

#FOFCFOExchange

FUTURE OF FINANCE & CFO EXCHANGE

11th–12th March 2026

Hilton London Syon Park, London, UK

MASTERING THE PARADOX: Leading Finance Through Continuous Efficiency, Resilient Growth And Strategic Value Creation

Join the discussion with insights from top-tier industry leaders and experts, including:



Jenny Fletcher
Chief Financial Stabilisation Officer
ATOS



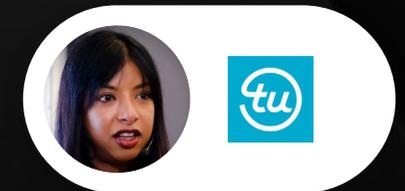
Andreea Popescu
Global Director Business
Control Digital & Technology
The Heineken Company



Rabi Patro
VP Finance Business Partner -
International Corporate Banking
Barclays



Billie O'Connor
CFO
Mulberry



Sharon Naidoo
CFO - UK & Europe
TransUnion

WELCOME TO THE FUTURE OF FINANCE AND CFO EXCHANGE

Dear finance leaders,

We are entering a new era for finance leadership – one defined by the constant tension between **efficiency, resilience, and innovation**. CFOs today must deliver flawless execution while preparing their organisations for a future that's anything but predictable. With inflation still biting, supply chains evolving, AI accelerating, and investment cycles lengthening, the question is no longer whether finance can adapt, but how fast it can lead. The Future of Finance & CFO Exchange is designed precisely for this moment, and for those who see uncertainty not as a barrier, but as an opportunity to redefine excellence.

Across two days of discussions, you'll join fellow CFOs and senior finance leaders **tackling the biggest paradoxes shaping modern finance:** balancing automation and human judgement, short-term performance and long-term value, cost control and innovation. From mastering capital allocation and liquidity resilience to embedding AI governance and data trust, **every conversation is built around the realities**

finance teams face today, and the leadership behaviours needed to navigate them.

This is not a traditional conference. The Exchange is an invitation-only environment curated to spark meaningful dialogue, foster collaboration, and generate real outcomes.

Through peer-led sessions, strategic workshops, and one-to-one meetings, you'll gain fresh perspectives, benchmark your transformation journey, and strengthen the networks that will define the next chapter of your leadership.

Join us in London this March to connect, challenge, and collaborate with those shaping the future of finance, and discover how to turn paradox into performance.



Joanna Edwards

Event Director

**Future of Finance &
CFO Exchange 2026**

The Exchange Experience



Up to 70 senior finance leaders in attendance who are all decision-makers and budget holders



Easy networking through organised drinks receptions, activities and entertainment that encourages natural interactions



A mixture of panels, keynotes, roundtables and workshops all hosted by finance leaders for finance leaders



A unique matchmaking process with up to 10 customised meetings with solution providers



Tailormade and bookable attendance to curated closed-door workshops seeking to empower finance leaders and the challenges they face



An industry agnostic Exchange for CFOs, Finance Transformers and Operational Leaders providing a comprehensive view of the Future of Finance



Invitation-only, zero media presence

KEY THEMES



Efficiency & Simplification

How CFOs are redesigning finance to do more with less, streamlining operations, eliminating complexity, and driving continuous improvement through simplification before automation. Learn how peers are building lean, agile finance engines that deliver clarity, speed, and measurable ROI.



Value & Capital Allocation

Mastering the art of value creation in an age of volatility. Explore how finance leaders are sharpening capital discipline, embedding dynamic forecasting, and balancing short-term performance with long-term strategic growth.



Resilience, Liquidity & Risk Leadership

Thriving amid permanent uncertainty. From inflation and interest rate swings to supply chain shocks and geopolitical risk, discover how CFOs are strengthening liquidity, optimising working capital, and embedding resilience into every financial decision.



Technology, Data & AI

From pilot to production: where automation, analytics, and AI are delivering real business impact. Understand how finance leaders are governing data, managing AI risk, and integrating intelligent systems that elevate performance without losing the human-in-the-loop.



People, Purpose & Performance

Empowering finance teams to thrive through change. Hear how CFOs are building AI-confident cultures, tackling transformation fatigue, and leading with empathy and authenticity to sustain high performance across distributed, hybrid teams.



Transformation & Growth

Reimagining the finance function as a strategic co-pilot for enterprise reinvention. Learn how CFOs are funding innovation responsibly, aligning transformation with purpose, and shaping the future business models that will define the next decade of growth.



ESG, Strategy & Sustainable Value

Moving beyond compliance to impact. Explore how finance is turning ESG commitments into tangible ROI, integrating sustainability into capital allocation and financial planning, and building the credibility needed to lead the next wave of value-driven transformation.

“One of the best conferences I’ve attended! A unique opportunity to connect with industry leaders to share insights, which many of us need at the time of massive change.”

