

Agenda

SUNDAY, JUNE 14

CAPITAL MARKETS: TRADING, TRACKING, AND TELLING

Ruth Venning, Hospira (Moderator); Rich Barry, Intercontinental Exchange | NYSE; Mike Maloney, NASDAQ; Adam Frederick, Oxford Intelligence; Jason Tuthill, Ipreo; Gerry Gould, Haemonetics; David Young, Aflac

Location: Columbus G/H, Gold Level East Tower

Time: 1:00pm - 3:00pm

Primary Category: Capital Markets **Secondary Category:** Business Insight & Financial Reporting and Analysis

This modular workshop offers a comprehensive look at the U.S. equity markets. The session starts with an overview of the U.S. capital markets and how and where stocks trade. You'll then learn about current market dynamics, such as dark pools, high-frequency trading and the SEC. The second part of the workshop focuses on how to interpret trading in your company's stock, including monitoring options activity, as well as getting the basics of stock surveillance - and what it can and can't do in today's fragmented markets. Finally, two IROs will share how they leverage relationships with their investors as a resource of trading intelligence, as well as how they monitor and interpret trading in their stock. Join us for all or part of this workshop to learn how the capital markets work and what you can do to track what's going on with your stock.

Learning Objectives:

- › Module 1 - Trading: The basics of U.S. equity trading and current trends (30 minutes)
- › Get the basics of the U.S. equity markets - the founding principles of trading stocks - and then learn about the trends impacting trading today, such as high-frequency trading, dark pools and recent proposed changes to small cap trades.
- › Module 2 - Tracking: Interpreting Market Behavior (40 minutes)
- › Learn how to interpret trading movement in your stock, as well as the importance of following your options trading. This module will also take a candid look at stock surveillance, and what it can and can't do for you in today's fragmented markets.
- › Module 3 - Telling: Following Your Stock and Communicating to the C-Suite (30 minutes)
- › Leading IRO's will share how they monitor their stock -- the services they use and investor relationships they leverage - that help them demystify the markets for their C-suite.

SOCIAL MEDIA: FRIEND OR FOE FOR REACHING TARGET AUDIENCES?

Serena Ehrlich, Business Wire (Moderator); Nils Paellmann, T-Mobile; Beth Blankespoor, Stanford University; Evan Pondel, PondelWilkinson

Location: Columbus I/J, Gold Level East Tower

Time: 1:00pm - 3:00pm

Primary Category: Marketing & Outreach **Secondary Category:** IR Strategy & Implementation

Some companies Tweet, create leadership videos on YouTube and post on Facebook, while others shun social media altogether. The fact is, these channels are not going away. In fact, they are becoming increasingly more relevant to investor audiences as more and more reporters, analysts, and activists turn to these channels to complement, air grievances or even simply start rumors that directly impact a company's stock price. In this workshop, we will discuss the relevancy of social media when interacting with investor constituencies, as well as best practices for listening and engaging across these channels.

Learning Objectives:

- › Provide an understanding of who is using social channels as a discussion platform as it relates to your company, management and industry.
- › Provide context of social media as a content distribution channel from the perspective of IROs and what led to the SEC's decision to make Twitter, Facebook and YouTube viable disclosure channels.
- › Walk through the different social platforms and help IROs determine which channels make the most sense for listening, engaging and amplifying.
- › Discuss how to institute or update your social media policy to ensure buy-in from executive management teams.

SUNDAY, JUNE 14

CONNECTING STRATEGY, BUSINESS MANAGEMENT AND SHAREHOLDER VALUE

Ruth Cotter, Advanced Micro Devices (Moderator); David Yates, Finance Talking; Steven Schwartz, Raymond James

Location: Columbus K/L, Gold Level East Tower

Time: 1:00pm - 3:00pm

Primary Category: Business Insight & Financial Reporting and Analysis

Whenever you open a 10-K, annual report or investor presentation, you will invariably read that the primary objective of the management team is to create shareholder value". Yet, many people struggle to explain what shareholder value creation really means and relatively few companies demonstrate clearly how their strategy is going to deliver it.

This workshop on Connecting Strategy, Business Management and Shareholder Value explains how investors think, what they understand by the term shareholder value creation and how they look to invest in companies that can demonstrate a clear connection between their strategic objectives, how they manage the business and how that in turn translates into value for shareholders.

Learning Objectives:

- › Understand the capital markets and how stockholders think.
- › Appreciate the key drivers of value and how these affect C-suite decisions on capital management and allocation.
- › Learn ways to communicate your company's equity story to optimize value.

THE ART OF NETWORKING: BUILDING A STRATEGIC NETWORK TO ENHANCE YOUR IR CAREER

Heather McGregor, Taylor Bennett

Location: Michigan Ballroom A/B/C, Lakeshore Meeting Suites East Tower

Time: 1:00pm - 3:00pm

Primary Category: Career Development

This workshop will begin with a brief but in-depth discussion on current job market trends and insightful data on Investor Relations roles around the world. Following the presentation, participate in an entertaining interactive activity to improve your professional network, with expert guidance on establishing and building relationships with a fresh approach.

Learning Objectives:

- › Learn how best to prepare to engage with people who appear on your meeting schedule.
- › Map your own personal network and assess if it is fit for purpose.
- › Explore how to engage with people who are not on your schedule, but who you come across anyway.

SUNDAY, JUNE 14

TAKING YOUR INVESTMENT STORY GLOBAL: THE VALUE OF ENGAGING INTERNATIONAL INVESTORS – PART I

Beate Melten, Citi (Moderator); Martino Boffa, McKinley Capital Funds; Raimo Lenschow, Barclays; Armando Lopez, Citibank

Location: Plaza Ballroom, Green Level East Tower

Time: 3:00pm-4:00pm

Primary Category: IR Strategy & Implementation **Secondary Category:** Global IR Summit

The globalization in AUM is forcing companies, regardless of HQ location, to reach out beyond the local investment community in order to maximize company valuation and potentially create a more stable investor base. During the first half of this workshop, representatives from the buy-side, sell-side and corporate access will address key factors that IROs should consider when engaging international investors.

Topics to be covered will include: How has global AUM distribution changed and what does that mean for your potential investor base? Will you need to refine your investment thesis to address a global audience? What are the cultural differences of investors in the various areas around the globe and are they interested in different performance metrics?

Learning Objectives

- › Learn how AUM distribution has changed over time and why it is important to broaden your investor base.
- › Understand the difference in expectations from investors in various geographies.
- › Refine your communication skills in order to be sensitive to local, cultural differences.

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TAKING YOUR INVESTMENT STORY GLOBAL: SUCCESSFUL STRATEGIES FOR BUILDING AN INTERNATIONAL OUTREACH PROGRAM – PART II

Beate Melten, Citi (Moderator); Brendan Fitzpatrick, Ipreo; Nicholas Rolli, Philip Morris International; Sam Levenson, Arbor Advisory Group; Rafaela Gunzburger, Taesa S.A.

