

14<sup>th</sup>  
Annual

# Compliance & Risk Management

Strategies Summit for Portfolio Managers and Fund Managers

Wednesday, June 13th & Thursday, June 14th 2012 | Metropolitan Hotel | Toronto, ON

Regulatory Priorities | Improve Client Trust | Succession Planning  
Avoid Sanctions | Tone from the Top | Strengthen Due Diligence

## Source key insights from these 15 leaders and regulators:

1. Ontario Securities Commission
2. British Columbia Securities Commission
3. University of Toronto Asset Management
4. Investment Funds Institute of Canada
5. Wellington Wealth Management
6. BNY Mellon Asset Management Canada
7. Tacita Capital
8. Stonegate Private Counsel
9. Cramer Rosenthal McGlynn LLC
10. Galliard Capital Management (subsidiary of Wells Fargo)
11. ATB Investor Services
12. Ethics and Compliance Officer Association
13. Abel Noser
14. Investment Adviser Association
15. Portfolio Managers Association of Canada

## Hear from these leaders:



**Mary Condon,**  
*Vice-Chair,*  
**Ontario Securities Commission**



**Michael Sorbo CFA,**  
*Manager Examinations,  
Capital Markets Regulations,*  
**British Columbia Securities Commission**



**John Walsh,**  
*Partner, Sutherland Asbill & Brennan;  
(Former) Acting Director,  
Office of Compliance Inspections  
and Examinations,*  
**Securities Exchange Commission  
(Washington)**



**Lisa Becker,**  
*Director, Operational Due Diligence &  
Chief Compliance Officer,*  
**University of Toronto Asset Management**

## Hear from industry leaders and take away 12 practical benefits:

1. **Take away** key updates directly from regulators and IFIC
2. **Safeguard** your clients' investments against custodian insolvency risk
3. **Prevent** sanctions by avoiding key deficiencies in your marketing materials
4. **Build** trust with prospects and clients to increase your bottom line
5. **Mentor** your staff to build an effective compliance department
6. **Assess** all your risks through an Enterprise Risk Management Framework
7. **Strengthen** your third party due diligence program
8. **Develop** your business continuity plan to avert potential disruptions
9. **Stay** on top of the latest U.S. regulatory developments affecting your clients
10. **Identify** fraud-prone individuals to better manage their behaviours
11. **Comply** with the dispute resolution requirements in NI 31-103
12. **Monitor** outside business activities to avoid unexpected penalties or losses

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[www.pmcompliancesummit.com](http://www.pmcompliancesummit.com)



# Acquire Immediate Solutions, Anticipate Future Challenges and Achieve Excellence in Your Role.

## The compliance landscape is transforming – this conference is your action plan!

Cases of misconduct continue to surface and cost millions in fines & reputational damage. Regulators are cracking down. Don't be the next headline!

This once-a-year conference is the ONLY place where you can get all the necessary compliance updates for portfolio management firms.

Network with regulators and peers to recognize new trends in compliance. Gain key insights into what CSA, IFIC and the SEC are working on to stay on top of regulatory changes in Canada and the U.S. Take away strategies to improve client trust, eliminate marketing deficiencies, manage risks and opportunities, and prevent future misconducts.

Design a complete roadmap to your compliance function and develop key solutions.

### PRE-CONFERENCE WORKSHOP

*Operational Risk Management 101:  
What You Need to Know as a  
Compliance Officer*

## Source key insights from these 14 leaders and regulators:

- |   |   |
|---|---|
| 1. Ontario Securities Commission          | 10. Galliard Capital Management (subsidiary of Wells Fargo) |
| 2. British Columbia Securities Commission | 11. ATB Investor Services                                   |
| 3. University of Toronto Asset Management | 12. Ethics and Compliance Officer Association               |
| 4. Investment Funds Institute of Canada   | 13. Abel Noser  |
| 5. Wellington Wealth Management           | 14. Investment Adviser Association                          |
| 6. BNY Mellon Asset Management Canada     | 15. Portfolio Managers Association of Canada                |
| 7. Tacita Capital                         |   |
| 8. Stonegate Private Counsel              |   |
| 9. Cramer Rosenthal McGlynn LLC           |   |

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## Take away five ADDITIONAL benefits from this exclusive event:

1. Face-to-face interaction with regulators
2. Gain insights from more than 18 industry leaders, experts, and regulators
3. Take away peer-to-peer strategies from 8 portfolio and fund managers
4. Four structured networking times
5. Take away presentation materials

*Take advantage of this opportunity to source the latest regulatory updates and discover what your peers are doing; share your experiences and exchange ideas and strategies! If you want to meet with leaders in the field and form valuable alliances, this is your best opportunity of the year.*

## REGISTER TODAY – SPACE IS LIMITED AND SURE TO SELL OUT

Don't miss your chance to participate in these critical discussions and to network with leaders in the investment industry. Register for our limited spaces by calling 1-866-298-9343 or email [registrations@strategyinstitute.com](mailto:registrations@strategyinstitute.com) today.

