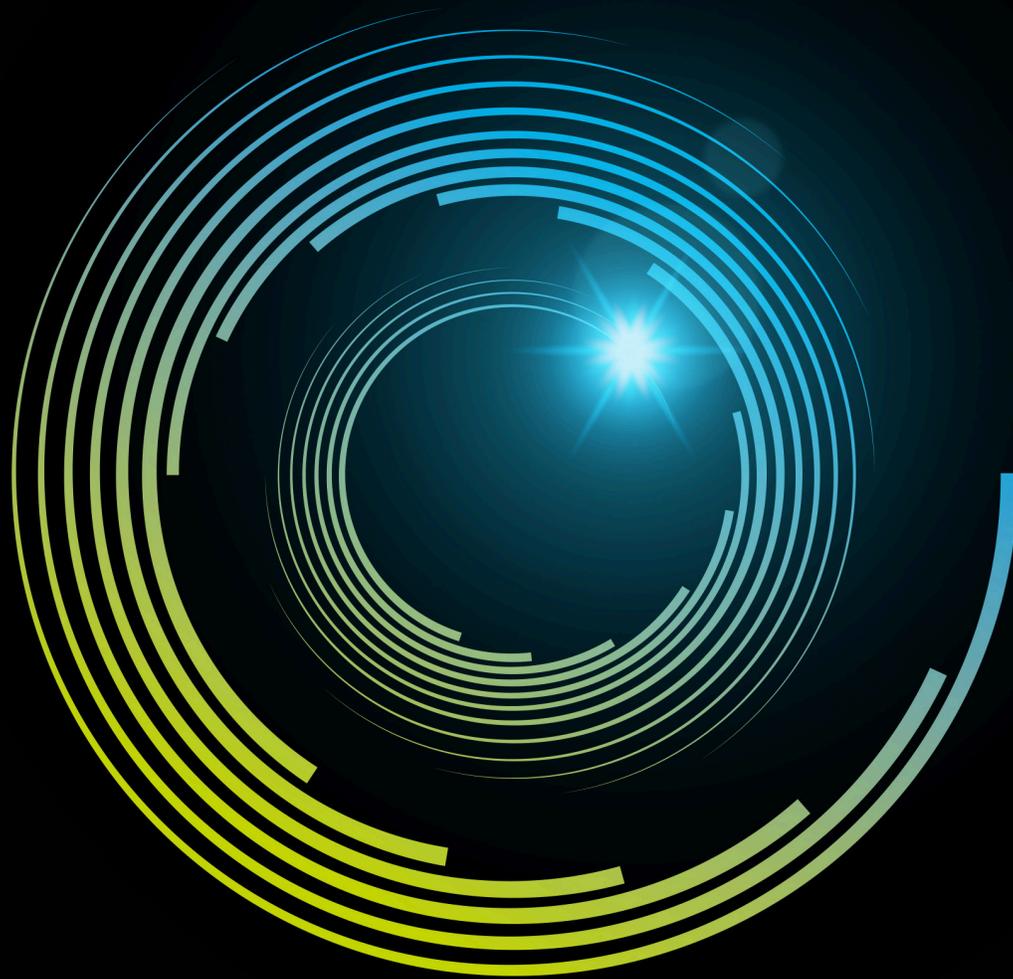
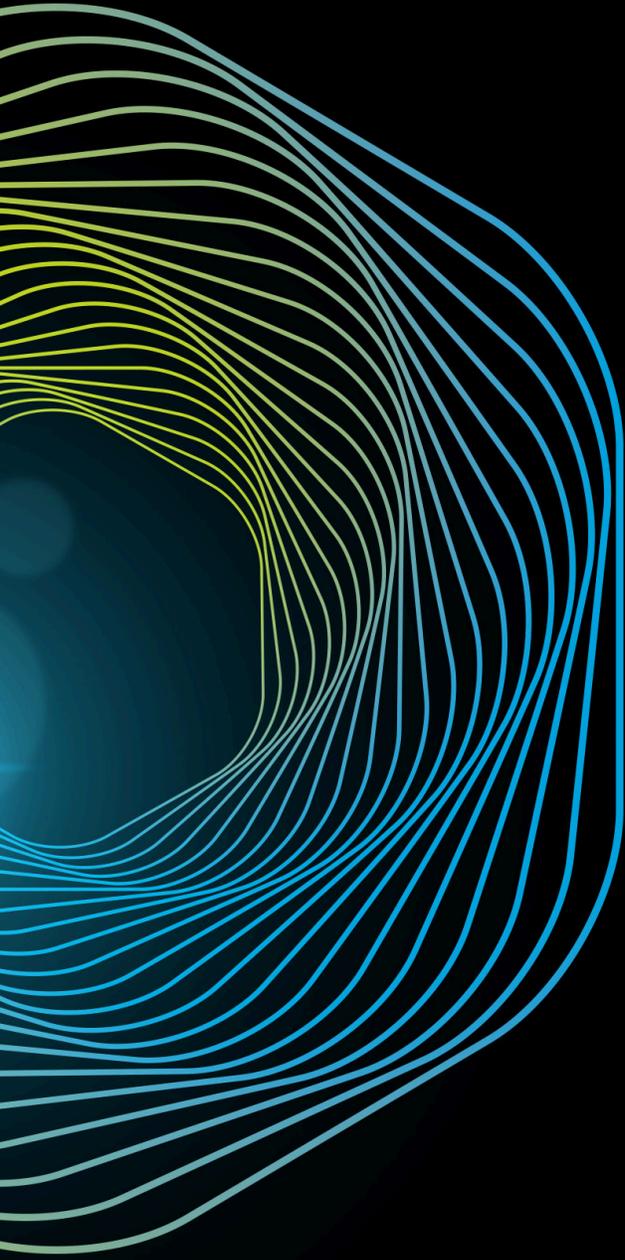


