

C5's Advanced Forum on



Business Information
In A Global Context

MANAGING COMPETITION RISK & COMPLIANCE

Benchmark your Competition Risk Management and Compliance strategies with these expert speakers:

Vanessa French

Senior Counsel, AstraZeneca (UK)

George Ritchie

Head of Major Projects, Competition & Regulatory Law, BT (UK)

Dr. Ulrich Classen

Director, Cartel Damage Claims (Germany)

Frank Govaerts

Vice President & General Counsel EU Coca-Cola Enterprises (Netherlands)

Peter Camesasca

Partner, Covington & Burling (Belgium)

Sanjay Bhandari

Partner, Ernst & Young (UK)

Ros Kellaway

Partner, Eversheds (UK)

Wade Wright

Vice President, General Counsel Japan Tobacco International (Switzerland)

Justin Coombs

Director, LECG (UK)

Johanne Peyre

Head of Antitrust Europe, Michelin (France)

Andrea Appella

Deputy General Counsel, Europe & Asia News Corporation (UK)

Enrique Aznar

Director of Compliance Nokia Siemens Networks (Finland)

Ole Wendler Pedersen

Associate General Counsel, Novo Nordisk (Switzerland)

Chris Turnbull

Legal Director – Corporate and Compliance, Reckitt Benckiser (UK)

Dr. Daniel Lucien Bübr

Regional Counsel Europe Schindler Management (Switzerland)

Jörn Eickhoff

Senior Counsel, Siemens AG (Germany)

Nick Woodrow

Head of Competition Law Vodafone (UK)

Strategies for managing compliance with competition laws to effectively mitigate multiple risks and achieve corporate protection

13–14 OCTOBER 2010

THE GUOMAN CHARING CROSS HOTEL, LONDON, UK

Hear valuable perspectives from your Co-Chairs:

Paolo Palmigiano

Head of Competition
Lloyds Banking Group (UK)

Kylie Sturtz

Legal Director – Competition & Compliance
Anheuser Busch-InBev (Belgium)

Hear from key officials actively involved in competition enforcement from the following authorities:

European Commission, DG Competition
Autorité de la Concurrence

Bundeskartellamt
Office of Fair Trading

Gain firsthand insights from government regulators, leading corporate counsel and market leading advisers on how to successfully:

- Structure a compliance programme that will meet the demands of your company's multinational business operations and cover your key competition risks
- Respond to multi-jurisdictional investigations and international agency cooperation
- Identify the key responsibilities that you need to ensure your Board are aware of
- Establish a response process that fulfils your response obligations whilst protecting your corporate interests
- Prevent pricing and distribution agreements that will trigger antitrust scrutiny

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Are you achieving compliance with competition laws and safeguarding your company's position and reputation?

It's no secret that enforcement of competition laws continues to run at a high level across Europe and few can have failed to note the severe fines handed out to companies such as Intel. Competition law enforcement carries such severe penalties that it presents a risk that could take your company down. It's your job to manage these risks. However, increased information sharing, international agency cooperation, and multi-jurisdictional competition law investigations have made structuring a compliance programme a vital but incredibly difficult task. Our experts understand from their own senior level experience that the key challenge for you is how to effectively achieve compliance with competition laws whilst balancing business needs.

Identify and establish acceptable competition risks for your company. C5 has assembled a panel of industry specialists that will compare and contrast their market leading know-how, allowing you to:

- Avoid cartel risks and determine the scope of the information that you may be allowed to provide to competitors
- Review the impact of criminalisation on Directors and the Company and assess when it may not be appropriate to assist the Directors to protect themselves from liability
- Understand how increased competition between European distributors of the same product will impact on your competition compliance programme
- Navigate the delicate intersection of competition and IP laws and determine where your branding strategy could create competition risks

Learn to assess the scope of your company's exposure to competition enforcement while discovering what you can do to proactively prevent government inquiries. C5's **Advanced Forum** will highlight the methods that will enable you to best protect your company when faced with an inquiry or investigation – whether through preparation or by asserting legal privilege. In particular, our faculty will drill you in:

- Managing questionnaire responses – highlighting where could you create a risk without an effective response process and the stages in the process where could you create an opportunity to reach a positive conclusion
- Appreciating the limits of authorities' use of information gained in an inquiry
- How the *Akzo* decision will impact on the way companies do business with their in-house counsel
- Analysing the interplay of due process rights and the structure of the Commission's integration of powers – identifying key pressure points that you may be able to use in defending the company

You need to understand and respond to your regulators' enforcement priorities. Hear directly from the: **European Commission, Directorate General for Competition; Autorité de la Concurrence; Bundeskartellamt; and Office of Fair Trading**, as they provide you with information regarding what their respective agencies are turning their attention to in terms of both civil and criminal antitrust enforcement.

