

# NATIONAL CONTENT CONGRESS MEXICO

Pre-conference Workshop Day: October 27, 2015  
Main Conference: October 28 - 29, 2015  
Location: Mexico City

In an effort to finance more complex upstream projects, the government has put reforms in place that have opened the market for international investment. A complete game changer, local content policies are still a hot topic for debate.

Whether you're an oil and gas company or service provider exploring opportunities in Mexico, you should be a part of the discussions on:

- **Local content regulations:** Understand how your organization can comply with these standards by hearing presentations exploring how local content requirements will mature leading up to 2025
- **Bridging the gap on human capital:** Grasp what resources are available along with the current blueprints aiming to develop STEM research
- **International players:** Learn how neighboring resource rich nations such as Brazil and Argentina have developed, rolled out and monitored their local content policies
- **Investment opportunities:** Learn how the government can help maximise and facilitate opportunities for operators
- **Legal:** From contracts to compliance percentages, get key insight into what your organization needs to reflect on when entering the market

*"Spread and depth of presentations – impressive"*

GCA ENERGY LIMITED (Global Local Content Summit 2014 attendee)

*"Great networking in a very professional environment"*

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THE ONLY CONGRESS  
DEDICATED TO LOCAL  
CONTENT IN MEXICO

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## LEADING INDUSTRY BODIES CONTRIBUTING TO THE DISCUSSION INCLUDE:



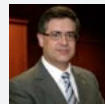
**Hector Marquez**  
Head of Government Procurement  
**Secretary of Economy**



**Raul Mendoza**  
Deputy Director of Development and Relationship with Suppliers and Contractors  
**Petróleos Mexicanos**



**Flavio Díaz Mirón Álvarez**  
Vice President Commercial and Government Affairs  
**Arendal**



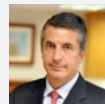
**Ernesto Rios Patron**  
General Director  
**Mexican Institute of Petroleum**



**Erick Gallardo**  
Head of the Petroleum Engineering Department  
**Universidad Nacional Autónoma de México**



**Nestor Diaz**  
Technical Secretary of the SENER - CONACYT Fund  
**Conacyt**



**Julio A. Santaella**  
Executive Coordinator  
**Mexican Petroleum Fund**



**Mauricio Alvarado**  
Partner and Head of Oil & Gas  
**SMPS Legal, Mexico**



**Benigna Leiss**  
Country Manager  
**Chevron Energía de México\***

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Dear Colleague,

Are you fully aware of Mexico's potential for oil and gas?

The industry is opening up for foreign investment for the first time since 1938, putting Mexico on the tip of everyone's tongue. The move to open the market illustrates the government's need to reverse the decline in oil and gas production. To meet this mandate, the government has recently set in place a local content policy.

With the rate currently set at 25%, there are mixed feelings regarding the program. Some say it is far too lenient, whilst others indicate this to be a realistic objective. Join us for the upcoming summit, where industry leaders will gather to discuss policy, bidding rounds, potential for investors, legal and contractual considerations along with human capital resources and policy in neighboring resource-rich countries.

I look forward to welcoming you in Mexico City.

Kind regards,

 **Elizabeth Parra**  
Conference Director Latin America  
Oil & Gas IQ, London

**REGISTER BEFORE  
10TH APRIL AND  
SAVE \$500!**

## LEADING INDUSTRY BODIES CONTRIBUTING TO THE DISCUSSION INCLUDE:



**David Penchyna**  
President of the Energy Committee  
**Senate**



**Benjamín Torres-Barrón**  
Partner  
**Baker & McKenzie**



**Jorge Luis Lavalle Maury**  
Representative of the Energy Committee  
**Senate**



**Hector Marquez**  
Head of Government Procurement  
**Secretary of Economy**



**Raul Mendoza**  
Deputy Director of Development and Relationship  
with Suppliers and Contractors  
**Petróleos Mexicanos**



**Flavio Díaz Mirón Álvarez**  
Vice President Commercial and Government Affairs  
**Arendal**



**Lahra Liberti**  
Senior Adviser on Natural Resources  
**OECD**



**Edival Dan Junior**  
Local Content Manager  
**Petrobras**



**Ernesto Marcos Giacomani**  
Chairman of the Board  
**Mexican Association of Oil Companies  
and Service Providers (AMESPAC)**



