

The 2nd Annual Conference with Latest Insights from Top-Notch M&A Experts & Financiers

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# Mergers & Acquisitions 2014

■ **20-21 November 2014**  
■ **Centara Grand at CentralWorld, Bangkok**

**Increasing your business value through merger & acquisition strategies to optimize deals and gain maximum benefits**

## YEAR 2014-2015 KEY CONFERENCE HIGHLIGHTS:

- Latest Thailand's **legal & regulatory** updates on business acquisition
- Effectively structuring merger & acquisition deals from **negotiation to acquisition agreements**
- **Intellectual property** as a key element for successful **M&A and JV** transactions
- **Commercial due diligence**: key to understanding value in an acquisition
- Performing **financial due diligence** for M&A
- **Tax due diligence** and effective tax planning for M&A transactions to improve tax efficiency
- M&A **intangible assets valuation** and its impact to P/L

## PLUS! FEATURING NEW ISSUES & CASE STUDIES ON:

- ✓ The hunt for alpha: a **private equity** story
- ✓ Managing **HR & talent** in an M&A
- ✓ Effective methods to **manage and minimize risks** in M&A
- ✓ Managing a successful **due diligence process** for M&A deals

**Don't miss!** Interactive executive roundtable discussion on "**Challenges of successfully completing M&A deals in the current Thailand & ASEAN's investment climate**" by **Maybank Kim Eng Securities, Myanmar Investments International, L.E.K. Consulting, Nishimura & Asahi (Thailand) and HNP Legal**

*\*All presentations will be in English.*

## OUTSTANDING PANEL OF DISTINGUISHED GUEST SPEAKERS:



Montree S.



A. Htun



Thavorn R.



Jirayong A.



Pakpoom V.



M. Tamotia



R. Hurenkamp



Chatchawat K.



J. Pickering



Hatasakdi P.



A. Adcock



M. Borghello



Chayot V.



Archava S.



Jirapong S.



Thavee T.

## Reasons You Need to Join Us!

- Get answers to YOUR specific concerns
- Address the critical M&A details you have been neglecting
- Develop M&A strategies to propel your firm into the future
- How to effectively integrate and engage human capital on the heels of a deal
- Ensure that you successfully manage risks during every stage of M&A

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# Mergers & Acquisitions 2014

Day One: Thursday, 20 November 2014

8:00 am Registration & Morning Coffee

8:45 am Chairperson's Opening Address

**Hatasakdi Na Pombejra**  
Partner & Chairman  
HNP Legal Ltd.

**Hatasakdi Na Pombejra** began his career with Baker & McKenzie in 1983. In early 2002, he set up his own law firm together with a team of experienced lawyers and staffs and led the firm's tax practice known as HNP Legal – Taxand Thailand. His practices and experiences cover various fields of legal and tax services to domestic and multinational clients across industry sectors. In early 2013, he also established a joint venture firm in Myanmar – SCLH Legal & Tax Consultants (Myanmar) Ltd. – providing legal and tax services. He served and has served as a member of various Committees of both private and public sectors, as well as an Audit Committee member of certain public companies, the Thai Chamber of Commerce and the Board of Trade of Thailand.

9:00-10:15 am

## EXECUTIVE ROUNDTABLE DISCUSSION:

### CHALLENGES OF SUCCESSFULLY COMPLETING M&A DEALS IN THE CURRENT THAILAND & ASEAN'S INVESTMENT CLIMATE

- Analyzing the current investment and recent economic development under AEC 2015
- Overview of M&A trends in ASEAN: hot issues, opportunities and risks
- What can we learn from Thailand outbound and inbound?
- New legislation on the horizon that could impact inbound deals in Thailand
- Developing the right M&A strategies and approaches
- Successful case examples to avoid pitfalls and complete deals

Moderator:

**Hatasakdi Na Pombejra**  
Partner & Chairman  
HNP Legal Ltd.

Panelists:

**Montree Sornpaisarn, CFA**  
Chief Executive Officer  
Maybank Kim Eng Securities (Thailand) Public Co., Ltd.

**Montree Sornpaisarn** has been the CEO at Maybank Kim Eng Securities (Thailand) Plc since October 2001. He is presently responsible for the overall brokerage, IB business, Derivatives Department and also looks after new business development. He has extensive experience in large-scale equity offering including privatization of state-owned enterprises and recognized expertise in several areas of IB services such as Public Offerings, M&A, Restructuring and Project Finance. Currently, Montree is a director of Investment Banking Club and heads its Derivative Product Working Group and Director of Futures Industry Club (FI Club). He is also a Consultant to the Thai Listed Company Association & Investment Banking Club and to the Financial Economics Working Committee of National Economics and Social Advisory Council.

