NEUGROUP FOR FOREIGN EXCHANGE
2026 H2 MEETING AGENDA

Day One: Wednesday, October 14, 2026 (All times reflect Eastern Time)

8:30 – 9:00am

Member Arrival and Breakfast

Event Loft, 307 West 38th Street, Suite 1505, New York, NY 10018

9:00 – 9:30am

Welcome and Introductions

Welcome to the H2 meeting of NeuGroup for Foreign Exchange. We'll open by welcoming members, recognizing RBC for their support, and reviewing the objectives and priorities for the meeting.

Session leader:

- *Andrew Weber, NeuGroup*

9:30 – 10:30am

New Frontiers in Portfolio Optimization

Every treasury team optimizes toward a different objective, and a risk framework should be adapted to their unique characteristics. This session covers RBC's hedge portfolio optimization framework as a goal-seeking engine, walking through how the same tool adapts to a range of different risk management objectives depending on what matters most to a company and its varied risk exposures. Wherever possible, each example will be grounded in a real peer-group company's own experience applying the framework to its own objective.

Session leaders:

- *James Robertson, Head of U.S. Corporate FX, Risk Solutions Group, RBC Capital Markets*
- *Jonathan Yao, Director, Risk Structuring Solutions, RBC Capital Markets*

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.

© 2026 NeuGroup. All Rights Reserved.

Sponsored by: RBC Capital Markets

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 – 12:45pm	**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.*
12:45 – 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 – 2:00pm	**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	**The Evolving Treasury Trading Desk: Unlocking Smarter FX Execution** *An inside look at how treasury teams are rethinking FX trading, harnessing technology and strengthening bank relationships to navigate complexity and unlock smarter, more efficient execution.* ***Session panel:*** — *Matt O'Hara, CEO, 360T* — *Marissa Bro, Caterpillar* — *Brian McHugh, GE Aerospace*
3:00 – 3:30pm	**Break** *Take some time to exchange ideas, compare approaches, and continue conversations that can help move your priorities forward.*

© 2026 NeuGroup. All Rights Reserved.

Sponsored by:

RBC Capital Markets

3:30 – 4:30pm

Future of Treasury: Agentic Workflows in FX – A Member Case Study

This session takes the "Future of Treasury" conversation and puts a real build behind it: a member walks through what it actually looks like to hand meaningful chunks of FX workflow to AI agents – what's working, what's broken along the way, and where the governance still needs to catch up.

We'll start concrete. One agent now handles trade-to-settlement matching—a process that used to eat half a day of manual bank-chasing — and does it in minutes. A second, more strategic agent pulls from centralized exposure, trade, and market-data repositories to recommend trade sizing and timing and even drafts the language for execution, while a human trader still makes the final call.

The discussion will touch on themes every treasury team building agents will recognize:

- ***Freeing up strategic bandwidth*** *— moving the team's time from clerical reconciliation toward higher-order analysis*
- ***Real-time decisioning*** *— replacing manual Excel/BI reporting with live dashboards that speed up how fast decision-grade data reaches FP&A, procurement, and leadership*
- ***Governance*** *— a firm human-in-the-loop framework currently (agents recommend, never execute), how will this governance framework develop over time?*
- ***Talent*** *— as agents absorb more of the manual work, does the desk need periodic knowledge checks to make sure traders can still operate if the system goes down?*

Session leaders:

— *Andrew Marshall, General Motors*

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.

© 2026 NeuGroup. All Rights Reserved.

Sponsored by:

RBC Capital Markets

6:00 – 9:00pm

Networking Dinner

Ci Siamo, 440 W 33rd St Ste 100, New York, NY 10001

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: Thursday, October 15, 2026 (All times reflect Eastern Time)

9:00 – 9:30am

Member Arrival and Breakfast

Event Loft, 307 West 38th Street, Suite 1505, New York, NY 10018

9:30 – 10:30am

Net Investment Hedging in Practice: Capacity, Carry & Governance

Net investment hedging remains one of the most actively evolving areas of corporate FX risk management, as treasury teams explore what's possible in capacity identification and hedge design. This session digs into how teams define and expand NIH capacity, from entity structuring to offsetting negative carry on excess liquidity. We'll take a candid look at what holds up under accounting and audit scrutiny, and where programs are straining. We'll open with a brief walkthrough of a structured, battle-tested framework for determining and defending NIH capacity, a practical starting point for teams still building out their own methodology, before turning it over to the group.

Session leaders:

- *Brendan Smith, Director, U.S. Corporate FX Sales, RBC Capital Markets*

10:30 – 11:00am

Break

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

© 2026 NeuGroup. All Rights Reserved.

Sponsored by:

RBC Capital Markets

11:00am – 12:15pm

AI Workbench Powered by NGTT

AI adoption is evolving rapidly, and members are often discovering and refining applications between meetings. We'd like to open this session with RBC leading a brief presentation on its own experience implementing LLM-based technologies and the approach it's taken as an early adopter among financial institutions, designed to spark ideas and questions before the group turns to its own use cases. From there, RBC's AI experts would draw on ideas members have already posted to the AI Workbench use-case forum, reviewing them in advance and weighing in Shark Tank style, live in front of the group, on how each idea could be implemented. Together, the group would validate, refine and expand these examples while contributing them to the AI Workbench.

12:15 – 12:30pm

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 for members to take as they depart.

*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.*

© 2026 NeuGroup. All Rights Reserved.

Sponsored by:

RBC Capital Markets