



National Investor Relations Institute

***Fundamentals of
Investor Relations Seminar
and
Service Provider Showcase***

**The Loews Santa Monica Beach Hotel
Santa Monica, CA
January 8 – 11, 2012**

AGENDA

www.niri.org/fundamentals

SUNDAY, JANUARY 8

6:00 – 7:00 pm

**Welcome Reception, Registration and Service Provider
Showcase**

Arcadia Foyer – 5th Floor

Network with your peers!

OBJECTIVES

- Get acquainted
- Pick up your seminar notebook for preview
- Preview the Service Provider Showcase

MONDAY, JANUARY 9

7:45 – 8:15 am

Registration

Arcadia Foyer – 5th Floor

Continental Breakfast

Service Provider Showcase

MONDAY, JANUARY 9

8:15 – 8:30 am **Welcome and Orientation**

Arcadia Foyer – 5th Floor

Kraig Conrad

Vice President, Professional Development
National Investor Relations Institute
Vienna, VA

Day Moderator

Nicole McIntosh

NIRI National Board of Directors Member
Vice President, Investor Relations
Waddell & Reed Financial, Inc.
Overland Park, KS

Get introduced to the world of IR!

OBJECTIVES

- Overview of IR practice terrain
- Highlights of NIRI taxonomy

8:30 – 9:30 am **The Big Picture: Investor Relations Today**

Nicole McIntosh

NIRI National Board of Directors Member
Vice President, Investor Relations
Waddell & Reed Financial, Inc.
Overland Park, KS

Gain a comprehensive overview of the investor relations function from a senior-level IRO

OBJECTIVES

- Day in the life of an IRO and major job responsibilities
- Evolution of the role of investor relations
- Investor relations career – what makes a standout IRO?
- Demonstrating results and evaluating performance
- Relationship management and collaboration with other departments
- How to respectfully object and marshal resources

MONDAY, JANUARY 9

9:30 – 9:45 am **Service Providers and Other Resources**

Kraig Conrad
Vice President, Professional Development
National Investor Relations Institute
Vienna, VA

Discover solutions and resources to make your job easier and lead you to success

OBJECTIVES

- Meet the Service Providers
- Learn how providers can help you do your job

9:45 – 10:15 am **Break**
Service Provider Showcase

10:15 – 11:15 am **Corporate Governance, Advocacy and NIRI/Winning Shareholder Support**

Karen Fisher
Managing Director
The Shareholder Forum
Del Mar, CA

Jeff Morgan
President and CEO
National Investor Relations Institute
Alexandria, VA

NIRI leadership explains the organization's advocacy and regulatory initiatives impacting IR

OBJECTIVES

- NIRI benefits, including advocacy, peer networks, NIRI Ethics Council
- Governance changes and impact on IR
- Say on pay
- Proxy access and mechanics
- Share ownership visibility

All about the annual meeting, executive management, board reports, and corporate governance

OBJECTIVES

- Planning for the annual meeting
- Executive management and board reports
- Corporate governance issues
- Mindset of a director

MONDAY, JANUARY 9

11:15 am – 12:30 pm Corporate Disclosure: Issues and Best Practices

Stephen Cooke

Partner, Corporate Development
Paul, Hastings, Janofsky & Walker, LLP
Costa Mesa, CA

A legal expert and IR pros review disclosure concepts, filings, regulations, enforcement, and liability

OBJECTIVES

- Disclosure concepts – duties to disclose, materiality
- Overview of filings
- Rules and regulations – Regulation Fair Disclosure (FD), SOX
- Enforcement and oversight – the SEC and Self Regulating Organizations
- Professional liability and D&O
- Notice and access

12:30 – 1:30 pm Lunch

Poolside – Lobby Level

Service Provider Showcase

1:30 – 3:00 pm Corporate Disclosure (cont'd)

Stephen Cooke

Partner, Corporate Development
Paul, Hastings, Janofsky & Walker, LLP
Costa Mesa, CA

Julie MacMedan

Vice President, Investor Relations
Demand Media, Inc.
Santa Monica, CA

Learn the key points of proper external communications for investor relations

OBJECTIVES

- Guidance – communicating forward looking information
- Disclosure policies and best practices
- Company social media policy
- Communicating with analysts and investors
- Press/Earnings release, annual report, conference call scripts
- The future of disclosure – Social media and other tools

MONDAY, JANUARY 9

3:00 – 3:30 pm

Break

Service Provider Showcase

3:30 – 4:45 pm

The Value of Targeting/IR Marketing

Mickey Foster

NIRI Senior Roundtable Steering Committee

Vice President, Investor Relations

FedEx Corporation

Memphis, TN

*Gain insights into targeting, including a definition
and how to successfully target investors*

