

NIRI NY Northeast Regional Conference

March 24, 2026



Jay Bryant Park
109 W 39th St, New York



REGISTER NOW!

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NIRI NY Northeast Regional Conference REGISTER TODAY!

The NIRI NY Northeast Regional Conference is quickly approaching - registration is now open! We're excited to welcome IR and capital markets executives to tackle today's most pressing investor relations challenges.

[READ MORE](#)



A shout out to our new members!

This month, we welcome 6 new members to our community from a variety of industries. Join us in welcoming our [new members](#) and connect with them at our next event.



Protect your financial narrative with Alexandria's financed-trained AI model

Alexandria Technology has joined the select group of NIRI NY Partners. Their *Earnings Shield* solution is revolutionizing the earnings scripting process and bulletproofing the message ahead of publication. [READ MORE.](#)



Guest Spotlight

We had the pleasure to sit down with **Denise Pacioni, Head of Investor Relations** at **AeroVironment (NYSE: AVAV)**, a global defense technology company delivering solutions across air, land, sea, space, and cyber. Denise shares how the industry is responding to – and growing amid – heightened geopolitical tensions, all while experiencing a broader shift toward designing more commercial solutions, suitable for multiple customers rather than servicing single-customer contracts. She also reflects on how her previous experience at Boeing laid the foundation for her career in investor relations, and what keeps her busy outside of such a dynamic and multifaceted role. **READ IN FULL.**



Letter from the President



New Year, New Opportunity: We're excited to host the first NIRI NY Northeast Regional Conference.

Happy New Year, NIRI NY Members!

I hope your 2026 is off to a great start, as are our initiatives here at NIRI NY! To start, I'm very excited to share that registration is open for our inaugural [NIRI NY Northeast Regional Conference, themed Navigating Complexities: Redefining Investor Relations in a Complex World](#). It will take place on **March 24th from 11:00am-7:00pm** at Jay Conference Bryant Park. We welcome IR and Capital Markets executives to tackle today's most pressing investor relations challenges.

In the coming weeks, we will share highlights on the agenda and speakers. To give you a sneak peek, experts will unpack how IR teams are using AI on strategic and tactical levels, and how companies are approaching valuation and multiple durability in a short-termist market environment. More to come! Secure your seat today, [REGISTER HERE](#).

Regarding our previously scheduled event, **The Global Investor Relations Revolution**, we unfortunately had to postpone earlier this week due to severe weather. We are actively working to reschedule it. We will share the new date as soon as it is confirmed.

Navigating Earnings Pressure & Evolving Regulations

As we head into the heart of earnings season, the timing of our programming feels especially relevant. Today's market environment remains highly dynamic, requiring IROs to operate not just as communicators, but as strategic counselors to management and the board.

1. The Immediate Priority: Earnings & Guidance

With mixed macroeconomic signals and a narrowing window for investor patience, this earnings cycle brings heightened scrutiny both on near-term results and on the credibility of 2026 guidance. This presents a critical opportunity to cut through the noise of daily volatility and reinforce your company's long-term value proposition. This is precisely the type of complexity we will unpack together in March.

2. The Evolving Landscape: Annual Reporting & Proxy

Looking beyond the current cycle, we are closely monitoring the SEC's recent commentary regarding:

- Simplifying disclosures.
- Depoliticizing shareholder meetings.
- Refocusing proxy voting on director elections and corporate matters.

These signals suggest potential rulemaking that could reduce reporting frequency and rationalize disclosure requirements.

What This Means for You

- **For Value-Oriented & Mature Companies:** These changes could translate into greater flexibility to develop a more durable financial narrative.
- **For Growth & Pre-IPO Companies:** A streamlined reporting environment could free up IR teams to focus on building out the function, strengthening internal alignment, and forming strategic external partnerships.

Looking Ahead

While these regulatory possibilities remain in the background, our priority is to help you navigate the current reporting cycle under the existing framework. We will continue to monitor these developments and share our perspectives as the landscape evolves.



Member Spotlight

This month, we welcomed [Apoorva Chaloori, Manager, IR & Corporate Communications](#), who recently joined Kura Oncology. She discusses what makes biotech investor relations unique and shares how her multidisciplinary background helps her navigate clinical complexity, regulatory risk, and long-term value creation.

Guest Spotlight

We had the pleasure to sit down with [Denise Pacioni, Head of Investor Relations](#) at [AeroVironment \(NYSE: AVAV\)](#), a global defense technology company delivering solutions across air, land, sea, space, and cyber. Denise shares how the industry is responding to – and growing amid – heightened geopolitical tensions, all while experiencing a broader shift toward designing more commercial solutions, suitable for multiple customers rather than servicing single-customer contracts. She also reflects on how her previous experience at Boeing laid the foundation for her career in investor relations, and what keeps her busy outside of such a dynamic and multifaceted role. [READ IN FULL](#).