**Aung Htun**  
Managing Director  
Myanmar Investments International ("MIL")  
& Executive Chairman  
Thai Strategic Capital Management Co., Ltd.

**Aung Htun**, 52, an engineering graduate from Imperial College, brings hands-on experience of starting, building and managing companies, as well as 30 years of corporate finance and private equity experience. In 1982 Aung Htun joined Kleinwort Benson in London specializing in M&A. On returning to Thailand in 1987 he founded and was CEO of Seamico Securities Plc. In 2000 he founded Thai Strategic Capital Management. In 2013 he founded Myanmar Investments ("MIL") a holding company that focuses exclusively on investing in Myanmar. MIL is listed on the London Stock Exchange. Currently he sits on the boards of Myanmar Investments Ltd., Draco PCB Plc, Wuttisak Clinics Inter Group Ltd, Nam Seng Insurance Plc., and GHP Arbitrium (Far East) Ltd. and is a director of the Thai Venture Capital Association

**Manas Tamotia**  
Head of Southeast Asia  
L.E.K. Consulting

**Manas Tamotia** is the head of L.E.K.'s Southeast Asia practice. He has over twelve years of experience in strategy, M&A and restructuring. Prior to L.E.K. Manas spent several years in the M&A group of a leading US energy trader. Manas has experience across several industries including energy, construction & building products and private equity. He has advised a number of corporate and private equity clients on acquisitions, buyouts and growth capital investments around Southeast Asia, Australia, New Zealand, Europe and the US.

**Jirapong Sriwat**  
Counsel  
Nishimura & Asahi (Thailand) Co., Ltd.

As Counsel and the founder of Nishimura & Asahi's Bangkok office, **Jirapong Sriwat** leads the Thai practice and advises on a wide range of international corporate finance, merger-and-acquisition transactions and restructurings. His expertise is advising, structuring and leading complex transactions both within and outside of Thailand. He regularly represents, among others, Thai, Japanese and international investors, international investment banks, international private equity investors, hedge funds and international corporations and financial institutions. He joins Nishimura & Asahi's Bangkok office from Linklaters where he worked for nine years.

10:15 am Morning Refreshments & Networking

10:30-11:30 am

### LATEST THAILAND'S LEGAL & REGULATORY UPDATES ON BUSINESS ACQUISITION

- Latest updates and key considerations for M&A regulations and rules in Thailand
- Identifying various regulatory authorities/bodies and the process involved in M&A
- Examining foreign investment opportunities, legal requirements and restrictions in foreign ownership in Thailand
- Procedures and disclosure requirements for M&A

**Chatchawat Kriengsuntikul**  
Partner  
Mazars (Thailand) Ltd.

**Chatchawat Kriengsuntikul** heads up the Legal Practice of Mazars (Thailand) Ltd. Prior to joining Mazars, he worked with PricewaterhouseCoopers for more than 10 years. He has been working for clients in a variety of business activities, including manufacturing, trading, services, hotel, financial institutions, retail, automotive and telecommunications. His legal

# Mergers & Acquisitions 2014

specializations include direct investment, labour, mergers and acquisitions, and foreign business control law. He has had substantial experience in obtaining various operating licenses, giving advice on the labour issues, performing corporate restructuring and undertaking legal due diligence.

11:30 am-12:30 pm

## EFFECTIVELY STRUCTURING MERGER & ACQUISITION DEALS FROM NEGOTIATION TO ACQUISITION AGREEMENTS

- Preparation for negotiation: leveraging strategies that enable company to gain alignment with partners on terms that helped capture or preserve financial value
- Identifying and dealing with the critical issues
- Strategies and tactics for key negotiation issues
- Successful negotiation in addressing changes, risks, conflict and dispute before acquisition agreement

**Archava Smuthranond**  
Partner & Executive Director  
Legal Advisory Council Ltd.

**Archava Smuthranond** received a LL.B. from Thammasat University and afterwards obtained his Barrister-at-Law. He has a M.C.J. from Howard University, M.B.A. from Southeastern University, and LL.M. from Southern Methodist University. He has more than 23 years' experience in a wide range of legal practices, including business contracts, joint ventures, M&A, and real estate. Apart from his work at LACL, Archava is a lecturer at Ramkhamhaeng University in major business contracts and the Vice President at Thai-Russian Chamber of Commerce. He is also the Co-President of SMU Alumni Chapter in Bangkok.