Location: Plaza Ballroom, Green Level East Tower

Time: 4:00pm-5:00pm

Primary Category: Marketing & Outreach **Secondary Category:** Global IR Summit

Growing your investor base globally is a rising challenge many IROs face and finding the right help to prepare for this task can be difficult. During the second half of this workshop, IROs will highlight proven strategies for executing successful international investor outreach programs. In addition, attendees will learn techniques from a global targeting expert for identifying potential international investors.

Other topics to be covered include: In what geographies should you focus your international outreach efforts? Are there rules and regulations you need to understand when marketing in geographies other than your own? Is it necessary for the CEO/CFO to be present at meetings or is IR only okay? Which service providers can you leverage to maximize results? How do you determine whether your story resonates better in one geography versus the next before you hit the road?

Learning Objectives:

- › Learn from the experts how to develop a global target list which maximizes hit ratio and management efficiency.
- › Tips for developing a successful international IR program.
- › Learn how to harness the sell side and IR providers to optimize efforts.

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GLOBAL IR SUMMIT RECEPTION

Location: Plaza Ballroom Patio, Green Level East Tower

Time: 5:00pm-6:00pm

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WELCOME RECEPTION

Location: Grand Ballroom, Gold Level East Tower

Time: 6:00pm-8:00pm

Hosted by:

 **Alpha IR Group**

MONDAY, JUNE 15

FITNESS ACTIVITY - YOGA

Location: Randolph Lakeshore Meeting Suites East Tower
Time: 6:00am-7:00am

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AND COMPANY

FITNESS ACTIVITY - NIRI BOOT CAMP

Location: Skyway 272, Blue Level East Tower
Time: 6:00am-7:00am

Sponsored by:

COWEN
AND COMPANY

ATTENDEE BREAKFAST

Location: Columbus Foyer, Gold Level East Tower
Time: 7:00am-8:00am

REGISTRATION

Location: Grand Ballroom Registration North, Gold Level East Tower
Time: 7:00am - 5:00pm

SERVICES SHOWCASE

Location: Grand Ballroom, Gold Level East Tower
Time: 7:00am-5:30pm

GENERAL SESSION: FOCUSING CAPITAL ON THE LONG-TERM

Dominic Barton, McKinsey

Location: Regency Ballroom A/B/C/D, Gold Level West Tower
Time: 8:30am-9:30am

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Since the 2008 financial crisis and the onset of the Great Recession, there has been a push to move focus away from “quarterly capitalism” toward a long-term investment horizon. Yet short-termism continues to prevail. How should companies, senior executives and boards deal with the pressure from financial markets to maximize short-term results? How are the market’s major players such as index fund managers and activist investors impacting this issue? There are proven steps for investors to focus more capital on the long term. How do we get them to join the fight?

GENERAL SESSION: CORPORATE LEADERSHIP— DO CEOs PREPARE FOR THE SPRINT OR THE LONG DISTANCE

Jason Dean, Wall Street Journal (Moderator);

Bob Eck, Anixter; Greg Brown, Motorola; Mike Ball, Hospira

Location: Regency Ballroom A/B/C/D, Gold Level West Tower
Time: 9:30am - 10:30am

Sponsored by:

Computershare | **Georgeson**

More than ever, CEOs and companies have to be nimble in a fast paced environment of global competition, activist shareholders, increasing M&A, and changing industry trends. Hear from top CEOs on how they stay ahead of competitors, develop talent, and manage risk as they adapt their strategies and capital structure to focus on delivering sustainable shareholder value.

MONDAY, JUNE 15

BREAK IN THE SERVICES SHOWCASE

Location: Grand Ballroom, Gold Level East Tower

Time: 10:30am-11:15am

ARE YOU “BAIT”? HOW TO AVOID BECOMING AN ACTIVIST TARGET

Chris Hodges, Alpha IR Group (Moderator); Shep Dunlap, Motorola Solutions; Chris Hodges, AlphaIR Group; Matthew Stroud; Chris Young, Credit Suisse

Location: Regency Ballroom B, Gold Level West Tower

Time: 11:30am-12:30pm

Primary Category: IR Strategy & Implementation **Secondary Category:** Capital Markets

With billions of dollars pouring into activist funds and more actions and campaigns, it pays to know what attracts activists. This panel will review the profiles of the “ideal” companies activists like to target and what you can do to help reduce the chance of an activist campaign based on the financial and operating profile of your company.

Learning Objectives:

- › Learn what attracts activists from a balance sheet perspective.
- › Learn what actions you or your company can take to mitigate the risk of an activist campaign based on the company’s financial structure.

EXPANDING YOUR SPHERE OF INFLUENCE: OPPORTUNITY FOR MULTI-DISCIPLINARY ROLES

Smooch Reynolds, DHR International (Moderator); Melissa Kivett, Assurant; Jane Okun Bomba, IHS; Melissa Plaisance, Safeway

Location: Regency Ballroom D, Gold Level West Tower

Time: 11:30am-12:30pm

Primary Category: IR Strategy & Implementation **Secondary Category:** Career Development

Moving the needle of influence within your organization to have a day-to-day impact on the business — how we define/frame/conduct ourselves as leaders that serves as the foundation for broadening our sphere of influence inside of our respective organizations.

Learning Objectives:

- › Understand the qualities that management seeks in professionals whom they deem to be genuine business partners.
- › Learn how three executives accepted challenges outside their core competencies as a means to advancing their careers.
- › Bring clarity to understanding how/why management teams embrace talent in their inner circle of trust.

MONDAY, JUNE 15

HOW TO MAXIMIZE YOUR EFFECTIVENESS WITH THE SELL-SIDE

Joanne DeGrande, Starbucks (Moderator); Doug Fox, Zebra Technologies; Alex Paris, Barrington Research; Timothy McHugh, William Blair

Location: Plaza Ballroom, Green Level East Tower

Time: 11:30am-12:30pm

Primary Category: Business Insight & Financial Reporting and Analysis **Secondary Category:** Fundamentals

Analyst coverage provides information about public companies to the investing public, and through their research signal the company's strengths or weaknesses. Analysts are one of the most important information intermediaries in capital markets, but where do they get their information and data? How do they start the financial modeling process when initiating research coverage? How can they successfully initiate coverage without first speaking with the IRO? Understanding the mindset of analysts and how they gather data to build their initial financial model is critical to the job of the IRO, but just how much influence and control does an IRO actually have in the process? How can IRO's maintain and manage the relationship? Are you challenged with too many analysts or not enough? Whether your company is a recent IPO or an established business, managing sell-side coverage can be an intimidating process. Learn how to acquire the skillset to effectively work with the sell-side and gain strong company advocates in the process.

Learning Objectives

- › Identify the resources used by research analysts to build the company's initial financial model.
- › Discuss the external information and data and how it correlates to the company's financial projections.
- › Analyze the importance of senior management discussions prior to initiation.
- › Contribute to the IRO's understanding of "what's behind the numbers".
- › How the research initiation process changed from five years ago and how has that affected the IRO's role in the process.

THE EVOLUTION OF CORPORATE ACCESS: IMPACT ACROSS THE GLOBE

Sarah Bowman, Deutsche Post DHL (Moderator); Charles Nelson, meetyl; Mark Pelligrino, UBS; Tom Tyler, Bloomberg; Jeremy Wiseman, Scott Harris UK Ltd.