Here's to a bright New Year

As we look into the new year, we remain committed to providing you with the insights, perspective, and strong community necessary to navigate the evolving Investor Relations landscape.

We always welcome feedback from you, our valued members, on how to make NIRI NY Minute even more relevant, thought-provoking, and useful. Thank you for your dedicated engagement with NIRI NY. I look forward to seeing many of you at our upcoming events.

A handwritten signature in black ink, appearing to read "Nichole Saland".

Nichole Saland
President, NIRI New York Chapter
president@niriny.org



Welcome New Members!



Please join us as we celebrate our new members!

"New Members: your diverse experience and varied industry expertise are a strong addition to our community. Thank you for choosing the NIRI NY Chapter!"

- Nichole Saland, President

Beatrice Hagney, Buyer

Christian Rega, AVP

Edgar Freitas, Vice President

Jason Alexander, Senior Managing Director

John Hall, EVP, Treasurer & Global Head of Treasury & IR

Melissa Davis, EVP, US Operations & Delivery

Thom Brown

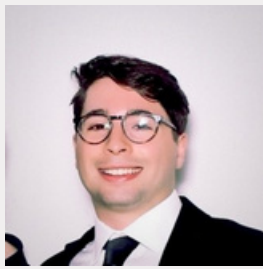
Okapi Partners LLC

Okapi Partners LLC

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MetLife, Inc.

IDX



NEW MEMBERS SNAPSHOT

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Chapter Benefits

Getting Involved



www.niriny.org



[niri-new-york-chapter](https://www.linkedin.com/company/niri-new-york-chapter)

Member Spotlight



Spotlight on Apoorva: A NIRI NY Member, recently transitioning from external consulting to in-house IR



Apoorva Chaloori
Manager, IR & Corporate Communications
Kura Oncology

Q: What makes biotech investor relations distinct from IR in other industries, and what skills are most important to succeed in the field?

A: Biotech investor relations is unique because it operates in an environment where the underlying technology is often unproven or only partially validated across development stages, and value creation is driven by clinical and regulatory milestones rather than steady revenue. Unlike many other industries, biotech is highly regulated, introducing additional layers of clinical, regulatory, and commercial risk that investors must evaluate over long timelines. As a result, successful biotech IR requires more than traditional financial communication skills. It demands the ability to synthesize complex science, clinical data, and regulatory context into a clear investment narrative, while managing uncertainty and maintaining strict disclosure discipline. A strong understanding of the biopharma landscape is essential to help investors interpret milestones, assess risk appropriately, and understand how individual events fit into a longer-term value creation story.

Q: While IR and PR serve different functions, there is often meaningful overlap, particularly around long-term strategic communications. How do you think about the appropriate integration between IR and PR?

A: In complex and highly regulated sectors like biotech, siloed communications can create gaps that undermine a company's strategic narrative. A more integrated approach between IR and PR helps ensure that core messages remain consistent across different audiences. When coordination is done well it supports long-term value creation by reinforcing trust and credibility over time. Integration also allows companies to respond more effectively when narratives are misunderstood or when external dynamics shift, helping maintain control and clarity in how the story is told. Ultimately, the business case for integration is not reach or visibility alone, but stronger narrative alignment, better risk management, and a more durable relationship with stakeholders across the ecosystem.

"IR is a relationship-driven field, and over time, you start to see familiar faces across the broader ecosystem. I've found that staying engaged and putting yourself out there really matters. Many opportunities come from consistently showing up."

Q: You've touched multiple parts of the biopharma ecosystem: medical affairs, clinical research, diversity analytics in trials, corporate communications, and now IR. Which experiences or perspectives from those roles most shaped how you approach investor relations today?

A: My multidisciplinary background sits at the intersection of investor relations, operations, and communications. That exposure, combined with working with companies of different sizes, gave me a clearer view of how biopharma organizations function as they scale. I saw firsthand how operational details, processes, and internal coordination help move strategy forward and support effective external communication. Coming from a strong communications background, I learned how to structure narratives that resonate with investors and analysts. At the same time, working closely with operations helped me appreciate the coordination required to support investor engagement and ensure teams are aligned ahead of key milestones. Together, those experiences shape how I approach IR today.

Q: As someone relatively new to the investor relations field, what advice would you give to young professionals entering the field who want to grow into strong IR leaders?