12:30 pm Luncheon

1:45-2:45 pm

## INTELLECTUAL PROPERTY AS A KEY ELEMENT FOR SUCCESSFUL M&A AND JV TRANSACTIONS

- Understanding the importance and current approach of IP due diligence in Thailand
- How to identify and value intangible assets
- Key considerations on legal, technology and strategies of IP assets
- IP due diligence prior to commercial transactions
- Case studies

**Alan Adcock**  
Partner  
Tilleke & Gibbins

**Alan Adcock** is a Partner and Deputy Director of the Tilleke & Gibbins intellectual property and regulatory affairs groups, helping to oversee the firm's client work in these areas across ASEAN. He is known for his "detailed knowledge of the law" (The Legal 500 Asia Pacific 2010/2011), fluency in Mandarin, and outstanding client service. Since 2005, Alan has received recognition by Asialaw Leading Lawyers Survey as one of Asia's leading business lawyers in the area of intellectual property. He is also recognized as one of the world's leading life sciences practitioners by IAM Life Sciences 250 and PLC Which Lawyer.

2:45-3:45 pm

## COMMERCIAL DUE DILIGENCE: KEY TO UNDERSTANDING VALUE IN AN ACQUISITION

- Understanding how businesses and markets work
- Key elements of commercial due diligence
- Uses and applications of commercial due diligence

- Commercial due diligence checklist
- Exposing commercial risks

**Rob Hurenkamp**  
Managing Partner  
Mazars (Thailand) Ltd.

**Rob Hurenkamp** is Managing Partner of Mazars Thailand and is based in Bangkok. In 2000 he moved to Thailand joining PwC in Bangkok. In 2001 he became Finance Director for deSter in Asia & Pacific. In this position he had the full responsibility over the financial matters of the group in Asia & Pacific. In 2007 he joined Mazars assuming the Managing Partner role in 2009. In his current role he is responsible for the full operations of Mazars in Thailand. Mazars provides Outsourcing, Audit, Tax, Legal and Business advisory services to its client. As a member of Mazars' Asia & Pacific Financial services team he is responsible for Due Diligence Reviews and other special assignments including Business Compliance and Fraud engagements.

3:45 pm Afternoon Networking Coffee Break

4:00-5:00 pm

## CASE STUDY EFFECTIVE METHODS TO MANAGE AND MINIMIZE RISKS IN M&A

- Identifying types of risks in M&A process
- Evaluating and managing risks concerned
- Strategies for mitigating risks and liabilities in the target companies
- Preventing both foreseen and unforeseeable risks in M&A

**Chayot Vitayanonektavee**  
Managing Partner  
Khronos Advisory Ltd.

**Chayot Vitayanonektavee** is one of the two Managing Partners at Khronos Advisory Ltd. His expertise is cross-border M&A transactions and fund raising exercises in infrastructure (e.g. power generations, telecommunications, transportation), natural resources (e.g. oil and gas, coal mines) and general industry businesses (e.g. pulp and paper, forestry products, cement, industrial glass) in Southeast Asia. Prior he joined Imprimis Limited as Director and Delta Associates (Thailand) as Senior Associate.

5:00 pm End of Day One

Day Two: Friday, 21 November 2014

8:00 am Morning Coffee

9:00am Chairperson's Opening Address

**Jirayong Anuman-Rajadhon**  
Managing Partner  
JayDee Partners Ltd.

**Jirayong Anuman-Rajadhon** co-founded JayDee Partners in 2006. JayDee is an SEC approved financial advisory firm where Jirayong is responsible of overall managerial operation. Since the firm's inception, she has been leading the team in advising more than 30 listed and non-listed firms in several type of transactions for example fund raisings, debt restructuring, valuation, independent financial advisory and M&A. She began her investment banking career with Asset Plus Securities PLC, where she advised several takeover deals. After Asset Plus, she spent few years with AIA Thailand, Investment Division – Private Equity.

