National Investor Relations Institute

Fundamentals of Investor Relations
and Service Provider Showcase

January 13-14, 2020
Fashion Island Hotel
Newport Beach, CA

NIRI WEST

AGENDA

(as of 1.3.2020; subject to change)

This seminar has been designed to correspond with the 10 core competency domains of the Investor Relations Charter (IRC®) Competency Framework. Completion of the seminar is eligible for up to 8 professional development units (PDUs).

MONDAY, JANUARY 13

8:00 am – 8:30 am

Breakfast and Registration

Check in and begin exploring the Service Provider Showcase.

8:30 am – 8:45 am

Welcome and Orientation

An introduction to the seminar and to the world of investor relations.

MATT BRUSCH, CAE
Chief Programs Officer
National Investor Relations Institute

LEARNING TAKEAWAYS

- Introductions
- Review of program agenda
  - Day 1: The Context for IR – key concepts for understanding
  - Day 2: A Year in the Life of an IR Practitioner – practice areas and skills for success
- Orientation to the Service Provider Showcase

8:45 am – 9:30 am

The Big Picture: Investor Relations Today

An overview of the investor relations function and core competencies.

MICKEY FOSTER, *NIRI Fellow*
Vice President, Investor Relations
FedEx Corporation

LEARNING TAKEAWAYS

- Key knowledge areas and stakeholders – The IR Competency Framework
- Cross-functional collaboration – IR as a "team sport"
- Investor relations in the evolving capital markets

9:30 am – 10:45 am Companies, Funding & the Capital Markets: Part 1

IR Competency Framework Domain 8

Understand how companies access the capital markets and what it means to be a listed company.

DAVID YATES
Partner
FinanceTalking, Ltd.

LEARNING TAKEAWAYS

- How companies are funded from start-up to maturity
- Characteristics of equity and debt
- Providers of capital and what they want

10:45 am – 11:15 am Break

Enjoy refreshments and networking in the Service Provider Showcase.

11:15 am – 12:30 pm Companies, Funding & the Capital Markets: Part 2

IR Competency Framework Domain 8

Learn the basics of how the capital markets work and the role of key participants.

DAVID YATES
Partner
FinanceTalking, Ltd.

LEARNING TAKEAWAYS

- The role of investment banks
- Indices and jargon
- Key audiences for IR and their characteristics
- The role of IR in the capital markets

12:30 pm – 1:30 pm Networking Lunch

Get to know your IR peers through informal discussions over lunch.

1:30 pm – 3:00 pm Disclosures and Regulatory Compliance

IR Competency Framework Domains 5 & 9

A legal expert reviews disclosure concepts, filings, regulations and enforcement.

STEPHEN COOKE
Partner, Corporate Department
Paul Hastings LLP

LEARNING TAKEAWAYS

- Disclosure concepts – required and voluntary disclosure
- Overview of regulatory filings
- Key rules and regulations
- Enforcement and oversight – the SEC and Self-Regulating Organizations

3:00 pm – 3:30 pm **Break**

Discover the many IR solutions available in the Service Provider Showcase.

3:30 pm – 4:50 pm **Small Group Breakout Session: The "IR Situation Room"**

A carefully structured, collaborative session that gives attendees an opportunity to work together to solve each other's real-life IR challenges in a consultation-style setting.

LEARNING TAKEAWAYS

- Gain real suggestions from IR peers on a particular challenge you are facing
- Hear challenges that other IR professionals are experiencing and benefit from the collective discussions that result
- Share your own experience and advice with others and foster new relationships with your IR peers

4:50 pm – 5:00 pm **Summary and Day Review**

Review key takeaways from the day.

MATT BRUSCH, CAE
Chief Programs Officer
National Investor Relations Institute

5:00 pm – 6:00 pm **Networking Reception**

Get to know your fellow attendees and members of the NIRI Orange County chapter over drinks and light hors d'oeuvres.

Tuesday, January 14

8:30 am – 9:00 am **Breakfast**

Start your day with breakfast in the Service Provider Showcase.

9:00 am – 9:10 am **NIRI Update**

Hear from NIRI's President & CEO.

