

The CFO Perspective



FEI Louisville

Tuesday, April 21, 2026

Today's Agenda

1. Overview of the CFO Survey
2. CFO Insights – Panel
3. Q&A



Brad Smith

Partner – Regional Market Leader



Our CFO Survey

Target Audience

- ▶ 200 CFOs and senior finance leaders of mid-market organizations of \$5M – \$250M
- ▶ Industries: industrial manufacturing, technology, life sciences, retail, real estate and construction, healthcare, professional services, government, not-for-profit

Survey Objectives

- ▶ Learn about: The current state, future aspirations, challenges and opportunities CFOs are facing in their roles and modernization journeys
- ▶ Create value for clients: Share insights about peers and ideas about overcoming challenges that would be interesting and of value to CFOs
- ▶ Support our strategy: Build insights about our clients' needs into our solutions, sales and service practices and our marketing priorities



Most Significant Changes CFOs Are Anticipating in Their Industry

Customer Expectations & Digital Experience

Finance Function Evolution

Healthcare-specific Trends

Cybersecurity & Data Privacy

Cloud, Data Platforms & Architecture

Real Estate & Construction Trends

AI & Automation

Regulatory & Compliance

Real-time Reporting & Continuous Close

Macroeconomics & Cost Pressure

ESG & Sustainability

Talent & Skills



Top 5 CFO Insights on the Path to Finance Modernization

1. Data Integration Is the Achilles' Heel
2. Forecasting and Planning: CFOs' Unfinished Business
3. Talent Gaps Threaten Progress
4. Artificial Intelligence (AI) and Automation Are No Longer Optional
5. Strategy at the Speed of Finance



1. Data Integration Is the Achilles' Heel

Legacy, Cobbled-together Systems Are Constraining Progress



Rely on Excel



Concerned about accuracy and consistency



Face integration complexity



2. Forecasting and Planning: CFOs' Unfinished Business

Better Data and Automation Create Confident Forecasts and Greater Agility

Business Areas Most Impacted by Lack of Data for Critical Decision-Making



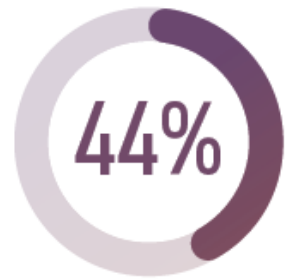
Time-consuming, manual processes still prevalent (26%) for core functions:



3. Talent Gaps Threaten Progress

Empower People With New Skills and Redesigned Workflows

Finance Talent Challenges



Insufficient technical accounting or finance expertise



Lack of experience or comfort with technology



Recruitment



Retention



Change aversion



Leadership or team bandwidth

With 58% reporting that lack of internal expertise is slowing down modernization:

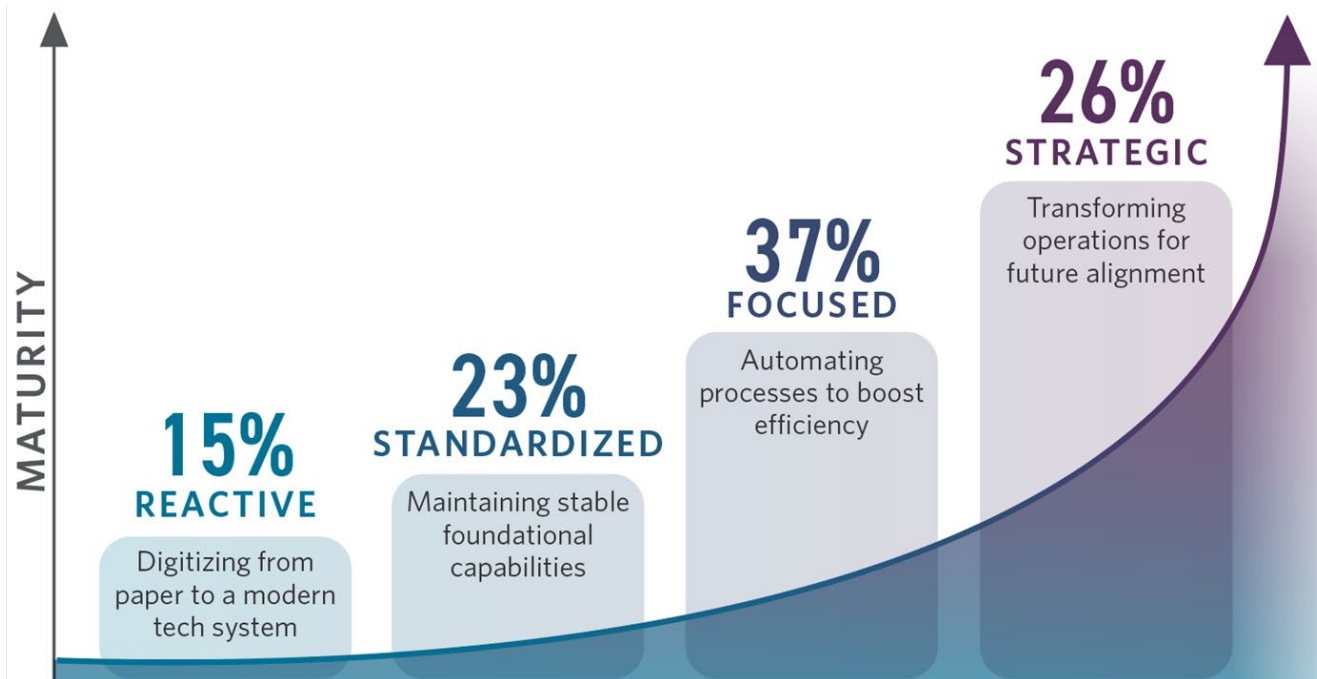
- ▶ Upskilling (71%) or hiring (61%) are critical
- ▶ Outsourcing (17%) offers access to specialized skills, such as data integration, automation and advanced analytics



