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# Future of Finance 2026:
## Global finance trends shaping the African landscape


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# Oracle practice over the years

Our Oracle practice draws on Deloitte's renowned industry experience in technology, strategy and operations, human capital, and cyber risk to build truly comprehensive solutions.

**30** Years of Collaboration and Client Success

**24** Deloitte Global Delivery Centers

**22,800** Experienced Oracle Practitioners

**1993**
Deloitte establishes Oracle implementation services delivery practice

**1994**
Deloitte's first Oracle implementation goes live

**1997-1999**
Exponential growth driven by ERP modernization

**2005**
Deloitte's Global Oracle Leadership Council is established to deliver seamless global deployments for clients

**2005**
Deloitte delivers Oracle Cloud HCM projects at three early adopter clients

**2010**
Deloitte wins ComputerWorld's Nobel Laureate Award for Oracle Fusion applications excellence

**2016**
Deloitte teams with Oracle to help co-develop Oracle Cloud SCM

**2016**
Deloitte is the first member of the Oracle Partner Network (OPN) to achieve Oracle Global Cloud Elite status

**2019**
Deloitte Ascend™ launches to help clients reimagine the enterprise with industry solutions & pre-config tech assets

**2019**
Deloitte launches SuperLedger™ to enable insightful analysis across multiple ERPs

**2020**
Quick response to critical need for virtual cloud delivery—projects continue to be delivered on time

**2022**
Deloitte introduces Project George™ which helps clients visualize leading edge supply chain technologies

**2023**
Deloitte and Oracle collaborate to deliver better, more connected health systems

**2023**
Oracle recognizes Deloitte with 6 award

Global: 1
APAC: 3
EMEA: 1
North America: 1

**2023**
Deloitte extends Oracle relationship to provide enterprises with Gen AI strategies, capabilities and industry solutions

**2024**
Oracle recognizes Deloitte with North American Applications (SaaS) Partner of the Year Award

Leader in Employee Experience Consulting Services | Leader in People and Organization Consulting Services | Leader in Change Consulting Services Worldwide | Global Leader in Communications & Change Management Consulting | Gold Quill Award winner in Workforce Management | Global Leader in Operating Model Strategy & Organization Design Consulting based on capabilities

# Key trends overview

**01 — Scenario Planning and Agility**

Scenario planning and agility are increasingly vital for finance teams to adapt to changing business environments.

**02 — Finance as Strategy Leaders**

Finance professionals are evolving into strategic leaders driving business growth beyond traditional roles.