C5's Advanced Forum on Managing Competition Risk & Compliance is essential knowledge for:

In-House Counsel with the Following Titles & Responsibilities:

- Competition/
Antitrust Counsel
- General Counsel
- EMEA
- Litigation Counsel

Outside Counsel Practicing in:

- Competition Law
- Antitrust
- Litigation

As well as:

- Chief Compliance Officers
- Company Directors and Executives having responsibility for Competition and Compliance matters
- Officers and regulatory professionals from national and international competition enforcement bodies

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At Ernst & Young, we help you identify and manage your compliance risks including those related to competition law. We work closely with you every step of the way, to help you gain a competitive advantage.



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For more information about this program or our global portfolio, please contact: **Jo Menzer** on +44 (0)20 7878 6978 or email j.menzer@C5-Online.com

8.30 Coffee and Registration

9.00 Chair's Opening Remarks

Paolo Palmigiano

Head of Competition, Lloyds Banking Group (UK)

FOCUS ON REGULATOR VIEWPOINTS

9.15 The Commission's View of Competition Enforcement

Paul Malric-Smith

Acting Director for Cartels, DG Competition
European Commission

Approaches to Investigations

- What problem areas have been identified as presenting an enforcement priority need and what are the Commission's positions on those issues?
- What are the enforcement challenges posed by the "information gap?"
 - why does this result in substantial requests for information?
- What are the Commission's goals in structuring a questionnaire?
 - what information is the authority seeking to access?
 - appreciating the need for proportionality
- In practice, what will/will not be accepted as a corporate response?
- Analysing the Commission's proposed changes to the Horizontal Block Exemption
 - how will the revised rules impact on your compliance programme?

Settlement Proceedings: Reviewing the Experience to Date

- How do you make a settlement agreement a more beneficial corporate solution?
- Appreciating the requirement for all parties to agree to the details of the settlement
 - management of the process by the Commission
 - equal terms to be applied across the group
- What are the risks of joining the settlement group?
- What can we learn from the experience of the DRAM settlement?

10.00 Driving Competition Compliance

Jackie Holland

Director of Competition Policy, Office of Fair Trading (UK)

- Explaining how the OFT wishes to help companies to avoid breaching competition law in the first place
 - understanding the drivers of compliance and non-compliance with competition law: how could you tackle the drivers of non-compliance?
 - analysing the proposed four-step approach to competition law compliance
 - how might these steps affect the structure of your compliance programme?
- Examining the OFT's approach to enforcing competition law
 - providing a review of current initiatives the OFT is taking to speed up enforcement action whilst protecting rights of defence: are there ways in which the authority might seek to reduce the volume of information collected to focus on relevant material?
 - explaining the prioritisation principles and noting how these lead to targeted action
- Highlighting the focus on individual sanctions
 - what change will the OFT's proposed change of policy on director disqualification orders make to your advice to the Board?

10.45 Morning Coffee Break

11.00 Learning the Lessons of Past Breaches and the French Experience of Behavioural Remedies

Julien Neto

Service juridique, Autorité de la Concurrence (France)

Julien Neto of l'Autorité will give an overview of breaking investigations and caselaw, highlighting some of the areas where French practise may differ from what you are used to elsewhere in Europe.