**Group Finance Controller,
Equans Services Limited**

MEET THE SPEAKERS



Mulberry

Billie O'Connor
CFO
Mulberry



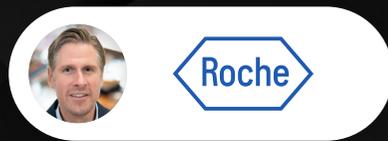
Atos

Jenny Fletcher
Chief Financial Stabilisation Officer
ATOS



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Sharon Naidoo
CFO – UK & Europe
TransUnion



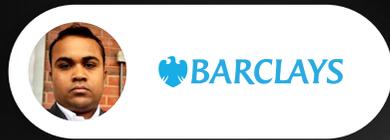
Roche

Dennis Sasse
Group Finance Director
F. Hoffmann-La Roche Ltd



HEINEKEN

Andreea Popescu
Global Director Business
Control Digital & Technology
The Heineken Company



BARCLAYS

Rabi Patro
VP Finance Business Partner –
International Corporate Banking,
Barclays



Ranpak

Muthu Duraisamy
Vice President Finance – EMEA and APAC
Ranpak



GE HealthCare

William Fillias FCCA
Finance Director, Products
& Business Strategy
GE Healthcare



MERCK

Kai Zinn
Senior VP, Sustainability Management
Merck Group



convatec
– forever caring –

Vivek Patankar
Divisional CFO
Convatec



JLL

Akash Jalan
Global Head of FP&A
JLL



ORIFLAME
SWEDEN

Carl Rogberg
Group CFO
Oriflame Cosmetics



CARNIVAL
CORPORATION & PLC

Khushboo Jain
Director, Financial Reporting
Carnival Corporation



ZIMMER BIOMET

Fabio Pesenti
CFO EMEA Emerging Markets
Zimmer Biomet



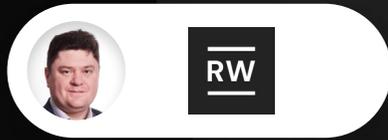
Montblanc

Raphael Savalle
CFO
Montblanc



HEINEKEN

Bharadwaj Raghavendran
Global Manager –
Retail Strategy & Pricing
The Heineken Company



RW

Ben Walters
Group Treasurer
Robert Walters



Franklin Templeton

Malgorzata Figaszewska
Director Global Finance
Franklin Templeton.



Coty

Fred Fowler
Global Head of Finance
Services & Transformation Lead
Coty



AVL

Yorck Schmidt
CFO
AVL

MEET THE **SPEAKERS**



Brian Kenny

*CFO, Private Equity
VC Portfolio Companies*



Ilya Selivanov

*Senior Advisor to Private Equity & Former
SVP Productivity & Transformation
Reckitt*



farseer

Ivan Martić
*VP of Business Development
Farseer*

CONFERENCE CHAIRS & **MODERATORS**



Colin Moss

*Fractional CFO & Finance Transformation -
FMCG Companies, formerly VP Finance, Mars.*



Armand Angeli

*Vice-President, Digital
Transformation and AI Group, DFCC*



John Hall

Finance Transformation Specialist

PRE-EXCHANGE Tuesday, 10th March 2026

19.00
–
20.00

WELCOME RECEPTION

Check into your hotel rooms and come join us for a drink and to meet some of the peers you will be spending the next two days with.



EXCHANGE DAY 1 Wednesday, 11th March 2026

7.45
–
8.30

Registration & Coffee

8.30
–
8.35

Exchange Welcome

Welcome from Future of Finance & CFO Exchange Event Director, Joanna Edwards

8.35
–
8.45

Chair's Opening Address

Armand Angeli, Vice-President, Digital Transformation and AI Group, DFCG

8.45
–
9.15

PLENARY PRESENTATION
Leading Transformation Through Uncertainty – Building Confidence, Culture & Clarity in Finance

Volatility is the new constant, and transformation is no longer a one-off initiative; it's how finance leads.

This session examines how CFOs and senior finance leaders leverage data-driven visibility, cultural resilience, and decisive leadership to capitalise on uncertainty and drive lasting performance.

Key Takeaways:

- Strengthening decision confidence through visibility and data clarity
- Building resilient, adaptive teams that thrive through change
- Embedding transformation as a continuous capability, not a one-time project
- Balancing human leadership with technology-enabled insight
- Creating the culture and mindset for sustainable growth

Muthu Duraisamy, Vice President Finance – EMEA and APAC
Ranpak

Ranpak

Reserved for Basware

PLENARY PRESENTATION
Strengthening Spend Visibility, Control, and Governance in an Era of Sustained Cost Pressure

9.15
–
9.45

As finance leaders face continued pressure to deliver end-to-end efficiency, maintaining robust governance and control for all invoice transactions have become critical priorities. This session will explore how organisations are modernising Accounts Payable capabilities to reduce leakage, improve compliance, and support more disciplined decision-making through sophisticated AI that drives business outcomes.

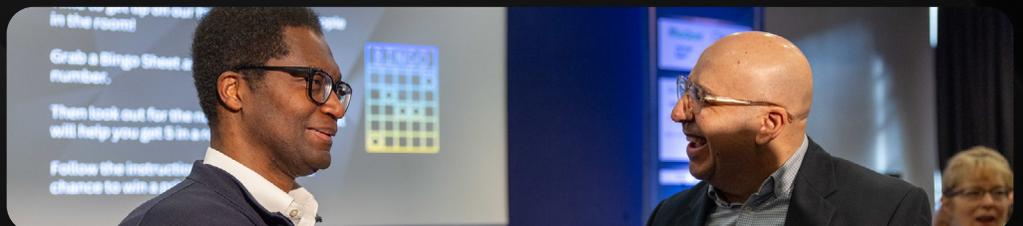
Full session details to follow.

basware
Now it all just happens

9.45
–
10.00

NETWORKING BINGO

Get to know your peers as you navigate the room to find the needed numbers for you to be able to call "Bingo!"



EXCHANGE DAY 1

Wednesday, 11th March 2026

Pre-Scheduled Business Meetings & Networking

10.05
–
10.35

CLOSED DOOR SESSION A

Connected Finance Transformation – Building the Unified Digital Backbone

Fragmented systems, duplicated data, and siloed reporting continue to drain productivity and cloud decision-making. In this forward-looking session, finance leaders explore how modern ERP and finance platforms are creating unified digital backbones that connect people, processes, and performance in real time. Learn how integration, data standardisation, and automation are enabling CFOs to simplify operations, enhance visibility, and drive transformation that scales.

