NEUGROUP FOR ASSISTANT TREASURERS
2026 H2 MEETING AGENDA

Day One: Monday, October 19, 2026 (All times reflect Eastern Time)

12:00 – 1:00pm

Member Arrival and Lunch

Deutsche Bank, One Columbus Circle, New York, NY 10019

1:00 – 1:30pm

Welcome and Introductions

We'll open by welcoming members, recognizing Deutsche Bank for their support in hosting and sponsoring, recognizing Fitch Ratings as our spotlight sponsor, and reviewing the objectives and priorities for the meeting.

Session leaders:

- *Chris Hall, NeuGroup*
- *Lisa McGeough, Head of Americas Region; CEO of DBUSA, Deutsche Bank*
- *Ira Fox, Managing Director-Business Development, Fitch Ratings*
- *Greg Rinsky, Managing Director-Head of New Issuer Business Development, U.S. Corporates, Fitch Ratings*

1:30 – 2:30pm

Markets and Midterms with Deutsche Bank

2026 has been an impactful year for the global economy and markets. In this session, Deutsche Bank will share its insights on themes shaping global markets, the outlook for US midterm elections, and the policy and market implications of a potential blue wave in Congress.

Session leaders:

- *George Catrambone, Managing Director; Head of Fixed Income, Americas, DWS Group*
- *Erik Soderberg, US Head of Government & Public Affairs & Global Head of Geopolitical Affairs, Deutsche Bank*
- *John Han, Co-Head of US Corporate DCM, Deutsche Bank*

2:30 – 3:00pm

Break

Take some time to exchange ideas, compare approaches, and continue conversations that can help move your priorities forward.

3:00 – 4:30pm

Projects & Priorities

Members will begin by sharing an update on the progress made since the H1 meeting, including key wins, lessons learned and any new challenges or blockers that have emerged. They will then articulate one key outcome they hope to achieve from this meeting and the second half cycle.

4:30 – 5:00pm

Developing Future Finance Leaders

Developing the next generation of finance leaders requires treasurers to understand what their high-potential talent needs to grow, advance, and succeed. In this session, results from the NeuGroup for Future Finance Leaders survey will be shared, with key findings and themes highlighted for discussion, building on the research and conversation conducted two years ago. The discussion will explore how career development priorities and expectations have evolved, what resources and opportunities emerging finance leaders value most, and what treasury leaders can do to better develop, support, and retain their future leaders.

Session leaders:

- *Chris Hall, NeuGroup*
- *Kyle Bockus, NeuGroup*

5:00 – 5:15pm

Day One Wrap-Up

We'll close the day by reflecting on the key themes and insights that emerged, identifying priorities to carry into tomorrow's discussions, and highlighting opportunities to continue the conversation over dinner and throughout the remainder of the meeting.

5:15 – 6:30pm

Reception Hosted by Deutsche Bank

After sessions conclude, members will enjoy a light reception hosted by Deutsche Bank before heading to dinner.

7:00 – 9:00pm

Networking Dinner

Bad Roman, 3rd Floor, 10 Columbus Circle, New York, NY 10019

End the day by continuing conversations with peers over dinner. Use this time to explore shared challenges, compare approaches, and deepen the relationships that support ongoing collaboration between meetings.

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Day Two: Tuesday, October 20, 2026 (All times reflect Eastern Time)

8:30 – 9:15am	**Member Arrival and Breakfast** *Deutsche Bank, One Columbus Circle, New York, NY 10019*
9:15 – 10:00am	**NeuGroup Research Live** *Members will benchmark their organizations against peers, explore emerging trends through real-time results, and contribute to the practitioner intelligence that informs future NeuGroup research and insights.* *Session leader:* — *Joseph Bertran, NeuGroup*
10:00 – 10:30am	**Break** *Some of the most valuable insights emerge between sessions. This break is an opportunity to connect one-on-one with fellow members, dive deeper into topics discussed in the meeting, share experiences, and build relationships that continue long after the meeting concludes.*

10:30 – 11:30am

Corporate Ratings in Practice: Case Studies, Strategy & Lessons Learned

Fitch Ratings will provide an update on the corporate ratings landscape, including trends across investment-grade and high-yield issuers and what companies should be watching in the current environment. Drawing on recent case studies, Fitch will examine how financing decisions, M&A, capital structure and changing market dynamics can affect ratings, and how ratings can impact cost of capital. The session will then shift to a moderated discussion on how companies can effectively engage with rating agencies, manage ratings through major transactions and balance ratings objectives with broader strategic priorities.