**This timely, high-level educational summit is specifically designed for the following executives:**

## Portfolio and Fund Managers

CCO | Compliance Officer | Legal Counsel | General Counsel

- **Network** directly with CSA and IFIC
- **Grasp** the most important regulatory revisions
- **Master** third party due diligence processes
- **Heighten** your mentoring and training programs
- **Reduce** your operational risks by assessing all risks and opportunities
- **Follow** the newest trends in compliance

## Lawyers: Investment, Securities and Compliance

Partner | Associate

- **Raise** issues and concerns face-to-face with the regulators
- **Learn** what clients are looking for and meet their needs
- **Build** relationships with client prospects
- **Network** with industry officials – and win clients

## Technology Service Providers

Director/Manager of Business Development | National and Regional Sales Representatives

- **Showcase** your firm's solutions to a selected audience of decision-makers
- **Get on** the shortlist of multi-million dollar deals
- **Build** relationships with key stakeholders

### Ensure Your Leadership with a Customized Sponsorship/ Exhibit Package

By sponsoring this one-of-a-kind event, you can showcase your company as an industry LEADER. Ensure your presence is known. Select sponsorship packages are still available. To learn more, contact **George Pollard** at **1-866-298-9343 ext. 272**, or email **pollard@strategyinstitute.com**.

**Don't take our word for it!**  
*Over 500 of your peers have attended our event in the past. This is what they had to say:*

"As always, a great range of topics and issues covered. Networking with fellow compliance professionals is excellent."

- Anna Goncharova, *CFO, Resolute Funds Ltd.*

"This conference has provided me with a long laundry list of items that I need to address once I get back to the office; a lot of food for thought."

- Pam Brenman, *Director of Operations, Aegon Capital Management Inc.*

"Excellent; very informative; views on risk management will be the take away along with views on how to develop the Culture of Compliance and going beyond the letters of the law. "

- Inya Ivkovic, *Compliance Analyst/Officer, State Street Global Advisor, Ltd.*

"It was beneficial to review and update our compliance department."

- Marie-Claude Lepage, *VP, Compliance and admin, 13 Advisors Inc.*

"Overall, excellent"

- Steven Yadegari, *SVP and General Counsel, Cramer Kosenthal McGlynn, LLC*

"Very beneficial and informative"

- Deirdre Harris, *COO, Hesperian Capital Management*

## PRE-CONFERENCE **WORKSHOP** Tuesday, June 12<sup>th</sup>, 2012 • 1:00 PM - 4:00 PM

### Operational Risk Management 101: What You Need to Know as a Compliance Officer

Compliance officers are not risk management professionals, yet they are expected to work with the concept of risk during audits and daily practice. This workshop will teach you the necessary concepts and tools to be effective in your compliance role. Take away these seven benefits:

- Introduction to risk management
- What your Board needs to know about operational risk
- Conduct internal audits to identify, assess, and prioritize risks
- Monitor and control exposures
- Develop continuous auditing techniques
- Reduce reputational risks and avoid unexpected losses
- Improve data and compliance efficiency

*Everything you need to know about risk as a compliance executive.*



**Barbara L. Elliott,**  
*Associate Partner, Audit and Assurance Group,*  
**PricewaterhouseCoopers**



**Marsha Gerhart,**  
*Counsel,*  
**Borden Ladner Gervais LLP**



**Julie Mansi,**  
*Partner,*  
**Borden Ladner Gervais LLP**

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# DAY ONE

Wednesday,  
June 13<sup>th</sup>, 2012

7:45 AM Registration and Continental Breakfast

8:30 AM Opening Comments From the Chairperson



**Marsha Gerhart,**  
*Counsel,*  
**Borden Ladner Gervais LLP**

8:45 AM Opening Keynote

## Securities Regulators' Leadership in Protecting Investors and Promoting Market Confidence

Securities regulators protect the interests of investors and market participants and work to foster confidence in the fairness and integrity of Canada's capital markets. This session will address:

