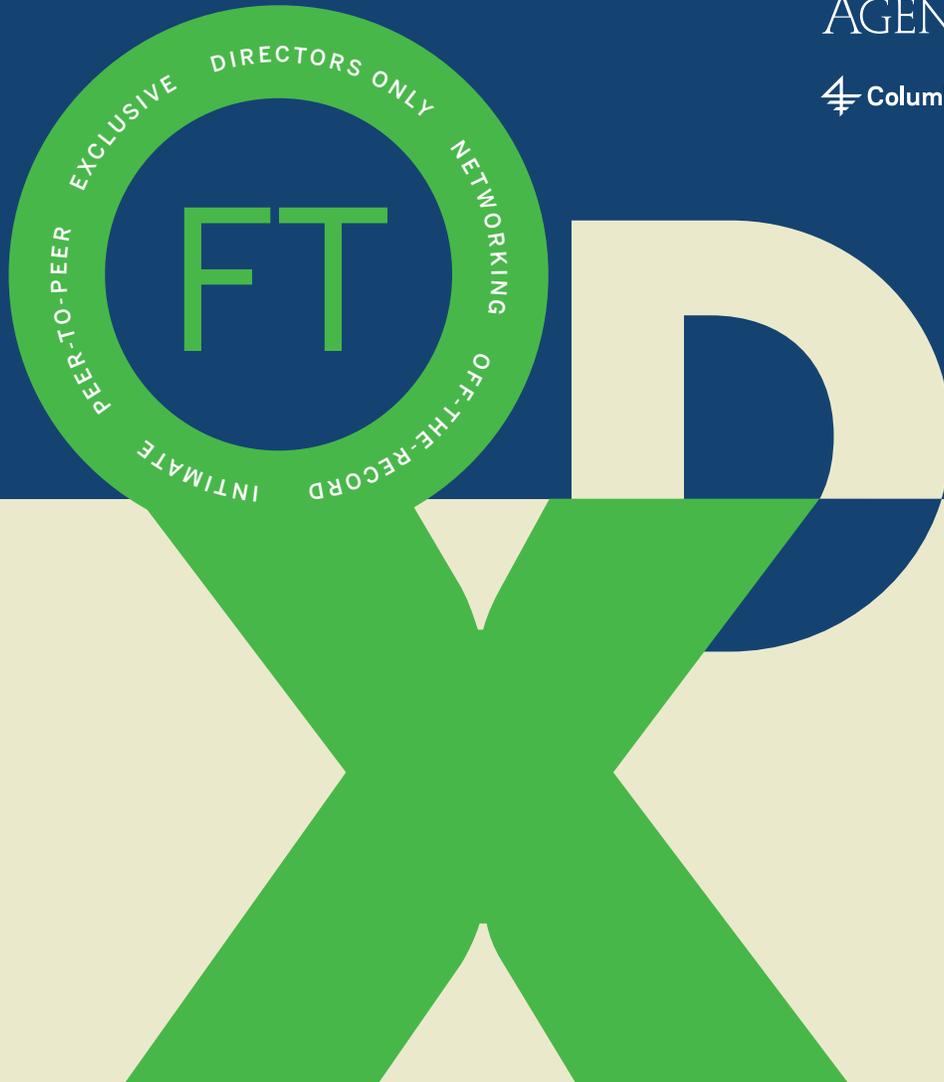




Supporting organizations

AGENDA

 Columbia Business School



FT-ODX

Outstanding Directors Exchange

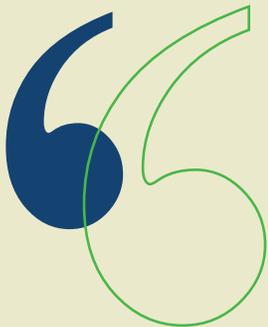
The only conference exclusively for directors

October 16 - 17, 2013
Metropolitan Club
NEW YORK

An event from FINANCIAL TIMES **LIVE**

How is FT-ODX Different?

DIRECTORS ONLY	CANDID DISCUSSION	PEER-TO-PEER	AGENDA	NO PRESS
FT-ODX is the only meeting exclusively for directors. Attendance is limited to sitting independent board directors of publicly traded companies.	Smaller, more intimate groups make for candid, meaningful discussions.	The ambiance is of an upscale, peer-to-peer event, unlike a trade show or convention.	FT-ODX is partnered with <i>Agenda</i> , a sister publication which provides the most influential source of intelligence for today's corporate director.	FT-ODX is closed to the press and all discussions are off-the-record.



“ODX is the ‘gold standard’ for directors’ conferences.”

Bill Loomis, Limited Brands, Phillips 66

“Excellent perspective from presenters and diverse opinions in the room.”