**Luis Alberto Serra Barragán**  
Director of Economic Development  
**Energy and Climate Change en Centro de  
Investigación para el Desarrollo A.C. (CIDAC)**



**Ana Lilia Moreno**  
Senior Researcher  
**CIDAC**



**Luis Vielma**  
General Director  
**CBM**



**Benigna Leiss**  
Country Manager  
**Chevron Energía de México**



**Ernesto Rios Patron**  
General Director  
**Mexican Institute of Petroleum**



**Ernesto A Marcos**  
Corporate Director for Mexico  
**Cameron**



**Erick Gallardo**  
Head of the Petroleum Engineering Department  
**Universidad Nacional Autónoma de México**



**Nestor Diaz**  
Technical Secretary of the SENER - CONACYT Fund  
**Conacyt**



**Julio A. Santaella**  
Executive Coordinator  
**Mexican Petroleum Fund**



**Heather Theisen-Gandara**  
Assistant Director  
Global Training & Workforce Development  
**Institute of International Education**



**Mauricio Alvarado**  
Partner and Head of Oil & Gas  
**SMPS Legal, Mexico**



**Dwight Dyer**  
Senior Analyst  
**Control Risks**



**Oscar Roldan**  
General Director of Statistics and Economic  
Assessment  
**CNH\***



**Antonio Castro**  
Senior Economist  
**Oxford Economica Mexico & Latam**



**Luis Carbajo,**  
Partner  
**Baker & McKenzie's**



**Sandra Fonseca**  
Founding Partner  
**SANIG SERVICIOS**



**Patrick Hoogendijk**  
Managing Partner & CFO  
**EIM Capital**



**Karla Torres**  
Sourcing Mgr  
**Shell Mexico**

## Local Content Policy: Design, implementation and metrics

Understand how governments and investing organizations have created their local content policies and strategies through a series of case studies, practical sessions and group work.

Benefits of attending:

- ▶ Understand what makes a good policy or program and the objectives of devising strategy in this area
- ▶ Learn how to form a strong basis for your policy, delving into the research groundwork involved so that the strategy effectively represents all stakeholders
- ▶ Hear how to roll out and measure your program adequately and to obtain the full benefits of a robust blueprint
- ▶ Leave the workshop with hands-on skills that you can employ as soon as you get back to the office

09:15 Registration and coffee

### 10:00 **Workshop 1: Design**

Learn how organizations have:

- ▶ Developed a local content / national content program through assessment of needs
- ▶ Set up the research project: Analysing all facets of the supply chain and oil field service resources
- ▶ Project managed the design of the policy or program along with the key areas for development

12:00 Networking lunch

### 13:00 **Workshop 2: Setting targets**

- ▶ What is the purpose of having percentages?
- ▶ What is a realistic jumping off point for these targets?
- ▶ Setting up staggered targets – examples from around the globe

### 14:00 **Workshop 3: Implementation**

- ▶ Roll out and delivery: Challenges in finding a healthy balance between criteria and targets
- ▶ Establishing and maintaining partnerships: Involving the full spectrum of stakeholders
- ▶ Being transparent and assessable: Ensuring your communications are effective and available to all stakeholders

15:00 Networking coffee break

### 15:30 **Workshop 4: Metrics**

- ▶ Keeping on top of the results of your policy or program
- ▶ Methods for gaining insight into the metrics of your campaign
- ▶ Signifiers of a successful, robust policy
- ▶ International examples of well-established metrics

17:00 End of pre-conference workshop day

## MEDIA PARTNERS

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**Oil & Business**  
Magazine

**Worldoils**



08:15 **Registration and coffee**

09:00 **Mexico in the Spotlight:  
A country of hydrocarbon opportunities**

- ▶ Opening ceremony and ministerial address

Hector Marquez

Head of Government Procurement

**Secretariat of Economy**

## LOCAL CONTENT AND BIDDING ROUNDS

09:30 **Panel Discussion: National content regulation evolution: How will the results of the first bidding round impact short-term investment for country development?**

- ▶ Review of the latest national content regulations in Mexico
- ▶ The impact of the current price of oil on global investment in the oil and gas sector in Mexico
- ▶ Roles and responsibilities of the government, IOCs, independents and service providers within the context of local content
- ▶ Key stakeholders collaboration to achieve local content goals

Panellists include:

David Penchyna

President of the Energy Committee

**Senate**

Benigna Leiss

Country Manager

**Chevron Energía de México**

Luis Carbajo,

Partner

**Baker & McKenzie's**

Patrick Hoogendijk

Managing Partner & CFO

**EIM Capital**

Oscar Roldan

General Director of Statistics and Economic Assessment

**CNH\***

10:30 **Networking coffee break**

## LOCAL SERVICE PROVIDER LANDSCAPE

11:00 **Results of the recent local service provider study**

- ▶ Objectives and setting initial groundwork
- ▶ Blueprints for the study: Participants and leading organizations
- ▶ Impact of the study and what it means for the local content policy
- ▶ Results, implications and moving forward

Jorge Lavalle

Representative of the Energy Committee

**Senate**

David Penchyna

President of the Energy Committee

**Senate**

11:45 **Panel Discussion: Developing a competitive local supply chain to ensure project progression**

- ▶ Developing of strong local supply chain to create in-country economic development
- ▶ National content requirements: How do they differ for upstream and downstream?
- ▶ Creating a competitive landscape for local suppliers
- ▶ Financial support for local suppliers and businesses (SMC)
- ▶ Strategies to expand the supplier base and improve the supply chain and procurement processes
- ▶ Incentives for local companies to develop and compete on a national and international level

Panellists include:

Hector Marquez

Head of Government Procurement

**Secretary of Economy**

Raul Mendoza

Deputy Director of Development and Relationship with Suppliers and Contractors

**Petróleos Mexicanos**

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Lahra Liberti

Senior Adviser on Natural Resources

**OECD**

Karla Torres

Sourcing Mgr

**Shell Mexico**

12:45 **Networking lunch**

13:45 **Local and international service providers panel**

- ▶ Up, mid and downstream opportunities in Mexico
- ▶ Current local service providers: Landscape and challenges
- ▶ Local policy pertaining to service providers functioning within the oil and gas arena
- ▶ International players working in Mexico: Opportunities, obstacles and adhering to policy
- ▶ Challenges hindering growth in the oil and gas industry

Luis Vielma

General Director

**CBM**

Flavio Díaz Mirón Álvarez

Vice President Commercial and Government Affairs

**Arendal**

14:45 **Networking coffee break**

## SURROUNDING NATIONS – DRAWING ON LOCAL CONTENT EXPERIENCE FROM NEIGHBORING COUNTRIES BRAZIL AND ARGENTINA

15:15 **Challenges and perspectives for local content policies and industry in Brazil**

- ▶ What is PROMINP: Overview and development of policy
- ▶ Objectives: Understand how this policy has been developed in correlation with the requirements of the oil and gas sector in Brazil
- ▶ Developing successful partnerships: Local supplier relationship development
- ▶ Metrics and moving forward: Future targets and programme development

Edival Dan Junior

Local Content Manager

**Petrobras**

16:00 **Developing policy for local content in Argentina**

- ▶ The importance of assessing the Oil & Gas value chain
- ▶ Organizing the work with the private and the public sector
- ▶ Insights into the work assessing the value chain for policy development
- ▶ Implementing the policy as pilot project in YPF

To be Announced

16:45 **Economic impact on project development**

- ▶ Trends in the price of oil and gas and international spend for investment
- ▶ How has the current climate impacted deep water developments in Mexico?
- ▶ Moving forward and projections for investment in 2015/2016

Antonio Castro

Senior Economist

**Oxford Economica Mexico & Latam**

17:30 **Chair's summary and close of conference day 1**

17:45 **Networking drinks reception**

19:00 **Business dinner:** After a busy day filled with debate and industry discussion, why not join us for our three course business dinner!

08:15 **Coffee and registration**

09:00 **Chair's opening remarks**

09:30 **Financing Latin America's energy and infrastructure**

- ▶ Strategy and rationale for financing projects in this arena
- ▶ Interest in the oil and gas sector in Mexico
- ▶ Overview of projects in the hydrocarbons industry

*Session reserved - Investment and oil and gas*

## NGOS AND RESEARCH – SUSTAINABLE GROWTH AND HUMAN CAPITAL

10:15 **Human capital project and development**

- ▶ Blueprints of the human capital project: Reasons for running the project and obstacles in execution
- ▶ Drivers for completing the study along with the participants
- ▶ Results: Areas that require more work and areas that are developed
- ▶ Moving forward: What needs to be done to provide sustainable growth in this region