Deloitte.



**Insights and cutting-edge
resources for those who
hold one of the toughest
jobs in the world**

The **CFO** Program



The CFO Program helps CFOs stay ahead of increasingly complex demands through unique opportunities to draw on the experience of Deloitte leaders, subject-matter specialists, CFO peers, and board members. The CFO Program harnesses our organization's broad capabilities to offer forward-thinking insights for every stage of the CFO career, helping new and experienced CFOs manage the complexities of the role, tackle their companies' most compelling challenges, and adapt to business and market shifts.

The CFO Program was developed to offer CFOs and aspiring CFOs a trusted, valued, and comprehensive "go-to" resource for personal career development and success as the CFO role evolves to address new demands.

CFO Program mission



Inform: Provide a comprehensive library of CFO-focused content to help CFOs achieve business and personal career goals.



Develop: Help CFOs nurture talent and prepare promising leaders for increasing levels of responsibility.



Connect: Connect CFOs with peers and leaders in the CFO community.



Empower: Help CFOs gain the skills and insights to take charge of their finance organizations and careers, and lead with confidence.

Next Generation CFO Academy

Start ahead

Our Next Generation CFO Academy is a unique, often career-changing experience that helps prepare promising finance executives for a future CFO role. Attendees are nominated by their organization's current CFO with the goal of developing leadership potential in rising finance professionals. The Academy provides a highly experiential curriculum and unparalleled networking opportunities. Sessions are held semiannually at Deloitte University, our leadership development center in Westlake just outside of Dallas, Texas.

Preparing future CFOs

Today's CFOs serve in a far greater capacity than the support role they once did. Finance permeates every aspect of businesses, and CFOs are key decision-makers, leaders in their organizations who are held to high standards—and are expected to set high standards. For new CFOs to take the reins successfully on day one, early preparation is essential.

Build new relationships and skills for success

The Academy experience is framed around three pillars of CFO success: leadership, influence, and competence. Delivered over three days, the Academy curriculum is both intense and thorough, providing executives with an opportunity for preparation, self-reflection, and hands-on planning related to key aspects of the CFO agenda.

The faculty is uniquely positioned to deliver the curriculum, offering attendees decades of firsthand experience from C-suite executives, analysts, ratings agency executives, authors, university professors, attorneys, and senior Deloitte partners.

The Academy provides participants with an opportunity to build meaningful relationships with peers from similarly sized organizations across industries and geographies. Many cohorts remain connected and attend Academy II sessions, which dig deeper into investor relations and can help be a stronger leader and influencer.

Finance Leadership Program™

Opportunities ahead

Modeled after the curriculum of Deloitte's Next Generation CFO Academy, the Deloitte Finance Leadership Program is designed to help finance executives advance their leadership, communication, and decision-making skills. This program delivers insights and guidance that help CFOs and finance leaders take their organizations—and their careers—to the next level.

Local program

Focusing on leadership, influence, and competence, this program is specifically designed for high-potential finance executives across a spectrum of industries and organizations and is held at a local marketplace.

Participants hear directly from local CFOs, board directors, and leaders, with subject-matter specialists sharing insights on M&A, talent, technology, tax, and other topics relevant to today's CFO. The format ranges from a concentrated single day to multiple sessions spread over the course of a year.

Tailored program

The tailored program brings the Next Generation CFO Academy to individual organizations. In a one- or two-day format, Deloitte delivers leadership development topics to the finance leadership team, aligned specifically to the organization's vision and priorities. The experience includes:



Professional and personal development through experiential learning exercises that help finance professionals move to the next level of leadership



Perspectives and guidance directly from executive leadership in the organization



Insights from prominent Deloitte subject-matter specialists on timely topics related to strategic aspects of finance

CFO Transition Lab™

Plan ahead

Boards and CEOs are calling upon CFOs to expand their leadership role and serve as a strategic partner to the organization, and CFOs increasingly must oversee other critical matters, such as information technology and human resources. Given the increasing demands of the role, it's not surprising that CFO turnover is high.