- The current regulatory initiatives and proposals
- How regulators strengthen investor protection and deter improper practices in the marketplace

*Better understand regulatory initiatives.*



**Mary Condon,**  
*Vice-Chair,*  
**Ontario Securities Commission**

9:30 AM Regulatory Update

## Review Past Year's Regulatory Changes and What the CSA is Planning for the Near Future

Regulatory and compliance issues are constantly changing. Stay ahead of the game by hearing directly from the regulators on all the issues that concern portfolio and fund managers. Get updates on:

- The past year's examination report card
- Trends in key deficiencies - what you need to focus on
- Changing expectations for Chief Compliance Officers (CCOs)
- Findings in CSA's Client Relationship Disclosure sweep - what are the deficiencies and best practices?
- Examiners risk assessment tools - how will this impact your firm?
- Significant deficiencies and criteria used by examiners to refer cases of non-compliance to enforcement
- The next steps in CRM-2 and registration of investment fund managers

*Take away important updates and get your answers on the spot directly from regulators.*



**Michael Sorbo CFA,**  
*Manager Examinations, Capital Markets Regulations,*  
**British Columbia Securities Commission**



**Elizabeth King,**  
*Manager, Portfolio Manager Team,*  
*Compliance and Registrant Regulation Branch,*  
**Ontario Securities Commission**

10:15 AM Mid-Morning Networking Break

Interact with conference speakers and fellow attendees.

10:45 AM Ethics

## The Role of Ethics in Enhancing Your Bottom Line by Improving Client Trust

The worldwide Occupy movement last year demonstrated a clear public mistrust of the financial industry. With so much doubt from the investing public, ethics and compliance are becoming more important than ever. How can compliance help boost client confidence?

- How ethics can be your source of competitive advantage in this economic turmoil
- Improve your operational transparency to increase confidence
- Instill a culture of ethics and compliance in your firm through relationship building

*Implement ethics into your firm to boost client trust.*



**Keith Darcy,**  
*Executive Director,*  
**Ethics and Compliance Officer Association (Massachusetts)**

11:30 AM Top New Trends

## The Evolving Role of Compliance - How to Adapt and Excel in Your Future Role

The role of a compliance officer continues to evolve. What's traditionally a monitoring role is now more involved in a firm's business process than ever before. Recent international developments could set the trend for future regulatory changes. How can you keep up?

- How should compliance respond to new technology trends such as social media?
- What level of supervisory responsibility is required of compliance officers?
- How much should compliance get involved in business decisions?
- How is the enforcement landscape likely to change in the near future?
- Analyze international developments that can serve as important lessons

*Stay on top of the latest issues in compliance and achieve excellence in your role.*



**David Sobel,**  
*EVP, General Counsel,*  
*Chief Compliance Officer,*  
**Abel Noser (New York)**



**Stephen Marsh,**  
*CEO,*  
**SMARSH**

12:15 PM **Networking Luncheon**

Join the conference speakers and your peers for a relaxing luncheon.

1:15 PM **Luncheon Keynote**

**The Role of the Investor Advisory Panel on Regulatory Policy Making at the OSC**

The mandate of the Investor Advisory Panel is to ensure investors' interests are represented in the policy making process. Hear what the investor advisory panel is doing to protect investors and how these activities may affect policy design at the OSC.

- What are the past and current initiatives of the Investor Advisory Panel?
- What practices does the panel endorse?
- What role does the panel play in regulatory policy design?

*Take away insights to improve your compliance processes and exceed regulatory expectations.*



**Anita Anand,**  
Chair, Investor Advisory Panel, **Ontario Securities Commission;**  
Assistant Professor, Faculty of Law, **University of Toronto**

1:45 PM **Third Party Due Diligence**

**Developing a Robust Sub-Advisor Oversight Program to Protect Your Firm and Clients**

To do the best for their clients, asset managers may choose to contract out certain activities to sub-advisors. While this shows prudence, there are operational elements you need to watch out for in the outsourcing process. Gain insights into how you can:

- Contract out only the asset management responsibilities but not your KYC duties
- Investigate compliance strategies and corporate structures of third party vendors
- Piece together the puzzle of information to effectively evaluate sub-advisor operations
- Continuously monitor and supervise your sub-advisory relationships

*Take away strategies to conduct third party due diligence and oversee your relationship.*



**Lisa Becker,**  
Director, Operational Due Diligence & Chief Compliance Officer,  
**University of Toronto Asset Management**

3:00 PM **Mid-Afternoon Networking Break**

Interact with conference speakers and fellow attendees.

