NEUGROUP FOR EMEA REGIONAL TREASURY
2026 H2 MEETING AGENDA

Day One: Tuesday, 10 November 2026 (All times reflect Central European Time)

17:00 – 18:00

Walk & Talk in the Geneva City Center

Quai du Général-Guisan 28, 1204 Geneva, Switzerland

We begin the peer group meeting with a casual Walk and Talk to reconnect with peers and make new connections. The group will meet at the L'Horloge Fleurie, a famous meeting point on Geneva's lakefront in the Jardin Anglais.

18:00 – 21:00

Cocktail Reception and Dinner in the Geneva City Center

La Micheline, Av. de la Gare des Eaux-Vives 3, 1207 Genève

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, 11 November 2026 (All times reflect Central European Time)

8:00 – 08:30

Continental Breakfast and Informal Networking

Caterpillar, Route de Frontenex 76, 1208 Genève, Switzerland

8:30 – 08:45

Welcome, Introductions and What's Neu?

We'll open by welcoming members, recognizing HSBC for their support, and reviewing the objectives and priorities for the meeting.

Session leaders:

- *Paul Dalle Molle, NeuGroup*
- *Andreea Cocora, HSBC*

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8:45 – 10:00	**An Introduction to Caterpillar and Its Global Treasury Organization** *Our host, Benoit Debelder, will give an overview of Caterpillar's business and its global treasury organization.* ***Session leader:*** — *Benoit Debelder, Caterpillar*
10:00 – 10:15	**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.*
10:15 – 11:15	**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.*
11:15 – 12:15	**The Next Frontier of Treasury: From Uncertainty to Advantage** *Our sponsor HSBC will present their perspective on how modern treasury management tools are re-shaping the role of treasury inside of multinationals. Details to be confirmed.* ***Session leaders:*** — *Ashley Barnes, HSBC* — *Shana Ristic, HSBC* — *Andreea Cocora, HSBC* — *Kinda Khoudari, HSBC*
12:15 – 13:15	**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.*

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13:15 – 14:00

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.

14:00 – 15:00

Nokia's Approach to AI and the Digital Transformation of Treasury & Finance

Nokia is a leader in adopting all digital technologies, and AI is no exception. In this session we will hear from Fredrik Wikner, VP Corporate Finance & Group Treasurer, about Nokia's approach to AI and to the future of treasury.

- *Creating a corporate culture that embraces and accelerates digital transformation*
- *Some examples of AI use cases and the processes needed to get there*
- *How and When will companies transition to "agentic first" processes ?*
- *The Future of Treasury: Tokenization, Digital Assets, and Instant Payments*

Session leader:

— *Fredrik Wikner, Nokia*
— *Christoffer Tietze, Nokia*

15:00 – 15:15

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.

15:15 – 15:30

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:

— *Paul Dalle Molle, NeuGroup*

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15:30 – 16:15	**Optimizing Liquidity Structures: Execution Sprint Update** *At our H1 meeting at Prologis in Amsterdam, and from feedback from other members who did not participate there, members identified liquidity structure optimization as a priority and committed to working through specific challenges together. We followed up with two virtual sessions on the topic. This session will give feedback on member progress on their projects, lessons learned, and practical approaches that can be applied across the group. We will also review the core workflow slides featured at the first virtual session.* ***Session leaders:*** — *Martin Meloun, Edwards Lifesciences* — *Hélène Richard, Colgate-Palmolive*
16:15 – 17:00	**Projects & Priorities – Part 2 (aka Solve My Problem!)** *Members will be in break-out groups for in-depth discussions of the most important topics from Part 1, with the aim of helping members walk away with key insights and action items to help them progress on the key challenges they face.*
17:00 – 17:30	**Summary and Farewell** *A summary of the day's key themes, next steps, connections to be made, and session ideas for the future.*

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