9:15-10:15 am

## REGIONAL PERSPECTIVES MANAGING A SUCCESSFUL DUE DILIGENCE PROCESS FOR M&A DEALS





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- Important issues in M&A due diligence
- Key focus of an effective due diligence
- Scope of due diligence exercise/determining materiality
- Ways to minimize legal risks for the acquirer
- Pitfalls and practical guidelines
- Lesson learned from several recent cases in Southeast Asia

**Jacques Pickering**  
Managing Director  
Pickering Pacific Pte Ltd.

**Jacques Pickering** is the founder and Managing Director of Pickering Pacific Pte Ltd, a mergers & acquisitions (M&A) advisory firm based in Singapore and covering East Asia. Jacques has worked on more than 100 M&A transactions in the U.S., Europe, Africa, Asia, Australia and New Zealand. From 1991 to 1998, Jacques worked as a lawyer for Clifford Chance. Then in 2000 to 2003 he worked in senior M&A and financial roles for the H.J. Heinz Company, as General Manager in charge of Portfolio Planning and Analysis, and then in Australia as Director, Planning & Business Development.

## 10:15 am Morning Refreshments & Networking

10:30-11:30 am

### PERFORMING FINANCIAL DUE DILIGENCE FOR M&A

- Aspects in conducting financial due diligence
- Due diligence finding
- Samples of financial due diligence
- Due diligence in private company

**Jirayong Anuman-Rajadhorn**  
Managing Partner  
JayDee Partners Ltd.

11:30 am-12:30 pm

### TAX DUE DILIGENCE AND EFFECTIVE TAX PLANNING FOR M&A TRANSACTIONS TO IMPROVE TAX EFFICIENCY

- Practical overview of tax regulations affecting M&A deals in Thailand
- Due diligence regarding tax issues
- Optimizing tax restructuring plan of the combined company
- Tax benefits for M&A
- Post-deal integration planning to achieve tax efficiency

**Thavorn Rujivanarom**  
Partner  
PricewaterhouseCoopers Legal and Tax Consultants Ltd.

**Thavorn Rujivanarom** specialises in the area of tax, including corporate income tax, value added tax and international taxation. He currently serves as the lead partner of PricewaterhouseCoopers Legal and Tax, in charge of providing comprehensive tax advice regarding local and international investment, coordination and negotiations to resolve all kinds of tax issues. He was voted by International Tax Review to be the leading tax adviser in Thailand. Prior to joining PricewaterhouseCoopers Legal and Tax (PwC), Thavorn was a government official, occupying the position of tax analyst in the Policy and Planning Division (currently Bureau of Tax Planning) of the Revenue Department for five years.

## 12:30 pm Luncheon

1:45-2:45 pm

REGIONAL PERSPECTIVES

### MANAGING HR & TALENT IN AN M&A

- Understanding the target's employment structure and

employment costs

- How to effectively integrate and engage human capital on the heels of a deal
- "Key Employee" retention plans: how to select employees, how much to pay, how to structure
- Assessing and aligning the newly acquired company's corporate culture

**Massimo Borghello**  
Director, M&A Asia Pacific  
Towers Watson, Hongkong

**Massimo Borghello** is a Director based in Towers Watson's Mergers and Acquisitions Practice in Hong Kong. He advises clients in the Asia Pacific region on the financial and human capital issues in acquisitions, integrations, restructurings and other major change initiatives. His main areas of expertise include HR due diligence, international benefits, cross border transactions and post-merger integration. He has over 25 years of human capital consulting experience, which were accrued in Towers Watson's London, New York and Brussels offices, before relocating to Hong Kong in 2013.

2:45-3:45 pm

### THE HUNT FOR ALPHA: A PRIVATE EQUITY STORY

- Manufacturing alpha
- Traditional value creation vs. financial engineering
- Market-timing and vintage year
- Private equity: structures LPs, GPs, risk-rewards
- Leveraged buyouts (LBO), roles of leverage

**Pakpoom Vallisuta**  
Chairman  
The Quant Group

**Pakpoom Vallisuta** has served 23 years as an investment banker - the last 15 years of which in mergers & acquisitions as the senior partner of The Quant Group. Prior, he was an engineer with Unocal and Hewlett Packard. Pakpoom has an MBA from Duke University and currently serves as a board member of Duke University.

