NEUGROUP FOR WORKING CAPITAL OPTIMIZATION
2026 H2 MEETING AGENDA

Day One: Wednesday, October 28, 2026 (All times reflect Pacific Time)

6:30 – 9:30pm

Welcome Reception and Dinner

Wayfare Tavern, 201 Pine St, San Francisco, CA 94111

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, October 29, 2026 (All times reflect Eastern Time)

8:30 – 9:00am

Member Arrival and Breakfast

Mosaic, Three Embarcadero Center, Lobby Level, San Francisco, CA 94111

Members arrive and network over breakfast and coffee.

9:00 – 9:15am

Welcome and Introductions

Welcome to the H2 meeting of Working Capital Optimization peer group. We'll open by welcoming members, recognizing Falcon Group and BBVA as our sponsors, and reviewing the objectives and priorities for the meeting.

Session leaders:

- *Andrew Weber, NeuGroup*

9:15 – 10:15am

Opportunities for Impact in the Cash Conversion Cycle

BBVA will lead a practical discussion on working capital best practices by following the flow of goods and money across different value chains—from sourcing and procurement through inventory, sales, and collection. The session will explore where working capital needs arise at each stage and how solutions such as supply chain finance, receivables finance, and inventory finance can be used to unlock liquidity, improve efficiency, and strengthen resilience. Members will gain a practical framework for identifying opportunities across the cash conversion cycle and applying the right financing solutions to their businesses.*

10:15 – 10:45AM

Break

Some of the most valuable insights emerge between sessions. This break is an opportunity to connect one-to-one with fellow members, dive deeper into topics discussed in the meeting, share experiences, and build relationships that continue long after the meeting concludes.

10:45am – 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 – 12:45pm

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.

12:45 – 1:15pm

After Lunch Walk and Talk

Step outside for a 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.

1:15 – 2:15pm

Building a Cash Culture: Storytelling and Change Management

*Working capital performance is as much a change-management problem as a finance one. Senior sponsorship is now common; the harder part is getting business units to own the numbers and act on them. In this panel, finance leaders who are mid-journey will focus on the human side of the work: how they translate DSO, DPO and the cash conversion cycle into stories that non-finance colleagues actually care about, how they change behavior beyond the finance team, and the change-management tactics — framing, incentives, communication, and persistence — that have moved the needle. Members will leave

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with practical, repeatable approaches for driving accountability down into the business.

2:15 – 2:30pm

Break

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

2:30 – 3:15pm

Beyond Inventory Finance: Capital, Ownership and Supply-Chain Orchestration

In an increasingly capital-intensive and supply-constrained environment, companies must do more than finance inventory. They must secure critical assets and capacity, coordinate complex supplier ecosystems, and deploy infrastructure quickly & without placing unnecessary pressure on working capital or the balance sheet. This session will explore how integrated models combining capital, third-party asset ownership, and supply-chain orchestration can help companies move from procurement to deployment with greater speed, flexibility, and resilience. Participants will examine how these approaches can support inventory and manufacturing requirements, technology infrastructure, OEM production, and rapidly growing AI capacity needs.

3:15 – 4:00pm

AI Workbench Powered by NGTT and Member Case Study

We introduce the AI Workbench — NeuGroup's growing, practitioner-validated repository of AI use cases, powered by NeuGroup for Technology Transformation (NGTT) — and then turn to the room. AI is moving fast in working capital: members are piloting agentic AI in order-to-cash and collections, autonomous tools that negotiate payment terms with suppliers, and large language models that speed up DPO and cash-conversion calculations, monitor counterparty credit, and turn forecasting from a spreadsheet chore into a real-time capability. In this rapid-fire session, members will share new and updated use cases they've implemented or explored since the last meeting — including wins, lessons learned, and practical challenges — and the group will validate, refine, and add them to the Workbench for the broader membership.

4:00 – 4:15pm

Break

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

4:15 – 5:00pm

NeuGroup Research Live: Benchmark Blitz

We round out the day with a fast-moving, peer-driven benchmarking exchange — brought to life with live NeuGroup Research. Ahead of the meeting we'll run a short snap survey of the group; here we reveal the results and pressure-test them together. A core focus will be calculation methodology: how members actually compute DSO, DPO, DIO and the cash conversion cycle, where the numerators and denominators differ by industry, and why those differences make external benchmarks so hard to act on. Members can build on the day's conversations or surface new challenges, compare approaches in real time, and leave with directional benchmarks and a shared language for measuring what matters.

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.