Gary LaBranche, FASAE, CAE
President & Chief Executive Officer
National Investor Relations Institute

9:10 am – 10:15 am **The Investor Relations Calendar**

IR Competency Framework Domains 1, 2, 3, 4, 5, 7, 10

Understand the basic components of a year in the life of an investor relations practitioner: the quarterly cycle, driven by earnings reporting, and the annual meeting.

Kelly Hernandez, IRC
Senior Vice President of Investor Relations
Leidos

Learning Takeaways

- The Quarterly Cycle
    - Key components of earnings season: press release, earnings call script, timelines, quiet period, associated vendors and internal committees, regulatory filings
    - Outreach and roadshows: how to plan, who is involved, who do you work with throughout
- The Annual Meeting: plan the annual meeting, assist with proxy preparation, work with other teams, prepare annual report, regulatory filings
- Tools and resources to help you succeed

10:15 am – 10:45 am **Break**

Service Provider Showcase.

10:45 am – 12:00 pm **Investor Targeting and Outreach**

IR Competency Framework Domain 4

Understand how best to reach and work with two key constituencies: the Sell-Side and the Buy-Side.

David Erickson
NIRI Fellow

LEARNING TAKEAWAYS

- Targeting markets and audiences
- Relationship building – understanding the sell-side and buy-side
- Information and techniques that can help you to enhance the effectiveness of communications to these important audiences
- Tools and resources

12:00 pm – 1:00 pm Networking Lunch

Get to know your peers through informal table discussions and continue to explore IR products and services in the Service Provider Showcase.

1:00 pm – 2:15 pm Corporate Messaging Development

IR Competency Framework Domain 3

Learn to create the right messages for your objectives.

JOHN MOTEN, IRC
Vice President, Investor Relations
Foundation Building Materials

LEARNING TAKEAWAYS

- Establishing a process for and developing effective messaging
- Creating powerful communications tools
- Tools and resources

2:15 pm – 2:45 pm Break

The last opportunity to explore the products and services in the Showcase.

2:45 pm – 3:45 pm The ABCs of ESG for Investor Relations

IR Competency Framework Domains 1 & 10

Understand the current ESG (environmental, social, governance) landscape, learn the role IR plays in the ESG ecosystem, how to influence ratings, and what other companies are doing in this regard.

TAMMY PERRY
Senior Manager, Corporate Sustainability
Edwards Lifesciences Corporation

LEARNING TAKEAWAYS

- The current state of corporate ESG reporting
- ESG community key players
- Understanding and influencing ESG ratings

3:45 pm – 4:45 pm **Soft Skills for Success – Practical Tools to Increase Your Impact**

IR Competency Framework Domains 1 & 7

Explore tricky yet common situations that can be encountered as an IR professional and learn practical tools to artfully manage the situations to positively impact corporate strategy, management credibility, and ultimately the company's valuation.

KELLY HERNANDEZ, IRC
Senior Vice President of Investor Relations
Leidos

LEARNING TAKEAWAYS
- Foundational skills and traits for success
- Areas where IR can have the most impact and influence

4:45 pm – 5:00 pm **Summary and Seminar Wrap-Up**

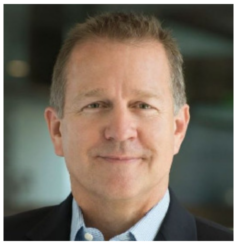
Review what you have learned over the course of the two days and how you can continue your learning.

MATT BRUSCH, CAE
Chief Programs Officer
National Investor Relations Institute

Matthew D. Brusch, CAE, is Chief Programs Officer for the National Investor Relations Institute, leading NIRI's professional development, certification and other programming. Appointed in 2007 to manage communications and publications, he created NIRI's research program, and working with volunteers, launched the first professional investor relations certification program in the U.S. His previous experience includes leading investor relations and corporate communications departments for several public companies, as well as serving in regulatory and marketing roles with the NASDAQ Stock Market. Brusch began his career as a Surface Warfare Officer in the United States Navy, and received the Navy Achievement Medal for superior performance. He holds an M.B.A. from the University of Maryland, a B.S. from the Pennsylvania State University, and is a Certified Association Executive.

Stephen Cooke is a partner in the Securities and Capital Markets practice group of Paul Hastings and concentrates his practice in securities and corporate law. His experience in all aspects of the capital formation process includes issuer and underwriter representations in public offerings, private placements, venture capital financings and Rule 144 transactions. Mr. Cooke has substantial experience in mergers, acquisitions, joint ventures, business combinations and other transactions involving public and private companies.