## 3:45 pm Afternoon Networking Coffee Break

4:00-5:00 pm

### M&A INTANGIBLE ASSETS VALUATION AND ITS IMPACT TO P/L

- M&A – Under Business Combination
- What are Intangible assets?
- Valuation of Intangible assets

**Thavee Thaveesangsakulthai**  
Partner  
Deloitte Touche Jaiyos Advisory Co., Ltd.

**Thavee Thaveesangsakulthai** has in-depth knowledge in providing corporate finance and financial advisory services. Thavee has provided restructuring and M&A advice to major companies in the food and beverages, manufacturing, finance and service industries. Some of the experiences include acquisition of a food processing business by a foreign investor, acquisition of beverages manufacturing and restaurant chain by a leading Thai client, business valuations of liquor and beverages containers, merger of the steel companies, acquisition due diligence of a petrochemical group, and acquisitions advice of a leading transportation company and industrial gas manufacturing.

## 5:00 pm Chairperson's Closing Remarks and End of the Conference

# Mergers & Acquisitions 2014

Dear Executive,

*“When it comes to a merger or acquisition—no matter which side of the transaction you’re on—the challenges can be complex and even overwhelming”*

In today’s world of increased competitiveness and accelerated speed of doing business, almost no global company can afford to not use M&A as an instrument for growth strategy. In many increasingly saturated industries M&A is frequently the most suitable solution for significant expansion. Mergers & acquisitions have become an integral part of companies’ new sources of revenue streams and acquisitions of new core competencies, etc. Global M&A was valued at US\$ 599.1bn in Q1 2014, up 33.2 percent from Q1 2013 (US\$ 449.6bn) and 2014 was the most active start to the year since 2011.

M&As in Asia are still on the rise. For Thailand, with the emerging AEC around the corner, M&A activities are poised for massive growth. In this challenging environment, smart investment bankers, private equity firms, and other deal-making professionals are finding ways to use M&A to add value to companies, investors and the economy.

Following the success of 2013 M&A Conference, this 2nd conference **“Mergers & Acquisitions 2014”** is held for companies pursuing growth through M&A deals or those being the takeover targets, to understand regulatory, legal & tax issues, M&A complex processes and strategies as well as practical strategies involved in securing a successful M&A. For this year, new focuses on cross-border M&A/M&A in ASEAN markets will be featured. First-hand experiences & perspectives from high-profile deal makers, investment bankers, legal, financial & tax advisors from both local & regional markets are to be included.

**Join us!** The event will bring together representatives of the corporate sector, investments banks, venture capital funds and law companies to share experiences and best practices in the field of M&A.

**Act now** to register and secure seats for yourself and your key team members at this must-attend conference.

Your partner in success,

Asia Business Connect

## News Clippings:

- Russia’s Rosneft says to acquire shares in North Atlantic Drilling: Russia’s top crude oil producer Rosneft said on Friday it had agreed to swap assets and acquire shares in Norway’s North Atlantic Drilling Limited (NADL), despite sanctions over the Ukraine crisis. In a separate statement, NADL said that Rosneft will get an approximately 30 percent stake in the company by receiving primary shares at the price agreed upon previously of \$9.25 per share, with the balance being paid to NADL in cash. (Reuters, 22 August 2014)
- RSA to sell insurance business in Singapore, Hong Kong: London-based RSA Insurance Group plc said it reached an agreement to sell its insurance business in Singapore and Hong Kong to Allied World Assurance Co Ltd for 130 million pounds (\$215.51 million) in cash. The deal is expected to result in a gain of about 110 million pounds and will add about 95 million pounds to the company’s tangible net assets, RSA Insurance said on Thursday. (Reuters, 21 August 2014)
- Asian property develop-nvdr: Mitsubishi Jisho Residence Co.,Ltd. agreed to acquire 49% stake in Premium Residence Co., Ltd. from AP (Thailand) Public Company Limited (SET: AP) for approximately THB 160 million on August 13, 2014. MJR Investment will acquire 49.05 million shares of Premium Residence. MJR Investment and AP (Thailand) Public signed joint venture agreement on August 18, 2014. The transaction was approved by Board of Directors of AP (Thailand) Public on August 13, 2014. (Businessweek, 13 August 2014)