2:30 PM **Operational Risk**

**Setting Up an Enterprise Risk Management Framework to Proactively Control Your Risks**

All asset managers and fund managers need to address operational and regulatory risks proactively. An enterprise risk management (ERM) framework can help maximize enterprise value by managing key risks and opportunities. Take away strategies to:

- Identify, assess, and evaluate your risks on a continuous basis
- Develop ERM to help avoid unexpected losses and control reputational risks
- Integrate risk management and compliance functions to improve efficiency
- Implement the appropriate ERM according to the size of your organization

*Maximize enterprise value by addressing key risks and opportunities.*



**David Lui,**  
Chief Compliance Officer, Chief Risk Officer & Principal,  
**Galliard Capital Management (Minneapolis)** - Subsidiary of Wells Fargo

3:15 PM **Mid-Afternoon Networking Break**

Interact with conference speakers and fellow attendees.

3:30 PM **Behavioral Science**

**How to Prevent Misconduct by Identifying and Managing Individuals or Environments Prone to Fraud**

Every company has employees who are naturally inclined to engage in unethical behavior. Some companies unknowingly possess cultures that can potentially enhance fraud risk. Take away strategies to identify, monitor, and control your high-risk associates or environments:

- Recognize psychological red flags to identify high risk individuals
- Be aware of environments that pose a high fraud risk
- How do fraudsters rationalize their unethical behaviors?
- Understand how to control the factors that can potentially lead to misconduct in your firm
- Develop intervention programs to prevent fraud

*Understand the psychology of fraudulent behavior to prevent misconduct.*



**Pamela R. Murphy,**  
Assistant Professor and E. Marie Shantz Fellow in Accounting,  
**Queen's School of Business**

# DAY ONE

continued...

## 4:15 PM Business Continuity Planning

### How to Most Effectively Design and Test Your Business Continuity Plan

Given the sensitivity of client records and transactions, business continuity planning is particularly important to financial institutions. Take away practical tips to develop, test, and implement strategies to guard against business disruptions.

- What elements should you include in the plan?
- Assess potential impacts of disruptions and prioritize steps to repair operations
- Learn how to conduct annual tests on your continuity plan

*Protect client records and ensure your business can run smoothly after a major disaster.*



**David Adams,**  
Chief Compliance Officer,  
ATB Investor Services



**Julie Mansi,**  
Partner,  
Borden Ladner Gervais LLP

## 5:00 PM Conference Adjourns to Day Two

## 5:15 PM Evening Social Activities

Network with industry leaders and stakeholders while enjoying some of the best Toronto has to offer. Start by joining fellow delegates and speakers for complimentary appetizers.



# DAY TWO

Thursday,  
June 14<sup>th</sup>, 2012

## 7:45 AM Registration and Continental Breakfast

## 8:25 AM Opening Comments From the Chairperson



**Rebecca Cowdery,**  
Partner,  
Borden Ladner Gervais LLP

## 8:30 AM Keynote

### Tone from the Top: Working with Senior Management to Develop a Culture of Compliance within Your Firm

Gain insights into how senior management views the role of compliance. Open channels of communication and collaborate with other departments to achieve excellence in compliance. Take away how to:

- Instill a culture of compliance within your firm
- Raise serious compliance issues with senior management
- Reinforce the tone at the top

*Take away strategies to create a more compliant organization.*



**Michael Nairne,**  
President & CIO,  
Tacita Capital

## 9:15 AM POS Update

### Developments in Point of Sale Stage II and What's in Store for Stage III

Point of Sale Stage II requires delivery of the Fund Facts to investors within two days of purchase of mutual funds. The CSA also proposed amendments to contents of the Fund Facts document. Gain valuable insights into how regulators are:

- Implementing changes to the Fund Facts content based on comment letters
- Developing their timeline for next steps
- Proceeding with future regulations based on feedback received

*Gain insight into how POS disclosure is proceeding and what you can expect in the year ahead.*



**Charles Wang,**  
Sr. Policy Advisor,  
Investment Funds Institute of Canada

**Stephen Paglia,**  
Senior Legal Counsel, Investment Funds,  
Ontario Securities Commission

## 10:00 AM Mid-Morning Networking Break

Interact with conference speakers and fellow attendees.

