NEUGROUP FOR REGIONAL BANK TREASURERS
2026 H2 MEETING AGENDA

Day One: Tuesday, November 3, 2026 (All times reflect Central Time)

8:00 – 8:30am

Member Arrival and Breakfast

JW Marriott Austin, 110 E 2nd St, Austin, TX 78701

8:30 – 8:45am

Welcome and Introductions

Thank you to our members for shaping today's agenda and for leading several of today's sessions. We also extend a special thanks to Stifel Financial for their valuable contributions to today's meeting and their continued commitment to the NeuGroup for Regional Bank Treasurers. We also welcome back Mayer Brown as a spotlight sponsor.

Session leaders:

- *Jerry Olivo, Senior Executive Advisor, NeuGroup*
- *Kamal Hosein, Head of Fixed Income Strategy and Analytics, Stifel Financial*

8:45 – 9:30am

The 2026 Regional Bank Landscape

Regional banks are navigating a complex 2026 environment shaped by persistent inflation, interest-rate, and yield-curve volatility, increasing federal borrowing needs, geopolitical uncertainty, and an evolving regulatory agenda. Our sponsor will present the house view on these forces then assess their implications for members. The discussion will also consider capital and balance sheet, valuation trends, and the role of M&A in reshaping the regional-bank landscape. Members will also share best practices for shaping treasury priorities that create value in support of enterprise objectives while communicating a clear, credible strategy to investors, rating agencies, regulators and other external stakeholders. This session will establish the strategic context for the remainder of the program.

Session leaders:

- *Scott Anderson, Head of Investment Banking, KBW*

9:30 – 10:45am

Projects & Priorities

This session provides members with the opportunity to exchange information and insights with peers. Each member will be asked to articulate several top priorities for the coming year, including one project where they seek peer insights. This connection creates a shared reference point that can be revisited to gauge progress in future sessions or smaller group meetings.

Session leader:

— *Jerry Olivo, Senior Executive Advisor, NeuGroup*

10:45 – 11:00am

Break

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

11:00 – 11:45am

Management of the Bank's Tax Rate

Members will share perspectives on management of tax-advantaged strategies with an emphasis on two current hot topics: transferable tax credits and BOLI 1035 exchange management. The session also examines who owns these activities inside member organizations and how much influence Treasury can exert over them, framed around Treasury's value proposition and its potential near-term and ongoing programmatic EPS impact.

Session leader:

— *Ryan Henley, Head of Financial Institutions Strategy Group, Stifel Financial*

11:45 – 12:30pm

Deposit Competition & Strategy

Deposit competition and resulting strategy is evolving in various ways. Retail and corporate client behaviors are adapting to market changes including rate volatility, FDIC insurance limits and technological advances including emerging payment rails. During this member-led session, we will examine potential impacts of these forces upon deposit levels and composition. Members will compare changes in deposit mix and betas since 2022 relative to prior experiences, as well as forward looking expectations and how those views differ. We will then explore how these developments may be incorporated into interest rate risk and liquidity stress testing frameworks. Impacts upon NIM and profitability outlooks will also be evaluated.

Session speaker:

— *Kort Brown, Treasurer, BankUnited*

12:30 – 1:00pm	**Lunch and Networking** *Members will enjoy lunch with the opportunity to meet with their Stifel relationship bankers.*
1:00 – 1:30pm	**After Lunch Walk and Talk** *Step outside for a guided networking walk around Austin 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.*
1:30 – 2:30pm	**Emerging Regulatory Environment Roundtable** *Building on the capital proposals primer hosted October 27th ahead of the meeting, this roundtable focuses on the standardized versus expanded risk-based approach choice each bank faces. It highlights the game-theory dynamic in that decision (the "right" choice depends partly on what peer banks choose, not just each bank's own numbers), along with the potential capital impacts of each path and a decision-making framework for choosing between them.* ***Session leaders:*** — *Ryan Henley, Head of Financial Institutions Strategy Group, Stifel Financial* — *Matthew Bisanz, Partner, Mayer Brown*
2:30 – 2:45pm	**Break** *Take some time to exchange ideas, compare approaches, and continue conversations that can help move your priorities forward.*
2:45 – 3:45pm	**Hedging Tool Kit in a Volatile Rate Environment** *A survey of hedging approaches for both capital and interest-rate risk, illustrated with member use cases for managing net duration and other exposures. It also covers how cap and floor structures perform across different rate environments and the related recent GAAP developments.* ***Session leader:*** — *David Shadix, Managing Director, Stifel Financial*

3:45 – 4:30pm

Liquidity Management in a 24/7/365 Payments Environment

The expansion of RTP and FedNow from receive-only participation toward broader sending capabilities, as well as growth of stablecoin and tokenized deposit activity is creating new demands for regional bank liquidity management. This member-led session will examine how Treasurers are preparing for continuous payment activity, managing after-hours liquidity and adapting monitoring, forecasting, positioning and operational practices to a 24/7/365 environment. An advance member survey will benchmark current real-time-payment usage and preparedness. Members will then compare approaches, identify capability and control gaps, and discuss practical steps for supporting faster payments without compromising liquidity resilience.