A: IR is a relationship-driven field, and over time, you start to see familiar faces across the broader ecosystem. I've found that staying engaged and putting yourself out there really matters. Many opportunities come from consistently showing up. Through NIRI, I've participated in the mentorship program multiple times. For me, mentorship has been critical. Having someone who can provide perspective, challenge assumptions, and model good judgment has helped me navigate the field more thoughtfully. My involvement with NIRI also led to opportunities to engage more deeply with the profession, including participating in advocacy efforts in Washington D.C. around issues impacting the IR field and taking part in moments like the Nasdaq bell ringing ceremony recognizing the importance of investor relations. Those experiences reinforced for me the value of staying curious and asking questions.

Finally, patience has been an important lesson. IR moves quickly, and there's a lot to absorb, which can feel overwhelming early on. I've learned that consistent, small actions, like regularly reading industry coverage, following company disclosures, and forming my own judgment, are more effective than trying to master everything at once.

Q: How do you learn to translate complex science and biopharma milestones into a clear investor story and figure out which details actually matter?

A: I'm still developing that judgment, but I've found that learning from examples has been especially helpful. I pay close attention to how other biotech companies position themselves, what elements they emphasize in their investor materials, and how that evolves over time. I also read analyst notes to understand what investors are focusing on and which details actually move the conversation. A lot of my learning has come from simply being in the room and paying attention. Sitting in on discussions, listening to how executives talk through data, and observing how senior IR professionals frame questions has helped me pick up patterns over time. I've found that the detailed, behind-the-scenes tasks like preparing materials, reviewing drafts, tracking feedback often put things into perspective and help connect the science to the investor story. I also try to meet people in the middle when I ask questions. I'll do the research, form my own interpretation, and then ask for feedback by showing my thinking and checking whether I'm approaching it the right way. That balance between independent work and guidance has been one of the most effective ways I've learned.

Note: The views expressed are solely those of the interviewee and not of the company(s) they represent.



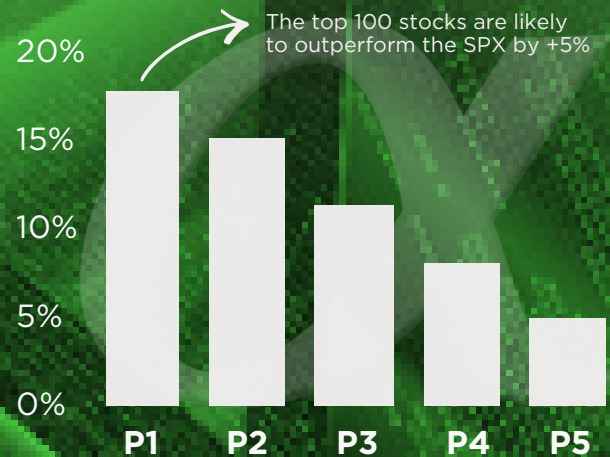


Alexandria Technology Research

The specialist in turning **text** into **alpha** since 2012...

For over 15 years, Alexandria Technology is the trusted source for sentiment data to the hedge fund community.

Our 15-year-proven method for ranking stocks in the S&P 500 based on investor statement has predicted future performance with a high level of accuracy. Every year, we identify the Top 100 stocks (P1) with the best future performance and the bottom 100 stocks (P5) with the worst future performance.



Source: Alexandria Technology; S&P500 universe data from 2010 to 2025

...now helping **Investor Relations** protect the earnings narrative.

Earnings Shield is the best tool for transforming **negative language** in earnings materials into consistent messaging **before the live call**. Our finance-trained AI model offers sentence rewriting options to instantly strengthen language, bulletproofing your message across documents.

Earnings Shield Easy-to-use Interface:

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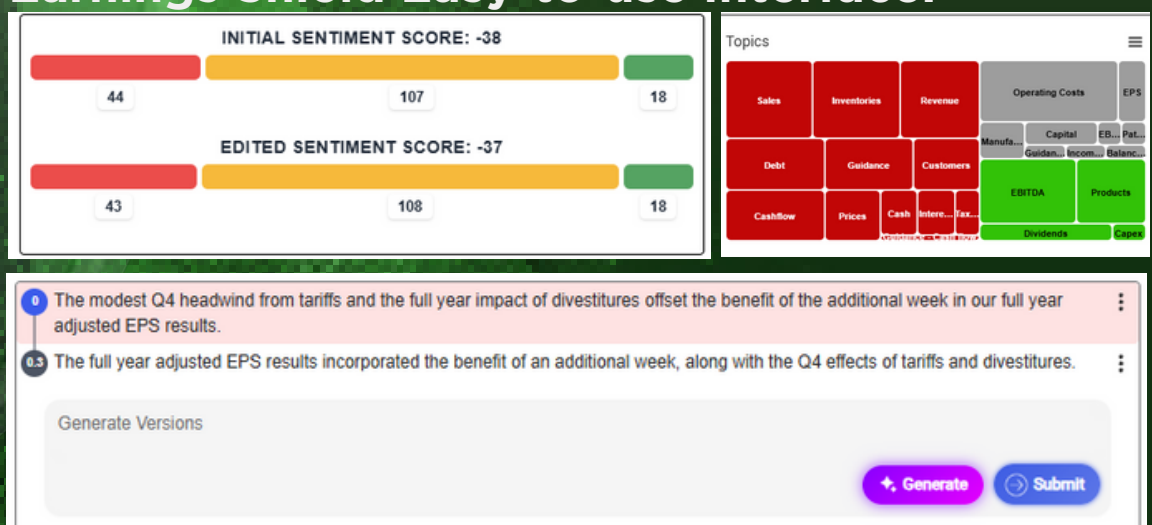
Negative sentiment on your earnings materials ahead of publication

INFORM

Your process and equip your C-suite with the right talking points ahead of Q&A

IMPROVE

Language across earnings materials, resulting in a stronger, bulletproof narrative



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Guest Spotlight



The future of Defense Technology calls for more commercialized, fixed-price, company-funded models



**Denise Pacioni, Head of Investor Relations
AeroVironment, Inc.**

Q: The global defense technology landscape has evolved rapidly over the past few years. From your vantage point, what structural shifts are most reshaping defense priorities across air, land, sea, space, and cyber domains?

Denise: A few things have happened. First, there has been a shift in U.S. Department of War (DoW) procurement and acquisition strategies. The government is moving toward a more commercialized model where companies build out capacity ahead of demand, move toward fixed price contracting, and invest in Independent R&D versus Contractor R&D, where the government funds upfront. Beyond the procurement shift, there is also a change in the types of products needed for modern warfare. Autonomous, AI driven solutions are leading the way with drone and counter drone technologies. The war in Ukraine offered important lessons on how best to deploy modern drone technology to defeat our adversaries. As a result, there is a shift in U.S. defense spending toward solutions in the defense tech space.

Q: Defense innovation increasingly intersects with autonomy, AI, and data driven decision-making. How do you see these technologies redefining competitive advantage across the defense ecosystem?

Denise: Modern warfare requires hardware and software solutions that are able to operate in risky, disputed environments. Autonomous, AI-driven solutions are at the heart of making this work. Modern warfare requires capabilities that can allow defense and attack products to operate without getting jammed or taken out by adversaries. Open systems architecture plays a critical role in ensuring open communication between the warfighter and the command and control center.

Q: With geopolitical tensions driving sustained defense spending, how are investors differentiating between short-term and long-term budget cycles?

Denise: Both the current and prior U.S. administrations have a strong understanding and appreciation for how rising global tensions require a significant increase in U.S. defense spending – and both recognize the need for a shift toward more defense tech solutions. With NATO defense spending also increasing, investors view this growth as sustainable rather than a temporary bubble. In fact, there has been a huge uptick in global ETFs that allow investors to participate in this growing segment without being tied to single company stocks. So I don't think there is as much concern over there being a short-term budget cycle.

Q: Dual-use technologies - for military and commercial applications - are gaining prominence. How important is this convergence in shaping capital allocation and communicating growth opportunities in defense technology?

Denise: This is a very timely question. The DoW has very much been promoting the idea of commercialization in their procurement strategy.

As a company operating in this space, I think it's critical to shift your mindset toward developing and producing solutions that can have more than one customer. As with any defense product, you'll need to work with customers to add specific capabilities, but if you can design and develop a product that is applicable across multiple customers, you'll be able to streamline production and broaden your market. Internal investments in growth CapEx have a far greater impact when you can diversify your customer base.

Q: Supply chain resilience has become a central theme for defense companies. What lessons do you think the industry has learned in the past decade, and how are those lessons influencing investor expectations today?

Denise: Supply chain strength has always been a critical component for defense companies, and is even more important as global tensions have increased. Tariffs and the inability to procure critical elements from certain countries plays a critical role in how and what you design as well as the ability to efficiently produce certain products at a much higher level. Some lessons learned include ensuring that you are not single sourced on any critical components of your product. Supplier health is also important, as is securing sufficient quantities of long-lead items. Investors are certainly keen on the importance of a healthy supply chain and it's a question that is asked more often than not.

Q: Space and cyber have emerged as critical domains alongside traditional air, land, and sea. How do you see investor understanding evolving around these less tangible, but increasingly strategic, areas of defense?