**03 — Cost Management Ownership**

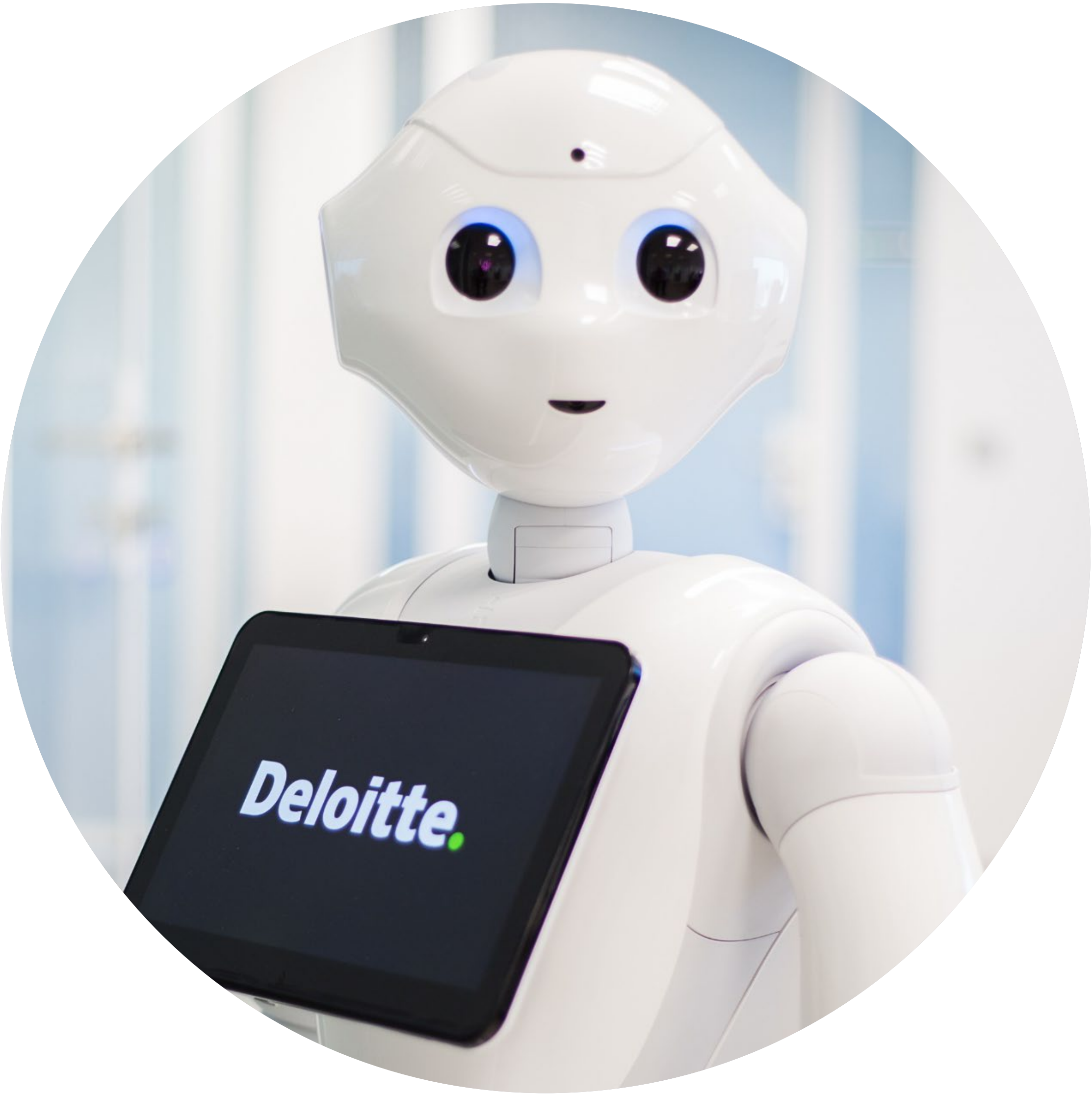
Finance is taking greater ownership of cost management to optimize organizational efficiency.

**04 — AI Adoption and Agentic AI**

The adoption of AI and agentic AI is transforming finance operations and decision-making processes.

**05 — New Skills in Finance**

Emerging trends are driving the need for new skillsets among finance professionals to stay competitive.




