NEUGROUP FOR LIFE SCIENCES TREASURERS 2026 H2 MEETING AGENDA

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

4:00 – 5:00pm

Special Joint Session: Resilience, Business Continuity, and Risk Management: What Treasurers Should Know

Regeneron, 1 Rockwood Rd, Sleepy Hollow, New York 10591

The Life Sciences members are invited to join the last session of NeuGroup's Mega-Cap Treasurers meeting, also happening at Regeneron. Treasurers have come to expect market volatility and business disruptions as the "new normal." Many companies now have "crisis teams" and "crisis playbooks" based on experience during the Great Financial Crisis, the COVID pandemic, and several geopolitical conflicts. Even so, resilience, business continuity, and risk management now face a new threat posed by bad actors using AI to penetrate corporate infrastructure.

In this session, members will hear from Mark Harvey, Senior Director of Business Resilience at Regeneron. At Regeneron, Mark leads global, cross-functional efforts to anticipate and adapt to potential disruptions to operations, finances, reputation, and compliance. He also provides strategy, operations, and oversight to integrate business continuity and crisis management capabilities and ensure they align with holistic risk management efforts.

Mark is a highly respected and collaborative leader experienced in relationship management and organizational change across complex, global organizations, including the National Security Council, the Department of Homeland Security, the Intelligence Community, and the financial services industry.

Session leaders:

- *Mark Harvey, Senior Director, Business Resilience, Regeneron Pharmaceuticals*
- *Len Brooks, Regeneron Pharmaceuticals*

6:00 – 8:00pm

Cocktail Reception and Dinner

Tramonto Restaurant, 27 Saw Mill River Rd #9A, Hawthorne, NY 10532 (transportation provided)

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8:30 – 10:00pm

Group Trip to the Jack 'o' Lantern Blaze

Van Cortlandt Manor, 525 S Riverside Ave, Croton-on-Hudson, NY (transportation provided)

Members will enjoy a special trip to the Great Jack O'Lantern Blaze, an immersive Halloween experience featuring thousands of hand-carved, illuminated pumpkins arranged in elaborate displays. Guests follow a half-mile outdoor trail through the historic Van Cortlandt Manor, complete with synchronized lighting, music and larger-than-life seasonal scenes plus a drink at the Headless Horseman Hideaway.

Day Two: Thursday, October 15, 2026

8:30 – 9:00am

Member Arrival and Breakfast

Regeneron Headquarters, 1 Rockwood Road Sleepy Hollow, New York 10591

9:00 – 9:30am

Welcome and Introductions

We'll open by welcoming members to the H2 Life Sciences Treasurers meeting, recognizing Regeneron for hosting and MUFG for their support, and reviewing the objectives for the meeting.

Session leaders:

- *Andy Podolsky, NeuGroup*
- *Len Brooks, Regeneron Pharmaceuticals*
- *Nick Hoffmann, Managing Director, Head of Healthcare, MUFG*

9:30 – 10:45am

Projects & Priorities

Members will begin by updating 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.

Session leader:

- *Andy Podolsky, NeuGroup*

10:45 – 11:00pm

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.

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11:00am – 12:00pm

The Road Ahead: Midterms, Markets, and Global Risk

Miguel Rodriguez will lead a discussion on the 2026 midterm elections and the political, policy, and geopolitical forces shaping the business environment. The session will explore key campaign dynamics, potential House and Senate scenarios, and what election outcomes may mean for Washington's 2027 policy agenda. The discussion will also touch on global risk, fiscal and regulatory policy, and what corporate leaders, including treasurers and CFOs, should watch as the political landscape evolves inside the Beltway.

Session leader:

- *Miguel Rodriguez, Director (Senior Vice President), Government Affairs, MUFG*

12:00 – 12:15pm

NeuGroup Research Live

Members will benchmark their orgs against peers, explore emerging trends through real-time results, and contribute to the practitioner intelligence that informs future NeuGroup research and insights.

12:15 – 1:00pm

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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1:00 – 1:45pm

Member Spotlight: The Regeneron Genetics Center

We continue our tradition of learning about members with a look at the Regeneron Genetics Center (RGC), the genomics research arm of Regeneron Pharma.

RGC is focused on large-scale human genetics research to drive drug discovery and development. It's known for building one of the largest genetic and clinical datasets in the world, sequencing hundreds of thousands (now well over 3 million) of participants' exomes/genomes and linking that data with electronic health records to identify disease-associated gene variants. This work helps validate and prioritize drug targets earlier in the development pipeline by connecting genetic mutations to human health outcomes at population scale.

We'll learn about the origins and history of the RGC, as well as the underlying principles that guide the work of this world leading genetics discovery engine.

Session leaders:

- *Andy Deubler, SVP RGC Chief Business & Administrative Officer, Regeneron Pharmaceuticals*
- *Jason Portnoy, VP, Associate General Counsel, Regeneron Pharmaceuticals*

1:45 – 2:30pm

How the Life Sciences Sector is Managing Working Capital Pressures and Learning to Do More with Less

Creating a strong cash culture sounds simple, but in practice, treasurers must navigate an ever-changing environment—building support across functions, engaging the CFO, aligning with procurement, and establishing clear KPIs and incentive structures. In this session, members will share successful strategies and practical approaches for strengthening cash discipline and optimizing cash across the organization

2:30 – 2:45pm

Break

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2:45 – 3:45pm

Net Investment Hedging in Practice with MUFG

Managing foreign currency exposure arising from global operations remains a key challenge for many treasury organizations. In this session, MUFG will provide an overview of net investment hedging strategies, including the use of foreign currency debt, cross-currency swaps and other hedge structures. The presentation will explore key considerations in hedge design, and implementation, along with practical examples of how companies are managing net investment exposures in today's environment.

Panelists:

- *Katriona Knaus, VP and Treasurer, Enovis*
- *Rukhein Davis, Head of Risk Solutions Americas, MUFG*

3:45 – 4:45pm

AI Workbench Powered by NGTT

AI adoption is evolving rapidly, and members are often discovering and refining applications between meetings. In this rapid-fire session, members will share AI use cases they have implemented or explored since the last meeting, including successes, lessons learned and practical challenges. Together, the group will validate, refine and expand these examples, while contributing to NeuGroup's growing AI use-case database, the AI Workbench, powered by NeuGroup for Technology Transformation, to create a continuously evolving repository of practitioner-validated ideas for the broader membership - What is the update "six months later" for those early cases?

4:45 – 5:00pm

Wrap up and Key Takeaways

We end the day by asking each member to share a takeaway/follow up from the day, preview the calendar for the rest of the year, and identify future session topics.

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