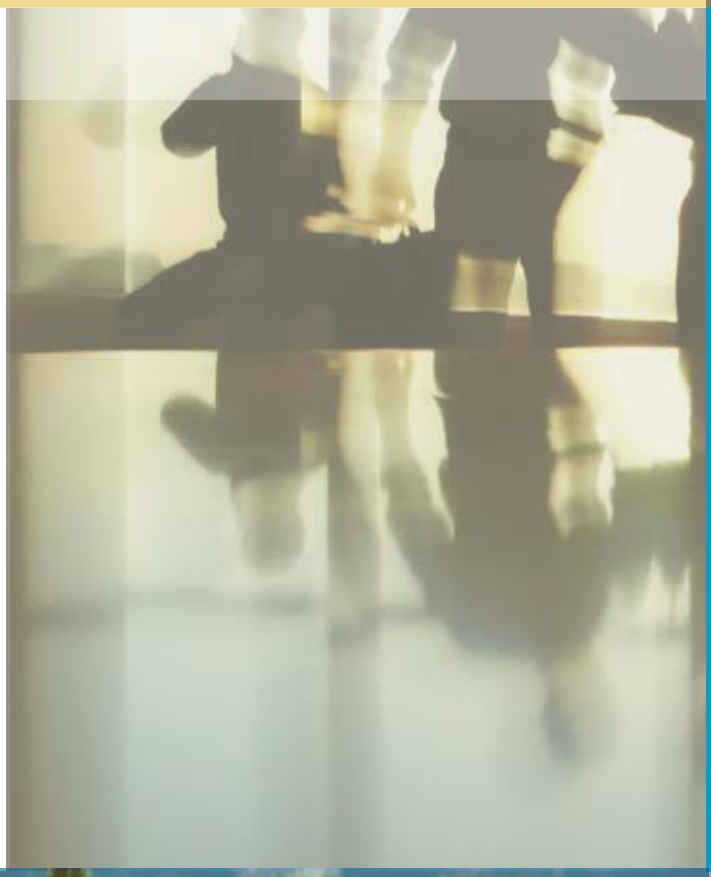


Leadership in a *changing* world...

THE WORLD'S LARGEST, MOST COMPREHENSIVE INVESTOR RELATIONS EDUCATION AND NETWORKING EVENT.

niri

Invitation

FROM ANNUAL CONFERENCE COMMITTEE CO-CHAIRS

Dear colleagues,

We face ever-increasing challenges as investor relations professionals in today's global environment. Are you trying to gain a seat at the table? Do you know what to include in your Board presentation? Have you deciphered what your C-suite really wants — and needs? Can you determine how global events will impact your company and stock price? Are you uneasy about the future of our changing economic and financial worlds?

We all wrestle with these challenges. The 2011 NIRI Annual Conference Committee, composed of your peers, has worked hard to address these issues and tackle them 'head on' in this year's program. The content will help you gain a leadership role within your organization in this evolving world.

The NIRI Annual Conference remains the world's largest, most comprehensive IR event. You'll find education sessions tailored to the changing global environment, engaging speakers, and superior networking opportunities.

Here are just a few highlights:

- Learn as thought leaders share their perspectives in general sessions
- CEO Perspective: Leading Through a Changing World
- Leadership Lessons: Leadership Insight from the Corner Office
- Panel Discussion: The Quality of Leadership in Your Story
- Economic Outlook: A View of the Economy
- Body Language/Non-verbal Communication: Leading with Your Body
- More than 30 concurrent sessions with more targeted content than ever
- Capital Markets
- Communications
- Career Management
- Investment Process
- IR Marketing and Outreach
- Organizational Development
- Regulations and Governance
- Industry Breakout Sessions
- Global IR
- Workshops for skills development and collaborative learning
- Networking opportunities with your colleagues, including Industry Breakout Sessions

We encourage you to absorb the wealth of information, meet many people, engage in thoughtful discussions, and enjoy Florida's hospitality at the exceptional Grande Lakes Resort in Orlando. Please visit the Conference website www.niri.org/conference for full session details and to register online.

We look forward to seeing you in Orlando in June!

SALLY CURLEY
Senior Vice President, *Investor Relations*
Cardinal Health, Inc.
Dublin, OH

MELISSA PLAISSANCE
SVP, *Finance and Investor Relations*
Safeway Inc.
Pleasanton, CA

General Sessions

LEADERSHIP INSIGHT FROM THE CORNER OFFICE

The New York Times "Corner Office" columnist and author Adam Bryant will share insights gained through writing his noted column and new book on today's leaders. Hear from this well-respected financial columnist on what makes a great leader.