Location: Regency Ballroom A, Gold Level West Tower

Time: 11:30am-12:30pm

Primary Category: Marketing & Outreach

In 2014, the UK Financial Conduct Authority (FCA) issued a reclassification of corporate access which restricts asset managers from using client money to pay brokers to arrange meetings with company management. All companies marketing to UK investors are affected by this, regardless of their geographic location. With similar regulatory moves being made in Europe and Asia and a review being made by the SEC now is a good time to drill down on the response of the investment community to the changing face of corporate access. Is it still purely a remit for investment banks or are independent providers an alternate source? How can you best avoid conflicts of interest? What role does technology play and how can you ensure optimal access to investors going forward?

Learning Objectives:

- › Become cognizant of the FCA ruling and its implications when planning an NDR to the UK.
- › Has the FCA's ruling has changed the corporate access business model and where is it heading?
- › Innovative approaches to conducting international roadshows.

MONDAY, JUNE 15

INVESTOR RELATIONS IN AN M&A WORLD

Tom Johnson, Abernathy McGregor (Moderator); Eric Moskal, Deutsche Bank; Chuck Triano, Pfizer; Valerie Haertel, BNY Mellon

Location: Regency Ballroom C, Gold Level West Tower

Time: 11:30am-12:30pm

Primary Category: Business Insight & Financial Reporting and Analysis **Secondary Category:** IR Strategy & Implementation

Companies are bought and sold every day, and with a seat at the table, the IRO is in a position to shape the way the transaction is perceived by the marketplace. Knowing what to do and when can be the difference between a deal that goes smoothly, and one that is poorly received. Hear from experienced panelists on the paths you can take when a deal needs to get done.

Learning Objectives:

- › Learn the short list of stakeholders you need to be aware of when gearing up for a transaction.
- › Determine when to ask for help and who is there to assist.
- › Learn what subjects to focus on, and what to avoid.

LUNCH FOLLOWED BY DESSERT IN THE SERVICES SHOWCASE

Location: Grand Ballroom / Columbus Foyer

Time: 12:30pm-1:45pm

A NEW ERA OF MARKET INTELLIGENCE: GETTING THE MAXIMUM ROI

Lisa Curran, Ecolab (Moderator); Akir Gutierrez, Susquehanna; Kevin Roy, Ipreo; Matthew Litfin, William Blair

Location: Plaza Ballroom, Green Level East Tower

Time: 2:00pm-3:15pm

Primary Category: Capital Markets **Secondary Category:** Marketing & Outreach

More often than not, IR professionals are forced to form-fit an IR program to a strict budget, and as a result, valuable services are often cut. This session is designed to provide IR professionals with new strategies to maximize investor intelligence and better understand the investor decision making process. IROs can best, making the IR program both more strategic, thoughtful and cost efficient.

Learning Objectives:

- › Understand the inefficiencies associated with using disparate resources.
- › Learn how to leverage primary research and apply various approaches across the spectrum of IR initiatives.
- › Understand how to apply insights about investor decision making to various IR tools (e.g., perception audits, targeting, messaging, benchmarking).

MONDAY, JUNE 15

NIRI FELLOWS FORUM: AN INTERACTIVE DISCUSSION WITH IR VETERANS

**Katie Royce, Cognizant (Moderator); David Erickson, Edwards Lifesciences;
Barbara Gasper, Mastercard; Sam Levenson, Arbor Advisory Group**

Location: Regency Ballroom D, Gold Level West Tower

Time: 2:00pm-3:15pm

Primary Category: IR Strategy & Implementation **Secondary Category:** Career Development

NIRI Fellows have made significant contributions to the betterment of the profession and NIRI throughout their careers. This session is designed to give the audience personal interaction with three NIRI Fellows. Come prepared with questions and to hear the Fellows insights on topics ranging from career advancement to IR strategy and the evolution of the IR certification program.

Learning Objectives:

- › Discuss your tough IR issues.
- › Learn tips in navigating corporate politics.
- › Gain insight into IR career options.

ENGAGING FINANCIAL MEDIA, TRADE PUBLICATIONS, AND BLOGGERS TO ENHANCE AN INVESTOR RELATIONS PROGRAM

**Evan Pondel, PondelWilkinson (Moderator); Guy Cohen, Seeking Alpha; Peter Frost, Cranes;
Paul Hart, Mindstream Business**

Location: Regency Ballroom A, Gold Level West Tower

Time: 2:00pm-3:15pm

Primary Category: Marketing & Outreach **Secondary Category:** Small Cap

Financial media, trade publications and bloggers all reach investor audiences, and yet each outlet has different needs and wants. In this session, IROs will learn how to cultivate relationships with these outlets to help broaden the reach of a company's story and ensure it is told with accuracy.

Learning Objectives:

- › Provide overview of financial media, trade publications and bloggers and identify how the needs and wants of these outlets differ.
- › Learn how to work with these publications' editors/reporters.
- › Help identify story ideas and develop a plan for reaching out to media.

FIVE CITIES IN FIVE DAYS: GETTING THE MOST FROM NDR'S, EQUITY SALES AND SELL-SIDE ANALYSTS

**Alan Katz, Covanta (Moderator); Tyler Brown, Raymond James Sell-Side;
Thomas Hadley, Wunderlich Equity Sales; Kip Rupp, Quanta Services**

Location: Regency Ballroom B, Gold Level West Tower

Time: 2:00pm-3:15pm

Primary Category: IR Strategy & Implementation **Secondary Category:** Marketing & Outreach

IROs are constantly asked to be on the road with or without management. But are these trips a good use of time? The answer depends on managing corporate access and sell-side relationships and getting the most from those resources. This panel will highlight a forward-thinking IRO, who has implemented a strong program to squeeze value from NDRs and will feature representatives from the sell-side and equity sales.

Learning Objectives:

- › To highlight the key points in organizing an NDR.
- › To effectively manage the needs of the buy and sell side with your own needs.

MONDAY, JUNE 15

INVESTOR PERSPECTIVE IN THE BOARDROOM

Jane McCahon, U.S. Cellular (Moderator); Donna Anderson, Global Corporate Governance; Bess Joffe, TIAA CREF; David McHugh, Northern Trust

Location: Regency Ballroom C, Gold Level West Tower

Time: 2:00pm-3:15pm

Primary Category: Regulations & Governance **Secondary Category:** IR Strategy & Implementation

One of today's most significant trends is shareholders' concern about whether boards are effective in carrying out their oversight responsibilities. Increasingly, investors are conducting qualitative and quantitative assessments of board composition and structure. Consequently, director tenure, how a board measures its performance, and the right for investors to nominate board members via proxy access have become key issues.

What has influenced this trend? Leading investors will share their views about what is most important to them when assessing the performance of the Boards of their portfolio companies.

Learning Objectives:

- › Understand the investor relations and governance issues are most important to investors and why.
- › Better identify your company's vulnerabilities to shareholders' hot buttons and effectively communicate investor sentiment to your board of directors.
- › Determine how IR and governance teams can collaborate to insure that shareholders understand the company's governance policies and board structure.
- › Gain understanding of proxy access, and what it means to your company and investors.