Session leader:

— *Avi Lopchinsky, Treasurer, Apple Bank*
— *Dane Smith, Treasurer, First Horizon Corporation*

4:30 – 4:45pm

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.

5:00 – 6:30pm

Rooftop Cocktail Reception

Members will gather on the Capital View Terrace for cocktails and light refreshments before heading to dinner.

6:45 – 9:00pm

Networking Dinner

III Forks, 111 Lavaca St, Austin, TX 78701

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.

Day Two: Wednesday, November 4, 2026 (All times reflect Central Time)

8:00 – 8:15am — **Breakfast & Networking**

JW Marriott Austin, 110 E 2nd St, Austin, TX 78701

8:15 – 8:30am — **Today's Agenda and What's Neu**

Session leader:

— *Jerry Olivo, Senior Executive Advisor, NeuGroup*

8:30 – 9:30am — **Automation/AI Showcase and User Roundtable**

Bank Treasury teams are utilizing traditional and AI tools to improve data quality while augmenting and accelerating analysis and decision making. This session will begin with a member survey that benchmarks member priorities, adoption, and target use cases for technology innovation. Members of the Stifel team will kickoff the showcase portion of the program with demonstrations of applications including loan optimization as well as control and validation initiatives. Members will then share automation/AI initiatives and the technology tools they utilize to increase productivity and add value at their firms.

Showcase Leader:

— *Will Richens, Managing Director, Stifel Financial*

9:30 – 10:15am — **How Discount Window Reforms May Impact BAU Liquidity**

The regulators are expected to undertake several initiatives to reform bank liquidity expectations and Discount Window operations over the next 18 months. This presents a golden opportunity for bank treasurers to shape the changes in a way that optimizes for routine balance sheet management and operations in areas like collateral eligibility and prepositioning expectations. This session also will cover changing supervisory perspectives on prudent buffer usage and resource availability.

Session leader:

— *Matthew Bisanz, Partner, Mayer Brown*

10:15 – 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 – 11:15am

The State of Bank Fixed Income Capital Markets

Fixed Income Capital Markets access and pricing for regional banks is increasingly differentiated by credit quality, earnings outlook, deposit franchise, asset concentrations, and intended use of proceeds. Although fixed income issuance has been strong, persistent inflation, higher Treasury yields, geopolitical uncertainty and shifting monetary policy expectations have created more episodic execution windows and greater investor selectivity. Pending changes to the bank capital framework, continued M&A activity and balance sheet repositioning are also prompting Treasurers to reassess the amount, form, and timing of capital. Stifel's Head of Debt Capital Markets will examine debt alternatives together with pricing and investor engagement benchmarks. The discussion will highlight best practices for maintaining market readiness, funding organic growth, acquisitions, securities portfolio restructuring and other strategic needs.

Session leaders:

- *Dennis O'Rourke, Head of Debt Capital Markets, Stifel Financial*

11:15 – 12:15pm

Future of Bank Treasury

This capstone brings members and sponsors together in one open conversation about the forces most likely to reshape regional bank treasury by 2031: the rate and macro regime, regulation and supervision, AI including agentic AI, real-time payments and digital money, and competition for deposits, talent, and scale. Using results from a short pre-meeting survey and a series of live-voted provocations, we will test where members agree, where they differ, and what each force means for investment management, asset/liability management, liquidity, balance sheet/NIM and capital. We will close with each member naming one no-regret move to start in 2027 and identify the common priorities to carry forward.

Session leaders:

- *Jerry Olivo, Senior Executive Advisor, NeuGroup*
- *Kamal Hosein, Head of Fixed Income Strategy and Analytics, Stifel Financial*

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12:15 – 12:30pm

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.

Session leaders:

- *Jerry Olivo, Senior Executive Advisor, NeuGroup*
- *Kamal Hosein, Head of Fixed Income Strategy and Analytics, Stifel Financial*

12:30 – 1:00pm

Takeaway Lunch & Farewells

All NeuGroup meetings and engagements are conducted under the Chatham House Rule. By participating in the event, you agree to adhere to this standard. As a reminder, there should be no discussions or collusion with your competitors of agreements or concerted actions that may restrain competition. This includes the improper exchange of information concerning company specific current or future prices, price levels, pricing formulas, credit terms, discounts, costs, terms, or other features that can impact prices.

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