ADAM BRYANT
Columnist, *The New York Times*
Author "The Corner Office: Indispensable and Unexpected Lessons from CEOs on How to Lead and Succeed"

CEO PERSPECTIVE: LEADING THROUGH A CHANGING WORLD

Fortune 17 company Cardinal Health Inc.'s Chairman and CEO George Barrett will provide insight on leading from the Board room and C-Suite in today's rapidly changing business environment. Through Mr. Barrett's former role as CEO-North America for Teva Pharmaceuticals and his current role at Cardinal Health, his deep involvement with strategic investor relations and strong network of contacts throughout the healthcare investment community provide him with a unique insight into investor relations.

GEORGE S. BARRETT
Chairman and CEO
Cardinal Health, Inc.

PANEL DISCUSSION: THE QUALITY OF LEADERSHIP IN YOUR STORY

A distinguished panel led by Sony Corporation of America's SVP of Investor Relations Sam Levenson will discuss the leadership qualities that company outsiders seek in management. The panel will include an investor, a corporate director, a management PR adviser, and a financial reporter. Learn which management qualities to highlight and coach into your company's leaders.

SAM LEVENSON
SVP, *Investor Relations*
Sony Corporation of America

A VIEW OF THE ECONOMY AND EQUITY MARKETS

Michael Darda, a well-covered economist and equity markets expert, will discuss his view on the economy and the future of equity markets. The protracted economic recovery and quickly globalizing capital markets create new challenges for IROs. Mr. Darda's insight will add character to your story while enhancing the types of intelligence you can bring back to management.

MICHAEL T. DARDA
Chief Economist
MKM Partners, LLC

LEADING WITH YOUR BODY: NON-VERBAL CUES MAKE A DIFFERENCE

Investors increasingly focus on visual cues to gauge management's sincerity and confidence while delivering messages. Jan Hargrave, leading body language expert, will explore what can be coached into and out of your management team's presentation style. You'll learn techniques to bring a new level of sophistication to finding meaning in body language.

JAN HARGRAVE
Author, "Strictly Business Body Language"
Jan Hargrave and Associates

Conference Sessions*

CAPITAL MARKETS

- Fixed Income Focus: Best Practices in Debt IR
- Optimizing Capital Structure: The IRO Journey from Armchair CFO to Respected Advisor
- The Evolution of Capital Markets in 2011 and Beyond: Panel discussion
- Know How Your Stock Trades

COMMUNICATIONS

- Best Practices Communicating Change and Newly Required Disclosure
- Stay Competitive with Competitive Intelligence
- Credibility in the Hot Seat: IR Crisis, Reputation, and Risk
- Keep a Lid on It: How to Guard Against Leaks, and What to Do if One Happens
- Managing Expectations: Effective Communication for Strategic Events
- Successful Strategies for Working With the Financial Media to Tell Your Investment Story

CAREER MANAGEMENT

- Critical Skills for IR in 2011: Do you Need to be a Former Sell-Sider to Get a Job Today
- The Making of a Corporate Athlete

INVESTMENT PROCESS

- How the Buy-Side Makes Investment Decisions
- Digital Media Usage by the Investment Community

IR MARKETING AND OUTREACH

- Investor Targeting – Proven Strategies to Target Institutional Investors
- Leveraging the Sell-Side to Capture Additional Investor Mindshare
- Perspectives from the IR "Supply Chain"

ORGANIZATIONAL DEVELOPMENT

- Good and Bad IR – Tales from the Street
- Ethics Today
- Revved and Rested: Building IR Teams with Healthy Work-Life Balances

REGULATIONS AND GOVERNANCE

- Regulatory Update: What the IR Professional Needs to Know About Dodd-Frank and Other Recent Regulatory Developments
- Say-on-Pay – Current Issues and Lessons Learned in the Field
- Improper Disclosure to Analysts – The Office Depot Case Study
- Shareholder Activism – Don't Get Caught Unprepared

INDUSTRY BREAKOUT SESSIONS

- Now with 25+ industry groups and longer sessions

GLOBAL IR

- A New Era for Written Public Disclosure Policies
- Creating Value Through an Internationally Diversified Shareholder Base

Agenda-at-a-Glance*

SATURDAY, JUNE 11

9:00 AM – 5:00 PM	Finance 101 for IR Seminar (additional registration fee)
6:30 PM – 9:00 PM	NIRI Chapter Leadership Dinner (invitation only)

SUNDAY, JUNE 12

6:45 AM – 1:00 PM	Golf Tournament
8:30 AM – 3:30 PM	Leadership Summit (invitation only)
10:00 AM – 8:00 PM	Conference Registration
1:30 PM – 3:30 PM	Sunday Conference Workshops
4:00 PM – 6:00 PM	International Session and Reception
6:00 PM – 8:00 PM	Welcome Reception, IR Services Exhibit Hall