Andrea Saia, Coca-Cola Enterprises

“Excellent discussion and exchange of best practices.”

John Yasinsky, A. Schulman, CMS Energy, TriState Capital Bank

“I enjoyed the exchange - on point and lively. Everyone was engaged.”

Ruth Ann Gillis, Exelon, KeyCorp



BOARDS REPRESENTED INCLUDE...

AIG	Hancock Holding Company	ON Semiconductor
Altria Group	Hawaiian Electric Industries	RTI Biologics
Cabot Corporation	InterDigital	Thallion Pharmaceuticals
California Water Service Group	Marriott International	The DIRECTV Group
CMS Energy Corporation	Matson	USAA
Deluxe Corporation	Mueller Water Products	Valeant Pharmaceuticals
Freddie Mac	Network Equipment Technologies	<i>...and more.</i>

Confirmed Speakers Include...



Bob Benmosche

CEO: *AIG*

Director: *Credit Suisse Group*



Bruce Gordon

Chairman: *ADT*

Director: *CBS, Northrop Grumman*



Sheri McCoy

CEO: *Avon Products*



Chuck Boesenberg

Chairman: *Callidus Software*

Director: *Ancestry.com, Boingo Wireless, Keynote Systems, Silicon Graphics, Websense*



Lauralee Martin

CEO Americas: *Jones Lang LaSalle*

Director: *HCP, Kaiser Aluminum*



Kelvin Westbrook

President and CEO: *KRW Advisors*

Director: *Archer Daniels Midland, Camden Property Trust, Stifel Financial*

For full speaker list, visit ft-live.com/odx2013

Agenda...

DAY ONE: WEDNESDAY, OCTOBER 16, 2013

8:30 am The Year in Board Leadership

Glean insights from Korn Ferry's annual board leadership survey and from trends the firm has spotted.

Q&A will cover changes your boards are making to leadership and composition.

9:00 am The Board's Role in Long-term Succession Management

Whether your CEO has been in the role for 10 weeks or 10 years, succession planning is a critical board responsibility.

This panel will explore the role of the board, its working relationship with the CEO, and how responsibilities change at different points in the transition process.

10:00 am Networking Break

10:15 am The New Generation of CEO

Panelists will share the key attributes their companies are looking for in leaders of the future where new demands (e.g. global, digital) and strategic shifts call for a different leadership profile.

11:15 am Networking Break

11:30 am Dean Xiang Bing: Myths and Realities of Doing Business in China (Lunch served)

Hear how the Dean of China's largest private business school (Cheung Kong Graduate School of Business) is seeing the private sector flourish in China even despite State-imposed barriers.

1:00 pm Dessert and Networking Break

1:20 pm 60-Minute Case Study: Proctor & Gamble

2:20 pm Risk: A Game of Connect-the-Dots

Financial, operating, and increasingly cyber risk oversight weigh heavily on directors' shoulders. This panel will tackle the challenges of translating the myriad data from internal and external audit and risk management sources into usable insights, enabling directors to ask the right questions about enterprise risks.

3:20 pm Networking Break

3:40 pm **Bob Benmosche: Leadership in Times of Great Duress at AIG**

Hear how a CEO and his board drove AIG's steady march out of the valley of death, supporting and encouraging each other and some 100,000 employees along the way.

5:00 pm **Champagne Roundtables**

Select a topic of interest to you and your board and take part in a rigorous discussion led by a subject matter expert.

6:00 pm **Cocktail Reception**

6:30 pm **Outstanding Directors Awards Dinner**

OUTSTANDING DIRECTORS AWARDS DINNER

Celebrating governance at its best since 1998



Chris Lynch



Lloyd Segal



Lydia Thomas



Anthony Topazi



Jeff Watanabe

DAY TWO: THURSDAY, OCTOBER 17, 2013

7:45 am **Sustainability in the Mainstream**

Rather than politics or altruism, good business sense is pushing some companies towards a culture of sustainability. Directors will share how their organizations have integrated environmental, social, and governance targets into their business models and how they're diffusing ESG activists and concerns about corporate political spending along the way.

8:45 am **Networking Break**

9:00 am **Concurrent Breakout Sessions**

1. **Comp Plans That Motivate Managers, Not Activists**

External pressure on boards has brought a homogenization of executive comp programs, increasingly hanging off a single metric: relative TSR. Panelists will describe situations that called for different solutions, and how they stuck to what was fair and right for their executives.

2. **Early Lessons from Healthcare Reform**

Many significant provisions of Obamacare kick in in 2014. Hear how companies are comparing levels of protection they offer employees and deciding on what stays, what goes and the considerations that are guiding the decisions.

