



National Investor Relations Institute

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

**The Boston Seaport Hotel
Boston, MA
September 11 - 14, 2011**

AGENDA

www.niri.org/fundamentals

SUNDAY, SEPTEMBER 11

6:00 – 7:00 pm

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

Plaza Ballroom C – Plaza Level

Network with your peers!

OBJECTIVES

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

MONDAY, SEPTEMBER 12

7:45 – 8:15 am

Registration

Plaza Ballroom Foyer – Plaza Level

Continental Breakfast

Service Provider Showcase

MONDAY, SEPTEMBER 12

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

Plaza Ballroom AB – Plaza Level

Kraig Conrad

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

Day Moderator

Andrew Kramer

Senior Director, Investor Relations & Corporate Development
Interactive Data Corporation
Bedford, MA

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**

Debbie Hancock

Vice President, Investor Relations
Hasbro, Inc.
Pawtucket, RI

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, SEPTEMBER 12

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 – 10:45 pm **Corporate Governance, Advocacy and NIRI**

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

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

OBJECTIVE

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

MONDAY, SEPTEMBER 12

10:45 am – 12:15 pm Corporate Disclosure: Issues and Best Practices

Michael Zuppone
Partner, Corporate Development
Paul Hastings
New York, NY

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

12:15 – 1:30 pm Lunch

Plaza C – Plaza Level
Service Provider Showcase

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

Martha Schaefer
Director, Investor Relations
SeaChange International, Inc.
Acton, MA

Maureen T. Wolff
President & Partner
Sharon Merrill Associates, Inc.
Boston, MA

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, SEPTEMBER 12

3:00 – 3:30 pm

Break

Service Provider Showcase

3:30 – 4:30 pm

The Value of Targeting/IR Marketing

Andrew Kramer

Senior Director, Investor Relations & Corporate Development
Interactive Data Corporation
Bedford, MA

Kristian Talvitie

Senior Vice President, Planning & Analysis and Investor Relations
Parametric Technology Corporation
Needham, MA

*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, SEPTEMBER 12

4:30 – 5:00 pm **IR's Role in the Governance Process**

Karen Fisher

Senior Vice President, Corporate Communications
The Shareholder Forum
Del Mar, CA

*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

5:00 – 5:10 pm **Summary and Day Wrap-up**

Andrew Kramer
Kraig Conrad

OBJECTIVES

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

5:15 – 6:30 **Hosted Reception**



Location: Lighthouse 2 (The Seaport Hotel)

TUESDAY, SEPTEMBER 13

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

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

Day Moderator
Alexia Taxiarchos
Manager, Investor Relations
Hasbro, Inc.
Pawtucket, RI

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

David Calusdian
Executive Vice President & Partner
Sharon Merrill Associates, Inc.
Boston, MA

*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, SEPTEMBER 13

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

Rich Barry

Vice President/Floor Governor
NYSE Euronext
New York, NY

Nicole Olson

Investor Relations
Liquidnet
New York, NY

Anu Sharma

Managing Director, Market Intelligence Desk
NASDAQ OMX
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**

Plaza C

Service Provider Showcase

TUESDAY, SEPTEMBER 13

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

Robert Joyce

Director, Investor Relations and Corporate Development
ModusLink Global Solutions, Inc.
Waltham, MA

*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

Panel Discussion: Understanding the Work of Analysts

3:00 – 3:20 pm

The Sell Side

Kaumil Gajrawala

Executive Director
UBS Investment Bank
New York, NY

*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

TUESDAY, SEPTEMBER 13

3:20 – 3:40 pm **The Buy Side**

Dennis Scannell, CFA
Partner, Equity Analyst & Portfolio Manager
Rutabaga Capital Management
Boston, MA

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

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

Moderator, Analysts and Attendees
Kaumil Gajrawal
Executive Director
UBS Investment Bank
New York, NY

Dennis Scannell, CFA
Partner, Equity Analyst & Portfolio Manager
Rutabaga Capital Management
Boston, MA

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.

HOMEWORK ASSIGNMENT

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

WEDNESDAY, SEPTEMBER 14

8:00 – 8:30 am

Continental Breakfast

Service Provider Showcase

8:30 – 8:45 am

Welcome and Introductions

Day Moderator

Doug Wilburne

Chairman, NIRI National Board of Directors

Vice President, Investor Relations

Textron, Inc.

Providence, RI

8:45 – 10:00 am

Financial Analysis and the IRO

Matthew Osborne

Director, Investor Relations

Vertex Pharmaceuticals

Cambridge, MA

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, SEPTEMBER 14

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

Matthew Osborne

Director, Investor Relations
Vertex Pharmaceuticals
Cambridge, MA

Anthony Takazawa, CFA

Vice President, Investor Relations
EMC Corporation
Hopkinton, MA

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

Plaza C

OBJECTIVES

- Meet the Boston Chapter Officers
- Hear about their programs and the Boston 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, SEPTEMBER 14

Putting It All Together

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

Michael McCarthy

Director, Investor Relations and Government Affairs
Ambient Corporation
Newton, MA

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, SEPTEMBER 14

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

Facilitator:

Michael McCarthy

Director, Investor Relations and Government Affairs

Ambient Corporation

Newton, MA

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!