Luis Alberto Serra Barragán

Director of Economic Development

**Energy and Climate Change en Centro de Investigación para el Desarrollo A.C. (CIDAC)**

11:00 **Networking coffee break**

## BRIDGING THE KNOWLEDGE GAP: TRAINING AND DEVELOPING RESOURCES

11:30 **Update from the Institute of International Education**

- ▶ Overview of IIE and the organizations objectives
- ▶ Examples of training and development programmes implemented internationally
- ▶ How a strategy in this vein could benefit the fabric of the industry in Mexico
- ▶ Partnerships in the region and current projects

Heather Theisen-Gandara

Assistant Director

Global Training & Workforce Development

**Institute of International Education**

12:15 **Networking lunch**

13:15 **Panel Discussion: Bridging the knowledge gap**

- ▶ Understanding the present status of professionals and skilled labour in supporting the needs of the growing oil and gas industry in Mexico
- ▶ Research and development centers to cater to encourage talent progression
- ▶ Launching new training programmes to develop skilled labour
- ▶ Collaboration of IOCs to promote technology transfer
- ▶ Sourcing staff and service providers in Mexico
- ▶ Strategic partnerships with national universities to build local capacity

Ana Lilia Moreno

Senior Researcher

**CIDAC**

Ernesto Rios Patron

General Director

**Mexican Institute of Petroleum**

Heather Theisen-Gandara

Assistant Director

Global Training & Workforce Development

**Institute of International Education**

Erick Gallardo

Head of the Petroleum Engineering Department

**Universidad Nacional Autónoma de México**

Nestor Diaz

Technical Secretary of the SENER - CONACYT Fund

**Conacyt**

## ECONOMIC OVERVIEW AND SETTING FUTURE TARGETS

14:00 **Panel Discussion: Economic overview of Mexico: Present and future**

- ▶ Summary of the objectives of the Mexican Fund for Stabilization and Development
- ▶ Overview of the status of the current socio- economic infrastructure
- ▶ Plans for the future and how the oil and gas industry will contribute to in country wealth
- ▶ Creating sustainable employment opportunities
- ▶ International joint ventures to foster innovation and strengthen local growth

Julio A. Santaella

Executive Coordinator

**Mexican Petroleum Fund**

Sandra Fonseca

Founding Partner

**SANIG SERVICIOS**

14:45 **Networking coffee break**

## OVERCOMING BARRIERS TO DRIVE INVESTMENT FORWARD AND ACHIEVE THE DESIRED BENEFIT FOR THE SOCIO ECONOMIC INFRASTRUCTURE

15:15 **Panel Discussion: Overcoming barriers to drive national content development**

- ▶ Understand the current and proposed E&P regulatory framework under newly enacted created energy reforms
- ▶ Understand regulations in environmental licensing and community consultation processes
- ▶ Update on current environment licensing regulation and timing to obtain exploration licensing for onshore, offshore and unconventional
- ▶ Assessing the relative impact of security levels on present and future E&P operations and oil & gas infrastructure
- ▶ Challenges with community consultation process that may delay oil & gas investments and thus National Content implementation.

Moderator:

Mauricio Alvarado

Partner and Head of Oil & Gas

**SMPS Legal, Mexico**

Panellists:

Dwight Dyer

Senior Analyst

**Control Risks**

Benjamín Torres-Barrón

Partner

**Baker & McKenzie**

16:00 **Chair's summary and close of conference**



# PARTNERSHIP OPPORTUNITIES

Oil and Gas IQ is proud to launch National Content Congress Mexico. An industry leader in the organization and execution of local content related summits and media, this upcoming venture is timely. Strike while the iron is hot, we say! Nothing rivals face-to-face business, and the upcoming congress offers the perfect platform to meet with regional players and government officials as well as international investors.

Focused and high-level, the event will be an excellent platform to initiate new business relationships. With tailored networking, partners can achieve the face-to-face contact that overcrowded trade shows cannot deliver.

Exhibition and partnership options are extensive, and packages can be tailor-made to suit your individual company's needs. Most packages include complimentary entry passes, targeted marketing to industry officials and executives, and bespoke networking opportunities.