11.45 Cross-Border Enforcement: How European Competition Authorities are Combining their Efforts to Match Corporate Presence

Dr Peter Gussone

ECN Coordinator, Bundeskartellamt (Germany)

- Reviewing how the authorities are coordinating investigations and working together across borders
 - the corresponding need for multinationals to manage their positions taken across Europe and be alert to the risk of inconsistency
- What are the practical effects of working together?
 - *France Telecom*: To what extent can you take conflicting positions in differing jurisdictions?
- The European Competition Network (ECN)
 - understanding how the ECN develops commonality between the Member States

12.15 Networking Lunch

13.15 Identifying and Establishing Acceptable Competition Law Risks

Sir Jeremy Lever KCMG, QC

Barrister, Monckton Chambers (UK)

- How great is your competition law risk?
 - where are your risks?
 - how do you identify what your key competition risks are?
 - identifying the consequences of failure – what's the worst thing that can happen?
 - will the company be covered if selected actions are taken?
 - prioritising the allocation of resources
- How do you undertake an effective risk management process in order to safeguard your position and reputation?
 - the role of the Board of Directors
 - the need for a competition law review and business file to evidence your compliance approach
- How do you establish what acceptable risks you can take?
 - why is documentation the key to explaining your actions?

13.45 Creating Effective Competition Compliance Programmes and Benchmarking

Johanne Peyre

Head of Antitrust Europe, Michelin (France)

Chris Turnbull

Legal Director – Corporate and Compliance
Reckitt Benckiser (UK)

George Ritchie

Head of Major Projects, Competition & Regulatory Law
BT Group (UK)

Sanjay Bhandari

Partner, Ernst & Young (UK)

- Providing tips on how to build up a compliance programme internally that covers your competition law risks
 - how can a compliance programme be run? Comparing and contrasting experiences
 - how do you integrate competition compliance into your broader risk management programmes and create a "compliance culture?"
- How do you effectively train colleagues about these risks?
 - reaching your key objective: understanding by employees of the issue and the consequences of non-compliance with the company's rules
 - balancing commercial pressures
- How do you benchmark your approach?
 - methods of benchmarking legal and compliance expenditures
 - determining the systems and controls that you need
 - what reference and metrics should you use to analyse the effect of your competition compliance programme?
- Working within strained budgets: how do you effectively prove the value of your function and that of competition compliance?
 - demonstrating to the business that its investment saves money
- What do you need to invest in order to have a solid legal or compliance structure?
 - how should you do it?
- Identifying best practices: How are your peers organising their in-house competition practice?

14.50 **Is Your Paper Trail a Privilege Time Bomb?**

Frank Govaerts

Vice President & General Counsel Europe
Coca-Cola Enterprises (Netherlands)

- What information can be protected by legal privilege?
 - understanding the effect of differing standards under EU and national laws on your position
 - what issues can be caused by the exclusion of ex-EU legal advice from legal professional privilege?
- What advice can in-house lawyers give that's protected from the authorities?
 - will you expose the company to risk by recording your advice?
 - balancing the need to record your advice to the business with the fact that your documentation may not be privileged
- How will the *Akzo* decision impact on the way companies do business with their in-house counsel?
 - what are the authorities' concerns in this area?
 - can we anticipate any future changes to the treatment of in-house counsel's advice?
- What can be held back from a request for disclosure?
 - how extensive can the authorities be with requests?
- How does legal privilege impact on the management of the corporate legal function?
 - do in-house lawyers need to take separate legal advice on the application of privilege?
- What are the data protection concerns caused by your internal review?
 - can you access an employee's inbox without consent during a mock dawn raid?

15.30 **Afternoon Coffee Break**

15.50 **Examining the New Enforcement Role of Sector Inquiries**

Andrea Appella

Deputy General Counsel, Europe & Asia
News Corporation (UK)

- What is the new enforcement role of sector inquiries?
 - what does a sector inquiry necessitate in terms of response and involvement?
 - impact of the Competition Commission's consultation paper on the use of market investigations
- How do sector inquiries come about?
 - to what extent can you challenge the base information used to open an inquiry?
- Contrasting the extent of the Commission's powers with traditional investigations
 - what rights of defence does a company have without a formal charge?
- What are the limits of authorities' use of information gained in an inquiry?
 - reviewing the scope of the prohibition on the use of information in an Article 101 investigation
 - in practice, to what extent are sector investigations being used as a means of discovery?
- What steps can the authorities take to conclude an inquiry?
 - regulatory changes
 - changes to member state laws and block exemptions
- What are the next steps after an investigation is concluded?
 - anticipating further targeted investigations