For ERP, analytics and transformation partners driving integration and visibility across finance ecosystems.

Pre-Scheduled Business Meetings & Networking

10.40
–
11.10

CLOSED DOOR SESSION B

Leadership Skills Builder: Lessons in Financial Stabilisation – Building Resilience as a Finance Leader

Finance leaders are increasingly being called upon to steady the ship during periods of disruption, whether from market shocks, operational challenges, or structural change. This session offers a practical exploration of how CFOs and senior finance executives can stabilise their organisations while continuing to build long-term resilience.

Discussion Points:

- Practical tactics for stabilising finance functions in times of disruption
- Cutting through the noise: identifying the metrics that really matter in times of disruption
- Developing the personal skillset needed to navigate short-term pressures without losing sight of long-term priorities
- Embedding sustainable ways of working that protect clients, employees, and the business
- Building emotional resilience and leading with empathy during sustained periods of uncertainty

Jenny Fletcher, Chief Financial Stabilisation Officer, ATOS

Atos

PLENARY PRESENTATION

AI eats spreadsheets for lunch: The CFO's new co-pilot

Finance has entered a new phase. Excel built the foundation, but AI now drives the future. CFOs no longer work only with static data. They use AI to interpret context, predict outcomes, and automate routine tasks. FP&A tools with built-in AI transform how companies plan, forecast, and make decisions. Instead of manual modelling, finance teams can now ask questions and get instant insights. This shift makes the CFO a strategic co-pilot, not just a controller of numbers.

Discussion points include:

- From Excel to AI-native FP&A: Excel remains useful, but it cannot scale for enterprise complexity. AI tools process large datasets, find patterns, and deliver insights in seconds.
- AI gives context, not just data: Traditional reporting tells you what happened. AI explains why it happened and what will happen next.
- Automation of repetitive tasks: Forecasting, variance analysis, and scenario planning are faster and more accurate when automated by AI.
- Conversational interfaces: CFOs can interact with their data directly, using natural language instead of formulas or code.
- Smarter decision-making: AI identifies risks and opportunities early, enabling proactive planning instead of reactive reporting.
- The human + AI model: AI augments judgment, not replaces it. Finance leaders gain time for strategy, collaboration, and innovation.
- The future of FP&A: AI-driven platforms will become the standard. They combine in-memory performance, machine learning, and real-time collaboration to redefine how finance operates.

11.15
–
11.45

Ivan Martić, VP of Business Development, Farseer

farseer

“The focus that the Exchange brings is what makes the event stand out, getting the right people to the venue and having the right conversations – there is a large amount of value in the time that we have spent here compared to alternative options.”

UI Path

EXCHANGE DAY 1 Wednesday, 11th March 2026

11.45
-
12.15

PANEL DISCUSSION
Beyond Survival Mode: Navigating Volatility and Balancing Short-Term Performance with Long-Term Value
How finance leaders manage competing time horizons while steering through forces beyond their control

Gone are the days when CFOs and finance leaders could focus on quarterly performance and then pivot to long-term strategy. Today's reality demands excellence across multiple time horizons, delivering immediate results while preparing for shocks that can reshape markets overnight.

Discussion themes include:

- Managing macro-market volatility: Inflation, trade policy, and geopolitical risk
- Investment courage under uncertainty: Long-term bets in unstable environments
- Portfolio thinking: Balancing quick wins with strategic capabilities
- Stakeholder communication: Maintaining confidence amid unpredictability
- Value creation metrics: Measuring success across short, medium, and long-term horizons

Moderator: William Fillias FCCA, Finance Director, Products & Business Strategy, GE Healthcare 

Panellists Include:
Fabio Pesenti, CFO EMEA Emerging Markets, Zimmer Biomet 

Andreea Popescu, Global Director Business Control Digital & Technology, The Heineken Company 

12.20
-
12.50

Pre-Scheduled Business Meetings & Networking

CLOSED DOOR SESSION C
The Future of Forecasting – From Static Plans to Self-Correcting Finance

Static planning can't keep pace with the volatility CFOs face. In this interactive session, finance leaders explore how next-generation FP&A platforms combine predictive analytics, automation, and agentic AI to deliver self-correcting forecasts that adapt in real time. Participants will explore how continuous forecasting connects performance management, capital allocation, and scenario planning, transforming finance from reactive reporting to proactive leadership.

For FP&A, analytics and AI solution providers helping finance teams move from static budgets to predictive, continuous forecasting.

12.55
-
13.55

Networking Lunch

Pre-Scheduled Business Meetings & Networking

CLOSED DOOR SESSION D
Decision-Making Under Uncertainty: Practical Frameworks for Managing Risk and Business Continuity

14.00
-
15.05

Uncertainty has become a defining feature of global business, from geopolitical shifts and tariff changes to supply chain disruption and market volatility. This interactive session offers a pragmatic look at how finance and strategy leaders can make confident, disciplined investment decisions amid unpredictable conditions. Participants will explore scenario-planning techniques, resilience frameworks, and communication strategies that help sustain business continuity and long-term value when external factors are beyond control.