# Deep Dive into Finance Trends

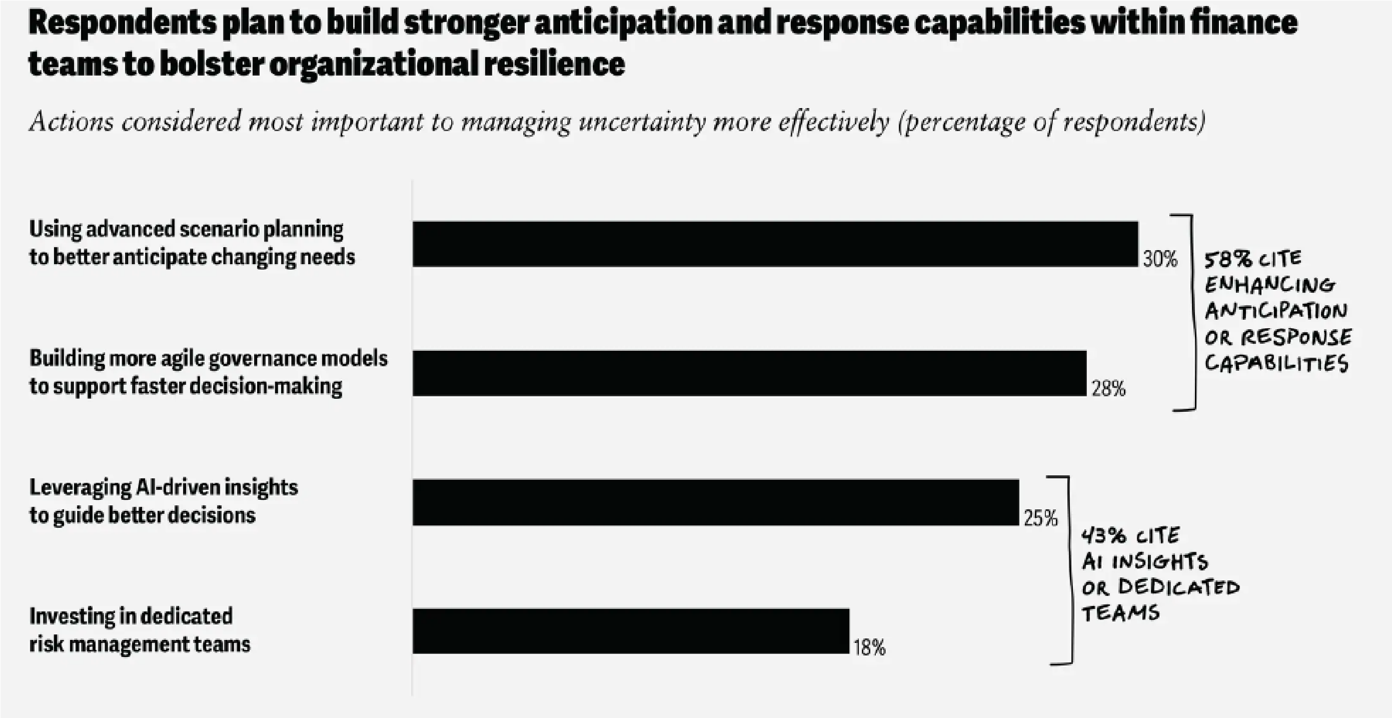
# Trend 1: Scenario Planning & Agility

**Importance of Scenario Planning**
Scenario planning is essential for managing uncertainty and anticipating multiple future outcomes in dynamic business environments.

**Agile Governance in Finance**
Agile governance allows finance teams to be flexible, responsive, and proactive in decision-making processes.

**AI-Driven Insights for better Decision Making**
Incorporating varied data sources, including customer insights, enhances financial models and strategic planning accuracy.

**Dedicated Risk Management Teams**
Dedicated Risk Management teams enable proactive and faster response to risks.




*"We're able to use AI to understand market trends and correlate those trends and other competitors' decisions with ours in a way that we haven't been able to in the past."*
David Chojnowski, Walmart Corporate Controller