16.30 **Effective Preparation for Involvement in a Sector Inquiry**

Vanessa French

Senior Counsel, AstraZeneca (UK)

- Why you need to appreciate the importance of preparation for a sector inquiry or market investigation
 - understanding business actions in order to properly identify competition risks: reviewing some examples e.g. mobile termination rates
- How should you prepare for a competition law investigation?
 - how should your preparations for responding to a sector inquiry differ from that of a traditional infringement action?
 - when is it beneficial to undertake a mock dawn raid?
- Analysing the compliance burden
 - can you show the financial and personnel costs?

- Reviewing the experience of industries that have been subject to inquiries: what can we learn?
 - the pharmaceutical sector inquiry
 - energy in Germany: *E.ON*
 - financial services: business insurance, payments and credit cards

17.10 **Managing Questionnaire Responses: How Much Do You Have to Disclose?**

Enrique Aznar

Director of Compliance, Nokia Siemens Networks (Finland)

Ole Wendler Pedersen

Associate General Counsel, Novo Nordisk (Switzerland)

- Analysing how the authorities are using questionnaires to gather information
 - what is the difference between the use of questionnaires in: (i) merger; (ii) sector inquiry; and (iii) Article 101/102 investigation contexts?
 - is a formal infringement proceeding required?
- Understanding the need to have a response process in place
 - where could you create a risk without an effective response process?
 - at which stages in the process could you create an opportunity to reach a positive conclusion?
 - how will you manage multiple requests for information?
- How should an in-house lawyer effectively manage the response process?
 - how do you ensure that the questionnaire gets to the legal department for guidance in time?
 - how do you make sure that the Board are engaged and colleagues understand who needs to work on the response?
- What are your obligations in terms of response?
 - how do you ensure that you provide accurate and not misleading information?
 - how does your response need to change when you are asked to provide accurate, not misleading and complete information?

18.00 **Conference Adjourns to Day 2**

DAY TWO: 14 OCTOBER 2010

9.00 **Chair's Opening Remarks and Recap of Day One**

Kylie Sturtz

Legal Director – Competition & Compliance
Anheuser Busch-InBev (Belgium)

9.15 **Avoiding Cartel Risks and Gaining Leniency**

Peter Camesasca

Partner, Covington & Burling (Belgium)

- The *T-Mobile Netherlands* case: Under what circumstances can a cartel exist as the result of only one meeting?
- Understanding the risks of the exchange of information
 - what information can/can't you exchange with competitors?
 - how should you be approaching trade associations?
 - to what extent does the revised language in the Block Exemption Guidance mean that you need to change the way you deal with competitor information?
- Reviewing the Commission's powers and current actions in the area of settlement agreements
- Identifying risks in the leniency process: How could you risk your leniency application?
 - satisfying the initial requirements is not enough
 - keeping proactive cooperation with the authorities throughout the process
 - how could you risk losing the benefits of leniency if you challenge the authorities' requirements?

9.50 **Assessing Compliance with the Commission's Economics Driven Approach to Dominance**

Justin Coombs

Director, LECC (UK)

- How has the Commission's move to a more economics driven analysis changed our understanding of abuse of dominance?