BREAK IN THE SERVICES SHOWCASE

Location: Grand Ballroom

Time: 3:15pm-4:00pm

KEYS TO HOSTING A SUCCESSFUL ANALYST DAY

David Stein, Convergys (Moderator); David Fine, Fine Communications

Location: Regency Ballroom A, Gold Level West Tower

Time: 4:00pm-5:00pm

Primary Category: Fundamentals **Secondary Category:** IR Strategy & Implementation

Preparing for your first company-sponsored analyst day? Or do you just want a refresher and new ideas to take it to the next level? Learn from our panel of experts regarding the best practices for a successful analyst day and the five keys to success.

Learning Objectives:

- › Organize an effective process from kickoff to the day of the event.
- › Make sure the presentations convey the right messages and connect with the audience.
- › Avoid the six biggest pitfalls.

MONDAY, JUNE 15

COMPETING FOR CAPITAL: CHALLENGING CONVENTIONAL WISDOM ON GLOBAL INSTITUTIONAL INVESTORS

Jenny Kobin, IR Advisory Solutions (Moderator); Heather McGregor, Taylor-Bennett

Location: Regency Ballroom B, Gold Level West Tower

Time: 4:00pm-5:00pm

Primary Category: IR Strategy & Implementation

How has the world of investor relations changed over the last five years and why? Investors are now global; are we running IR functions to match? Learn the latest trends and best practices from one of the top international IR recruiters and *Financial Times* Columnist.

Learning Objectives:

- › Determine how IR functions are shaped in different parts of the world.
- › Understand how global capital is allocated.
- › Link competition for equity capital to competition for debt capital.
- › Define what 21st century IR best practice looks like.

ESTABLISHING TRUST WITH THE INVESTMENT COMMUNITY: TOUGH TO BUILD. EASY TO DESTROY

Karen Winkler, Golden Minerals Company (Moderator); Robin Szeliga, Right Action Consulting

Location: Regency Ballroom C, Gold Level West Tower

Time: 4:00pm-5:00pm

Building a foundation of trust with investors is crucial to the success of the investor relations department and the organization as a whole. As with any enduring, trust-based relationship, establishing an authentic connection is essential. The connection with the investment community is time consuming and sometimes difficult to create. In this session we will explore the underpinnings of trust and how to build and sustain them as a means of value creation.

Learning Objectives:

- › Understand how a foundation of trust with the investor community creates value for the organization.
- › Discover how creating pillars of trust can solidify the connection with the investor community.
- › Learn how to harness the power of presence and authenticity to deepen investor relationships.

MONDAY, JUNE 15

TOPIC ROUNDTABLE BREAKOUTS

Time: 4:00pm-5:00pm

2015 Topics	Host	Location
IR Measurements: Quantitative vs Qualitative	Heather Kos	Plaza Ballroom A
IR Strategic Planning: From your budget to guidance	Cole Lannum	Plaza Ballroom B
IR Communications (incl. crisis planning)	Steven Car	Michigan A
Tools of the Trade	Ruth Venning	Roosevelt
IR Program Benchmarking and Credibility	Scott Cunningham	Roosevelt
Branding your Career: What's Your Plan?	Lisa Ciota	Randolph
Managing the Sell-side	David Erickson	Michigan B
IR in the IPO Process	Victoria Sivrais	Randolph
Activist Investors: How to prepare	Jason McGruder	Michigan C
Capital Markets: What's what	Michael Maloney	Skyway 285
Getting the Most out of First NRI	Dave Prichard	Skyway 284
Global: Targeting the World	Anne Guirmard	Skyway 283
Small Cap	Bernie Kilkelly	Skyway 282
Investor Marketing (Targeting/Corporate access/NDRS/Opening Bell)	Aaron Hoffman	Skyway 281
M&A	Chuck Triano	Skyway 272
Social Media	Nills Paellman	Columbus
Debt IR: Working with fixed income investors	Varvara Alva	Regency D
Targeting and Handling Retail Shareholders	Rick Hans	Regency D
Capital Allocation - Optimizing Value	Jay Fraser	Jackson Boardroom
All You Need to Know About Governance from an IR Perspective	Natalie Hairston	Regency D
How to Work with Counselors	Margaret Mager	Regency D

NIRI'S TASTE OF CHICAGO: TALK, TOAST, AND TASTE

Location: Crystal Ballroom, Purple Level East Tower

Time: 6:00pm-8:00pm

Hosted By:



TUESDAY, JUNE 16

NIRI FUN RUN

Location: Meet in the Hotel Lobby

Time: 6:00am-7:30am

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ATTENDEE BREAKFAST

Location: Grand Ballroom / Columbus Foyer

Time: 7:00am-8:00am

REGISTRATION

Location: Grand Ballroom Registration North

Time: 7:00am-5:00pm

SERVICES SHOWCASE

Location: Grand Ballroom, Gold Level East Tower

Time: 7:00am-6:30pm

BREAKFAST CONVERSATION WITH NIRI'S CEO

Jim Cudahy, President & CEO, NIRI

Location: Roosevelt, Lakeshore Meeting Suites East Tower

Time: 7:00am - 8:00am

Meet NIRI's new president and CEO, Jim Cudahy, for an informal and interactive breakfast session. Hear about Jim's learnings from his whirlwind tour meeting NIRI members across the country. Provide your thoughts on the direction of the organization, near-term focus areas and long-term opportunities.

GENERAL SESSION WELCOME AND NIRI FELLOWS RECOGNITION

Location: Regency Ballroom A/B/C/D, Gold Level West Tower

Time: 8:15am-8:30am

GENERAL SESSION: CFO's UNPLUGGED—STRAIGHT TALK FROM THE FRONT LINE

Neil Stewart, *IR Magazine* (Moderator); James Schott, Integrys Energy Group; Dale Thatcher, Selective Insurance; Atish Shah, Hyatt Regency Chicago

Location: Regency Ballroom A/B/C/D, Gold Level West Tower

Time: 8:30am-9:30am

A candid discussion with CFOs about the opportunities and challenges they face in dealing with key stakeholders, such as the Board, investors, employees and partners, and key issues, including strategy development, capital management, team building and career advancement. What do CFOs focus on when it comes to general business issues, the financial markets and the role of IR?

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TUESDAY, JUNE 16

GENERAL SESSION: MANAGING THE MARKETS— A FIRESIDE CHAT WITH RICK SANTELLI

Doug Wilburne, Tectra (Moderator); Rick Santelli, CNBC

Location: Regency Ballroom A/B/C/D, Gold Level West Tower

Time: 9:30am-10:30am

Ripped from the headlines – get Rick’s take on the latest market developments. A dynamic discussion exploring Rick’s expertise and opinions – is Fed policy still “behind the curve” on interest rates ... where is the dollar headed ... is Janet Yellen making the grade ... what is the media’s role in covering the markets and government policy?