Mr. Cooke represents NYSE, Nasdaq and OTC-traded companies. He regularly advises boards of directors of public and private companies regarding corporate governance issues, including the Sarbanes-Oxley Act of 2002 and the Dodd-Frank Wall Street Reform and Consumer Protection Act.



David Erickson is President of the NIRI Orange County chapter. For 19 years, David was Vice President, Investor Relations at Edwards Lifesciences, an international medical device company in Irvine, California. He has more than 25 years of experience in the Investor Relations field and is an active member of the National Investor Relations Institute (NIRI), having served in leadership positions at both the national and local levels. In 2014, Erickson was named a NIRI Fellow, which recognizes NIRI members who have distinguished themselves based on their leadership, integrity and contributions to the IR profession.

In conjunction with NIRI and the University of California, Irvine, Erickson helped create a certificate program in Investor Relations, was an instructor for one of the courses, and served on the program's advisory committee. He helped develop NIRI's new certification program, the Investor Relations Charter, and currently serves on its Certification Council.

David has a B.S. in Business Administration (double major in Finance and Marketing) and an MBA with an emphasis in Finance from California State University, Long Beach (CSULB). He currently serves on the Advisory Board of the CSULB Department of Finance and the Board of Directors of the Child Creativity Lab, an organization dedicated to promoting creativity through STEM-based educational programs and activities. He is also a mentor in the CSULB Corporate Mentoring Program.

Mickey Foster is vice president, Investor Relations for FedEx Corporation. He has over 30 years' experience working with the financial community in investor relations.

Foster is a Fellow and past chairman of the National Investor Relations Institute, a former president of the Investor Relations Association, a founding and current member of NIRI's Senior Roundtable, and a founding member of the Certification Council for NIRI's IRC. Mickey is on the NYSE Listed Company Advisory Board, and earned the "Lifetime Achievement" Award from IR Magazine and NIRI's "National Volunteer of the Year" Award. A native of Texas, Foster earned a bachelor's degree in computer science and a MBA in finance from Texas A&M University. In addition, he received a master's degree in petroleum engineering from the University of Southern California.

Kelly Hernandez, IRC, serves as Senior Vice President and Head of Investor Relations with Leidos. She is an IRC Charterholder, and was named to Institutional Investor's 2018 All-America Executive Team for Best IR Professional. Kelly brings nearly two decades of technology and investment experience to her role.

Prior to her current role, Kelly served as the Head of the Middle East and North Africa for Deutsche Bank's Institutional Asset Management business. Prior to her role in the Middle East, Kelly was the lead portfolio manager for Deutsche Bank's ~$1 billion DWS Technology mutual fund as well as Global Head of Technology Equity Research for Deutsche Asset Management. Prior to her 7 years at Deutsche Bank, Kelly held varied roles at Credit Suisse and Advanced Micro Devices, as well as other technology companies in Silicon Valley. Kelly serves on the board of MPower Finance. Kelly received a master's degree in business administration from University of California at Berkeley and a bachelor's degree in computer & electrical engineering from Purdue University.

Gary LaBranche, FASAE, CAE is the President & CEO of the National Investor Relations Institute (NIRI). As CEO, LaBranche provides strategic executive leadership to advance the NIRI's mission and goals. He represents NIRI to regulators, lawmakers, the media and other audiences.

Before joining NIRI in March 2017, he was CEO of the Association for Corporate Growth (ACG). ACG serves 90,000 investors, lenders, executives and advisors to middle market companies, including 1,000 private equity firms.

An association professional for 37+ years, LaBranche has served as CEO for three other organizations and as a senior executive at the American Society of Association Executives (ASAE) and the U.S. Chamber of Commerce. Prior to joining ACG, LaBranche was CEO for the Association Forum of Chicagoland. At the Forum and ASAE he was responsible for identifying, developing and sharing best practices, models and innovation in association management, professional development and meeting planning. At ASAE he was responsible for the 6,000 attendee "Super Bowl of Conventions," launch of e-learning and modernization of the Certified Association Executive (CAE) program.

