



**GLOBAL IR PRACTICES**  
ENGAGING INVESTORS AROUND THE WORLD | NIRI SEMINAR

*In Partnership with*



**JW Marriott Marquis**  
**Miami, FL USA**  
**November 16-18, 2011**

## **AGENDA**

more info: [www.niri.org/gir](http://www.niri.org/gir)

### **WEDNESDAY, NOVEMBER 16**

**6:00 – 7:30p**      **Welcome Reception with a Global Economist**      **PLAZA 1, 5<sup>TH</sup> FLOOR**

*Gain a global perspective on the economy, and network with your peers!*

**Jason Schenker**  
President and Chief Economist  
*Prestige Economics*  
Austin, Texas USA

#### **OBJECTIVES**

- Understand state of the global economy
- Hear views on regions best suited to grow
- Get acquainted
- Pick up your seminar notebook for preview

### **THURSDAY, NOVEMBER 17**

**8:30 – 9:15a**      **Registration**  
**Continental Breakfast**      **MED PRE-FUNCTION NORTH, 3<sup>RD</sup> FLOOR**

**9:15 – 9:30a**      **Welcome and Introductions**      **MED 5-6, 3<sup>RD</sup> FLOOR**

#### *Panel*

**Jeff Morgan**  
President and CEO  
*National Investor Relations Institute*  
Vienna, Virginia USA

**Chris Taylor**  
EVP, Director Global Investor Relations  
*Ipreo*  
New York, New York USA



*Day Moderator*

**Kraig Conrad**

Vice President, Professional Development  
*National Investor Relations Institute*  
Vienna, Virginia USA

**OBJECTIVES**

- Introductions and Framing Day 1 Learning

9:30 – 10:30a

**The Big Picture: Current Challenges for Global Programs**

**MED 5-6, 3<sup>RD</sup> FLOOR**

*Setting the stage for effective global programs*

*Keynote*

**Mickey Foster**

Vice President, Investor Relations  
*FedEx Corporation*  
Memphis, Tennessee USA

**OBJECTIVES**

- Shareholder diversification and capital raising
- Time on the road
- Current challenges engaging U.S. investors

10:30 – 10:45a

**Break**

**MED PRE-FUNCTION NORTH, 3<sup>RD</sup> FLOOR**

10:45a – 12:00p

**The Outlook for Capital and your Story**

**MED 5-6, 3<sup>RD</sup> FLOOR**

*The impact on your story from U.S. and global money flows*

*Panel*

**Francisco Alzuru**

Managing Director Emerging Markets  
Research  
*Hansberger Global Investors, Inc.*  
Fort Lauderdale, Florida USA

**Greg Secord**

Vice President, Investor Relations  
*Open Text Corporation*  
Waterloo, Ontario CANADA

**Matthew Stroud**

Vice President, Investor Relations  
*Darden Restaurants, Inc.*  
Orlando, Florida USA

**OBJECTIVES**

- Hear practitioner experiences seeking capital in the U.S. and beyond
- Learn the implications to your story in the current economic environment
- Understand the direct *translation* of your story in the U.S.



12:15 – 1:45p

**Lunch and Learn: Investment Community Market Study**

**MED 7, 3<sup>RD</sup> FLOOR**

*Insight driven by a recent survey of the global investment community*

**Presenter**

**Chris Taylor**

EVP, Director Global Investor Relations

*Ipreo*

New York, New York USA

**OBJECTIVES**

- Gain buy-side perspective with results of a wide ranging global study
- Understand investor differences across regions
- Learn investor drivers by region to best tell your company story

1:45 – 3:00p

**Investment Process Considerations and Accessing U.S. Investors**

**MED 5-6, 3<sup>RD</sup> FLOOR**

*The key metrics used in building an investment thesis*

**Moderator**

**Nils Paellmann**

Vice President Investor Relations

*Deutsche Telekom, Inc.*

New York, New York USA and Bonn, Nordrhein-Westfalen GERMANY

**Panel**

**John Chironna**

Vice President, Investor Relations

*ABB, Inc.*

Norwalk, Connecticut USA

**Jeff Corbin**

Chief Executive Officer and Managing  
Partner

*KCSA Strategic Communications*

New York, New York USA

**OBJECTIVES**

- What are U.S. investors most interest in when looking at non-U.S. companies?
- Access to management and the company story
- Analyst models and adjustments to non-U.S. company financials

3:00 – 3:15p

**Break**

**MED PRE-FUNCTION NORTH, 3<sup>RD</sup> FLOOR**



3:15 – 4:45p

**Communications Practices**

**MED 5-6, 3<sup>RD</sup> FLOOR**

*Telling the company story in the U.S. landscape*

**Moderator**

**Matthew Stroud**

Vice President, Investor Relations  
*Darden Restaurants, Inc.*  
Orlando, Florida USA

**Panel**

**Laura Paugh**

Senior Vice President, Investor  
Relations  
*Marriott International, Inc.*  
Bethesda, Maryland USA

**Gregory Powell**

Vice President, Investor Relations  
*B/E Aerospace, Inc.*  
Wellington, Florida USA