Sponsored by:



BREAK IN THE SERVICES SHOWCASE

Location: Grand Ballroom, Gold Level East Tower

Time: 10:30am-11:15am

CSR, ESG, AND SRI: THE ABC'S OF TODAY'S NON-FINANCIAL REPORTING

Mike Wallace, BrownFlynn (Moderator); Sally Curley, Cardinal Health; Evan Harvey, NASDAQ;

Connie Lindsey, Northern Trust

Location: Regency Ballroom A, Gold Level West Tower

Time: 11:30am-12:30pm

Primary Category: Business Insight & Financial Reporting and Analysis

Demand for transparency on non-financial performance is rapidly increasing and fast becoming table stakes for corporate social responsibility (CSR), environmental social governance (ESG), and mainstream investors. Exchanges and financial news outlets are responding. Bloomberg terminals contain ESG scores for publicly traded companies. These developments require companies to consider how they strategically approach such issues and how to incorporate financial and non-financial information into external reporting.

Learning Objectives:

- › Learn about various regulatory requirements related to sustainability reporting.
- › Understand the latest global trends and requirements around integrated reporting.
- › Consider the potential strategic business case and tactical approaches for CSR and ESG reporting.

TUESDAY, JUNE 16

EFFECTIVE ENGAGEMENT WITH PROXY ADVISORS: DEMYSTIFYING THE PROCESS

Theresa Molloy, Prudential (Moderator); Robert McCormick, Glass Lewis; Bimal Patel, ISS;

James Hoganson, Office Depot

Location: Plaza Ballroom, Green Level East Tower

Time: 11:30am-12:30pm

Primary Category: Regulations & Governance **Secondary Category:** IR Strategy & Implementation

As investor relations officers become more involved in investor engagement on certain governance issues, understanding how proxy advisors operate, and maintaining an open communication with them is becoming part of the IR role.

Speakers from two of the largest proxy voting firms will discuss how their teams operate, how they evaluate certain routine and contested shareholder proposals, and the most effective way to maintain an open dialogue with the firms. The panel will also feature an IRO who has experience interacting with proxy advisors during a significant corporate action.

Learning Objectives

- › Understand proxy advisors' thought process when evaluating your company's governance practices.
- › Learn the best time of the year to engage with proxy advisors.
- › Gain insight into how proxy advisors create their voting guidelines.
- › Gain perspective from an IRO about how to effectively interact with proxy advisors.

ENTERPRISE RISK MANAGEMENT: DEALING WITH AND DISCUSSING EMERGING RISKS

Dale Thatcher, Selective Insurance

Location: Michigan A/B/C, Lakeshore Meeting Suites East Tower

Time: 11:30am - 12:30pm

Primary Category: IR Strategy & Implementation

An interactive discussion for Senior Roundtable members on the evolution of Enterprise Risk Management. How does a company's ERM approach impact capital management, decision making and culture? How do companies structure the ERM function and/or committee? What is the role of IR in the process? What are some of the current emerging topics in risk management?

GUIDANCE PRACTICES: WHEN TO CHANGE AND WHAT TO CHANGE

Deb Wasser, Edelman (Moderator); Neal Goldner, Avis; Kate Scolnick, Seagate Technology; Matt Rhodes, Intuit Inc.

Location: Regency Ballroom C, Gold Level West Tower

Time: 11:30am-12:30pm

Primary Category: Fundamentals **Secondary Category:** Regulations & Governance

Guidance is one of those topics that every IRO has to manage – not only when but also what. Hear from IROs of companies who recently changed the frequency of guidance as well as adapted guidance practices to reflect changing business model and/or industry consolidation. They will discuss what drove the change, who was involved in making the change, and how they managed the change with the investment community. You'll come away better prepared to counsel your management on best way to guide for your company – and better understand the implications of good guidance practices.

Learning Objectives:

- › Learn the mechanics of guidance, including frequency and type of guidance to provide.
- › Hear about different drivers of guidance change, either company specific or industry driven.
- › Learn about managing guidance changes with Wall Street.
- › Learn the legal implications involved in guidance (such as with non-GAAP metrics).
- › Discuss the relationship of guiding versus non guiding on stock volatility.

TUESDAY, JUNE 16

THE EMPOWERED IRO: A STRATEGIC ASSET TO MANAGEMENT AND THE BOARD

Beth Saunders, Commodore Intelligence (Moderator); Tim Leveridge, Coca-Cola; Curt Riggle, Booz Allen Hamilton

Location: Regency Ballroom D, Gold Level West Tower

Time: 11:30am-12:30pm

Primary Category: IR Strategy & Implementation **Secondary Category:** Career Development

With increasing business and market complexity, the role of investor relations has evolved to become more strategic. Moreover, the increasing volume and velocity of daily trading, and the vast variety of information sources now available to investors, have combined with greater regulation and the growth of social media to increase market volatility. In this environment, companies need to understand the way investors will perceive business strategies and corporate discussions. An effective IRO can help do this by communicating directly with the C-suite and the board.

Learning Objectives:

- › Explore how IR professionals can earn their seat at the table with management teams.
- › Understand the changes in the marketplace that are prompting a heightened level of engagement from the investor relations office.
- › Learn about tools, data, and information that IROs should be leveraging and providing their management teams and boards to inform strategic and financial decisions.

WHEN MATERIALITY MATTERS: EXERCISING JUDGEMENT IN THE GRAY AREAS

Natalie Hairston, Dennard Lascar Associates (Moderator); Patricia Dechow, UC Berkley; Daniel Fisher, *Forbes*; Tina Diamantopoulos, SEC

Location: Regency Ballroom B, Gold Level West Tower

Time: 11:30am-12:30pm

Primary Category: Regulations & Governance **Secondary Category:** Business Insight & Financial Reporting and Analysis

One of the most difficult assessments an IRO faces on a daily basis is the determination of whether a particular piece of information is material or not. When the SEC initially adopted Reg. FD, it deliberately chose not to define what is “material”, electing instead to rely on definitions established through existing case law.

Determining materiality in the context of speculative or simultaneous events requires that IR look at all of the facts and circumstances surrounding the events. This panel will explore the gray areas from the different viewpoints of a regulator, academic, and journalist.

Learning Objectives:

- › Explore what conditions can be judged as material.
- › Learn about new research on insider-trading and impact on government enforcement.
- › Gain insight from expert speakers on IR-related regulations and corporate governance practices.

LUNCH FOLLOWED BY DESSERT IN THE SERVICES SHOWCASE

Location: Grand Ballroom / Columbus Foyer

Time: 12:30pm-1:30pm

TUESDAY, JUNE 16

ACTIVISM PREPAREDNESS (EXPERTS' VIEW)

Chris Taylor, Ipreo (Moderator); William D. Anderson, Goldman Sachs & Co.

Location: Regency Ballroom A, Gold Level West Tower

Time: 1:30pm-2:30pm

Primary Category: Thought Leadership Session

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The panel, which will be led by a senior representative of Goldman Sachs' activist defense team, will provide an in-depth discussion focused on the state of investor activism in the U.S. Discussion points will provide real-life examples of the strategies utilized by the most notable activist investors and the defense strategies implemented by targeted companies. Hearing from the front-line participant that is most often the recipient of the first call made by a targeted company makes this panel discussion a must for any investor relations professional.