He was named an ASAE Fellow (FASAE) in 1995. He was the ASAE Key Award winner for 2007, the highest award in the profession. ASSOCIATION TRENDS named him the 2012 Association Executive of the Year. He is a member of the U.S. Chamber of Commerce's Association Committee of 100 and is past chairman of the Chamber's Institute of Organization Management. LaBranche has served on ASAE's 4 governing boards and continues to serve on the

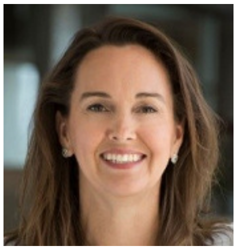
board of ASAE's for-profit subsidiary, ASAE Business Services, Inc. of which he is past chairman. He serves on the Advisory Board of the Kogod Cybersecurity Governance Center at American University.

He is the author of 300+ articles, podcasts and columns, including "The Association CEO Succession Toolkit" published by ASAE in 2018. He authored the chapter, "Managing the Complex Association Enterprise" in ASAE's *Handbook on Professional Practices in Association Management, 3rd edition*. He has consulted/presented to 300+ associations.

LaBranche was profiled as an innovative leader in the book, *Hope: How Triumphant Leaders Create the Future*, by Andrew Razeghi. He has also been featured in *Strategic Transformation: How Boards Achieve Extraordinary Change*.

John Moten, IRC is the Vice President of Investor Relations for Foundation Building Materials (FBM: NYSE), a distributor of specialty building products, based in Tustin, California. John has more than 30 years of finance and capital markets experience. Before joining FBM in 2017, John was Vice President of Investor Relations for Mallinckrodt Pharmaceuticals where he established the investor relations department in 2013 prior to its spin-off as a publicly traded company.

John has also held positions of increasing responsibility as an Institutional Portfolio Manager and Securities Analyst for American Express (now Columbia Funds), Citigroup Global Asset Management, and MacKay Shields. From 2000-2004, John was a Sell-Side Analyst for Deutsche Bank Securities where he was voted as one of the top-ranked analysts covering the Major Chemical sector by Institutional Investor Magazine. John earned his undergraduate degree from Saint Lawrence University, and a Master's in Business Administration with a finance concentration from the Booth School of Business at the University of Chicago. John has been awarded the Investor Relations Charter (IRC ®) by the Certification Council of the National Investor Relations Institute (NIRI ®).



Tammy Perry is Senior Manager, Corporate Sustainability, at Edwards Lifesciences, an international medical device company in Irvine, California. With more than 20 years of communications and investor relations experience, Tammy currently utilizes her expertise in setting enterprise-wide sustainability vision and goals, structuring programs and initiatives, and measuring and communicating results. As part of the Global Sustainability Council, she champions stakeholder capitalism and the integration of environmental, social and governance issues into Edwards' culture, strategy and purpose.

Throughout her career, Tammy has delivered value-added services and creative solutions in corporate communications and IR for micro to large cap S&P 500 companies, pre- and post-IPO, in a variety of industries encompassing media, manufacturing, software technology, oil & gas and healthcare. She is an active member of the National Investor Relations Institute (NIRI) and served in a variety of board positions at the local level for more than 15 years. She was recognized by NIRI National with an Individual Chapter Leadership Award for her volunteerism and leadership with the Orange County chapter. Tammy is a native of Southern California, where she earned a bachelor's degree in communications from California State University, Fullerton.

David Yates is a Partner and Instructor at FinanceTalking Ltd. David joined FinanceTalking in 2009 after nearly thirty years in the City as a corporate lawyer, investment banker and financial PR specialist.

- Qualified as a solicitor in 1982. Joined Linklaters & Paines, specializing in capital markets and corporate law
- Joined the corporate finance division of Robert Fleming, London based merchant bank, in 1984. Spent three years on secondment with Jardine Fleming in Australia between 1987-1990.
- Began his Financial PR career in 1995 with Gavin Anderson & Co.
- Joined Financial Dynamics (FD) as a partner at the end of 1998 and commenced their coverage of the Life Sciences sector.
- Retired from FD in March 2009 following sale of the company to FTI Technologies Inc. of the US.

During his financial PR career in the City, David built a reputation as one of the leading practitioners in London and acquired experience in all aspects of the financial markets, particularly M&A and IPOs. Together with his experience in the law and the investment banking sector, he has an in-depth knowledge of the workings of the City, the roles that each of the institutions play in the markets and how business is covered by the media.

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