## WHO SHOULD ATTEND

This conference has been specifically designed for CEOs, MDs, GMs, Directors, Heads, Managers and Decision Makers involved in M&As:

### Legal Executives/Professionals:

- Chief Counsel/General Counsel
- Corporate Legal Counsel
- Corporate Legal Directors/Managers
- Corporate Legal Advisors
- Legal Affairs Directors/Managers
- Legal Consultants
- Senior Legal Practitioners

### Financial & Tax Executives/Professionals:

- Chief Financial Officers
- Finance Directors/Managers/Controllers
- Heads of Corporate Finance
- Heads of Tax Compliance
- Accounting Directors/Managers
- Tax & Investment Managers
- Auditors

### Including:

- Business Development Directors/Managers
- Heads of Corporate Planning
- Tax & Legal Consultants
- Senior Analysts
- Heads of Investment Banking

## KEY BENEFITS OF ATTENDING:

- ❖ **Analyze** the current M&A trends and recent economic development
- ❖ **Updates** on M&A regulations and rules in Thailand
- ❖ **Hear** practical guidance for successfully managing M&A deals
- ❖ **Benefit** from best practices in conducting legal & financial due diligence
- ❖ **Optimize** tax restructuring plan of the combined company
- ❖ **Assess** and align the newly acquired company’s corporate culture
- ❖ **Determine** successful valuation methods and practical challenges
- ❖ **Strengthen** your preparation and negotiation skills at all facets including your due diligence, contracts, litigation
- ❖ **Grasp** concrete techniques and guidance directly from leading-edge professionals

# Mergers & Acquisitions 2014

Conference Date: 20-21 November 2014



**HOTLINE:** +66 (0) 87 029 3939



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**Yes! Please register the following delegate(s):**

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Tel: _____ Fax: _____	Position: _____
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(Please photocopy for more delegates. Kindly fill in the registration form in English)

1) [Mr/Mrs/Ms] Name: _____	Position: _____
Department: _____	Business E-mail: _____
Direct Line: _____	Mobile: _____
2) [Mr/Mrs/Ms] Name: _____	Position: _____
Department: _____	Business E-mail: _____
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4) [Mr/Mrs/Ms] Name: _____	Position: _____
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## REGISTRATION FEE (Please check as appropriate)

Fee per Delegate (Fee includes lunch, refreshments, and full conference documentation)	Conference (20-21 November 2014)			
	<input type="checkbox"/> Early Bird		<input type="checkbox"/> Normal	
	<input type="checkbox"/> For 1-2 Registrations	<input type="checkbox"/> For Group Registration of 3 or more	<input type="checkbox"/> For 1-2 Registrations	<input type="checkbox"/> For Group Registration of 3 or more
Registration Fee per Delegate	22,500.00	20,250.00	24,500.00	22,050.00
VAT 7%	1,575.00	1,417.50	1,715.00	1,543.50
<b>TOTAL (Baht)</b>	<b>24,075.00</b>	<b>21,667.50</b>	<b>26,215.00</b>	<b>23,593.50</b>

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\*\* Registration fee for companies **located outside Thailand:** Early Bird Fee: USD 895 per delegate, Normal Fee: USD 995 per delegate.\*\*

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## ABOUT THE ORGANIZER

Asia Business Connect, Thailand's leading conference and training organizer, is managed by a team of dedicated and talented professionals with more than 20 years experience and expertise in conference management and organization as well as training activities for major businesses and their key executives in Thailand and other countries in Asia, which include Singapore, Malaysia and Vietnam. Visit our website at www.asiabusiness-connect.com.

## CANCELLATION AND TRANSFERS

If you are unable to attend, a substitute delegate is welcomed at no extra charge. Kindly provide name and title of the substitute delegate at least 2 working days prior to the conference. A refund less Baht 3,500 administration charge will be made for cancellation received in writing on or before **30 October 2014**. Regrettably, no refund can be made for cancellation received after this date. A complete set of documentation will however be sent to you.

## ASIA BUSINESS CONNECT CO., LTD.

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Payment prior to the conference is required to complete your registration. An admission form will be sent to you prior to the conference. Walk-in delegates with payment will be admitted subject to space availability.

**FOR NORMAL REGISTRATION:** In order to avoid any inconvenient circumstances to delegates at the conference, payment should reach us **7 days** prior to the conference date.