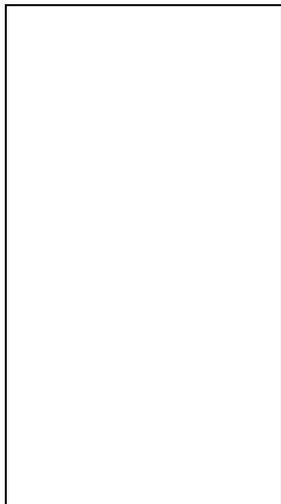


**SME FINANCING:
FROM BUSINESS PLAN
TO CREDIT ASSESSMENT AND MANAGEMENT**

ORGANISATION SHEET

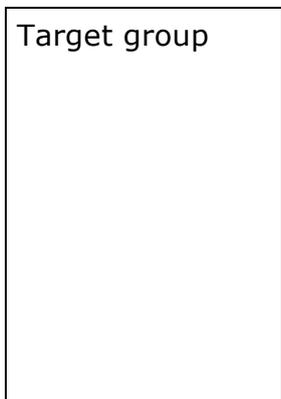
<p>Objective</p>	<p>Between small and medium enterprises (SMEs) and financial institutions, experience shows it is not easy to understand each other. If the relations are relatively easy when it concerns the financing of a well-defined short term need, they become rapidly difficult when the demand is related to a business project comprising investment and working capital.</p> <p>Entrepreneurs, especially small ones and those who are developing a new project, generally blame the bankers for their chilliness, lack of understanding, and their desire to get the maximum guarantees. As for financial institutions, they often blame contractors to submit projects that are insufficiently documented, or unrealistic in terms of financial planning.</p> <p>Given the crucial role of SMEs in economic development, and the importance of this market for the growth of the banking industry, the objectives of the seminar are:</p> <ul style="list-style-type: none">• to improve the technical and commercial expertise of the participants in their relations with SMEs applying for a loan to finance the development of their activities• to improve the understanding of what is a "bankable" credit demand on the basis of a business project and a business plan• to improve the understanding of the key words in SME financing: "Information" - "Treatment of information" - "Use of information"
<p>Methodology</p>	<p>Cash Flow Based Lending will be the main focus, through comprehensive case studies, exercises and exchange of experience.</p> <p>In this context, two specific issues will be addressed from the point of view of the banker:</p>



- How to analyze, critically, a business project through the business plan and the financing plan?
- How to efficiently manage the relation at the different stages of the credit process?

Among others, managers from Luxembourg based banks, Financial supervisors and local companies' Directors will share their experience with the participants in the following areas:

- Best practices in scoring/rating tools
- Risk management
- SME banking & International regulations

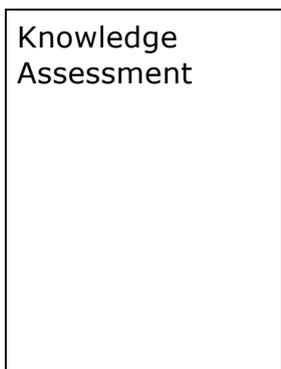


Target group

Middle managers and high potentials from commercial & central banks, financial institutions and supervisory bodies, with a minimum of 3 years of experience in SME financing.

More specifically for participants from commercial banks:

- Loan officers in charge of commercial relations with SME prospects and clients
- Credit risk analysts
- Staff in charge of middle and back office activities

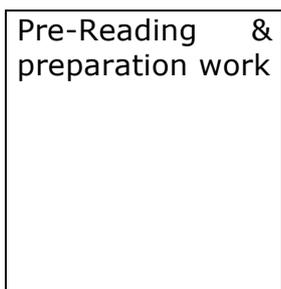


Knowledge Assessment

An assessment will be organised at the end of the programme, under the control of ATTF.

This assessment will consist in open questions and a case study. The participation during the seminar will also be evaluated for the final mark.

To be successful and receive an official ATTF Certificate, the participant has to have a global mark of at least 10 out of 20.



Pre-Reading & preparation work

A reference document, to read before the seminar, will be used to illustrate some issues (will be sent out in due time).

Participants will prepare a short presentation of their bank and the SME challenges in their countries (3 pages maximum). These papers will be distributed at the beginning of the seminar.



Language	English
Participants	Maximum 20 participants
Main Expert-Coordinator	<p>André Taymans</p> <ul style="list-style-type: none">• Chairman of the Board of Directors of Belgian Bankers Academy• Official Senior Expert ATTF• Former Head of Credit Department, Crédit Agricole Belgium• International Consultant with experience in more than 30 countries.
Local experts	Senior experts from Luxembourg based banks, financial institutions, supervisors dealing with SMEs and managers of SMEs.
Date	<p>March 9-13, 2015 (5 days)</p> <p>Arrival date: Saturday, March 07</p> <p>Departure date: Saturday, March 14</p>



Multinational seminar in Luxembourg, 09-13 March 2015

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CONTENT

Evening before day 1

- Welcome address and presentation of ATTF
- Presentation and objectives of the programme
- Presentation of participants
- Welcome dinner

DAY 1:

Morning

- Some practical information
- Overview of Luxembourg Financial Center
- SME Market: Challenges – Risks – Opportunities – Perspectives
- Collateral-based lending vs Cash flow-based lending

Afternoon:

- Key concepts in SME banking: Information – Treatment of information – Use of information
- From Business Plan to pro forma financial statements
- Presentation of the case study to carry out during the seminar
- Introduction to Day 2 (visit to Raiffeisen Bank)

DAY 2:

- Presentation of Raiffeisen Bank and its positioning in the SME market
- SME Finance – Business credit scoring – Dual Servicing – Marketing Plan
- Front Office: Exchange of experience with a relationship manager dealing with a SME portfolio
- Middle Office: Exchange of experience with a loan officer analyzing the credit file and preparing the credit decision
- Back Office: Exchange of experience with officers in charge of implementing the contracts and securities, monitoring the credit portfolio and managing the Non Performing Loans

DAY 3:

Morning

- Debriefing Day 2 - Synthesis on some best practices related to the organization of a Credit Department
- Financial analysis: case studies
- Evaluation of the profitability of an investment



Afternoon:

- Scoring & Rating tools
- Credit risk management

DAY 4:

Morning

- Debriefing Day 3
- Cash flow, Free cash flow and Enterprise valuation

Afternoon:

- SME Banking and International Regulations: the case of CSSF in Luxembourg
- Testimonial (SME financial manager)

DAY 5:

Morning

- Debriefing Day 4
- Risk protection in loan documentation
- SMEs: Source of failures & Warning signals

Afternoon:

- Knowledge assessment
- Final debriefing & Conclusions
- Closing cocktail