3. **Getting the Most Out of Executive Sessions**

Most boards have adopted the practice of holding executive sessions at every board meeting. Hear what seasoned board leaders think about when and how to conduct them, what should be on the agenda and how to loop in the CEO.

10:00 am **Networking Break**

10:15 am **Concurrent Breakout Sessions**

1. **China's Changing Role in the Global Economy**

Because of its vast size, China is the country that can most hurt or most help many global companies. Learn how Chinese executives view the Chinese consumer market, the technology and manufacturing base, free trade and more.

2. **Comparing Key Governance Trends Here and Abroad**

America has a long history of exporting its habits – both good and bad - abroad. International board members will share the governance trends and practices they find most constructive and compare them to practices in the U.S.

3. **Performance-vested LT Incentive Awards – The New Currency?**

Say on Pay has dramatically increased scrutiny between executive pay and company performance. Many companies are responding by granting performance-vested long-term incentive awards. Is this the right route for your company?

11:15 am **Networking Break**

11:30 pm **The Board's Role in Bet-the-Company M&A**

With all the time spent on box-checking activities, some directors admit they don't fully engage in potentially game-changing strategic acquisition planning and execution. Those who have been through recent mega-mergers will share what directors can do to fully engage without over-stepping.

12:30 pm **Closing Remarks**

Partners



Cheung Kong Graduate School of Business (CKGSB) is China's leading private, independent business school, established in 2002 with funding from the Li Ka-shing Foundation. CKGSB's alumnus has been described as "a Who's Who of China business", while its EMBA is ranked #1 in China by Forbes Magazine. CKGSB's success is built on the quality of its world-class faculty, most of whom are native Chinese who earned PhDs and held tenured positions at leading Western business schools such as Harvard, Stanford and Wharton prior to joining CKGSB. CKGSB's mission in the Americas is to help American corporations succeed in the China market. The school mounts executive programs and events in the United States for corporate board members, C-suite executives and senior managers.

www.english.ckgsb.edu.cn



Ernst & Young is a global leader in assurance, tax, transaction and advisory services. Worldwide, our 167,000 people are united by our shared values and an unwavering commitment to quality. We make a difference by helping our people, our clients and our wider communities achieve their potential. Ernst & Young refers to the global organization of member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients.

www.ey.com



Korn/Ferry International is a premier global provider of talent management solutions, with a presence throughout the Americas, Asia Pacific, Europe, the Middle East and Africa. The firm delivers services and solutions that help clients cultivate greatness through the attraction, engagement, development and retention of their talent.

www.kornferry.com
www.kornferryinstitute.com (leadership, intellectual property and research)



Meridian Compensation Partners, LLC is one of the largest, independent executive compensation consulting firms in the industry. Serving clients throughout North America, Meridian is wholly owned by its partners, and provides trusted counsel to compensation committees and senior management at hundreds of corporations on executive compensation and governance related matters.

www.meridiancp.com



Paul, Weiss, Rifkind, Wharton & Garrison LLP is a firm of more than 700 lawyers who collaborate with clients to help them conquer their most critical legal challenges and business goals. Our long-standing clients include many of the largest publicly and privately held corporations and financial institutions in the United States and throughout the world. We continue to serve as counsel to numerous start-up companies and investment funds, and over the years have nurtured many through their growth into industry players. While Paul, Weiss is widely recognized as having leading litigation and corporate capabilities, the firm has equally strong practices in the areas of bankruptcy and corporate reorganization, employee benefits and executive compensation, intellectual property, personal representation, real estate and tax law. For more information, visit

www.paulweiss.com

Supporting Organizations

FT-ODX

Outstanding Directors Exchange

The only conference exclusively for directors



SPONSORSHIP OPPORTUNITIES

For more information regarding sponsorship opportunities:

Holly Klokis

E holly.klokis@ft.com

T +1 917-551-5099

HOW TO REGISTER

W www.ft-live.com/odx2013

F +1 212 641 6697

M 1330 Avenue of the Americas,
10th Floor, New York, NY 10019

PRICING

Standard Registration
\$6,500.00

Joe.McConnell@ft.com
+1 917 551 5014
for more information

**CALL FOR
SPECIAL RATES**

ACCOMMODATION

We have reserved a group room block for FT-ODX participants at:

Le Parker Meridien

119 W 56th St
New York, NY 10019

VENUE INFORMATION

The Metropolitan Club
One East 60th Street (at Fifth Avenue)
New York, NY 10022

T +1 212 838 7400

HOW TO RESERVE

Please call **1-800-543-4300** to reserve, and be sure to identify yourself as part of the "**FT-ODX Group**" to guarantee the special rate. The special group rate will expire on **September 25, 2013**.

SAVE THE DATE FOR 2014 FT-ODX

**October 15-16, 2014 at the
Metropolitan Club.**

