NEUGROUP 2026 TECH SUMMIT
TECH TREASURERS AGENDA

Day One: Wednesday, November 4, 2026 (All times reflect Pacific Time)

6:00 – 9:00pm

Welcome Reception and Dinner

Carmel Valley Ranch, 1 Old Ranch Rd, Carmel, CA 93923

Vintner Room

Our Summit begins with a joint cocktail reception and dinner to reconnect with peers and form new connections. Use this time to explore shared challenges, compare approaches, and deepen the relationships that support ongoing collaboration between meetings.

Day Two: Thursday, November 5, 2026

8:30 – 9:00am

Networking Breakfast

Carmel Valley Ranch, 1 Old Ranch Rd, Carmel, CA 93923

Redwood Room

9:00 – 9:30am

Welcome and Introductions

We'll open by recognizing MUFG and Fitch Ratings for their support, welcoming all members, and reviewing the meeting's objectives and priorities.

Session leaders:

- *Chris Hall, NeuGroup*
- *Paul Dalle Molle, NeuGroup*
- *Bill Davidson, Head of US Corporate Banking Client Coverage and Head of Technology, Media, and Telecom (TMT) Banking, MUFG*
- *Ashish Raythatha, Senior Director-Business Development, Relationship Management, Fitch Ratings*

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9:30 – 10:30am

Joint Session: The Future of Treasury: Tokenization, Digital Assets, and Instant Payments

Corporate treasurers are navigating two paths in treasury technology: continued improvements to traditional operations and payment infrastructure alongside emerging technologies that could reshape how money is moved and managed. In this session, members will share perspectives on the practical applications, opportunities and challenges associated with three evolving technologies:

- ***Stablecoins:*** *Where could stablecoins reduce cost or friction in cross-border payments, FX conversion, intercompany funding and customer payouts? What regulatory, banking, accounting or counterparty concerns are limiting adoption?*
- ***Tokenized deposits:*** *How do tokenized deposits compare with stablecoins in risk, regulation and integration with existing banking relationships? Could they replace traditional cash management tools or primarily serve as a complement?*
- ***Instant payments:*** *As RTP, FedNow and other real-time rails mature, how are companies adapting liquidity management, cash forecasting and fraud controls? Could instant payments and digital-asset rails converge, or will they address different treasury needs?*

Session panel:

- *Joseph Neu, NeuGroup*
- *Ankit Singh, Block*
- *Doug Lambert, Shopify*
- *Leland Rodger, Stripe*

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.

11:00am – 12:30pm

Tech Treasurers: 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.

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12:30 – 1:15pm

Lunch and Networking

Redwood Terrace

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 & Talk and Artisan Market

Step outside for a networking walk designed to encourage one-on-one conversations in a more relaxed setting. We will walk down to the Garden and enjoy a Carmel experiential market, a curated collection of interactive stations with local goods and crafts.

2:00 – 3:00pm

Tech Treasurers: Capital Structure & Capital Allocation: Financing Growth and Returning Capital

As technology companies navigate a rapidly evolving investment landscape, capital structure and allocation decisions are taking on new importance. This session will explore how companies are financing the significant investment required to support the technology and AI revolution, while balancing other capital priorities such as growth, dividends, share repurchases and financial flexibility. Drawing on real-world examples—and potentially a member case study—the discussion will examine how hardware and software companies are approaching these decisions, the tradeoffs they face, and how capital allocation strategies are evolving in response to quickly changing US interest rate and credit market dynamics.

Session leaders:

- *Robert Kilcullen, Managing Director-Corporate Advisory, MUFG*
- *Rich Testa, Head of Investment Grade Finance – Capital Markets, MUFG*
- *Stefan Clyne, Managing Director-Corporate Derivative Solutions, MUFG*
- *Bill Davidson, Head of US Corporate Banking Client Coverage and Head of Technology, Media, and Telecom (TMT) Banking, MUFG*
- *Jason Pompeii, Senior Director-Corporates, Fitch Ratings*