MONDAY, JUNE 13

6:15 AM – 7:30 AM	Yoga
7:00 AM – 5:00 PM	Conference Registration
7:00 AM– 7:45 AM	Continental Breakfast, IR Services Exhibit Hall
8:30 AM – 9:15 AM	General Session: Keynote, Adam Bryant, *New York Times*
9:15 AM – 9:45 AM	Morning Break, IR Services Exhibit Hall
9:45 AM – 11:15 AM	General Session: Panel: Leadership Qualities
11:15 AM – 12:45 PM	Lunch and Connect with the Office, IR Services Exhibit Hall
1:00 PM– 2:15 PM	Industry Roundtable Discussion
2:15 PM – 2:45 PM	Afternoon Break, IR Services Exhibit Hall
2:45 PM – 4:00 PM	Concurrent Education Sessions
4:15 PM – 5:30 PM	Concurrent Education Sessions
6:30 PM – 8:30 PM	NIRI Signature Evening Event

TUESDAY, JUNE 14

6:30 AM – 7:30 AM	5K Fun Run and Yoga
7:00 AM – 8:00 PM	Conference Registration
7:00 AM – 8:15 AM	Continental Breakfast, IR Services Exhibit Hall
7:00 AM – 8:15 AM	NIRI Senior Roundtable Breakfast (invitation only)
8:30 AM– 10:00 AM	General Session: George Barrett, CEO, Cardinal Health
10:00 AM – 10:30 AM	Morning Break, IR Services Exhibit Hall

- Navigating the U.S. Regulatory Landscape for non-U.S. Companies
- Overcoming the Challenge of Migrating to IFRS: Lessons Learned from the Street

CONFERENCE WORKSHOPS (SUNDAY AND WEDNESDAY)

- Included in Annual Conference Registration
- Financial Modeling in a Changing World
- IR Beyond Borders: Expanding your Global Reach
- Presentations that Communicate an Investment Thesis Effectively
- The Virtual Shareholders' Meeting – Lessons From the Trenches
- Mastering IR in the Initial Public Offering Process
- The Evolution of Capital Markets in 2011 and Beyond

PRE-CONFERENCE SEMINAR (SATURDAY)

- Extra Registration Fee
- Finance 101 for IR – Learn the financial statement basics, accounting jargon, and more in this one day program

View detailed session descriptions at www.niri.org/conference

*** SUBJECT TO CHANGE**

10:30 AM – 11:45 AM	Concurrent Education Sessions
12:15 PM – 1:30 PM	Lunch and Learn Sponsored Sessions
1:30 – 2:00 PM	Connect with the Office: Cyber Café in Exhibit Hall
2:00 – 3:15 PM	Concurrent Education Sessions
3:15 – 3:45 PM	Afternoon Break, IR Services Exhibit Hall
3:45 – 5:00 PM	Concurrent Education Sessions
5:00 – 6:00 PM	IR Services Showcase Reception

WEDNESDAY, JUNE 15

7:00 AM – 1:00 PM	Conference Registration
7:00 AM – 8:30 AM	Continental Breakfast
8:45 AM – 10:15 AM	General Session: The Economy
10:15 AM – 10:45 AM	Morning Break
10:45 AM – 12:00 PM	General Session: Body Language for Business
12:30 PM – 3:30 PM	Wednesday Conference Workshops

*** SUBJECT TO CHANGE**

Exhibitors

The world's largest IR services showcase: a solution filled exhibit hall with a stunning array of products, services, and information

Acquire Media
ACT Conferencing
Alliance Advisors, LLC
American Stock Transfer & Trust Company, LLC
BATS Exchange
Bloomberg L.P.
BNY Mellon
Broadridge
B-TV
Business Wire
Capital IQ
Chorus Call, Inc.
Computershare
ConferencePlus
Corbin Perception Group, LLC
DG3
FD
FedEx
Georgeson
InComm Conferencing
Innisfree M&A Inc.
Institutional Investor Magazine
Intercontinental The Barclay New York
Investor Candy Corp.
Ipreo
IR Magazine
ir2020, LLC
ISS Corporate Services
King Worldwide
Lambert, Edwards & Associates
Liquidnet Holdings Inc.
Loews Hotels & Resorts
Mandarin Oriental New York
Marketwire
Meet the Street
Mimeo
Modern Networks IR, LLC
Morningstar, Inc.
MUNCmedia
MZIlios
NASDAQ OMX
NYSE Euronext
Open Exchange Communications
Phoenix Advisory Partners
PR Newswire
PrecisionIR Group
Q4 Web Systems Inc.
RBC Capital Markets Corporation
Research Magazine
RR Donelley
Shareowner Services Association
SNL IR Solutions
Social Media IR
SourceMedia, Inc.
StockTwits
The Laurel Hill Advisory Group
Thomson Reuters
University of California at Irvine
University of Michigan
Wells Fargo Shareowner Services
WJB Capital Group, Inc.
zu

EXHIBITORS AS OF 3/31/2011

Showcase Tour Giveaway

Win great prizes, including free nights at great hotels, the latest technology, and registration to the 2012 NIRI Annual Conference. Stop by every booth in the IR Services Showcase and capture each exhibitor's secret code. The more codes you capture, the greater your chances of winning. See details outside the IR Services Showcase and in the full program book.