EXCHANGE DAY 1 Wednesday, 11th March 2026

15.10
-
15.55

THE AI DEBATES

Making AI Work for Finance – From ROI Reality to Operating Model Readiness

Many finance functions are experimenting with AI, but few have unlocked meaningful ROI. The reason isn't a lack of technology; it's the absence of a clear operating model that connects data, people, and platforms to business outcomes. This discussion explores the following themes:

- Defining "real ROI": What measurable value from AI looks like in finance operations
- The accuracy paradox: Setting realistic expectations for AI versus human performance
- Organisational readiness: New roles, skills, and operating rhythms for AI-augmented finance
- Data as fuel: Embedding quality, governance, and accessibility for AI acceleration
- Platform integration: ERP, IBP, and analytics modernisation as foundations for success
- Human-in-the-loop: Designing oversight frameworks that balance risk and speed
- Implementation lessons: How to move from experimentation to scalable adoption
- Model governance & assurance: Establishing finance-grade validation, testing, and auditability for AI models, agents, and automated decision flows
- Enterprise risk & control alignment: Embedding AI into existing risk frameworks, ensuring controls, escalation paths, and accountability structures are updated for new operational, cyber, and compliance risks.

Moderator: Brian Kenny, CFO, Private Equity/VC Portfolio Companies

Muthu Duraisamy, Vice President Finance – EMEA and APAC
Ranpak

Fred Fowler, Global Head of Finance Services & Transformation Lead
Coty

Yorck Schmidt, CFO, AVL

Malgorzata Figaszewska, Director Global Finance, Franklin Templeton.



15.55
-
16.25

Reserved for Keboola Consulting

PLENARY PRESENTATION

From Fragmented Data to Finance-Grade Insight – Building Analytics Foundations for Better Decisions

Reliable, timely data is increasingly central to forecasting, scenario planning, and strategic decision-making, yet many finance teams still operate across fragmented systems and inconsistent data models. This session will examine the challenge of building trusted, scalable data foundations that can support advanced analytics and AI-enabled insight without compromising accuracy or governance.

Full session details to follow.



Pre-Scheduled Business Meetings & Networking

CLOSED DOOR SESSION E

CASE-STUDY: Leading Enterprise Transformation: How Finance Unlocks Growth and Delivers Real P&L Impact

For CFOs, transformation success is measured not in milestones but in measurable business outcomes. Drawing on his experiences leading transformation programmes that delivered over £3bn in P&L benefits, this session explores how transformation can be both disciplined and daring, combining strategic alignment, cultural change, and executional excellence to deliver sustainable growth at scale.

Key Takeaways:

- Designing finance transformation programmes that deliver measurable enterprise value
- Aligning commercial, operations, and finance teams behind shared growth objectives
- Sustaining pace and confidence through multi-year transformation cycles
- Balancing governance and agility to ensure results translate to the bottom line
- Building credibility and influence by leading transformation that speaks in P&L terms

Speaker: Ilya Selivanov, Finance Transformation Specialist, Senior Advisor to Private Equity and former SVP Productivity & Transformation, Reckitt

16.30
-
17.00



EXCHANGE DAY 1

Wednesday, 11th March 2026

Pre-Scheduled Business Meetings & Networking

CLOSED DOOR SESSION F

Cracking the Code of Value Creation – A CFO’s Framework for Measurable Impact

Finance leaders need a value lens that travels across investment cases, capital allocation, and performance reviews, without collapsing into “earnings at all costs.” In this practical, closed-door session, Ben shares a CFO-ready framework that broadens value beyond profit and cost to include capital efficiency, resilience, and growth contribution.

Session Outline:

- Defining value creation beyond profit and cost: capital efficiency, resilience, and growth contribution
- Introducing CPInsight, a practical measure that outperforms Earnings, ROIC, EVA, and cash conversion
- Applying CPInsight across investment decisions, capital allocation, and performance reviews
- Aligning boards, investors, and business partners around a shared value framework
- Translating metrics into compelling narratives that resonate with both financial and non-financial stakeholders
- Interactive exercise: mapping a current initiative against the framework to test alignment with long-term value creation

Speaker: Ben Walters, Group Treasurer, Robert Walters

RW

The Wine and Whine Club: Leading the charge on finance comes with its fair share of challenges. In this roundtable session, enjoy a glass of wine as you discuss (and whine about!) the trials you are up against and come up with actionable insights that you can bring back with you to the office. Choose the boardroom topic that most aligns with your current priorities and interest and join the discussions!

GROUP 1

MACRO-MARKET INFLUENCES

Navigating the Geopolitical Whiplash – Keeping Finance Decisions Steady in a Volatile World

An open discussion on how CFOs are adapting financial strategy, forecasting, and capital decisions amid shifting trade policies, tariffs, and geopolitical uncertainty. Participants will share how they build flexibility into plans, communicate risk to stakeholders, and balance agility with long-term value creation.

GROUP 2

AI IMPLEMENTATION

Designing the AI-Ready Finance Organisation

Explores what it takes to embed AI into decision-making, operating rhythms, and team culture. Exchange experiences on future roles, skill sets, and governance models that ensure AI enhances performance, transparency, and agility across finance functions.

**Moderator: Brian Kenny, CFO,
Private Equity/VC Portfolio Companies**

GROUP 3

FINANCE TECH STACK

Platform Modernisation: ERP, IBP and the New Analytics Stack

Practical conversations on integration, interoperability, and value delivery.

For ERP, FP&A, and analytics partners enabling finance teams to integrate data, streamline systems, and accelerate value delivery through modern platform architecture.

GROUP 4

FINANCE TRANSFORMATION:

Making Change Happen When Budget, Buy-In and Bandwidth Are Tight

A candid discussion on how finance leaders deliver transformation when time, budget and stakeholder support are limited, sharing practical lessons on prioritisation, influence and execution under pressure.