3:00 – 3:30pm

Break

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

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3:30 – 4:30pm	**Joint Session: The Global Competition for Capital** *In today's complex world, a singular secular theme can drive record strategic activity and funding volumes. Notably, the global demand for capital is now growing faster than the pool of available capital itself, driven by AI's historic expansion, record sovereign deficits, elevated global M&A, geopolitical fragmentation and energy transition. The implications for markets, public and private, are profound.* ***Session leader:*** — *Tom Joyce, Managing Director-Capital Markets Strategist, MUFG*
4:30 – 4:45pm	**Joint Session: 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 leaders:*** — *Joseph Neu, NeuGroup* — *Chris Hall, NeuGroup*
4:45 – 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.*
5:45pm	**Shuttle Departs for Offsite Dinner**
6:15 – 9:30pm	**Networking Dinner at Monterey Bay Aquarium** ***Monterey Bay Aquarium, 86 Cannery Row, Monterey, CA 93940*** ***Shuttle provided*** *Members will enjoy an unforgettable dinner event at the famed Monterey Bay Aquarium. The joint event will take place within the Open Sea Wing and will feature creative, inspired and sustainable cuisine centered on fresh, local and in-season ingredients.*

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Day Three: Friday, November 6, 2026

8:30 – 9:00am

Networking Breakfast

Carmel Valley Ranch, 1 Old Ranch Rd, Carmel, CA 93923
Redwood Room

9:00 – 10:00am

Tech Treasurers: Ratings Agency Roundtable

Over the years, the Ratings Agency Roundtable has become a Tech Summit favorite, bringing together senior representatives from the major rating agencies for an off-the-record discussion of the forces shaping today's corporate credit landscape. As the economic and policy environment continues to evolve—from trade and tariff uncertainty to elevated interest rates, ongoing AI investment, shifting capital allocation priorities, and geopolitical risks—treasury leaders are facing an increasingly complex set of credit considerations. Our panel will share how their perspectives are evolving, discuss the key trends influencing rating decisions, and provide practical insights into what they're watching in the months ahead. As always, the session is highly interactive, giving members the opportunity to ask candid questions and engage directly with the agencies.

Session leaders:

- *Rich Testa, Head of Investment Grade Finance-Capital Markets, MUFG (Moderator)*
- *Andrew Chang, Director-Corporate Ratings, S&P Global*
- *Jason Pompeii, Senior Director-Corporates, Fitch Ratings*
- *Raj Joshi, Senior Vice President, Moody's Analytics*

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10:00 – 10:45am

Joint Session: Reskilling the Organization — Building Skills, Structure, and Support: Offshoring? Onshoring?

AI is reshaping not only treasury tools, but treasury teams themselves. In this session, members will share how they are adjusting team structures, redefining roles, and balancing traditional "pure" treasury expertise with emerging AI, data and analytical skills. The discussion will explore how AI is being used across treasury teams today, hiring and upskilling priorities and how treasury leaders are navigating senior management expectations and support for AI initiatives. Questions to spark discussion include:

- *How is AI changing the roles and makeup of your treasury team today—and how do you expect it to change over the next 2–3 years?*
- *What are you actually doing to equip your team for AI—and where are you struggling?*
- *How much senior management support do you have for AI in treasury—and what are they expecting in return?*

Session leaders:

— *Kevin Stibora, HP Inc.*
— *Michael Scott, Toast*
— *Randy Ou, Alibaba Inc.*

10:45 – 11:15am

Break

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11:15am – 12:00pm

Joint Session: AI Workbench Powered by NGTT

AI adoption is evolving rapidly, and members are often discovering and refining applications between meetings. In this session, members will share new and updated AI use cases they have implemented or explored since the group's last meeting, including successes, lessons learned and practical challenges. Together, the group will validate, refine and expand these examples, while contributing them 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.

Session leaders:

- *Chad MacLean, Thomson Reuters*
- *Elizabeth Kwong, Autodesk*
- *Jayna Bundy, Microsoft Corporation*
- *Paul Dalle Molle, NeuGroup (moderator)*
- *Chris Hall, NeuGroup (moderator)*

12:00 – 12:30pm

Closing Remarks, Champagne Toast and Boxed Lunch

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.

Please take a moment to complete our post-event survey:

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.

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