Activism is here and is likely here to stay. Activism remains a hot topic in the C-Suite, the boardroom and, of course, with IROs of companies across the market-cap spectrum. It's critical to make certain that you and your company are prepared for a potential activist campaign. This panel will feature the lead from Goldman Sachs' shareholder activism advisory team. The discussion will provide a detailed understanding of how an activist engages with its targets and the tactics that companies utilize to ensure that their shareholders, and indeed all stakeholders, understand the position of the company. Takeaways will include critical information and best practices for IROs to be prepared in case of a future activist campaign.

Learning Objectives:

- › How activists engage with targets.
- › Defense strategies for targeted companies.
- › Effective stakeholder communication before and during an activist situation.
- › How to ensure preparedness.

NIRI Conference App

App Password: NIRI2015

The NIRI Conference app provides the most up-to-date information, including the latest session descriptions, speaker information, attendee list, agenda, slide presentations and maps.

TUESDAY, JUNE 16

ELEVATING THE ROLE OF THE IRO: DRIVING RESULTS

Larry Tabb, Tabb Group (Moderator); Ed Ditmire, NASDAQ

Location: Roosevelt, Lakeshore Meeting Suites East Tower

Time: 1:30pm-2:30pm

Primary Category: Thought Leadership Session

The role of the IRO is continually evolving and, in many organizations, becoming viewed as a strategic function within the corporation. IROs must understand how to speak to Wall Street, gain insight into investor perception, and be able to measure the impact of their investor management program through a variety of mechanisms. Increasingly, they also have the opportunity to provide input into key strategic decisions. Hear from an engaging panel of experts, including an award-recognized IRO and Larry Tabb, founder and CEO of the TABB Group, on elevating the role of the IRO.

The IR function has had to evolve with the changing markets and increasingly sophisticated investors. IROs are required to have a stronger understanding of corporate finance as well as a deeper understanding of the capital markets and their players. Many IROs are also asked to provide input on potential corporate actions, dividend policy changes and corporate governance. In this evolving market place, IROs must remain on top of best practice and be able to demonstrate the results of their program through a variety of channels. The best IROs are thinking about how their IR program can add tangible economic value to their company.

Learning Objectives:

- › Elevating the office of the IRO: Best practice from an award-recognized IRO.
- › Driving Results: Challenge conventional practices and use your IR program to drive improved valuation for your company.
- › Engaging Investors: Hear directly from the buy-side.
- › Appealing to the Street: Understand how your program is received and perceived by Wall Street.
- › Acting as a trusted advisor: Hear examples of how best practice IROs provide input to executive management on a variety of key corporate decisions.

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EARNINGS AS A COMPETITIVE TOOL—LINKING IRO AND INVESTOR INSIGHTS

Rebecca Corbin, Corbin Perception Group; Bob Brunn, Ryder Systems Inc.;

Dan Aldridge, The Home Depot; Elena Doom, Corbin Perception Group

Location: Michigan A/B/C, Lakeshore Suites East Tower

Time: 1:30pm-2:30pm

Primary Category: Thought Leadership Session

This interactive forum will cover all things related to the earnings process specifically tactics, strategies, best practices and buy side preferences. Topics that will be addressed include: the press release (i.e., most investors read it “as soon as it comes out”), guidance, pre-announcing, supporting presentations, Q&A, management prep, message penetration and emerging practices (i.e., should you move away from prepared remarks?). Hear from a panel of experienced and tested IROs and experts, get answers to your questions, exchange ideas, participate in real-time electronic polling and review Corbin Perception’s research bridging best practices from award-winning IROs and actionable insights from the buy side.

The first quarter earnings season was one of the more challenging for many companies, with earnings growth across the S&P 500 expected to decline for the first time since Q3 2009. And while the markets have emerged relatively unscathed, the question remains: where do we go from here? According to institutional investors and analysts, the earnings call and its supporting elements is one of the most important communication channels. Thus, employing a strategic approach is critical to differentiating your investment thesis and securing maximum investor mindshare.

Learning Objectives:

- › Strategy communication.
- › Developing critical messaging around financial metrics that matter.
- › Enhancing the overall process – from preparation to delivery to follow through.
- › Best practices and tactics from award winning IROs.
- › Buy side views and preferences.

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TUESDAY, JUNE 16

ACTIVISM- MORE THAN A PASSING PHASE

**Brian Rivel, Rivel Research Group (Moderator);
Sam Levenson, Arbor Advisory Group; Greg Taxis, Spotlight Advisors;
Steve Chuck, Rivel Research Group; Gene Rubin, Rivel Research Group**

Location: Plaza Ballroom, Green Level East Tower

Time: 1:30pm-2:30pm

Primary Category: Thought Leadership Session

Rivel's session will delve into where the buy-side thinks activism is heading. Why aren't senior executives more prepared and why aren't those executives leaning on their IROs to help with preparedness and defense planning? What should IROs can do to put a defense plan in place?

Activists are churning the equity markets as never before, threatening companies of all sizes and putting management careers at risk.

Activists today are not the same corporate raiders of the '80s. Their interest is driven more by shareholder value and changing a company's strategy, management and BoD.

How receptive is the buy-side to these game changers?

Learning Objectives:

- › Hear research straight from the buy-side.
- › Identify the gaps between what IROs are doing or not doing to prepare and what the buy-side thinks IROs should be doing.
- › What does top management need to know.

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"MUST HAVES" AND "SHOULD HAVES" FOR AN IR WEBSITE

Ibrey Woodall, Business Wire

Location: Regency Ballroom D, Gold Level West Tower

Time: 1:30pm-2:30pm

Primary Category: Thought Leadership Session

This session will present a discussion on the fundamental requirements of an IR site, along with best practices and current trends for delivering corporate financial information to the investment community. If time allows, the conversation will also encompass mobile, security and search engine optimization.

It is always timely to know and understand the latest features, functionality and security procedures available for IR sites. Also, one of the most common questions received from IROs is what exactly must be in available within the IR site to meet regulatory compliance.

Learning Objectives:

- › Basic information required in the IR site.
- › Content management features and best practices for IR sites.
- › Latest mobile technology for IR sites.
- › SEO basics for IR sites.

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TUESDAY, JUNE 16

EVOLVING YOUR DIGITAL IR STRATEGY

Simon Gittings, Investis

Location: Regency Ballroom B, Gold Level West Tower

Time: 1:30pm-2:30pm

Primary Category: Thought Leadership Session

In an increasingly digital landscape it can often be difficult to know how to leverage new technologies to develop your IR strategy. Research shows that the IR industry is behind the consumer world in the uptake of these new advances, with the pace of change appearing daunting to many. However if used properly, many digital technologies can prove instrumental in engaging with stakeholders and investors alike – and are worth the investment. As leaders in the field we will explain in depth how you can use digital to develop your existing IR strategy and provide an engaging experience across a range of devices and channels that your target audience are using and expecting you to be present on.