**OBJECTIVES**

- Understand best practices in U.S. investor communications
- Non-deal roadshows, websites, press releases and earnings calls
- Investor conferences and analyst/investor days

4:45 – 5:15p

**Day Recap and Case Preparation**

**MED 5-6, 3<sup>RD</sup> FLOOR**

**Kraig Conrad**

7:00 – 10:30p

**Dinner Cruise around Biscayne Bay and Miami Beach**

*Courtesy of Ipreo*

*Fine food & drink, live music, and beautiful coastline views aboard a luxury party yacht.*

7:00 - 8:00p – cocktails & hors d'oeuvres at the dock

8:00 - 10:30p – dinner and cruise



FRIDAY, NOVEMBER 18

- 8:30 – 9:15 am**      **Continental Breakfast**      **MED PRE-FUNCTION NORTH, 3<sup>RD</sup> FLOOR**
- 9:15 – 9:30a**      **Framing Day 2**      **MED 5-6, 3<sup>RD</sup> FLOOR**  
*Day Moderator*  
**Kraig Conrad**  
Vice President, Professional Development  
*National Investor Relations Institute*  
Vienna, Virginia USA
- OBJECTIVES**
- Introductions and Framing Day 2 Learning
- 9:30 – 10:30a**      **Comparative Disclosure Practices and Regulations**      **MED 5-6, 3<sup>RD</sup> FLOOR**  
*Learn what you need to know to stay out of trouble*  
*Moderator*  
**Mary Beth Kissane, JD, MA**  
Principal  
*Walek & Associates*  
New York, New York USA
- Panel*
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|--|---|
| <b>Scott Saks</b><br>Partner, Corporate Department<br><i>Paul Hastings</i><br>New York, New York USA | <b>Brian Turcotte</b><br>Vice President, Investor Relations<br><i>Office Depot, Inc.</i><br>Boca Raton, Florida USA |
|--|---|
- OBJECTIVES**
- Legal requirements for disclosure in the US
  - A comparative view of regulations from various regions
- 10:30 – 10:45a**      **Break**      **MED PRE-FUNCTION NORTH, 3<sup>RD</sup> FLOOR**



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|------------------------|--|---|
| <b>10:45a – 12:00p</b> | <b>Measuring Investor Relations Programs</b><br><i>Measuring performance with specific goals and objectives; no single best measure exists</i><br><b>Facilitators</b><br><b>Kraig Conrad</b><br>Vice President, Professional Development<br><i>National Investor Relations Institute</i><br>Vienna, Virginia USA<br><br><b>Jeff Morgan</b><br>President and CEO<br><i>National Investor Relations Institute</i><br>Vienna, Virginia USA<br><br><b>OBJECTIVES</b> <ul style="list-style-type: none"><li>• Hear results from a recent NIRI survey on measuring IR programs</li><li>• Share global IR perspectives on successful IR program</li><li>• Hear how other IROs measure their programs</li><li>• Learn how other IROs programs are measured by their management</li></ul> | <b>MED 5-6, 3<sup>RD</sup> FLOOR</b>                |
| <b>12:15 – 1:30p</b>   | <b>Networking Lunch</b><br><i>Engage your global peers for lunch and informal dialog</i>   | <b>MED 7, 3<sup>RD</sup> FLOOR</b>                  |
| <b>1:30 – 2:30p</b>    | <b>Refining a Global IR Plan for a U.S. Audience</b><br><i>Develop a best-practice program</i><br><b>Moderator</b><br><b>Nadia Rehman</b><br>Assistant Vice President<br><i>FTI Consulting</i><br>San Francisco, California USA<br><br><b>OBJECTIVES</b> <ul style="list-style-type: none"><li>• Key elements of a forward-looking global plan</li><li>• Considerations for roadshows and analysts days</li></ul>  | <b>MED 5-6, 3<sup>RD</sup> FLOOR</b>                |
| <b>2:30 – 2:45p</b>    | <b>Break</b>   | <b>MED PRE-FUNCTION NORTH, 3<sup>RD</sup> FLOOR</b> |



2:45 – 5:00p

**Case Study Group Exercise: Review global IR plans of select attendee companies**

**MED 5-6, 3<sup>RD</sup> FLOOR**

*Apply what you have learned to real company cases—an interactive exercise*

**Facilitators**

**Chris Taylor**

EVP, Director Global Investor Relations  
*Ipreo*  
New York, New York USA

**Nadia Rehman**

Assistant Vice President  
*FTI Consulting*  
San Francisco, California USA

5:00 – 5:30p

**Wrap-Up and Adjourn**

**MED 5-6, 3<sup>RD</sup> FLOOR**

**Jeff Morgan**

President and CEO  
*National Investor Relations Institute*  
Vienna, Virginia USA

**Chris Taylor**

EVP, Director Global Investor Relations  
*Ipreo*  
New York, New York USA

5:30 – 6:30p

**Reception**

*Have a drink with your new network before you head to the airport...or to South Beach to start your weekend!*