### ABOUT THIS CONFERENCE

**The Compliance and Risk Management Strategies Summit for Portfolio Managers and Fund Managers** is a forum that provides the latest regulatory developments and best compliance strategies for asset management firms.

This senior level conference was developed with the thoughtful input of industry leaders. In an exclusive setting, senior stakeholders connect with their peers to exchange best practices, build referrals, and enhance governance.

## The Update From Washington, DC: Hold on to Your Hat – and Your Pocketbook!

Investment management firms in the U.S. are facing an increasingly complex legal, regulatory, and compliance environment. This session will provide a high-level discussion of the major issues that all investment advisory firms need to understand.

- What are the changes required by the Dodd-Frank Act?
- FINRA's continuing efforts to extend its reach to investment advisory firms
- Other regulatory changes facing the advisory profession

*Understand how the evolving U.S. regulatory environment is affecting the advisory industry.*



**David Tittsworth,**  
Executive Director,  
Investment Adviser Association (Washington)



**John Walsh,**  
Partner, Sutherland Asbill & Brennan;  
(Former) Acting Director, Office of Compliance Inspections and Examinations,  
Securities Exchange Commission (Washington)

## How to Protect Your Money Against Risk of Insolvency or Fraud of the Custodian

At least \$1.2 billion of customer money has gone missing after the MF Global collapse. Press reports suggest that custodians have lined their pockets through foreign currency trading practices. It's time to seriously reconsider the levels of protection you have against insolvency or misconduct by brokers and other custodians. Gain insights into the MF Global's Chapter 11 bankruptcy, the foreign currency cases, and make sure your clients' money stays safe in the future.

- Take a proactive approach – identify red flags during your due diligence process
- Protect your money against improper transactions
- How much of your money is insured and how much is at risk?
- Legal remedies available to recover part of your loss

*Take care of your clients' money by effectively managing your custodial risks.*



**Steven Yadegari,**  
General Counsel and SVP,  
Cramer Rosenthal McGlynn LLC (New York)



**Richard Marshall,**  
Partner,  
Ropes & Gary LLP (New York)

## Maximizing the Efficiency of Your Risk Management and Compliance Process

In an increasingly complex regulatory environment, compliance officers need to do more with less. Managing operational and regulatory risks effectively is crucial to your organization's success. Hear these case studies and learn how you can:

- Establish a well documented and auditable Governance, Risk and Compliance regime
- Meet regulatory expectations by implementing an effective compliance management system
- Develop a framework to assess, control, and mitigate your risks
- Foster a culture of compliance with securities legislation

*Leverage technology platforms to perform your duties faster in an ever-changing compliance landscape.*



**Paul Paquette,**  
Managing Director,  
Ethidex Inc.

Join the conference speakers and your peers for a relaxing luncheon.

## Avoid Sanctions by Following the CSA's Marketing Practice Recommendations

After its sweeping exam on marketing materials, the CSA published its suggested practices for portfolio managers. Ensure you implement these recommendations to prevent future penalties. Benefit from key insights on:

- Identifying the eight key deficiencies and CSA's suggested practices
- Clarifying regulator expectations with respect to marketing materials
- Obtaining strategies to implement suggested marketing practices

*Avoid future sanctions from the CSA by following its guidance on marketing practices.*



**Jacqlyn Stein,**  
Managing Director & Chief Compliance Officer,  
BNY Mellon Asset Management Canada Ltd.



**Prema Thiele,**  
Partner,  
Borden Ladner Gervais, LLP

# DAY TWO continued...

## 2:15 PM Succession Planning

### Developing an Effective Training and Mentoring Program to Build Your Compliance Department

With expanding regulatory demands, the compliance department is increasingly vital to all financial firms. Succession planning is an essential responsibility you have to tackle. Take away strategies on how to:

- Train new staff to take on additional responsibilities
- Develop a broad and deep pipeline of qualified compliance leaders
- Design and implement an effective mentoring program to ensure future success

*Implement programs to create a successful compliance department.*



**Selwyn Notelovitz,**  
*(Former) SVP, Partner, Chief Compliance Officer,*  
**Wellington Management (Boston)**

*Selwyn Notelovitz mentored a 2007 Rising Star of Compliance.*

## 3:00 PM Mid-Afternoon Networking Break

Interact with conference speakers and fellow attendees.