We created the CFO Transition Lab specifically to help newly appointed CFOs—including those with prior CFO experience—make efficient and effective transitions to the expanding demands of the CFO.

Map the next six months of your journey—in one day

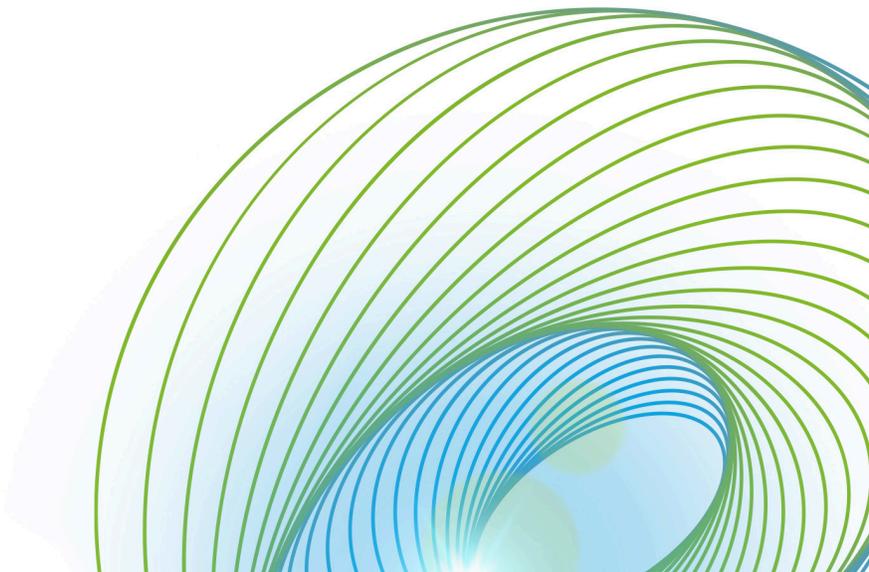
Our CFO Lab is a one-day experience based on our extensive research and experience can help develop finance leaders. The agendas focus on the three most important resources CFOs should manage during times of significant change: personal and organizational time management, talent in the finance organization, and critical stakeholder relationships.

The Labs can help CFOs as they create a tangible 180-day work plan with four work streams:

- 1 Define and communicate priorities
- 2 Assess and develop a talent strategy
- 3 Understand and influence specific stakeholders
- 4 Frame concrete actions to achieve priorities

In the Lab, participants can explore:

- **Hopes, fears, and legacies:** Define a “north star” and consider the CEO’s agenda
- **Organization strengths:** Evaluate the finance organization’s current versus desired strength in key areas
- **Priorities:** Use Deloitte’s Four Faces of the CFO framework to identify priorities and classify the urgency and importance of each
- **Communication strategies:** Develop language to communicate strategic priorities to stakeholders
- **Confidence:** Assess the preparedness of the finance organization to execute top priorities and identify ways to increase confidence in outcomes
- **Talent:** Examine capabilities and bandwidth of direct reports, as well as the scope and efficacy of reporting relationships
- **Relationships:** Focus on the strengths of key relationships and influence strategies needed to achieve priorities
- **180-day plan:** Create action plans with specific milestones



CFO Forums

Stay ahead

Participating in our CFO Forums is an excellent way to stay current on important issues. Offered in several different cities, Deloitte CFO Forums provide a unique opportunity for CFOs to network with peers, explore challenging issues, and share leading practices.

CFO participants set the agenda

CFO-driven. In more than 75 US forums each year, CFOs drive the agenda, discussing and responding to the toughest challenges they face. Many of our client CFOs report that these forums are among their most valuable resources. Deloitte's role is primarily to facilitate the meetings and provide neutral resources to support the meeting agenda.

Peer-to-peer connections. CFO Forums enable CFOs across diverse industries to share common challenges. By design, the forums set aside ample time for networking and sharing insights and solutions to pressing challenges. Participants say this interaction is one of their favorite aspects of the forum experience.

Top issues of the day. CFO Forums cover topics ranging from technology disruption and global economy to the changing tax landscape, risk management, doing business in China, sustainability, finance transformation, retirement and pension risk, capital markets, compliance issues, finance talent, and health care.

CFO Mission Event

The annual CFO Mission, in addition to the local CFO Forums, we offer a 2-day immersive experience for a select group of CFOs. Our previous locations have been in Silicon Valley and Washington, DC.