Denise: I've seen investors become more aware of the significance that this part of the industry plays, particularly with the re-emergence of the US Space Force as a critical component to national security. This administration has emphasized the significance of homeland defense, particularly with their prioritization of the Golden Dome for America initiative. Much of the emphasis on this program pertains to space and cyber, so I think investors are quickly engaging in its importance. AeroVironment has been working diligently on its solution in this area.

Q: You've built a career that led you to the intersection of strategy, finance, and communications. What experiences most shaped your path into investor relations, and how have they influenced your approach to the role?

Denise: Investor Relations is an interesting role because, to be effective, you need to deeply understand your company's financials and strategy and then be able to write and communicate that story. I moved around early in my career as a production supervisor on Boeing's C-17 program, then moved to Communications / Business Development, then onto a finance role with Boeing's Expendable Launch Systems, back into production with Boeing's Space and Defense Systems and finally moving to their headquarters in Chicago, in Investor Relations then Treasury. Those early experiences gave me an appreciation for how companies operate as a whole. In my current role at AV – which is in a high growth sector – that background allowed me to better explain our story around capacity expansion, utilization, how and why we are deploying capital, the emerging markets we plan to enter, M&A, government funding, international opportunities and, of course, financial performance.

Q: Based on your experience, what skills or perspectives are most critical for investor relations professionals looking to succeed in complex, highly scrutinized industries like defense technology?

Denise: It's a fast-paced sector and the target is always moving. Technology moves at the speed of light, so it's critical to roll up your sleeves and understand it as best you can, and then articulate to non-technical audiences (including, but not limited to, investors) what each technology actually means. The sector growth also means that there is an increase in interest from investors. In April we had seven sell-side analysts covering us, we now have 17. Organization is key, and getting your message out early is critical. When your sector is red-hot, it's critical to stay ahead of messaging – there's no time to fall behind.

Q: When you're not on earnings calls, investor meetings, developing work internally, what are the main hobbies or interests you focus on?

Denise: Well, I have three teen-aged daughters, so their activities (good and bad) keep me busy. I also enjoy playing paddle tennis in the winter and perfecting a few of my culinary dishes.

Note: The views expressed are solely those of the interviewee and not of the company(s) they represent.



Upcoming Events



NIRI NY Northeast Regional Conference

NAVIGATING COMPLEXITY: Redefining Investor Relations in a Complex World

Date: Tuesday, March 24th, 2026

Time: 11:00 am - 7:30 pm

Location: Jay Bryant Park - 109 W 39th St, NYC

SAVE MY SPOT

**REGISTER
NOW**

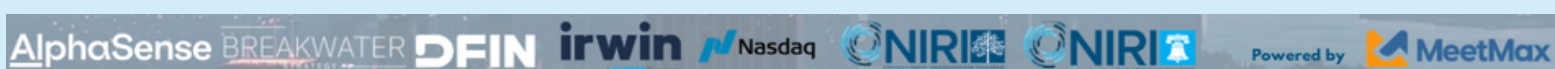
What to Expect

- Engaging discussions led by seasoned IR practitioners.
- Timely perspectives on capital markets and strategic IR challenges.
- Opportunities to connect with colleagues across the IR community.
- A closing cocktail reception to continue conversations and build new relationships.

Coming Soon

- Full agenda and program times
- Discussion Topics
- Speakers
- Highlights on participants
- Highlights on participating regions

Conference Sponsors



Have an idea for an impactful event?

Contact programs@niriny.org to suggest a topic or partner with us.



www.niriny.org



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Join us on **March 12th** for **NIRI NY NextGen's Speed Mentoring event**
Hosted in partnership with S&P Global



NextGen's Speed Mentoring Event is a fun, engaging, and insightful opportunity to ask questions and learn from multiple experienced professionals in the IR industry, all in one night!

We partner with a variety of mentors, ranging from in-house and agency IR to corporate access and equity research, for a 360-view on the Investor Relations field. Registration details coming soon.

Interested in being a mentor? Send a message to nirnextgen@niriny.org

At NIRI NextGen, there's always more to look forward to...

- Social meet-ups and networking opportunities with peers at a similar career level
- Educational events like discussion panels, speed mentoring, and company presentations, featuring experienced IROs
- Facilitated access to a host of activities organized by NIRI National and NIRI NY Chapter
- A pressure-free community where no question is too basic and everyone is open to help



Join Today!

If you are interested or know someone who could benefit from the NextGen Program, please contact the team at nirnextgen@niriny.org.

Who should get involved?

- ✓ New professionals exploring a career in IR
- ✓ IR Professionals newer to the workforce
- ✓ Have been in IR for five years or less