**Moderator: Colin Moss, CFO & Finance Transformation
Specialist – FMCG companies**

17.05
–
17.35

17.40
–
18.25

“A nice venue with meaningful interactions among peers and vendors. This event provided valuable insights into the bigger picture while creating opportunities for forging new relationships.”

Head of Finance, Strategy & Technology, Nokia

EXCHANGE DAY 1 Wednesday, 11th March 2026

18.25 - 18.30	Chair's Closing Remarks Armand Angeli, Vice-President, Digital Transformation and AI Group, DFCG	20.00	End of Exchange Day 1
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18.30



EXCHANGE DAY 2 Thursday, 12th March 2026

7.45 – 8.30	Registration & Coffee	
8.30 – 8.40	Chair's Opening Address – Recap Day One John Hall, Finance Transformation Specialist	
8.40 – 9.10	<p>KEYNOTE PANEL DISCUSSION From Reactive Reporting to Predictive Finance – The Future of Forecasting & Analytics <i>How advanced analytics and agile planning unlock clarity in an uncertain world</i></p> <p>Traditional finance reporting and static annual budgets can no longer keep pace with today's volatility. Leading CFOs are transforming finance into a predictive, data-driven function, using advanced analytics, rolling forecasts, and real-time dashboards to anticipate change, guide strategic pivots, and build resilience.</p> <p>Key insights:</p> <ul style="list-style-type: none"> • Predictive modelling for cash flow, working capital, and investment scenarios • Rolling forecast methodologies that improve accuracy and agility • AI-driven forecasting and scenario planning for volatile conditions • Advanced data visualisation and executive dashboards that support rapid decision-making • Data governance and integration strategies to unify disparate sources • Building finance team data literacy to unlock full potential of analytics tools <p>Panellists Include: Akash Jalan, Global Head of FP&A, JLL  Rabi Patro, VP Finance Business Partner – International Corporate Banking, Barclays </p>	9:10 – 9:55
	<p>PANEL DISCUSSION The Strategic CFO – Influence, Resilience, and Leadership in the Age of Constraints</p> <p>The CFO role has shifted decisively from financial steward to strategic co-pilot of growth. Today's finance leaders must deliver more with fewer resources, balance permanent uncertainty with long-term value creation, and lead teams through cultural and technological transformation. This panel explores how CFOs are building influence across the C-suite and beyond, developing the leadership skills that matter most, and preparing finance organisations for the next decade.</p> <p>Discussion themes:</p> <ul style="list-style-type: none"> • CFO as co-pilot: Building trust and influence with the CEO, board, and executive peers • Doing more with less: Leading with credibility under budget, talent, and technology constraints • Always-on crisis mode: Balancing short-term performance with courageous long-term investments • CFO as coach: Inspiring teams, modelling behaviours, and embedding growth mindset cultures • Stakeholder management excellence: Leading across IT, operations, and business units • Trust and values-driven leadership: Meeting ESG and regulatory expectations while maintaining investor and employee confidence • Leadership development: Soft skills, resilience, and communication as differentiators for CFOs preparing for CEO-level roles <p>Panellists Include: Dennis Sasse, Group Finance Director, F. Hoffmann–La Roche Ltd  Billie O'Connor, CFO, Mulberry  Sharon Naidoo, CFO – UK & Europe, TransUnion  Raphael Savalle, Group CFO, formerly Weleda AG – new company to be announced soon.  Vivek Patankar, Divisional CFO, Convatec </p>	

“This was a highly professionally run event – well prepared, collecting a great audience, addressing the hot topics of finance life while keeping a line of sight on the longer term horizon.”

VP Finance, Ansell

EXCHANGE DAY 2 Thursday, 12th March 2026

<p>9.55 – 10.25</p>	<p>PLENARY PRESENTATION: Finance as Data Steward – The Quality Imperative Behind AI, ESG, and ROI</p> <p>Finance leaders are becoming the custodians of enterprise data, ensuring accuracy and integrity across financial, operational, and sustainability reporting. As AI and ESG converge, finance must guarantee that the data fuelling decision-making is trustworthy, auditable, and value driven. This session uncovers how CFOs are embedding data governance principles across finance, technology, and sustainability ecosystems.</p> <p><i>For data, analytics and compliance partners enabling trusted, high-quality data across finance and sustainability reporting.</i></p>	<p>11.05 – 11.35</p>	<p>Pre-Scheduled Business Meetings & Networking</p>
<p>10.30 – 11.00</p>	<p>CLOSED DOOR SESSION G HUMAN CAPITAL & WOMEN IN FINANCE LEADERSHIP GROUP: The Evolving Face of Finance Leadership – Redefining Human Capital for the Next Generation</p> <p>The finance function is evolving faster than ever, as automation is reshaping workflows, AI is redefining analytical capabilities, and teams are being asked to do more with less. Yet amid this transformation, one truth remains: people are still the greatest source of competitive advantage.</p> <p>Key Discussion Points:</p> <ul style="list-style-type: none"> • Human capital in the AI era: How finance leaders build skills, confidence, and purpose when automation removes traditional training grounds. • Future leadership capabilities: Which mindsets, behaviours, and emotional intelligence traits define successful leaders in the next decade. • Inclusive leadership in action: How diversity of thought drives better decision-making and resilience during transformation. • Talent and capability development: Building advancement pathways in leaner, flatter finance organisations. • Culture as a growth driver: Creating psychologically safe, performance-driven environments that attract and retain the best talent. • Personal leadership evolution: How senior women are navigating influence, visibility, and impact at the board level. <p>This discussion moves beyond representation to explore how finance leaders – particularly women – are redefining leadership, human capital, and culture for a new era of transformation.</p> <p>Confirmed Panellists Include: Sharon Naidoo, CFO – UK & Europe, TransUnion</p> 	<p>11.40 – 12.10</p>	<p>PLENARY PRESENTATION Propelling Transformation Amid Volatility – Building Confidence, Visibility, and Long-Term Performance</p> <p>Volatility is no longer a phase to navigate; it's the context in which finance must now operate. In this session, we explore how finance transformation can turn uncertainty into an advantage by strengthening visibility, resilience, and decision confidence. Drawing on experience leading commercial finance transformation within global operations, we'll examine how finance can focus on what it knows, manage what it can control, and build repeatable change capabilities that sustain long-term business performance in an unpredictable world.</p> <p>Key Takeaways:</p> <ul style="list-style-type: none"> • Treating volatility as a constant: Building finance functions designed to adapt and evolve • Improving visibility through complexity: Making faster, more confident decisions with incomplete information • Managing known risks and preparing for unknowns through stronger governance and data clarity • Embedding transformation as a continuous capability, not a one-time initiative • Redefining finance's role from control to enablement in an era of perpetual change <p>Bharadwaj Raghavendran, Global Manager – Retail Strategy & Pricing, The Heineken Company</p> 