## Other features of partnership include:

- ▶ Prominent exhibition space in the main conference networking area
- ▶ Participation in comprehensive pre-event marketing campaigns
- ▶ Tailored marketing strategies to suit your organization's size, capabilities and individual requirement

**For more information and to discuss the right opportunity, contact us on +44 (0)207 368 9300 or [partner@iqpc.co.uk](mailto:partner@iqpc.co.uk)**

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## Institute of International Education (IIE) - [www.iie.org](http://www.iie.org)

The Institute of International Education (IIE) is one of the world's largest and most experienced education and training organizations. With a large global footprint of work in 185 countries, IIE manages a large portfolio of initiatives for the energy sector including those supporting local content, workforce development, higher education scholarships, long-term and short-term training and corporate social responsibility programs. IIE's office in Houston, Texas leads the Institute's work for the energy industry. Over 30,000 individuals participate in IIE-administered programs annually. IIE's clients include ExxonMobil, BP, Conoco-Phillips, Petro-Canada, Chevron, Baker Hughes, the U.S. Department of State, USAID, U.S. Department of Defense, Microsoft, Cargill, Alcoa and the Governments of Brazil, China, India, Libya and Saudi Arabia, among others.



# WHO SHOULD ATTEND?

**Examples of job titles that the summit will directly appeal to include:**

- ▶ Government: Local/ National Content, Advisors, Supplier Development, Procurement, Economy, Energy all levels
- ▶ International Oil and Gas Companies/ NOCs, Independents, Investors: MD, VP, CEO, President, Local/ National Content, Supplier Development, Vendor Development, CSR, Social Responsibility, Legal, Compliance
- ▶ Service providers: Business Development, Commercial Development, Local/ National Content, CSR, MD, VP, President, CEO

# FREE INDUSTRY RESOURCES

You can access a variety of free resources such as whitepapers, articles, news, podcasts and presentations online at [www.nationalcontentmexico.com](http://www.nationalcontentmexico.com)



**Delivering quality content and events to enhance your knowledge and strengthen your networks** Oil & Gas IQ provides over 100 technical and strategic events across Europe, Asia, the US and the Middle East every year, educating almost 5,000 high-level executives annually. Through our website, e-newsletter and conferences we seek to keep the industry in the know about the latest issues that affect your bottom line. Our members and delegates benefit from a culmination of 100% industry research and practical information and tools that solve critical everyday business problems.

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[www.oilandgasiq.com/member](http://www.oilandgasiq.com/member)

**National Content Congress Mexico offers the perfect platform to highlight your company's strengths and abilities. Exhibitor and programme opportunities are offered in areas such as:**

- ▶ International oil and gas companies
- ▶ Oil field service providers
- ▶ Consultancies

**If you're working in this region or looking to gain market share to our senior level audience, please get in touch!**



Pre-conference Workshop Day: October 27, 2015  
Main Conference: October 28 - 29, 2015  
Location: Mexico City

To speed registration, please provide the priority code located on the mailing label or in the box below.

My registration code **PDFW**

Please contact our database manager on +44(0) 207 368 9300 or database@iqpc.co.uk quoting the registration code above to inform us of any changes or to remove your details.

	Register and pay by 31 July 2015*	Register and pay by 28 August 2015*	Register and pay by 25 September 2015*	Standard Price
<b>Three day package:</b> Two conference days and Pre-conference workshop day plus business dinner**	<b>Save \$500</b> \$2,823	<b>Save \$400</b> \$2,923	<b>Save \$300</b> \$3,023	\$3,323
<b>Two day package:</b> Main conference days plus business dinner**	<b>Save \$500</b> \$1,824	<b>Save \$400</b> \$1,924	<b>Save \$300</b> \$2,024	\$2,324
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\*\*I do not wish to attend the Business Dinner. Please deduct \$50 from my registration fee.

\*To qualify for discounts, payments must be received by the early bird registration deadline. Early booking discounts are not valid in conjunction with any other offer. Please note:

- All 'Early Bird' discounts require payment at time of registration and before the cut-off date in order to receive any discount.
- Any discounts offered (including team discounts) must also require payment at the time of registration.
- All discount offers cannot be combined with any other offer.

## DELEGATE DETAILS - SIMPLY COMPLETE THIS FORM AND CLICK SUBMIT

Please photocopy for each additional delegate

Mr  Mrs  Miss  Ms  Dr  Other

First Name \_\_\_\_\_

Family Name \_\_\_\_\_ Job Title \_\_\_\_\_

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IQPC Point of contact \_\_\_\_\_

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Nature of business \_\_\_\_\_

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Fax \_\_\_\_\_

Approving Manager \_\_\_\_\_

Name of person completing form if different from delegate \_\_\_\_\_

I agree to IQPC's cancellation, substitution and payment terms

Special dietary requirements:  Vegetarian  Non-dairy  Other (please specify)

Please indicate if you have already registered by:  Phone  Fax  Email  Web

Please note: if you have not received an acknowledgement before the conference, please call us to confirm your booking.

