

NEUGROUP FOR CAPITAL MARKETS 2026 H2 MEETING AGENDA

Day One: Tuesday, October 6, 2026 (All times reflect Eastern Time)

8:30 – 9:00am

Member Arrival and Breakfast

The Coca-Cola Company Headquarters, 1 Coca Cola Plaza, Atlanta, GA 30313 / The Collective

9:00 – 9:30am

Welcome, Introductions & NeuGroup Research Live Polling

Welcome to the H2 meeting of NeuGroup Capital Markets Peer Group. We'll open by welcoming members, recognizing The Coca-Cola Company for hosting and Burnham Sterling for their support, and reviewing the objectives and priorities for the meeting.

Session leader:

- John Kane, NeuGroup

9:30 – 10:30am

Intelligent Capex-Financing to Enhance KPIs

Structures that achieve bond-like pricing and improve key balance sheet and financial reporting metrics.

Session leaders:

- Erik Lange, Principal – Accounting Structures and Advice, Burnham Sterling
- Peter Harn, CFO Global Aviation, DHL Express
- Randy Green, Partner, KPMG

10:30 – 11:00am

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.



11:00 – 12:30pm

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.

12:30 – 1:15pm

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.

1:15 – 2:00pm

After Lunch Walk and Talk

Step outside for a guided networking walk 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.

2:00 – 3:00pm

Cultivating Talent on the Capital Markets Team

A peer exchange on building the next-generation team: hiring experienced practitioners versus teachable data/technical talent, and positioning treasury as a destination for top talent in an AI-shaped environment.

3:00 – 3:30pm

Break

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

3:30 – 4:30pm

A New Fed Regime: Positioning for the Rate Path into 2027

With a new Fed chair signaling less forward guidance and consensus flipping fast from pricing cuts to a prolonged hold or possible hike, members will compare notes on how they're reading the new regime and building balance-sheet optionality amid the whiplash. Come ready to share your view on what "higher for longer" and a less predictable Fed means for issuance timing, tenor and debt structure, fixed/float positioning, and liquidity strategy.

Session Panel:

— Florence Zhang, GE Aerospace

4:30 – 5:00pm

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.

6:00 – 9:00pm

Networking Dinner

Ecco, 40 7th St NE, Atlanta, GA 30308

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, October 7, 2026 (All times reflect Eastern Time)

9:00 – 9:30am

Member Arrival and Breakfast

The Coca-Cola Company Headquarters, 1 Coca Cola Plaza, Atlanta, GA 30313

9:30 – 10:30am

Issuance War Stories from the Front Lines

Since our May meeting, members have priced deals into a genuinely unsettled backdrop — a new Fed chair signaling less forward guidance, tariff policy still shifting after the Supreme Court's IEEPA ruling, and an AI-driven surge in investment-grade supply reshaping investor appetite. Members who've been to market this cycle will share what actually happened, including:

- *How they read the market and managed liquidity — the backdrop heading into pricing and how it shaped their dry-powder strategy*
- *How they priced and executed the deal — their IPT approach, the market's response, and their thinking behind where they tightened*
- *What shaped the ultimate outcome — what really drove timing (tariffs, Fed uncertainty, M&A, or something else), whether they left money on the table, and how they approached order allocation*

Session Panel:

— *Mark Walker, Merck & Co*

10:30 – 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

The Future of Capital Markets Treasury: Evidence, Not Use Cases

AI is already reshaping this group's space, with an AI-driven surge in IG supply. Meanwhile, digital assets are rewiring how debt is issued, financed and settled: digitally native bonds, intraday repo on tokenized collateral, the path to real-time settlement. This session runs a structured exchange, under Chatham House Rule, across both themes: what members have actually enabled, evaluated and declined (and why); and what data, controls and policy uplift proved decisive. Rather than trading use-case lists, this gives members a framework to work out their own answer properly.

Session leaders:

- John Kane, NeuGroup
- Ron Chakravarti, NeuGroup

11:45 – 12:00pm

Closing Remarks and Boxed Lunch to Go

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. Boxed lunches will be available in Plum St Room for members to take as they depart.

1:00 – 3:00pm

Option Closing Activity: World of Coca-Cola

World of Coca-Cola, 121 Baker St. NW, Atlanta, GA 30313

Members are invited to close the event with a trip to the immersive World of Coca-Cola, a behind-the-scenes look at the history, innovation, and impact of one of the world's most beloved brands.

*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.*