OBJECTIVES

- Definition: What is targeting? Why is it important to your stock's valuation?
- Theory – Basic concepts
- Practice – How it works
- Define your audience
- Planning your event schedule
- Balancing sell-side vs. Buy-side interest
- Resources and tools
- Shareowner visibility and related challenges
- Budget and time considerations
- Using the web as a marketing tool
 - Strategic use of the internet to market the company
 - Using the internet as a research, selling and communications tool
 - Social media

MONDAY, JANUARY 9

4:45 – 5:00 pm Summary and Day Wrap-up

OBJECTIVES

- Key learning from the day
- Connecting learning to the terrain of IR practice
- Highlights in preparation for Wednesday's case study

5:00 – 6:00 pm Sunset Reception



5th Floor Balcony
Sponsored by Computershare | Georgeson

TUESDAY, JANUARY 10

7:45 – 8:15 am **Continental Breakfast**
Service Provider Showcase

8:15 – 8:30 am **Welcome and Introductions**

Day Moderator

William Powell

Principal

Powell FPA IR

Los Angeles, CA

8:30 – 10:00 am **Media and Communications**

Frederick Bermudez

Manager, Investor Communications

PNM Resources, Inc.

Albuquerque, NM

James Lucas

Managing Director

The Abernathy MacGregor Group

Los Angeles, CA

*Learn to create the right messages for your objectives
and how to work with the media*

OBJECTIVES

- Dealing with the media
- Media training
- Crisis management/Reputation management
 - Individual – Commanding credibility quickly
- How marketing, corporate communications, IR and PR interact
- Creating powerful communications tools
- Developing effective messaging

10:00 – 10:30 am **Break**
Service Provider Showcase

TUESDAY, JANUARY 10

10:30 – 12:00 pm **Understanding Equity Markets**

Rich Barry

Vice President/Floor Governor
NYSE Euronext
New York, NY

Stephen Chalmers

Managing Director, Market Intelligence Desk
NASDAQ OMX
New York, NY

Nicole Olson

Investor Relations
Liquidnet
New York, NY

*How the market affects your stock price, including
market mechanics and key market indicators*

OBJECTIVES

- Market mechanics: How stocks are traded – Then and now
 - Market center – Exchanges, market makers and ECNs
 - Auction markets and the role of the specialist
 - Dealer markets and the role of the market maker
 - Dark pools
 - High frequency trades
- Traders and how they affect IR
 - Various trading methodologies
 - How traders affect the role of IR
- Understanding key market indicators for your company's stock
 - Technical versus fundamental analysis
- How prices are determined
- Debt market

12:00 – 1:00 pm **Lunch**

Poolside – Lobby Level
Service Provider Showcase

TUESDAY, JANUARY 10

1:00 – 2:30 pm **Planning and Executing Analyst Days and Non-Deal Road Shows**

Julie MacMedan

Vice President, Investor Relations
Demand Media, Inc.
Santa Monica, CA

Roger Pondel

NIRI Senior Roundtable Member
President
PondelWilkinson, Inc.
Los Angeles, CA

Kristen Southey

Senior Vice President, Investor Relations & Treasury
Activision Blizzard, Inc.
Santa Monica, CA

*Find the secrets to success from planning, preparation
and strategy through execution*

OBJECTIVES

PLANNING AN ANALYST DAY

- Planning and preparation: Why, When, Where, Who, How
- Senior management participation

PLANNING AND EXECUTING A NON-DEAL ROADSHOW

- Define your strategy
- Planning and executing
- Steps for success

2:30 – 3:00 pm

Break

Service Provider Showcase

TUESDAY, JANUARY 10

Panel Discussion: Understanding the Work of Analysts

3:00 – 3:20 pm The Sell Side

Sarah James
Analyst
Wedbush Securities
Los Angeles, CA

Discover the function of the Sell Side and how to effectively communicate to them

OBJECTIVES

- Definition and function of the institutional marketplace
- Relationship to the sell-side
- How sell-side analysts make an investment decision
- How portfolio managers view the investor relations role
- What information and techniques can help you to enhance effectiveness of communications/information to sell side

3:20 – 3:40 pm The Buy Side

Victor Hawley
Principal
Aristotle Capital Management, LLC
Los Angeles, CA

Find the definition of the Buy Side, their investment decisions, and how to work with them

OBJECTIVES

- Definition and function of the institutional marketplace
- Relationship to the sell-side
- How buy-side analysts make an investment decision
- How portfolio managers view the investor relations role
- What information and techniques can help you to enhance effectiveness of communications/information to buy side