## PAYMENT METHOD

Total price for your Organisation: (Add total of all individuals attending):

Card Number: VISA  M/C  AMEX

Exp. Date: \_\_\_\_\_ Sec: \_\_\_\_\_

Name On Card: \_\_\_\_\_

Billing Address (if different from above): \_\_\_\_\_

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(Please quote 25452.001 with remittance advice)

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Sort Code: 40 05 15 Acct Number: 68882491

IBAN: GB11MIDL40051568882491 Swift: MIDLGB22

## 5 WAYS TO REGISTER

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www.nationalcontentmexico.com

EMAIL:

enquire@oilandgasiq.com

PHONE:

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FAX:

+44 (0)20 7368 9301

POST:

your booking form to  
IQPC, 129 Wilton Road,  
Victoria, London, SW1V 1JZ

**Start knowledge sharing and networking before the event**

## TEAM DISCOUNTS\*

IQPC recognises the value of learning in teams. Groups of 3 or more booking at the same time from the same company receive a 10% discount, 5 or more receive a 15% discount, 7 receive a 20% discount. Only one discount available per person.

## VENUE & ACCOMMODATION

Venue: Mexico City

Accommodation: Accommodation and Venue to be released shortly. Please check for further information [www.nationalcontentmexico.com](http://www.nationalcontentmexico.com)

## TERMS AND CONDITIONS

Please read the information listed below as each booking is subject to IQPC Ltd standard terms and conditions. **Payment Terms:** Upon completion and return of the registration form, full payment is required no later than 5 business days from the date of invoice. Payment of invoices by means other than by credit card, or purchase order (UK Plc and UK government bodies only) will be subject to a \$99 per delegate processing fee. Payment must be received prior to the conference date. We reserve the right to refuse admission to the conference if payment has not been received. **IQPC Cancellation, Postponement and Substitution Policy:** You may substitute delegates at any time by providing reasonable advance notice to IQPC. For any cancellations received in writing not less than eight (8) days prior to the conference, you will receive a 90% credit to be used at another IQPC conference which must occur within one year from the date of issuance of such credit. An administration fee of 10% of the contract fee will be retained by IQPC for all permitted cancellations. No credit will be issued for any cancellations occurring within seven (7) days (inclusive) of the conference. In the event that IQPC cancels an event for any reason, you will receive a credit for 100% of the contract fee paid. You may use this credit for another IQPC event to be mutually agreed with IQPC, which must occur within one year from the date of cancellation. In the event that IQPC postpones an event for any reason and the delegate is unable or unwilling to attend in on the rescheduled date, you will receive a credit for 100% of the contract fee paid. You may use this credit for another IQPC event to be mutually agreed with IQPC, which must occur within one year from the date of postponement. Except as specified above, no credits will be issued for cancellations. There are no refunds given under any circumstances. IQPC is not responsible for any loss or damage as a result of a substitution, alteration or cancellation/postponement of an event. IQPC shall assume no liability whatsoever in the event this conference is cancelled, rescheduled or postponed due to a fortuitous event, Act of God, unforeseen occurrence or any other event that renders performance of this conference impracticable, illegal or impossible. For purposes of this clause, a fortuitous event shall include, but not be limited to: war, fire, labour strike, extreme weather or other emergency. Please note that while speakers and topics were confirmed at the time of publishing, circumstances beyond the control of the organizers may necessitate substitutions, alterations or cancellations of the speakers and/or topics. As such, IQPC reserves the right to alter or modify the advertised speakers and/or topics if necessary without any liability to you whatsoever. Any substitutions or alterations will be updated on our web page as soon as possible. **Discounts:** All 'Early Bird' Discounts require payment at time of registration and before the cut-off date in order to receive any discount. Any discounts offered by IQPC (including team discounts) also require payment at the time of registration. Discount offers cannot be combined with any other offer. © IQPC Ltd. VAT Reg #: GB 799 2259 67

**PAYMENT MUST BE RECEIVED PRIOR TO THE CONFERENCE**