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Learning Objectives:

- › How to increase readership of your 10-K Filings/Annual reports
- › How to differentiate your investment proposition through digital story-telling
- › How to tell your story at the right time on the right devices
- › How to use a digital strategy to improve your stock surveillance program
- › How to leverage social media for Investor relations

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DEBUNKING MYTHS – WHAT DO YOUR KEY STAKEHOLDERS REALLY CARE ABOUT?

**Neville Shah, Citadel (Moderator); Lex Suvanto, Edelman Financial Communications;
Jason Kelly, Bloomberg News; Kathleen Nemeth, Juniper Networks;
Daniel Flax, Newberger Berman**

Location: Regency Ballroom C, Gold Level West Tower

Time: 1:30pm-2:30pm

Primary Category: Thought Leadership Session

You probably spend as much time crafting your investor message as you do talking to investors. But how effective are your efforts? Is your IR program optimized to overcome modern day obstacles or are you adhering to outdated practices? Join investor relations, media and investment community leaders as they discuss how to maximize your time to make sure your message is being heard. Key Topics:

- › In a comparison of qualitative and quantitative information, which do investors value and think is most important in their decision-making process? What do they look for “beyond the numbers?”
- › A look at what matters the most – Guidance; The cold hard facts; Trends; Product information; Management insight into the future; Governance issues; or C-Suite time with investors?
- › How does the media decide what to write about? How does media coverage factor into investor decisions? How do you communicate your story most effectively to the financial media?
- › Companies are under more scrutiny than ever; intersection of financial, social media, influencers to the investment decision making process. More complex and challenging than ever for IROs to navigate.

Learning Objectives:

- › Buy-side views of qualitative vs quantitative information.
- › How media influences the investment decision process and vice versa.
- › Communicating at the Intersection of a Changing World: Tips for IROs.

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TUESDAY, JUNE 16

BREAK IN THE SERVICES SHOWCASE

Location: Grand Ballroom, Gold Level East Tower

Time: 2:30pm-3:00pm

BEST IN SHOW - 2015 IR AWARDS WINNERS

Jim Cudahy, NIRI (Moderator); Sarah Bowman, Deutsche Post DHL Group; Bob Brunn, Ryder System; Cole Lannum, Mallinckrodt

Location: Regency Ballroom D, Gold Level West Tower

Time: 3:00pm-4:00pm

Primary Category: IR Strategy & Implementation **Secondary Category:** Marketing & Outreach

What program elements single out certain companies and their IROs as world-class and the best in the U.S. by both the buy-side and sell-side? Learn about IR strategies and programs from the IROs who have named as the best in large-cap and mid-cap as well as the best IR program by a European company by U.S. investors and analysts. Besides the individual recognition, Coviden and Ryder System were also recognized with the coveted Grand Prix Awards in investor Relations by *IR Magazine* in their 2015 Awards.

Learning Objectives:

- › Highlight best practices in dealing with buy-side and sell-side analysts.
- › Managing value-added interaction with senior executives and directors.
- › Gain insight in differences between IR in the U.S. and abroad.

CRISIS MANAGEMENT: HOW TO BEST NAVIGATE AND RESOLVE

Susanna Chau, Coherus BioSciences (Moderator); Robin Wilkey, Aflac; Jamaal Mobley, Brunswick Group; George Sharp, Ford Motor Company

Location: Regency Ballroom A, Gold Level West Tower

Time: 3:00pm-4:00pm

Primary Category: Marketing & Outreach **Secondary Category:** Regulations & Governance

Beyond stockholder activism, corporate crises can sink a company's market cap, revenue, and reputation. With the additional advent of today's social media firestorms, what is best practice in crisis management to keep your company's external and internal constituents informed, supportive, and weathering the storm with you, not against you?

Participants will hear from fellow IROs who have handled the worst crises of their careers and learn the top do's and don'ts of effective crisis management. Due to the sensitive nature of this topic, this panel will NOT be recorded.

Learning Objectives:

- › Learn the best practice thinking of effective crisis management.
- › Differentiate response quality vs. rapid response timing, with cross-industry examples.
- › How to persuade your executives for the need to be prepared before the crisis occurs and then train them to be crisis ready.
- › How to use social media to your advantage during a crisis.

TUESDAY, JUNE 16

LOOKING TO THE FUTURE: HOW MACROECONOMIC TRENDS IMPACT YOUR STOCK

Chris Kettmann, Clermont Partners (Moderator); Helane Becker, Cowen & Co.; Lucy Rodriguez, CEMEX; Jason Schenker, Prestige Economics

Location: Regency Ballroom B, Gold Level West Tower

Time: 3:00pm-4:00pm

Primary Category: Business Insight & Financial Reporting and Analysis

Every IRO has faced the question: “What is happening in our stock today?” Before responding, have you considered all of the relevant macroeconomic factors that might be at play? How do those factors impact sector and individual company’s stock trading? This session will enhance your understanding of macroeconomics as it relates to overall market performance and valuation. Learn from company, economist, and investment community perspectives as they relate to real life examples of macroeconomics at work. Walk away with a broader understanding of potential drivers of stock performance and how to get the data to provide enhanced insight to your management team.

Learning Objectives:

- › Learn types of macroeconomic indicators to follow for a general understanding of overall market performance.
- › Understand how the investment community use macro trends to make trading recommendations.
- › Identify potential data sources to monitor macroeconomic factors that impact your industry and company.

FROM EUROPE TO THE U.S.: NAVIGATING THE CORPORATE GOVERNANCE LANDSCAPE

Victoria Sivrais, Clermont Partners (Moderator); David Chase Lopes, D. F. King; Tim Goodman, Hermes Investment Management

Location: Regency Ballroom C, Gold Level West Tower

Time: 3:00pm-4:00pm

Primary Category: Global IR **Secondary Category:** Marketing & Outreach

Global institutional investors have increasingly developed their own thoughtful and independent corporate governance decision-making process. As a result, communications with shareholders needs to be much more robust in today’s environment. These relationships and the trust built is often the key to success around corporate governance mandates, transaction support, and activist situations. This panel will explore best practice engagement with investors and current trends in global corporate governance.

Learning Objectives:

- › Understand the dynamics of corporate governance advocates globally.
- › Learn how to build channels of trust and support amongst key institutional shareholders.
- › Use channels of communication to connect with key influencers such as: analysts, key industry social media outlets, trade journals, and industry press.

TUESDAY, JUNE 16

AN INSIDER'S VIEW - WHAT IR CAN EXPECT FROM DC

David Calusdian, Sharon Merrill Associates (Moderator); Brian V. Breheny, Skadden, Arps, Slate, Meagher & Flom LLP; Darla Stuckey, Society of Corporate Secretaries & Governance Professionals

Location: Plaza Ballroom, Green Level East Tower

Time: 3:00pm-4:00pm

For IROs, the list of items under the SEC's purview seems to grow overnight. Some rules, like the CEO pay ratio, will require significant time and resources to comply. While others, such as the pending rule that mandates all 13-F filers to annually report their compensation proxy votes, will enhance transparency. This panel of Washington insiders will offer their insight about the SEC commissioners who oversee rule making and the issues that will impact investor relations. This will include political spending disclosure, CEO pay ratio, cyber security, and prospective changes to Form 13-F and 13-D disclosure.