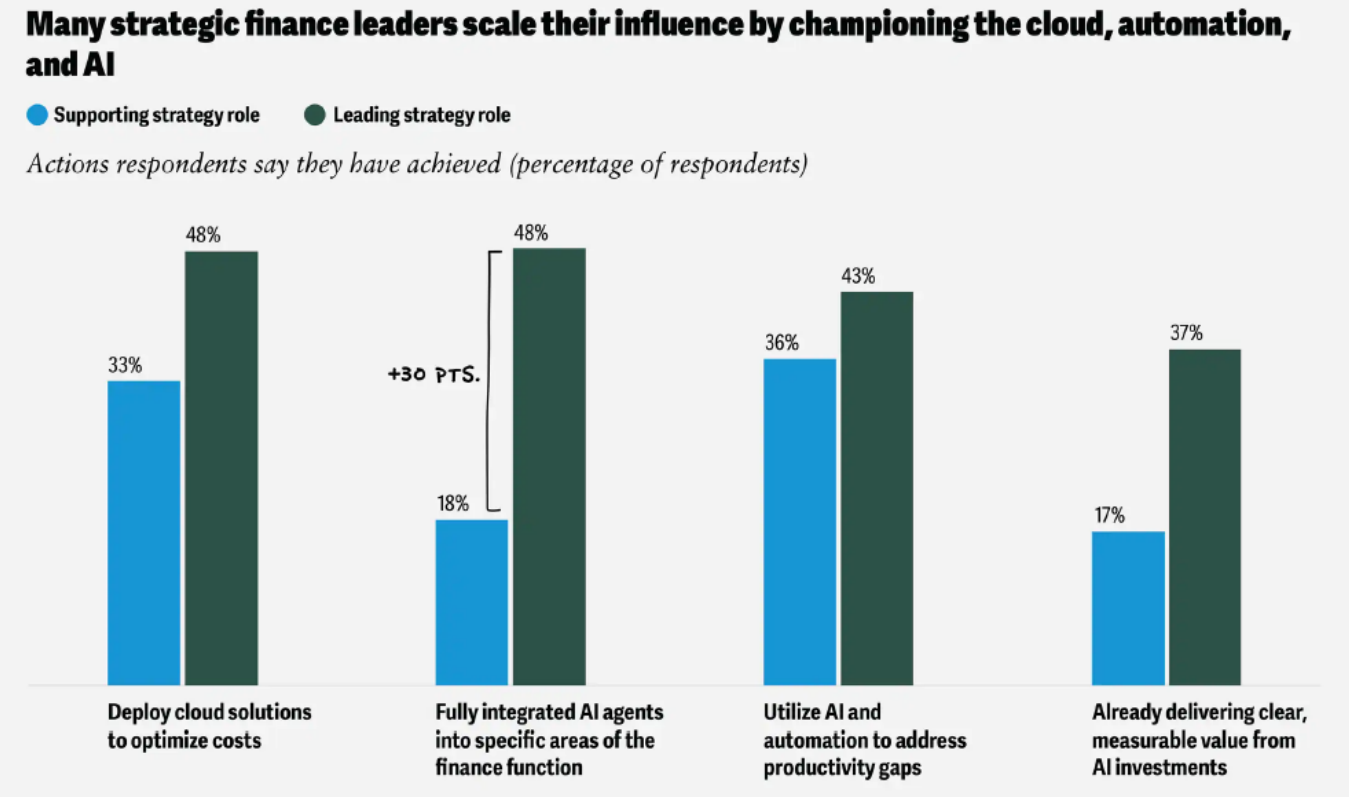
# Trend 2: Finance as Strategy Leaders

**Finance Leading Strategy**
57% of finance leaders now play a lead role in shaping enterprise strategy and direction. *Especially when they embrace advanced AI and cloud.*

**Expanded Finance Roles**
Finance professionals are evolving beyond budgeting to guide strategic decisions and business dynamics.

**Leveraging Automation Technologies**
Automate 'day-to-day' work to empower team for forward looking, value adding work.

**Driving Organizational Value**
Finance's growing influence drives long-term value creation and organizational agility.




*"We've reimagined the role of finance, moving from traditional stewardship to proactive leadership enabled by digital transformation." Marie Myers,* CFO Hewlett Packard

# Trend 3: Cost Management Ownership

**Ownership Drives Savings Success**
Finance leaders owning cost management are 21% likelier to achieve or exceed savings goals, emphasizing accountability.

**Flexibility in the Cloud**
Cloud investments the preferred cost management method. 51% who own cost management deploy cloud to optimize costs. Cloud offers operational and financial flexibility.

**Leveraging AI to improve efficiency**
Cost and expense owners turn to AI to identify cost reduction opportunities, streamline repetitive processes and eliminate manual verification.

**Dedicated Teams Enhance Focus**
Specialized teams focused on cost optimization play a crucial role in achieving operational effectiveness and savings.


*"We are using AI to empower our teams to become strategic partners, leveraging data and technology to drive enterprise wide value." Marie Myers,* CFO Hewlett Packard

# Trend 4: AI Adoption & Agentic AI

**AI Deployment in Finance**
63% of finance functions have adopted AI, demonstrating growing interest in AI-driven solutions.

**Agentic AI Integration Gap**
Only 14% have fully integrated agentic AI, highlighting challenges between pilot projects and full value realization.

