



National Investor Relations Institute
(NIRI)
Strategic Plan
-As Adopted-

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Timeless Core Ideology

Core Ideology describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two elements: **Core Purpose/Mission** – the organization's reason for being – and **Core Organizational Values** – essential and enduring principles that guide the behavior of an organization.

Core Purpose:

Champion integrity and quality of information and facilitate constructive capital markets engagement.

Mission:

Through its collaborative community, NIRI advances engagement in the capital markets and drives best practices in corporate disclosures, governance and informed investing.

Core Values:

- Integrity
- Collaborative Community
- Forward-thinking

Long-term Envisioned Future (10+ Years)

The **envisioned future** conveys a concrete yet unrealized vision for the organization. It consists of a **vision** – a clear and compelling catalyst that serves as a focal point for effort and a **vivid description** which is a vibrant and engaging description of what it will be like to achieve the vision.

Vision:

NIRI is an essential participant in capital markets engagement, driving best practices in corporate disclosures, governance, and informed investing.

Vivid Description of a Desired Future:

NIRI has made considerable progress in representing the entire capital markets and informed investing global community. NIRI's influential voice is sought after for important discussions on regulations impacting capital markets and the continued evolution of investor relations. Investor relations has continued to evolve through NIRI's leadership resulting in greater transparency and confidence in capital markets. The association is valued as an indispensable source of information, education, and training on corporate governance, capital markets and informed investing. NIRI members share best practices to create an environment of collaboration, innovation, and continued growth. The IRC has grown in prestige and is preferred in the hiring of IR professionals. Members agree that that NIRI is essential to advancing their career success.

Goals and Objectives (three-five years)

Goals represent **outcome-oriented statements** intended to guide and measure the organization's future success. The achievement of each goal will move the organization towards the realization of its "Envisioned Future." Supporting **objectives further clarify direction** and describe what the organization wants to have happen. In other words, a descriptive statement of what constitutes success in measurable terms.

Priority Key:

(I) = Must begin objective in next fiscal year

(M) = May begin objective, if resources permit, in next fiscal year

(L) = Begin objective in subsequent fiscal year

Membership

Goal: NIRI's membership has grown to reflect the diversity of the capital markets. (I)

Objectives:

1. Grow NIRI membership to 3,500.
2. Increase membership penetration of U.S. public companies.
3. Increase retention of new members (years 1 – 3).
4. Increase non-IR memberships (i.e., 10% of overall mix) – see **Appendix A** for list.
5. Retain IR members once they move to next role.
6. Increase alliances with adjacent organizations.
7. Gain membership with private firms and companies.

Professional Development

Goal: NIRI is recognized as a premier and unbiased source of education and practical training for the capital markets community. (I)

Objectives:

1. Improve and expand delivery methods.
2. Expand content for IR practitioners and others involved in shareholder engagement.
3. Grow the number of IRC holders.
4. Enable learning and the exchange of innovative ideas that help to elevate professional competency.
5. Facilitate and provide thought-leadership on issues vital to the core purpose of the IR profession.

Community (M)

Goal: NIRI has worked to engage, serve, and influence the IR ecosystem.

1. Enhance engagement of chapters with engage members, prospects and customers.
2. Explore and develop additional models of community engagement.
3. Expand alliances with other organizations with similar interests.
4. Embrace and serve the IR ecosystem, including C-suite, boards, and investors.

Advocacy (M)

Goal: NIRI is the voice of informed and effective investor engagement.

Objectives:

1. Increase member engagement in advocacy.
2. Expand impact on legislation and regulations.

3. Enhance reputation as a key influencer among other organizations.
4. Advocate for long-term capital investment and equitable access to information.

Appendix A – Membership, customer, and engagement targets (Membership Goal, Objective #3)

Membership Targets

- Corporate IR
- IR Counselors
- Consultants
- Service Providers
- Corporate Executives; CEO, CFO, CAO, etc.
- Board Members
- Non-public firms/company executives with IR interests

Engagement Targets

- Investors – Institutional, Retail
- Governance groups
- Sell-side
- Buy-side
- Investor stewardship groups
- Academics
- Exchanges
- Recruiters
- ESG community
- NACD

Customer Targets

- Non-U.S. IR practitioners

• **Appendix B – Future Assumptions**

To make progress toward an envisioned future, an organization must constantly anticipate the strategic factors likely to affect its ability to succeed and to assess the implications of those factors. This process of building foresight about the future will assist NIRI to constantly recalibrate its view of the relevant future, a basis upon which to update the strategic plan.

Professional Competition and Structure

- Competition for professional development will increase
- Members will expect more educational content and delivery options

Global Economic Factors

- Private capital will continue to grow and offer an attractive alternative to listing; the number of publicly traded companies will not grow significantly
- NIRI will attract global customers but will not focus membership recruitment outside the U.S.

Legislation and Regulations

- Change in the leadership of Congress and/or the White House may negatively impact the prospects of regulatory and legislative reform
- MiFID II will impact the role and value of research and disproportionately impact small- and mid-cap companies

Demographics, Social Values, and Consumer Preferences

- As Baby Boomer members retire, NIRI will need to adjust to the different expectations of Millennials
- Anti-capitalist views and political economic activism may negatively impact the capital markets
- ESG issues will become more important to retail shareholders as well as institutional investors

Technology and Science

- Artificial intelligence and machine learning will impact investor relations