EXCHANGE DAY 2 Thursday, 12th March 2026

<p>12.10 – 12.40</p>	<p>PLENARY PRESENTATION The CFO–CEO Partnership: Driving Enterprise Transformation from Consolidation to Resilient Growth</p> <p>For CFOs steering companies through major transitions, transformation is rarely linear. After external shocks reshape markets, the path from stabilisation to growth demands patience, clarity, and partnership at the highest level. This session explores how the CFO and CEO partnership can redefine an organisation’s future, rebuilding financial resilience, restoring credibility, and preparing the foundations for renewed growth.</p> <p>Key Takeaways:</p> <ul style="list-style-type: none"> • Building alignment with CEOs and Boards during multi-year transformation and recovery cycles • Translating financial stability into a platform for sustainable growth and renewed confidence • Balancing cost discipline with targeted investment in future value drivers • Managing the realities of transformation fatigue while keeping teams focused and engaged • Strengthening finance’s strategic role as both stabiliser and growth catalyst <p>Speaker: Carl Rogberg, Group CFO, Oriflame Cosmetics <small>ORIFLAME</small></p>	<p>14.15 – 14.45</p>	<p>Pre-Scheduled Business Meetings & Networking</p>
<p>12.40 – 13.10</p>	<p>PLENARY PRESENTATION Beyond Automation: Building the Intelligent Finance Function of the Future</p> <p>As CFOs seek measurable ROI from digital investments, the focus is shifting from individual tools to end-to-end intelligence. Finance leaders want to connect automation, analytics, and AI into a unified ecosystem that frees capacity for strategy, improves accuracy, and accelerates decision-making. This session explores how finance functions are moving from efficiency experiments to enterprise-wide intelligence, and blending process excellence, human-AI collaboration, and continuous simplification into one scalable framework.</p> <p><i>For AI, automation and ERP leaders demonstrating how integrated intelligence transforms finance into a strategic value engine.</i></p>	<p>14.50 – 15.20</p>	<p>Pre-Scheduled Business Meetings & Networking</p>
<p>13.10 – 14.10</p>	<p>Networking Lunch</p>	<p>14.15 – 14.45</p>	<p>Pre-Scheduled Business Meetings & Networking</p>
		<p>14.15 – 14.45</p>	<p>Pre-Scheduled Business Meetings & Networking</p>
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WHO ATTENDS?

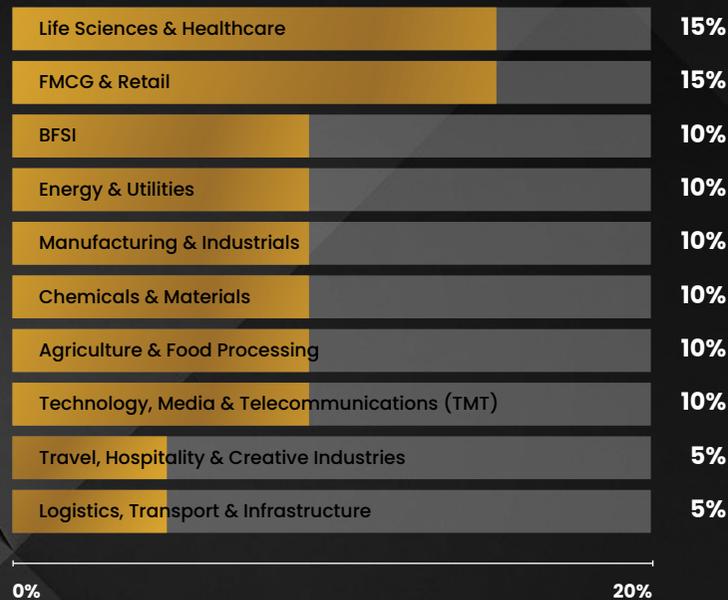
QUALIFICATION OF ATTENDEES

We qualify all attendees on job function and strategic responsibility to ensure that you're guaranteed to meet an elite group of strategic thought leaders.