Learning Objectives:

- › Expand your understanding of current regulatory issues.
- › Identify expected near-term changes to share with your management team.

INDUSTRY SUMMITS

Time: 4:15pm-5:15pm

2015 Topics	Host	Location
Building Materials/Construction	Thierry Denis	Roosevelt
Energy/Oil & Gas/Fuel	Howard Thill	Plaza Ballroom A
Financial Services & Banking	Anthony Ostler	Roosevelt
Healthcare/Pharma/Biotech	Meredith Kaya	Skyway 282
Insurance	Diana Hickert	Hill Plaza Ballroom B
Manufacturing/Conglomerates	Bill Pitts	Skyway 282
Medical Technology & Devices	Mike Watts	Skyway 285
Mining & Metals	Mélanie Hennessey	Randolph
Real Estate	Peter Crowe	Michigan B
Restaurants	Heather Pribyl	Randolph
Retail/Consumer Products	Ron Parham	Skyway 283
Technology (Internet & Software)	Barry Sievert	Michigan C
Technology - Hardware & Peripherals	Katie Royce	Skyway 281
Telecommunications	Jane McCahon	Skyway 284
Utilities & Power	Steve Eschbach	Michigan A

CLOSING RECEPTION

Location: Grand Ballroom, Gold Level East Tower

Time: 5:00-6:30pm

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WEDNESDAY, JUNE 17

GENERAL SESSION: EVALUATING THE ECONOMY— INVESTOR RELATIONS, IMPLICATIONS OF THE CURRENT ECONOMIC AND FINANCIAL OUTLOOK

Jason Schenker, Prestige Economics

Location: Regency Ballroom A/B/C/D, Gold Level West Tower

Time: 8:15am-9:30am

One of the top rated financial market forecasters in the world will share his outlook and expectations for the global economy, U.S. economy, interest rates, and commodity prices. With a special focus on the implications for investor relations, this session will provide insight into macroeconomic indicators, market dynamics and potential future market trends.

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GENERAL SESSION: RELEVANCE, ROLE, AND RETURNS— THE CHANGING FACE OF THE BUYSIDE

**Beth Saunders, Commodore Intelligence (Moderator);
Kathy Buck, Fidelity; Francois Drouin, Citadel; Matt Schuldt, Adage**

Location: Regency Ballroom A/B/C/D, Gold Level West Tower

Time: 9:30am-10:30am

In the past few years, the role of the active manager has changed significantly. Increasing inflows into passively managed funds, less transparency into a stock's daily trading patterns, "mainstreaming" of activism and globalization of investment opportunities are just a few of the trends. We have gathered several buy-side panelists together to share their views on the changing landscape and what it means for the buy-side, IR and companies in general.

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WEDNESDAY, JUNE 17

ACTIVISM 101: WHAT TO DO WHEN ACTIVISTS KNOCK AT YOUR DOOR*

Andrea Rose, Joele Frank Wilkinson Brimmer Katcher (Moderator); Moriah Shilton, Meetyl; Scott Winter, Innisfree; Kathleen Nemeth, Juniper Networks

Location: Acapulco, Gold Level West Tower

Time: 11:00am-1:00pm

Primary Category: Regulations & Governance **Secondary Category:** IR Strategy & Implementation

Knock, knock, Activist calling! What do you do if and when you get the call from an activist who wants to speak to your board? Or worse, you hear about an activist campaign via social media or the Wall Street Journal? If you want to be prepared, come to this workshop, which will cover the basics of how to effectively manage an activist campaign from start to finish. In addition to tips from experts at managing activist campaigns, we'll also hear firsthand from IROs who've weathered activist assaults. Then, the second part of the workshop will give you the chance to experience an activism scenario in a safe environment through an interactive activism simulation. Be prepared in case you get that call and find yourself in the midst of a real activist campaign!

Learning Objectives:

- › Learn how to be prepared before an activist launches a campaign against your company.
- › Learn the fundamentals of addressing activists at any stage of a campaign – and before one starts.
- › Learn the key “do’s” and “don’ts” of managing an activist campaign.
- › Learn who you need on your team during a campaign – internally and externally.
- › Learn the importance of communicating with all stakeholders, externally and internally, and how to do so effectively.
- › Experience an activist campaign via a simulated activist scenario.

SETTING YOUR CAREER IN MOTION: HIGHLY VALUED SKILLS OF SUCCESSFUL IRO'S

Aaron Hoffman, Illinois Tool Works (Moderator); JaCee Burnes, Spencer Stuart; Alyse Bodine, Heidrick & Struggles; Stephanie Buckles, Korn Ferry

Location: Toronto, Gold Level West Tower

Time: 11:00am-12:30pm

Primary Category: Career Development **Secondary Category:** IR Strategy & Implementation

Is it time to take your career to the next level? Whether you are seeking an IR position at a new company or you want to add further education leverage to your experience, this session will provide you with tips for developing a strategy to land your dream job.

The competition for investor relations jobs is fierce. Employers are seeking candidates that exemplify the strongest background in strategy, financial modeling, capital markets, communications, marketing, compliance and the regulatory environment. The mix in the candidate pool has changed in recent years as well, with an increasing amount of applicants coming from Wall Street, finance and treasury positions. Further education may be necessary to land your next job. Find out which proficiencies are currently most valued for IR positions, as well as what incremental skills and/or qualifications appeal to employers and how you can best invest your time and money to differentiate yourself.

Hear from a panel of consultants from top executive search firms specializing in senior level placements as they share insight on the current IR job market, the key characteristics companies find most valuable, and which educational programs can help you advance your career and maintain your relevance in today's competitive market.

Learning objectives:

- › Trends that recruiters are seeing in the IR industry and which qualifications are being requested most by companies seeking to fill an IR position.
- › Qualities that make an IR professional stand out and how to get on the radar screen of top recruiters.
- › Determine which investments in continuing education or qualifications IR professionals should make in order to further their careers.

WEDNESDAY, JUNE 17

INSIGHT INTO OPTIONS: TRADING & TOUR OF CHICAGO BOARD OPTIONS EXCHANGE (CBOE)*

Marty Kearney, The Options Institute; Deborah Koopman, CBOE Holdings

Location: Chicago Board of Trade

Time: 10:45am-12:30pm

Primary Category: Career Development **Secondary Category:** IR Strategy & Implementation

Learning Objectives:

Come and learn more about how options are traded so that you can get a better understanding of the impact of options trading on your stock. Learn why options might be used by shareholders to enhance their return or to reduce risk of stock ownership. You will also have a chance to visit the trading floor of the Chicago Board Options Exchange (CBOE) and see VIX and SPX being traded live.

Learning Objectives:

- › Gain a better understanding of options trading and strategies.
- › Evaluate the potential impact of options trading on your stock price.
- › Learn how options trading strategies are now becoming part of the activist game plan.
- › See live trading on the floor of the CBOE.

*** advance registration required**



See You Next Year!

June 5-8, 2016

San Diego, CA