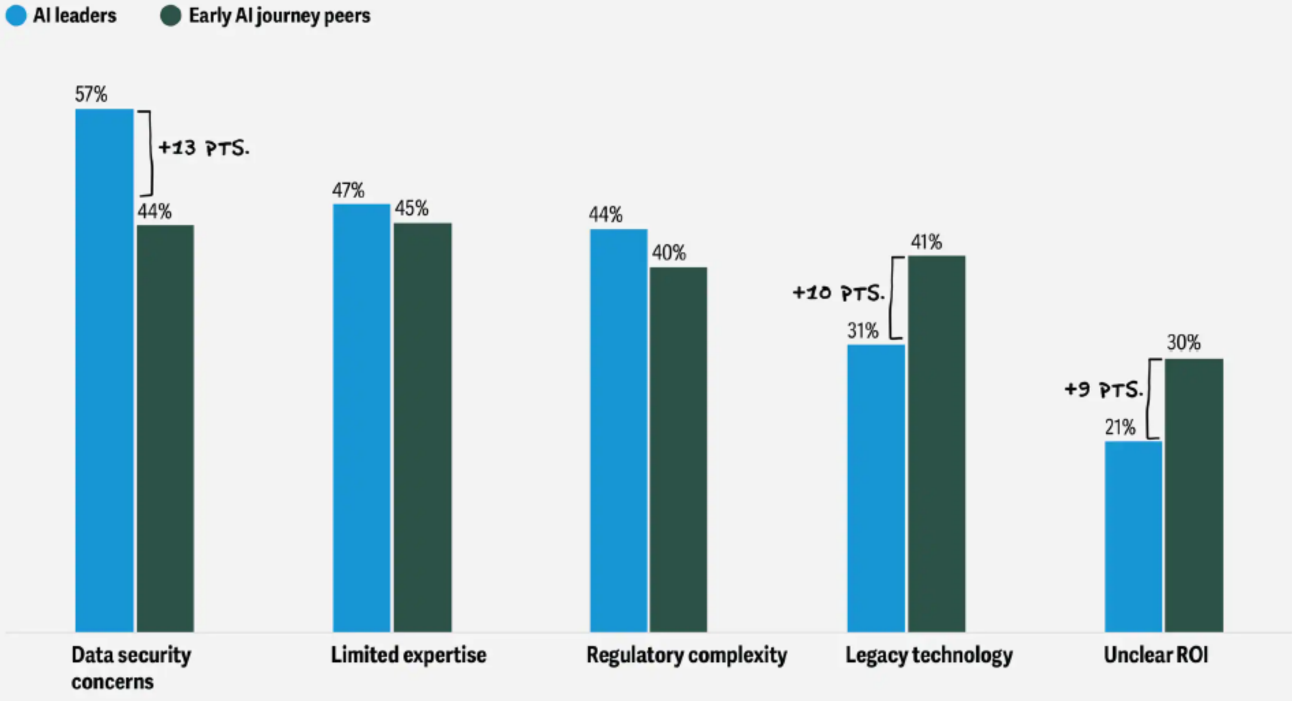
**Legacy Technology and Unclear ROI Barriers**
Organizational Readiness in terms of systems and having a strong Business Case in place is key to integrate AI agents into finance.

**Data Security Concerns and Data Stewards**
Data privacy is a top concern due to the sensitivity of information that finance teams' handle. Data Stewards responsible for protecting and considering proper data usage.

**Agentic AI the Greatest Potential Impact**
Transformative potential for FP&A through navigating uncertainty and guiding capital allocation is seen as the next frontier of Agentic AI.

**Scaling AI in finance: Respondents further along their AI journeys face different challenges than peers in earlier stages**

*Top AI challenges (percentage of respondents)*



# Trend 5: The New Skills in Finance

**Shift to Technical Finance Skills**
Finance now prioritizes AI, automation, and data analysis over traditional skills, reflecting a digital shift.

**Blending Expertise and Curiosity**
Success requires combining financial knowledge with continuous learning and technological proficiency.