Topics to be discussed include:

- ***Ratings trends & real-world case studies:*** *Lessons from debut issuers, commercial paper, direct lending, data centers, M&A and other financing situations*
- ***Managing the ratings process:*** *Best practices for agency communication, navigating M&A and making the case when a company believes it is underrated relative to peers*
- ***Ratings strategy & emerging issues:*** *Balancing ratings with financial flexibility, as well as the impact of AI, JVs and the convergence of corporate and project finance*

Session leaders:

- *Megan Neuberger, Managing Director-Group Head-North American Corp Ratings, Fitch Ratings*
- *Ira Fox, Managing Director-Business Development & Relationship Management, Fitch Ratings*
- *Greg Rinsky, Managing Director-Head of New Issuer Business Development, U.S. Corporates, Fitch Ratings*
- *Adam Bliss, Managing Director-Ratings Advisory, Deutsche Bank*

11:30am – 12:30pm

Treasury Tomorrow: AI in Action

AI is quickly moving from experimentation to real-world application in treasury. In this Future of Treasury session, members will discuss AI solutions they have built, highlighting practical case studies of how they identified opportunities, developed their approaches, and put AI to work. Their examples will provide a window into where AI is creating value today—and what it signals about how treasury may operate in the future. We will also investigate digital transformation and new payment rails that are changing the way treasury operates. Building on these case studies, members will discuss emerging use cases, lessons learned and implementation challenges, while identifying ideas they can adapt within their own organizations. The discussion will also contribute to NeuGroup's AI Workbench, powered by NeuGroup for Technology Transformation, creating a growing repository of practitioner-validated AI applications and ideas for the broader membership.

Session panel:

— *Andrew Beck, General Motors Company*
— Jenifer Herdin, Bausch & Lomb
— *Ree Yang, The Coca-Cola Company*

12:30 – 1:30pm

Lunch and Networking

Enjoy lunch with fellow members while continuing the conversations sparked during the meeting. This informal setting provides an opportunity to exchange ideas, strengthen relationships, and connect with peers facing similar opportunities and challenges.

1:30 – 2:15pm

After Lunch Walk and Talk

Step outside for a guided networking walk around Central Park designed to encourage one-on-one conversations in a more relaxed setting. Use this time to dive deeper into a challenge, reconnect with a peer, or continue a discussion from the meeting while enjoying a change of pace.

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2:15 – 3:15pm

Managing Interest Expense in an Elevated Rate Environment

With interest rates elevated and low-cost debt continuing to mature, treasury teams are facing renewed pressure on funding costs and capital allocation decisions. Join Deutsche Bank and your peers for a discussion of strategies to mitigate interest expense and optimize the balance sheet, including capital markets solutions, risk management strategies, and corporate structuring alternatives that corporates are using today.

Session leaders:

— *Kevin Prior, Managing Director - Investment Grade Capital Markets, Deutsche Bank*
— *Sean Herrle, Director, Risk Management Solutions - Rates, Deutsche Bank*
— *Mark Walker, Merck & Co*

3:15 – 3:45pm

Break

Take some time to exchange ideas, compare approaches, and continue conversations that can help move your priorities forward.

3:45 – 4:45pm

Rapid Fire Benchmarking

This open benchmarking session is designed for fast-paced peer exchange, allowing members to raise questions and compare approaches in real time. The discussion may build on earlier conversations or explore how peers are addressing shared challenges.

4:45 – 5:00pm

Closing Remarks

We'll wrap up the meeting by summarizing key takeaways, reinforcing commitments for the months ahead, and outlining opportunities to stay connected and continue making progress between meetings.