	<ul style="list-style-type: none"> • What is the practical impact of an allegation of market dominance? <ul style="list-style-type: none"> - fines - claims for damages - reputational and business chilling effects • Which practices can create a high risk of a finding of abuse of dominance? • How can you assess compliance under an economics-based approach? • When can you avoid having to undertake an economic analysis to determine if behaviour will be abusive? <ul style="list-style-type: none"> - reviewing examples of how self assessment has worked in practice 		<ul style="list-style-type: none"> - to what extent can a manufacturer claim damages for use of a mark by a distributor in the “wrong” member state? - what effect does the new Vertical Restraints Block Exemption have on branding? - analysing the issues raised by the <i>Autorité de la Concurrence</i> market investigation into category management in France
10.30	Morning Coffee Break		
10.45	Asserting Procedural Rights and Due Process Safeguards	14.10	Directors’ Competition Responsibilities – Making it Personal
	Suzanne Innes-Stubb Counsel, White & Case (Finland)		Niamh McCarthy Competition & Regulatory Lawyer, British Airways (UK)
	<ul style="list-style-type: none"> • Analysing the interplay of due process rights and the structure of the Commission’s integration of powers • What is the Commission’s view of companies’ concerns? • Given the level of fines, to what extent are competition proceedings “criminal proceedings?” <ul style="list-style-type: none"> - where could criminal law safeguards be applied in the process? • Reviewing key pressure points in the system: where might you be able to challenge a decision on due process grounds? <ul style="list-style-type: none"> - interaction between the Legal Service and other branches of the Commission prior to the statement of objections - do the Commission’s investigation and decision making functions need to be split in the light of the EU’s accession to the ECHR? • What is the ECJ’s view of the issue? <ul style="list-style-type: none"> - contrasting administrative and punitive proceedings - examining the scope for cross-examination of leniency applicants - what would be the effect of applying Article 6 of the European Convention on Human Rights to competition proceedings? 		Ros Kellaway Partner, Eversheds (UK) <ul style="list-style-type: none"> • Highlighting the Board’s personal responsibility for compliance <ul style="list-style-type: none"> - what are the key risks every Director needs to be aware of? - how do you achieve the Board’s buy in to your protective measures? • Under what circumstances may a company sue its Directors for the consequences of competition law infringement? • Where do we stand in terms of criminal liability for employees for competition law infringements across Europe? • When is it appropriate to assist the Directors to protect themselves from liability? • Identifying the impact of criminalisation on Directors and the Company <ul style="list-style-type: none"> - analysing the <i>British Airways</i> case • Director disqualification orders: What grounds will lead to disqualification? <ul style="list-style-type: none"> - reviewing the UK experience and current proposals
11.25	Responding to the Changed Outlook for Distribution Networks	15.15	Afternoon Coffee Break
	Nick Woodrow Head of Competition Law, Vodafone (UK)	15.30	Civil Damage Claims: Direct Action?
	Jörn Eickhoff Senior Counsel, Siemens AG (Germany)		Dr. Ulrich Classen Director, Cartel Damage Claims (Germany)
	<ul style="list-style-type: none"> • What difference do the new Vertical Block Exemption Regulations make to existing practice? <ul style="list-style-type: none"> - how do the new rules relating to online sales take practical effect? - where are the grey areas and how could they affect you? - how does the concept of economic damage contained in the Block Exemption Regulations impact on your actions? • Analysing the impact of the new Regulations on closed distribution networks and sales through the internet <ul style="list-style-type: none"> - to what extent can manufacturers control the location and manner of sales by distributors under the new Regulations? - how could increased competition between European distributors of the same product impact on your competition compliance programme? 		Dr. Daniel Lucien Bühler Regional Counsel Europe, Schindler Management (Switzerland)
12.30	Networking Lunch	16.30	Impacts of the Economic Crisis on Competition Enforcement
13.30	Enforcing Your Brands and IP: the Competition Pitfalls		Dr. Christian Steinle Partner, Gleiss Lutz (Germany)
	Wade Wright Vice President, General Counsel Japan Tobacco International (Switzerland)		<ul style="list-style-type: none"> • If the worst happens, what are your options in terms of challenging or reducing fines? • How and when do you apply for the reduction of a fine on grounds of economic difficulty? <ul style="list-style-type: none"> - understanding the application process pursuant to paragraph 35 of the Commission’s Notice - what can the Commission offer? - examining the options: instalments, deferred payment etc. • How do you prove economic difficulties? <ul style="list-style-type: none"> - assessing the <i>Bathroom</i> case: the need for preparation and filing of economic data - compiling reports: who do you need to involve and how long do you have? • When can the failing firm defence be used to secure a merger? <ul style="list-style-type: none"> - contrasting the Commission’s approach with failing firms to that of reduction of fines
	<ul style="list-style-type: none"> • What is the Commission’s attitude to the balance between enforcement of IP rights and effective competition? • How can your IP rights be managed effectively without falling foul of competition law? • To what extent can you restrict parallel imports through unauthorised networks using IP rights? • Analysing the impact of branding issues: 	17.00	Chair’s Closing Remarks and End of Conference



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