NEUGROUP FOR MEGA-CAP TREASURERS
2026 H2 MEETING AGENDA

Day One: Tuesday, October 13, 2026 (All times reflect Eastern Time)

6:30 – 9:30pm

Welcome Reception and Dinner

RiverMarket, 127 W Main St, Tarrytown, NY 10591

Our meeting will kick off with a welcome cocktail reception and dinner with your peers. Use this time to explore shared challenges, compare approaches, and deepen the relationships that support ongoing collaboration between meetings.

Day Two: Wednesday, October 14, 2026

8:30 – 9:00am

Member Arrival and Breakfast

Regeneron Headquarters, 1 Rockwood Road, Tarrytown, NY 10591

9:00 – 9:15am

Welcome and Introductions

We'll open by thanking Len Brooks and Regeneron for hosting, welcoming all members, and reviewing the meeting's objectives and priorities.

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9:15 – 10:15am

Where Do We Go from Here? Insights from JPMorgan

Against the current market backdrop, changing dynamics in rates and credit are creating both challenges and opportunities for US multinationals corporations. Join members for a discussion of the key market, financing, and regulatory developments shaping the treasury agenda.

Presented by JPMorgan, this session will explore the implications of a higher-for-longer interest rate environment, including evolving funding and hedging strategies to manage borrowing costs and balance sheet risk. The discussion will also examine fixed income market dynamics, with a particular focus on increased corporate and hyperscaler debt issuance, emerging financing innovations, and the lessons these approaches may offer. Finally, JPMorgan will provide an update on upcoming accounting and SEC reporting developments, highlighting key timelines, potential impacts, and practical considerations for treasury teams as they prepare for change

Session leaders:

- *Mai-Yin Picard, Managing Director, Debt Capital Markets - Head of Healthcare and Retail Investment Grade Capital Markets, JPMorgan*
- *Jon Tkach, Managing Director, Strategic Financing Solutions and Corporate Structuring, JPMorgan*

10:15 – 10:30am

Break

10:30am – 12:00pm

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 the second half cycle.

12:00 – 12:15pm

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.

12:15 – 12:45pm

Lunch and Networking

Enjoy lunch with fellow members while continuing the conversations sparked during the meeting.

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12:45 – 1:30pm

After Lunch Walk and Talk

Step outside for a guided networking walk designed to encourage one-on-one conversations in a more relaxed setting.

1:30 – 1:45pm

NeuGroup's AI Workbench: Powered by NeuGroup for Technology Transformation

NeuGroup's AI Workbench, powered by NeuGroup for Technology Transformation (NGTT), is an evolving collection of anonymized, member-submitted AI use cases across treasury, finance, and audit. In this rapid-fire session, members will share recent AI applications, successes, lessons learned, and challenges, helping expand and refine this resource for the broader NeuGroup network.

1:45 – 2:15pm

Developing Future Finance Leaders

Developing the next generation of finance leaders requires treasurers to understand what their high-potential talent needs to grow, advance, and succeed. In this session, results from the NeuGroup for Future Finance Leaders survey will be shared, with key findings and themes highlighted for discussion, building on the research and conversation conducted two years ago.

The discussion will explore how career development priorities and expectations have evolved, what resources and opportunities emerging finance leaders value most, and what treasury leaders can do to better develop, support, and retain their future leaders.

Session leaders:

- *Kyle Bockus, NeuGroup*
- *Scott Flieger, NeuGroup*

2:15 – 2:30pm

Break

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2:30 – 3:45pm

Future of Treasury: A Member Workshop

If your CFO asked for a few slides titled "The Future of Our Treasury," what would be on them? Each member is encouraged to draft their own responses ahead of time, which will help the discussion.

- *Members will move to breakout groups of roughly five to draft their consolidated answers*
- *Each group will then share its results with the broader group*
- *NeuGroup will synthesize these results and then distill this input into a working guide for distribution a few days after the meeting*

Session leaders:

— *Joseph Neu, NeuGroup*

— *Scott Flieger, NeuGroup*

3:45 – 4:00pm

Break

4:00 – 4:45pm

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

Mega-Cap 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*

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4:45 – 5:00pm	Wrap-Up
6:00 – 8:00pm	Life Sciences Treasurers Welcome Dinner *Optional add-on — Tramonto Restaurant, 27 Saw Mill River Rd #9A, Hawthorne, NY 10532*
8:30pm -10:00pm	Trip to the Jack O 'Lantern Blaze *Optional add-on — Van Cortlandt Manor, 25 S Riverside Ave, Croton-on-Hudson, NY 10520*

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