

Financial Times Outstanding Directors Exchange (ODX)

November 2 & 3, 2016
Lotte New York Palace Hotel

FINAL AGENDA

DAY 1: Wednesday, November 2

- 11:30 am **Registration and Light Buffet Lunch**
Drawing Room and Library, Third Floor
- 12:00 pm **Welcome**

Andrew Hill, Management Editor, *Financial Times*
- 12:15 pm **You've Been Breached – Mock Cyber Attack**
A realistic simulation that will help directors better understand the anatomy of a cyber breach, including the dynamic between management and the board during a crisis situation
Drawing Room, Third Floor

Michael Patsalos-Fox, CEO, *Stroz Friedberg*
Director: *Cognizant Technology Solutions*

Ed Stroz, Founder and Executive Chairman, *Stroz Friedberg*
- 1:05 pm **Unleashing the Full Power of the Board**
How to choose the right directors and then harness their collective horsepower to create competitive advantage for the company
Drawing Room, Third Floor

John Cahill, Vice Chairman, *Kraft Heinz*
Director: *American Airlines, Colgate-Palmolive*

Deanna Oppenheimer, Founder, *CameoWorks*
Director: *AXA, Tesco, Whitbread, Worldpay*

Moderator:
Andrew Hill, Management Editor, *Financial Times*
- 2:00 pm **Networking Break**
Library, Third Floor
- 2:20 pm **Shareholder Activism: The Defender's Point of View**
Drawing Room, Third Floor

Bill Anderson, Senior MD and Global Head of Activism/Raid Defense and Strategic Shareholder Advisory, *Evercore Partners*

Dick Donnelly, Chairman, *Oshkosh*

Alan Wilson, Executive Chairman, *McCormick*
Director: *T Rowe Price, WestRock*

Moderator:

Heather Wolf, ODX Program Director, *Financial Times Live*

3:20 pm

Sustainability Revisited: From Compliance to Integration

On the heels of a record-breaking proxy year for environmental proposals across industry sectors, some companies are weaving environmental and social considerations explicitly into governance practices. We'll hear how and why
Drawing Room, Third Floor

Aulana Peters, Director, *Sustainability Accounting Standards Board*
Retired Director: *3M, Deere, Northrup Grumman*

Interviewer:

Cindy Fornelli, Executive Director, *Center for Audit Quality*

4:10 pm

Transforming Crisis Into Opportunity

Unforeseen events - both company-specific and macro-economic - present short-term challenges but also opportunities to create value and improve business performance. This session will focus on ways boards can prioritize risk within the context of corporate strategy and leverage risk management to not only weather a crisis, but identify opportunities.
Drawing Room, Third Floor

Cathy Allen, Chairman and CEO, *The Santa Fe Group*
Director: *El Paso Electric, Synovus Financial*

Judy Sprieser, Former Executive Director, *Sara Lee*
Director: *Allstate Insurance, Intercontinental Exchange, Reckitt Benckiser*

Moderator:

Harvey Kelly, Managing Director, *AlixPartners*

5:00 pm

Champagne Roundtables

1. The Board as a Catalyst for Performance Improvement

David Garfield, Managing Director *AlixPartners*
Roswell, Fourth Floor

2. Audit Committee Issues

Cindy Fornelli, Executive Director, *Center for Audit Quality*
Rutherford, Fourth Floor

3. The Board's Growing Role in Talent Oversight

Sayed Sadjady, Principal, *EY*
Louis, Fourth Floor

4. Third Party Cyber Risk

Rocco Grillo, Executive Managing Director, *Stroz Friedberg*
Stanford, Fourth Floor

6:00 pm

Cocktail Reception

Library, Third Floor

6:30 pm **Outstanding Directors Awards Dinner**
Drawing Room, Third Floor

Outstanding Director 2016
Pat Russo, Chairman, *Hewlett Packard Enterprise*
Director: *Alcoa, GM, KKR, Merck*

Presented by:
Mary Barra, Chairman and CEO, *GM*

8:30 pm **Close of Day One**

DAY 2: Thursday, November 3

7:30 am **Buffet breakfast**
Library, Third Floor

8:00 am **Welcome**
Drawing Room, Third Floor

Andrew Hill, Management Editor, *Financial Times*

8:10 am **Fireside Chat: Lessons from the Boardroom**
Drawing Room, Third Floor

Klaus Kleinfeld, Chairman and CEO, *Alcoa*
Director: *Hewlett Packard Enterprise, Morgan Stanley*

Pat Russo, Chairman, *Hewlett Packard Enterprise*
Director: *Alcoa, GM, KKR, Merck*

Moderator:
Andrew Hill, Management Editor, *Financial Times*

9:00 am **Balancing Risk and Growth**
Beyond just risk mitigation, hear how boards are approaching the oversight of difficult trade-offs (and capital allocation) among strategic initiatives, M&A and enterprise risk
Drawing Room, Third Floor

Tony Anderson, Retired Vice Chair and Midwest Area Managing Partner, *EY*
Director: *AAR, Avery Dennison, Exelon*

Ilene Gordon, Chairman and CEO, *Ingredion*
Director: *International Paper, Lockheed Martin*

Moderator:
Samir Nangea, Principal, *EY*

10:00 am **Networking Break**

Library, *Third Floor*

10:20 am

It's a Hostile World: Takeover Defense and Hostile Deals

Lessons from case studies on hostile bids including poison pill strategies, effective charter and bylaw provisions and responses to bidders targeting your company.

Drawing Room, Third Floor

Ariel Deckelbaum, Partner, *Paul Weiss*

Linda Levinson, Chairman, *Hertz Global Holdings*

Director: *Ingram Micro, Jacobs Engineering, NCR, Western Union*

Francois Nader, Former CEO, *NPS Pharmaceuticals*

Chairman, *Acceleron Pharma*

Director: *Advanced Accelerator Applications*

Moderator:

Heather Wolf, ODX Program Director, *Financial Times Live*

11:20 am

Why Directors Should Care About Income Inequality

No longer just a fringe political issue, business leaders are starting to calculate the costs to their companies of rising inequality and stagnant mobility and taking steps to mitigate them

Drawing Room, Third Floor

Peter Georgescu, Chairman Emeritus, *Young & Rubicam*

Ken Langone, Co-founder, *Home Depot*, Founder and CEO, *Invemed*

Interviewer:

Andrew Hill, Management Editor, *Financial Times*

12:20 pm

Closing Remarks

Andrew Hill, Management Editor, *Financial Times*

12:30 pm

Finish