk, Cambridge FX

4) WHAT KEEPS BOARDS & AUDIT COMMITTEES UP AT NIGHT
This session will provide insights on challenges faced by Boards and Audit Committees, as well as discuss how CFOs can add value. Key questions that will be addressed with participants are:
What are the main issues and challenges currently faced by Board of Directors from the point of view of a) Audit Committees and b) Boards in general?
What are Boards’ expectations toward CFOs? How can CFOs better assist Boards and Audit Committees in their roles, and add value? Should Integrated Risk Management report to the Board in general or to a specific committee, and if so to which one?
How could Boards and Audit Committees instill enough strategic and result-based focus into their work given the statutory requirements, and ensure alignment with management?

Organizer: ANNETTE DUPRE, Head, Performance Management, City of Montreal
Moderator: MARIE-CLAUDE BOISVERT, COO - Desjardins Entreprises Capital

5) IT TRENDS FOR CFOs
Process productivity
Digital productivity
Cybersecurity risk

Organizer: ANNETTE DUPRE, Head, Performance Management, City of Montreal
Moderator: MARIE-CLAUDE BOISVERT, COO - Desjardins Entreprises Capital

6) GROWING YOUR DIGITAL BUSINESS
This roundtable discusses the key factors of success, the challenges and learnings behind growing digital businesses, whether you are involved in a traditional business who wants to expand using the digital opportunities or you are in the new economy.

Organizer: DINAH HUGGINS, CTO - Ubisoft
Moderator: LAURA BOBAK, Research & Communications Manager, FEI Canada

7) WORK-LIFE BALANCE
The current workforce is overwhelmed with challenges that continue to threaten work-life balance. Research shows that work-life balance can be facilitated by employers who institute policies, procedures, actions, and expectations that enable employees to easily pursue more balanced lives. The creation of such work environment has an impact on productivity as well as retention of outstanding employees. The roundtable participants will be discussing issues facing employees, such as dual-earner families, increased workload, extended work hours, and decreased personal/family time off, and how organizations are adapting to the 21st century.

Organizer: LAURA BOBAK, Research & Communications Manager, FEI Canada
Moderator: DINAH HUGGINS, CTO - Ubisoft

8) GRANTS & INCENTIVES: THE BEST KEPT SECRET IN CANADA

Organizer: MIKE JANKE, Director, Fairtax

9) TAKING ADVANTAGE OF SOCIAL MEDIA PLATFORMS
Enhance your professional network and build your personal brand by using LinkedIn and Twitter more effectively. Bring your own device if possible.

Organizer: LAURA BOBAK, Research & Communications Manager, FEI Canada

10) SURVIVING A TAX AUDIT
A tax auditor shows up and must perform an audit of your last four years of operations at the same time you are in the midst of a major acquisition as well as a quarter end. How will you survive and ensure the audit is going smoothly? Using indirect tax (more detailed and frequent audits) the moderator will summarize the current approach used by tax authorities to perform audit. We will bring forward solutions that have proven to reduce the burden of tax audits as well as surprised assessment coming up sometimes at the end of the process.

Organizer: ANNETTE DUPRE, Head, Performance Management, City of Montreal
Moderator: MARIE-CLAUDE BOISVERT, COO - Desjardins Entreprises Capital
CONFERENCE HIGHLIGHTS

EXHIBITION HALL 2016

This year's exhibit hall promises to be interactive and educational, complete with new exhibitors and many opportunities for networking and product knowledge.

Many of the previous exhibitors are returning and new organizations will be joining us in the exhibit hall this year. A number of worthwhile sponsor opportunities are available.

For further information please contact Don Comish, 416-366-3007 x 5108 or dcomish@feicanada.org. To view opportunities in more detail CLICK HERE.

FEI CANADA-ROBERT HALF GOLF TOURNAMENT

The Annual FEI Canada - Robert Half Golf Tournament is always a highlight of the conference. It is a day packed with fun, conversation and in some instances skill challenges.

This year is no exception. FEI Canada is honoured to play the prestigious, private Royal Montreal Golf Club. Founded in 1873, The Royal Montréal Golf Club is the oldest golf club in North America and their members still regularly toast Queen Victoria for designating them as a “Royal” club on July 7, 1884.

They are one of only sixty-six true Royal designated clubs in the World.

The Blue Course is one of Canada’s finest tests of golf, a Dick Wilson original design updated by Rees Jones. It requires a combination of power and control off the tees, as well as precision into the tiered greens. The Royal Montreal’s Blue Course has served and continues to serve as the venue for many amateur and professional tournaments.

If you would like to participate in a sponsorship capacity, please contact Sylvain Perron, 514-866-5605 or sperron@groupebiron.ca.
Extend your stay in Montreal

FEI Canada has secured a limited number of bedrooms for the weekend of Grand Prix at the FEI Canada conference rate. This is on a first come first served basis.

Now you can extend your stay in Montreal after the conference and enjoy the city and the Grand Prix.

The rate is $249 and it applies to Friday, June 10, Saturday June 11 and Sunday, June 12.

To book your extra rooms CLICK HERE

An Evening in Old Montreal

Thursday, June 9, 2016

An evening to remember awaits delegates as you amble through the cobblestone streets of Old Montreal. As a calèche merrily clip-clops along the street, marvel at how, in Old Montreal you can step back in time. You will experience four different but unique restaurants guaranteed to satisfy the most sophisticated palates, sourced and inspired by the very best of modern brasserie cuisine.

Sponsored by
CONFERENCE REGISTRATION

Attendees are responsible for making their own hotel reservations. Special FEI Canada rates apply at Fairmont The Queen Elizabeth Hotel.

CONFERENCE HOTEL
Fairmont The Queen Elizabeth Hotel
900 Boulevard René-Lévesque O
Montréal, QC H3B 4A5
Phone: 1-514-861-3511 or 1-800-441-1414
The special FEI Canada rate is in effect until May 13, 2016. Reservations received after the cut-off date (or if the group rate sells out early) will be on a space and rate availability basis.

When making your reservations, please indicate that you are an attendee of the FEI Canada conference.

Room rates available from June 5 – June 10, 2016 if booked prior to May 13, 2016.
* all room rates are exclusive of applicable taxes

Fairmont Room: single/double occupancy: $249
Fairmont View Room: single/double occupancy: $269
Fairmont Junior Suite: single/double occupancy: $349
Fairmont Gold: single/double occupancy: $349

To book your stay directly CLICK HERE

TRANSPORTATION INFORMATION
Special discounted fares for FEI Canada have been arranged with Air Canada, Westjet and VIA Rail.

Air Canada: visit www.aircanada.com and enter promotional code VV79H8X1 in search panel
Westjet: visit www.westjet.com and enter promotional code YUL02 and coupon code KCXGWAR.
VIA Rail: visit www.viarail.com, create a profile, go to convention fare, discount type, and enter promotional code 13196.

To register CLICK HERE
Applicable taxes will be added to all registration fees. Registration fees include all meals, access to the sessions, speakers and exhibit hall as well as a ticket to the Thursday evening gala and the closing luncheon.

** Become a new Executive member of FEI Canada and receive a complimentary registration to attend this conference!

For details call:
Liz Bowell at (416) 366-3007 x 5105 or 1-866-677-3007 x 5105 lbowell@feicanada.org

CANCELLATION AND REFUNDS
Substitutions may be made at any time by emailing a written request to the attention of Pat Todd at ptodd@feicanada.org.

Cancellation requests must be received in writing by May 13, 2016.

No refunds will be given for cancellations received after May 13, 2016.