TUESDAY, JANUARY 10

3:40 – 4:30 pm **Discussion with Financial Analysts**

Moderator, Analysts and Attendees

Victor Hawley

Principal
Aristotle Capital Management, LLC
Los Angeles, CA

Sarah James

Analyst
Wedbush Securities
Los Angeles, CA

How to communicate with Wall Street: problems, concerns, and changing relationships

OBJECTIVES

- Problems, concerns with analyst communication
- How to relate difficult, negative news to senior management and the “Street”
- How is the relationship changing (buy versus sell sides)

4:30 – 4:45 pm **Summary and Day Wrap-up**

OBJECTIVES

- Key learning from the day
- Connecting learning to the terrain of IR practice
- Highlights in preparation for Wednesday’s case study

Open Night: Enjoy a night out with your newly forming network.

NIRI 2012: To Boldly Go Where IR Has Not Gone Before – Registration Required

Join the NIRI LA Chapter for Networking, Cocktails and Dinner

Sheraton Delfina Hotel | 5:30 – 8:00 PM

Speaker: Jeff Morgan, President and CEO National Investor Relations Institute

[Register NOW!](#)



HOMEWORK ASSIGNMENT

Read the Trifecta Corporation case study in the Wednesday section of your program book for tomorrow afternoon’s group activity

WEDNESDAY, JANUARY 11

8:00 – 8:30 am **Continental Breakfast**
Service Provider Showcase

8:30 – 8:45 am **Welcome and Introductions**

Day Moderator

David Erickson

NIRI Senior Roundtable Member
Vice President, Investor Relations
Edwards Lifesciences Corporation
Irvine, CA

8:45 – 10:00 am **Financial Analysis and the IRO**

Scott Cunningham

Vice President, Investor Relations
Edison International
Rosemead, CA

*Learn how Wall Street views your company's
financial statements, and the value of trend analysis*

OBJECTIVES

- How Wall Street uses financial analysis in determining investment valuation
- How analysts link key financial statements with your company's message
- The value of trend analysis to the IRO

10:00 – 10:30 am **Break**
Service Provider Showcase

WEDNESDAY, JANUARY 11

10:30 – 12:00 pm Panel: Best Practices in Using Financial Info to Tell Your Story

Jill Peters

Vice President, Investor Relations
The Cheesecake Factory
Calabasas Hills, CA

Felicia Williams

Manager, Investor Relations
Edison International
Rosemead, CA

IR experts will discuss how to tailor your financial data to tell your company's story

OBJECTIVES

- Communicating financial data more effectively to support value creation
- Which numbers are most meaningful in telling your story?
- It's more than numbers – the importance of non-financial performance measures
- Business writing

12:00 – 1:00 pm Lunch

Poolside – Lobby Level

OBJECTIVES

- Meet the Los Angeles Chapter Officers
- Hear about their programs and the Los Angeles area

Service Provider Showcase

This will be your last opportunity to visit the service providers. After lunch the *Service Provider Showcase* portion of this seminar ends.

WEDNESDAY, JANUARY 11

Putting It All Together

1:00 – 2:00 pm **Developing an Investor Relations Plan/ IR Resources – Essential Services**

William Powell
Principal
Powell FPA IR
Los Angeles, CA

Guidelines on all aspects of an IR plan – and how to communicate and deliver the plan

OBJECTIVES

- Guidelines on developing a workable plan for your company
- The role intangibles play in your value proposition
- Optimizing the appropriate shareholder base for your company's stock
- Delivering on the IR strategy
- Measuring results and corporate governance impacts
- Element impact on plan – cap size, industry, business model, region, life cycle
- Essential services

OBJECTIVES

- What are the objectives for your program?
- With whom are you communicating?
- What resources do you have?
- What tools are essential? What tools are nice to have?

2:00 – 2:15 pm **Break**
Service Provider Showcase

WEDNESDAY, JANUARY 11

2:15 – 3:45 pm **Developing an IR Plan – A Case Study Approach**

Facilitators:

David Erickson

NIRI Senior Roundtable Member
Vice President, Investor Relations
Edwards Lifesciences Corporation
Irvine, CA

William Powell

Principal
Powell FPA IR
Los Angeles, CA

*Group case study review: apply seminar learning
while gaining insight from your new network of
practitioners*

OBJECTIVES

- Registrants review a case study
- Small group exercise to create an investor relations plan
- Report results of small group activity

3:45 pm **Wrap-Up and Adjourn**

Don't forget to complete the online seminar evaluation!