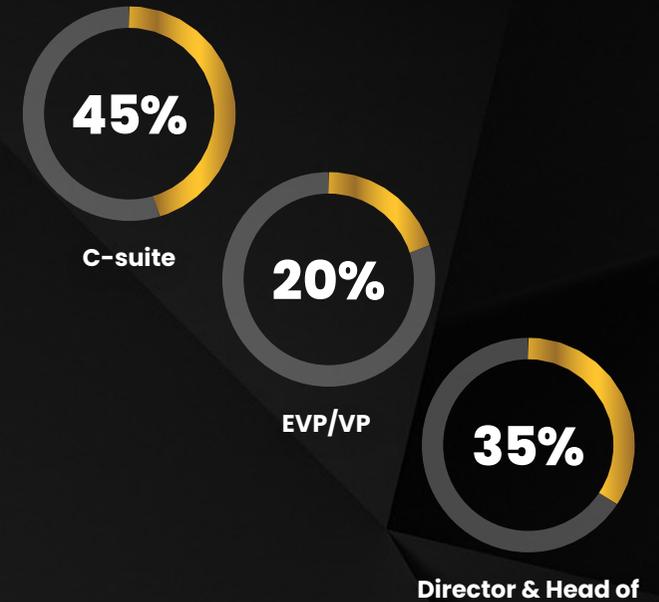
Every attendee must have an active experience project and must answer 'yes' to at least three of the following criteria to gain an invitation:

- ✓ I hold a c-suite position or report to a c-suite leader within my organisation
- ✓ I am the decision-maker or part of the decision-making unit for Finance/Finance Transformation solutions implemented within my organisation
- ✓ My company's annual turnover is €500m or above
- ✓ I have a budgetary responsibility for Finance/Finance Transformation solutions
- ✓ I am investing in Finance/Finance transformation solutions over the next 6-12 months

SPEAKER INDUSTRIES



SENIORITY



PREVIOUS ALUMNI



SPONSORSHIP OPPORTUNITIES

Sponsor The Future Of Finance & CFO Exchange

Exclusive One-to-One Business Meetings

Secure up to 15 private 30-minute meetings with senior executives actively looking for specific solutions. Personalise your itinerary in the weeks leading up to the event through our dedicated events portal connecting you with those that require your offerings.



Networking Roundtables

Host or participate in interactive discussions with enterprise leaders. Build rapport, exchange ideas, and position your organisation as a trusted financial solution partner



Brand & Thought Leadership

Showcase your expertise through closed-door discussions, branded sessions, or dinner hosting. Inspire action while reinforcing your reputation in the finance space.



Sponsor-Led Closed-door sessions

Lead in-depth discussions and connect with pre-selected delegates on critical challenges and emerging transformation trends. Share your expertise, provide actionable insights, and demonstrate how your solutions address the challenges facing finance strategy today



What makes partnering with the Future of Finance and CFO Exchange 2026 an important opportunity for Gold Sponsor Farseer?

The Future of Finance and CFO Exchange brings together the people who set the agenda for planning, reporting, and transformation. For us this is valuable because it gives direct access to decision makers who are actively shaping their finance architecture for the next wave of regulation, automation, and data requirements. We can present real outcomes from clients across pharma, retail, distribution, and manufacturing, and show how unified data, planning, and BI models change the speed and quality of decisions.

The format of the event makes a difference. It is not a broad conference with short conversations. It creates focused discussions where CFOs share what is blocking their progress and what they expect from technology partners. These insights

help us prioritise capabilities that matter in practice, such as faster integrations, stronger planning logic, and more accessible analytics.

At the same time, we contribute by explaining what we see across our client base, where finance teams gain the most value, and which steps create measurable impact. This builds credible relationships with leaders who want outcomes, not theory. For us it is an opportunity to engage with senior finance executives in a way that shapes both their roadmap and ours.

farseer

Matija Nakić, CEO & Co-Founder, Farseer

THANKS TO OUR SPONSORS

GOLD PLUS PARTNER

basware
Now it all just happens

Basware

Basware is how the world's best finance teams gain complete control of every invoice, every time. Our Intelligent Invoice Lifecycle Management Platform delivers end-to-end efficiency, compliance, and control for all invoice transactions, ensuring exceptional financial operations.

Basware's Intelligent Automation, powered by the world's most sophisticated invoice-centric AI – trained on an unrivalled dataset of over 2 billion invoices – drives real ROI by transforming finance operations, turbocharging efficiency, and ensuring compliance and control.

With one system covering the entire invoice lifecycle, and the world's only end-to-end invoice compliance engine, finance teams can consolidate systems, streamline processes, and simplify their business, while maintaining complete control and meeting the highest regulatory standards.

We serve over 6,500 customers globally, including the world's largest and most successful enterprises such as DHL, Heineken and Sony who trust Basware to optimize their finance operations and drive outstanding business outcomes. With over 40 years of specialized expertise, Basware has handled \$10 trillion in total spend and manages 230 million invoice transactions every year. Together with our partners, we are pioneering the next era of finance with Invoice Lifecycle Management. With Basware, now it all just Happens .

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farseer

Farseer

Farseer is an enterprise-grade financial planning and performance management platform designed to help mid-sized and large organizations plan, forecast, and collaborate with ease. Unlike traditional, rigid FP&A tools or error-prone spreadsheets, Farseer is built for speed, flexibility, and scale. At the heart of our platform is our proprietary in-memory calculation engine called Rama, purpose-built for multidimensional financial modeling. Rama allows Farseer to process complex financial scenarios and simulations in real time with no lag and no compromise on accuracy. AI-powered forecasting, analysis, and autonomous agents help finance teams identify patterns, run scenarios, and automate routine tasks. We help finance teams shift from static planning to dynamic, continuous forecasting and scenario modeling, enabling better decisions, faster execution, and full alignment across departments. What sets us apart is real-time collaboration across teams, driver-based planning for accurate forecasting and what-if analysis, lightning-fast performance even on large and complex models, and a modern UX designed specifically for finance users.

www.farseer.com

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GOLD SPONSOR



Keboola

Keboola is the next-generation data and AI operations platform built for leaders who want speed, clarity, and measurable financial impact. Instead of juggling half a dozen data tools, Keboola unifies integration, automation, transformation, and governance into one fully managed platform – cutting analytics delivery times from months to days while slashing operating costs. Finance teams get real-time, trusted data for forecasting, performance management, and board-level reporting, all with airtight security and compliance. With hundreds of out-of-the-box integrations and automated workflows, Keboola turns data operations from a cost center into a growth engine, giving CFOs the control and agility they need to drive the business forward.