4. AI and Automation Are No Longer Optional

AI Only Works on Clean, Connected Data

Almost two-thirds seeking practical ways to embed AI and automation tools into daily operations, but **results depend on clean data, integrated systems and defined use cases**

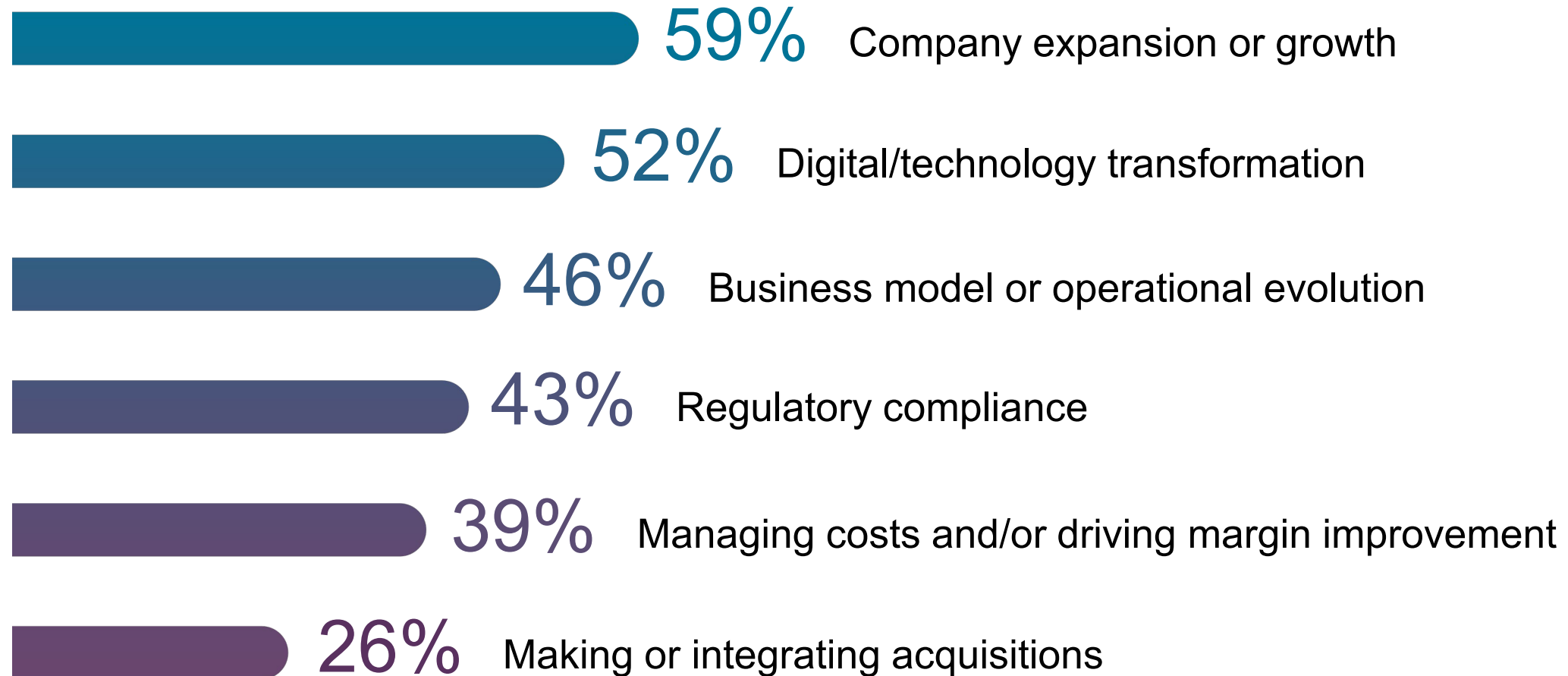


Putting AI to Practical Use:

- ▶ 69% say they will find more efficient ways to work over the next year, leveraging AI and automation to do so
- ▶ 25% ranked AI integration as a top-3 concern, often around uncertainty about how or where to implement
- ▶ With clean data and streamlined processes, AI can unify siloes and deliver real-time insights

5. Strategy at the Speed of Finance

Finance's Key Focus Areas for the Year Ahead



The CFO Perspective

Moderator:

Ryan Blaney

- Partner - Industrial Sector Leader

Panel:

Brian Johnson

- Automated Conveyance Holdings

Geoff Luber

- Air Hydro Power



Questions?



Thank You



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