## 3:30 PM Outside Business Activity (OBA)

### Monitor, Control, and Review Employee OBA to Reduce Your Risk Exposure

The CSA published Staff Notice 31-326 in July 2011 to remind the registrants about the importance of OBA monitoring. Companies stand to lose millions of dollars in penalties for failure to supervise employees' Outside Business Activity. Learn how to:

- Identify when an OBA is truly an OBA or deemed an activity that requires registration
- Avoid pitfalls when you report OBAs to regulators
- Establish effective procedures to monitor and review OBAs and implement policies for disclosure

*Reduce the risks your firm faces by identifying and monitoring Outside Business Activities.*



**Alana Dubinski,**  
*VP, Compliance,*  
**Stonegate Private Counsel LP**

## 4:15 PM Dispute Resolution

### How to Leverage Services from PMAC to Meet Your NI 31-103 Dispute Resolution Requirements

Effective September 28, 2012, the CSA requires all registered Portfolio Managers to document and respond to each customer complaint. Dispute resolution services also need to be "made available at the firm's expense." Capitalize on the services available to you to meet your obligations.

- Understand NI 31-103 dispute resolution requirements
- Evaluate the dispute resolution program and learn how you can benefit
- How the program is implemented to meet the needs of the industry

*Utilize services from PMAC to ensure you comply with NI 31-103 section 13.16 requirements.*



**Julie Cordeiro,**  
*Legal Counsel,*  
**Portfolio Management Association of Canada**

## 5:00 PM Conference Adjourns



METROPOLITAN  
HOTEL  
TORONTO

Our conference venue is situated at the centre of the city's financial and shopping districts at The Metropolitan Hotel Toronto. This premier downtown hotel offers a quiet retreat set amongst a vibrant urban locale.

*Book your accommodations before **Saturday, May 26, 2012** by calling **1-800-668-6600** to take advantage of the Strategy Institute rate of **\$159/night for a Luxury King**. Mention **"Compliance & Risk Management"** to receive this offered rate.*

#### DIRECTIONS:

**Public Transportation:** Take the subway to St. Patrick Station.

**Parking:** \$22/overnight at hotel, or \$21/day. A more affordable option for parking, is across the street from the hotel in the 89 Chestnut building underground lot for \$12/day before 9AM, and \$19 up to 7PM.

108 Chestnut Street | Toronto, ON M5G 1R3  
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**2012 Compliance Outlook:  
Your Action Items in  
Months to Come!**

14<sup>th</sup>  
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# Compliance & Risk Management

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Regulatory Priorities | Improve Client Trust | Succession Planning  
Avoid Sanctions | Tone from the Top | Strengthen Due Diligence

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| 1 | CONFERENCE PRICING                      |  |  |                                  |
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|   |   | <b>SAVE \$300</b><br>(register by <b>Mar. 30</b> ) | <b>SAVE \$200</b><br>(register by <b>Apr. 27</b> ) | <b>REGULAR</b>                   |
|   | CONFERENCE ONLY                         | <input type="checkbox"/> \$1,595                   | <input type="checkbox"/> \$1,695                   | <input type="checkbox"/> \$1,895 |
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|   | WORKSHOP ONLY                           | <input type="checkbox"/> \$ 395                    | <input type="checkbox"/> \$ 395                    | <input type="checkbox"/> \$ 395  |

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On-line: [www.pmcompliancesummit.com](http://www.pmcompliancesummit.com)

Mail: Strategy Institute  
401 Richmond St. West, Suite 401  
Toronto, Ontario M5V 3A8

**Regular Investment: \$1,895** (Plus 13% HST)

The registration fee for the 14th Annual Compliance & Risk Management Strategies Summit for Portfolio Managers and Fund Managers is \$1,895.00 (plus 13% HST). This investment includes luncheon, re-freshments, networking breaks, continental breakfast, and original course materials. Payment is required in advance and can be made by company cheque, VISA, MasterCard, or American Express. Please make cheques payable to Strategy Institute Inc.

**Group Discount:**  
A Group Discount is offered for this conference. To be eligible for the GROUP DISCOUNT, 4 delegates must register at the same time. The total discount per delegate will amount to 25% off the regular rate of investment. Group discounts are applied on the regular investment rate ONLY and not on early bird rates or already reduced rates.

**Cancellations:**  
Cancellations must be received in writing by May 30th, 2012. You will be eligible for a prompt refund less a \$495.00 (plus HST) administrative fee. If you register for the program and do not attend, you are liable for the full registration fee unless you cancel according to the terms stated above. If you are unable to attend, delegate substitution is permitted up to, and including, the day of the conference.

**CONFERENCE CODE: 112014**

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