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SILVER SPONSOR



Planful

Planful is the pioneer of financial performance management cloud software. The Planful platform, which helps businesses drive peak financial performance, is used around the globe to streamline business-wide planning, budgeting, consolidations, reporting, and analytics. Planful empowers finance, accounting, and business users to plan confidently, close faster, and report accurately. More than 1,500 customers, including Bose, Boston Red Sox, Five Guys, Grafton Plc, Gousto, Specialized and Zappos rely on Planful to accelerate cycle times, increase productivity, and improve accuracy. Planful is a private company backed by Vector Capital, a leading global private equity firm.

Learn more www.planful.com

SILVER SPONSOR



High Radius

HighRadius is a Fintech enterprise Software-as-a-Service (SaaS) company. The HighRadius™ Integrated Receivables platform optimizes cash flow through automation of receivables and payments processes across credit, collections, cash application, deductions, electronic billing and payment processing. Powered by the Rivana™ Artificial Intelligence Engine and Freda™ Virtual Assistant for Credit-to-Cash, HighRadius Integrated Receivables enables teams to leverage machine learning for accurate decision making and future outcomes. The radiusOne™ B2B payment network allows suppliers to digitally connect with buyers, closing the loop from supplier receivable processes to buyer payable processes. HighRadius solutions have a proven track record of optimizing cash flow, reducing days sales outstanding (DSO) and bad debt, and increasing operational efficiency so that companies may achieve strong ROI in just a few months.

www.highradius.com

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SILVER SPONSOR



Rydoo

Rydoo is an AI-powered expense management platform designed to transform how businesses handle expenses. By automating expense flows, enforcing policies in real-time, and providing AI-driven insights, Rydoo ensures compliance while reducing administrative workload. Employees can submit and approve expenses in seconds and on the go with the Rydoo mobile app – the #1 rated app on the market. Finance teams gain real-time visibility, AI-powered fraud detection, and automated policy checks.

With 35+ integrations across HR, finance, and ERP systems, Rydoo seamlessly connects with your existing tech stack, making expense management faster and smarter. Trusted by +1 million users worldwide, Rydoo transforms how companies manage their expenses. With over a decade of industry experience, Rydoo boasts a dedicated team of 150 employees across eight countries and supports over one million users worldwide.
www.rydoo.com

SILVER SPONSOR

FLEXTECS

FlexTecs

FlexTecs is a technology-enabled financial services firm that businesses turn to when they want to mitigate financial risk, reduce leakage in the vendor income management and payables process, and grow profitability by reducing operational errors.
www.flextecs.com

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 TRINTECH

Trintech

Trintech gives people time back for what matters most. Our cloud-based platform and solutions enable over 4,200 clients worldwide to lead productivity transformation across their finance and accounting organizations – driving efficiencies, ensuring accuracy to mitigate risk, and empowering strategic decision-making. Make time count with Trintech.

As the leader in Financial Close Management, Trintech is headquartered in Plano, Texas with offices and strategic resellers across the United States, Europe, Australia, South America, Africa, and Asia Pacific. With a strong partner ecosystem, Trintech collaborates with over 100 companies to create a network of interconnected businesses.
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Plan Assist

The road to EPM success isn't just about the tech - it's who you partner with for the journey.

Too many projects are driven by the wrong priorities, in the wrong order, with the wrong people.

Others focus on systems, we focus on the client - our team are exclusively "solution architect level" with real-world experience and business insight.

This is why we're trusted by ambitious teams, from elite motorsport to tech, financial services and more.

If you're looking for an EPM solution that's not only implemented, but truly understood, embedded and built to deliver value, we'd love to meet you.

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OneStream

OneStream is how today's Finance teams can go beyond just reporting on the past and Take Finance Further by steering the business to the future. It's the leading enterprise finance platform that unifies financial and operational data, embeds AI for better decisions and productivity, and empowers the CFO to become a critical driver of business strategy and execution. To learn more visit www.onestream.com.

www.onestream.com

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Avalara

Avalara is the agentic tax and compliance leader. For more than two decades, Avalara has developed one of the most expansive libraries of tax content and integrations in the industry, supporting over 43,000 businesses and government entities across more than 75 countries. The company's purpose-built AI agents automate end-to-end compliance processes with greater precision, from tax calculations and return filings to exemption certificate management and beyond. For more information, visit Avalara.com.

www.avalara.com

ABOUT THE VENUE

HILTON LONDON SYON PARK

Hilton London Syon Park
Park Road, Isleworth
TW8 8JF

The Hilton Syon Park is nestled within the two hundred-acre Syon House estate and offers a truly exceptional setting for the Exchange. Whilst being close to Heathrow and a quick taxi to the West-End of London, the venue great for our European travellers and those who live in London too!

The location is modern, historical, and the serene surroundings and picturesque landscapes help to inspire creativity and collaboration, allowing us to fully focus on the purpose of the Exchange. Join us here for a truly unique event experience.

Practitioner end-user attendees involved in the exchange element, taking part in the one-to-one meetings will receive two nights of complimentary accommodation at this stunning location.

Book your stay today!

