NEUGROUP TREASURERS SYMPOSIUM
2026 H2 MEETING AGENDA

Day One: Wednesday, November 18, 2026 (All times reflect Mountain Time)

6:30 – 9:30pm

Welcome Reception and Dinner

Fat Ox, 6316 N Scottsdale Rd, Scottsdale, AZ 85253

Join fellow members for cocktails and dinner as we reconnect, welcome new participants, and exchange perspectives on the emerging issues shaping the Office of the CFO. These informal conversations often lay the groundwork for the deeper discussions and collaboration that tomorrow's meeting will bring.

Day Two: Thursday, November 19, 2026

8:30 – 9:00am

Member Arrival and Breakfast

Onsemi, 5701 N Pima Rd, Scottsdale, AZ 85250

9:00 – 9:15am

Welcome and Introductions

Welcome to the H2 NeuGroup Treasurers Symposium. We'll open by welcoming members, recognizing Onsemi for hosting and BBVA for their support, and reviewing the objectives and priorities for the meeting.

Session leader:

— *Andrew Weber, NeuGroup*

9:15 – 10:15am

US and Global Markets post US Elections – What Now?

As the dust settles on the U.S. and Congressional Elections, US and global markets are reacting to a shifting landscape of fiscal and geopolitical realities. The BBVA US Chief Economist will review the fall out from the elections, examine the interest rate and FX markets initial reactions and summarize key takeaways for Treasurers and Risk Managers. Senior BBVA Global Markets Bankers will comment on current risk management opportunities and priorities for members in the new environment.

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10:15 – 10:30am	**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.*
10:30am – 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 this meeting and 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 – 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.*
1:00 – 1:30pm	**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.*
1:30 – 2:15pm	**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

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- NeuGroup will synthesize these results and then distill this input into a working guide for distribution a few days after the meeting

2:15 – 3:00pm

Capital Structure Decisions: Balancing Growth and Discipline

As financing conditions evolve, treasury teams are revisiting how they think about leverage, debt mix and balance sheet flexibility. This panel brings together practitioners to discuss the trade-offs behind recent capital structure decisions and how they're planning for what's next.

One treasurer will share his perspective on deleveraging in the wake of a debt-financed acquisition, including how his team is balancing paydown discipline with continued strategic flexibility.

This panel will also include a treasury leader currently building a five-year outlook that addresses interest rate hedging strategy and fixed-float mix ahead of an upcoming board meeting, adding a forward-looking lens on how capital structure decisions get made and defended at the board level.

Session leaders:

- *Michael Iracondo, Clorox*
- *JV Wilson, Ardent Mills*

3:00 – 3:15pm

Break

3:15 – 4:00pm

The Real Obstacles to Supply Chain Finance – An Honest Practitioner's Guide

Everyone knows supply chain finance works in theory. The hard part is making it work inside your organization. In this fireside conversation, a seasoned corporate treasurer, Guillermo Gualino, shares the real story: internal skepticism, the challenge of selling without guarantees, working with procurement, supplier onboarding realities, and what it takes to go from idea to program. He also explains what he would do differently the next time he builds one. Practical, honest, and built for treasury professionals who want to know what's actually involved.

Session leaders:

- *Charles Brough, Global Head of Account Management, SAP Taulia*

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— *Guillermo Gualino, Former VP & Treasurer, Agilent Technologies*

4:00 – 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 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.

4:45 – 5:00pm

Closing Remarks

We'll conclude by reflecting on the meeting's key themes, reinforcing the commitments and next steps identified over the past two days, and previewing opportunities to drive momentum between meetings through NeuGroup Connect, Execution Sprints, virtual sessions, and additional touchpoints.

*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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