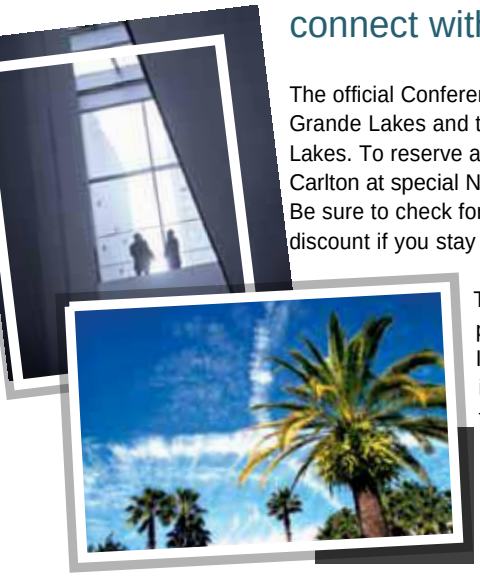
Respect Our Community at Annual Conference

A reminder to service providers is that any service or product solicitation outside of the exhibit area is not appropriate. Only exhibiting companies may engage attendees in the exhibit area. NIRI asks Conference attendees to decline invitations to events from firms or individuals who are not exhibitors or sponsors.

Conference Registration

Register online at www.niri.org/conference

Conference is back at the Grande Lakes Orlando Resort — the ideal venue to connect with your IR colleagues in one location.



The official Conference hotels are the JW Marriott Orlando Grande Lakes and the adjoining Ritz-Carlton Orlando Grande Lakes. To reserve a hotel room at either the Marriott or Ritz-Carlton at special NIRI rates, go to www.niri.org/conference. Be sure to check for the special offer for an even greater discount if you stay five or more consecutive nights.

The Grande Lakes Orlando Resort is approximately 20 minutes from the Orlando International Airport (MCO). Delta Airlines is pleased to offer discounts on Delta fares for conference attendees. Please call the Delta Meeting Network for reservations at 1-800-328-9111 and be sure to refer to File Meeting Code NM76T.

Take advantage of your time out of the office to meet with investors. The Southeast U.S. has more than 300 funds with over $450B in assests under management.

Orlando Florida is one of the world's premier travel destinations. The Grande Lakes Orlando Resort is conveniently located near SeaWorld, Aquatica, Discovery Cove, Universal Orlando and Wet 'n Wild, and offers complimentary transportation to these attractions.

Conference attire is business casual.

For full conference registration and hotel details, including cancellations, please see the NIRI Annual Conference web pages.

CONFERENCE FEES

	Regular registration (Payment received through May 13)	**Late registration** (Payment received after May 13)
MEMBER	$1,095	$1,195
NON-MEMBER	$1,395	$1,495
EXHIBITOR	$895 (company must be exhibiting)	$895 (company must be exhibiting)

NETWORKING EVENTS

RECEPTIONS

Sunday Welcome Evening Reception
International Reception

Monday NIRI Signature Event

Tuesday Exhibit Hall Evening Reception

INDUSTRY BREAKOUT SESSIONS

Connect with your industry peers

INTERACTIVE GROUP SESSIONS

Join compelling hot topic discussions

CONFERENCE WORKSHOPS

Build and develop your career

LUNCH-AND-LEARN SESSIONS

Hear from experts while you network

SPORTING EVENTS

Golf tournament, fun run/walk, daily yoga, and more

Note: A number of organizations – chapters and service providers – plan by-invitation-only events following evening receptions. Please note that in recognition of our generous sponsors, none of these third-party events may begin, nor can transportation load or leave before the conclusion of a scheduled NIRI event.

Sponsors

SPONSORS AS OF 3/31/2011

STAY CONNECTED

- Enjoy Wi-fi availability in conference session rooms
- Check e-mail or download session handouts at Cyber Café stations
- Stay in touch with Conference attendees through Twitter at #NIRI11
- Receive Conference activities updates on NIRI's mobile site www.niri.mobi
- Submit questions to general session speakers at q@niri.org

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LEADERSHIP IN A *CHANGING* WORLD…

Prepare to Lead!