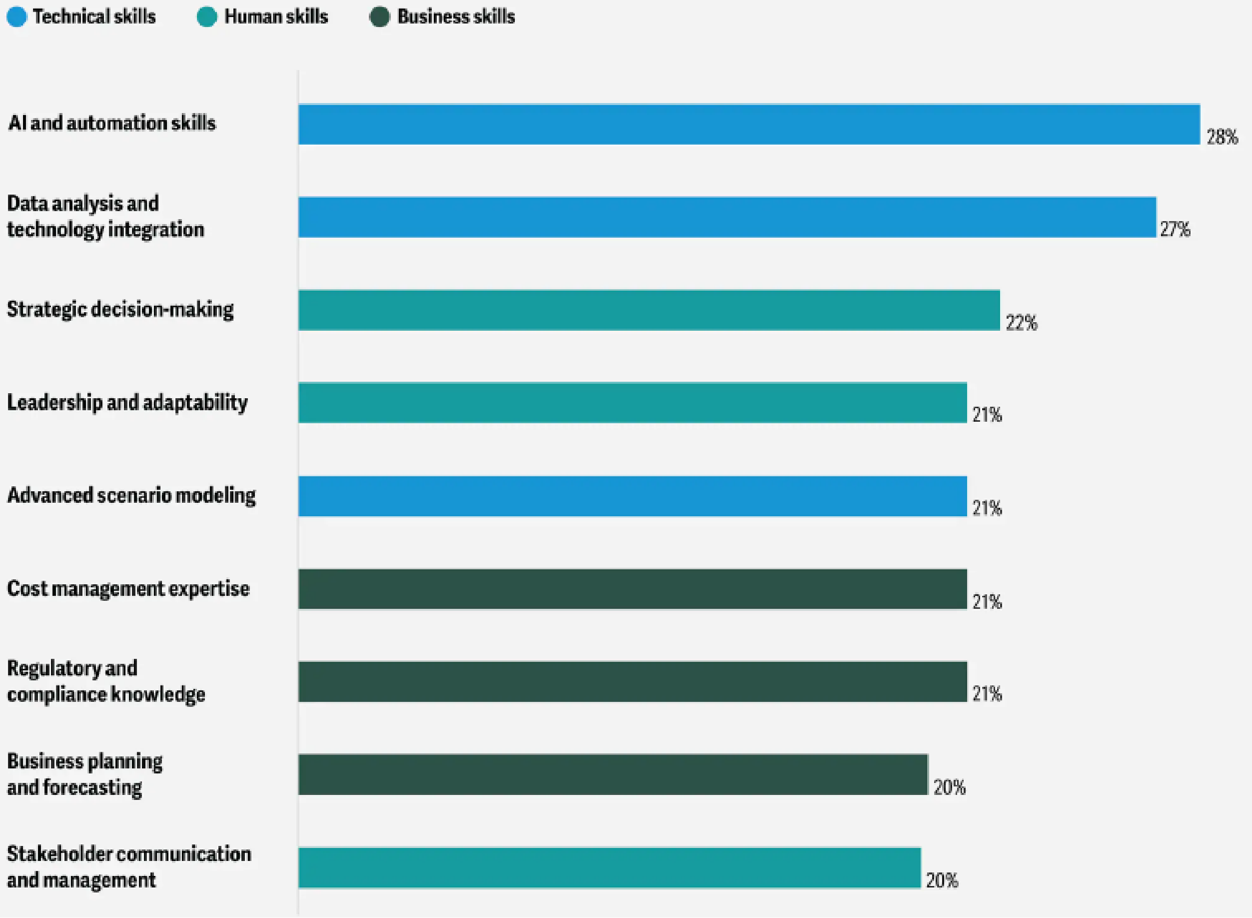
**Workforce Development Strategies**
Organizations focus on upskilling teams and attracting new talent to meet evolving finance needs.

**Driving Digital Transformation**
Finance roles evolve to navigate digital transformation and foster innovation in the organization.

*"Curiosity, for me is everything. Adopting new technologies requires a curious workforce, willing to engage with the tools and explore their possible applications." Antonio Carlos Garcia,*
CFO Embraer

**Most-wanted finance team skills: 64% of respondents chose at least one technical skill as a top development priority through 2026**

*Top skills development priorities, FY 2025 and 2026 (percentage of respondents)*



# Audience Q&A

# CLOSING REMARKS