CFO Vision™

Look ahead

For more than 20 years, CFO Vision has been an annual highlight for many Deloitte clients. This world-class gathering of CFOs in Washington, D.C., offers an exclusive opportunity to hear insights and perspectives from thought leaders in business and politics. In addition, the agenda offers clients a chance to look ahead at what could impact their organization and their career, guided by engaging presentations, discussions on timely topics and thought-provoking dialogue with CFO peers.

Over two days, CFOs participate in a curriculum that offers a combination of plenary speakers and panel discussions on issues, such as global capital markets, the regulatory and public policy arena, and the global economic outlook. Breakout sessions provide ample opportunity for peer-to-peer conversations on challenging issues and practical approaches to addressing them, including industry-specific challenges.

Speakers in past years have included Peyton Manning, Alan Greenspan, Condoleezza Rice, Robert Reich, Bill Bennett, Malcolm Gladwell, Colin Powell, and Madeleine Albright

Our past participants say ...

"I am a huge fan of the Deloitte CFO conference. I don't go to many conferences at all, but I always make time on my calendar for Deloitte's."

"Meeting peers was invaluable."

"Perhaps the best-organized/most professional event of the year."

"Great insights on a broad range of topics."

"Thank you very much. This is the highlight of my year. Makes me a better CFO."

"Outstanding breakouts."

Insights and ideas

Think ahead

CFO Signals™

Since 2010, Deloitte's quarterly *CFO Signals* survey has tracked the thinking and actions of CFOs from many of North America's largest and most influential companies. The survey explores CFOs' perspectives in four areas:

-  Business environment
-  Company priorities and expectations
-  Finance priorities
-  Personal priorities

The only quarterly survey that focuses exclusively on CFOs from very large companies (75 percent of their companies publicly traded, with average annual revenues of \$10 billion), *CFO Signals* provides indexes and insights that are tracked and reported by business leaders, financial institutions, governments, and major media outlets across the globe.

Learn more

For additional information, visit www.deloitte.com/us/cfosignals.

CFO Insights

CFO Insights is a biweekly Deloitte publication that tackles the portfolio of issues finance executives face in today's dynamic environment. It provides an easily digestible and regular stream of perspectives on those challenges—with plenty of practical advice.

Recent topics

- Solving the succession paradox
- Unleashing blockchain in finance
- Bridging the gap between the finance team you have—and the one you need
- Extended enterprise risk: Managing exposure beyond the organization
- Cloud computing: Resolving some sticky questions
- Capital allocation: Seeing the value in a value architecture

View the full library of *CFO Insights* articles at www.deloitte.com/us/cfoinsights

CFO Journal

In an exclusive arrangement with *The Wall Street Journal*, Deloitte sponsors *CFO Journal*, a standalone CFO-focused online publication. *CFO Journal* offers timely finance-centric content and features in a separate module, including research, perspectives, and analyses. Read *CFO Journal* for:

-  Exclusive CFO interviews
-  Deloitte insights and analyses for CFOs
-  Unique editorial analysis and interviews with newsmakers
-  Real-time alerts
-  Daily Morning Ledger newsletter
-  CFO community connections and social media

Note: *The Wall Street Journal* news department is not involved in the creation of Deloitte content.

For more information

To view Deloitte content in the *CFO Journal*, visit <http://deloitte.wsj.com/cfo/>.

CFO Lens™

CFO Lens is the digital hub of the CFO Program. The app delivers an array of Deloitte-produced content that's exclusively designed for CFOs and senior finance executives. In addition, CFO Lens boasts a number of tools utilized by clients who participate in CFO Program offerings. Those features include an event management module, online polling, and brief articles on issues that face CFOs today, such as digital finance, global economic developments, capital allocation, transformations, career progression and more.

Why you should download CFO Lens

- Insightful content culled from the network of member firms
- Robust event page with personalized agendas
- Exclusive survey tool targeting client cohorts
- Customizable article feed
- Multi language versions

Women Executives in Finance

Connections ahead

Advancing the careers of women finance executives in the CFO community

We want to help foster connections and contribute to the development of the current and next generation of women finance leaders. So, the CFO Program created Women Executives in Finance to support and engage with women leaders in finance and the C-suite, providing perspectives and insights useful to their careers.

Our goal is to establish a community of women from past, current, and future CFO Program offerings and to create an environment where women can network, grow, and thrive.

Sample activities:

- Research to help organizations understand the shortage of women in finance leadership positions and what can be done to build the pipeline to meet today's organizational challenges
- Opportunities for women Next Generation CFO Academy attendees to meet CFOs from leading organizations and discuss issues that matter to them
- Events held in various locations that bring together CFOs with participants in our Next Generation CFO Academy, Finance Leadership Program, and CFO Vision
- Support for newly appointed women CFOs in making an efficient and effective transition through our CFO Transition Labs
- An exclusive reception for women attendees at CFO Vision to meet with guest speakers
- Thought-provoking discussions of issues important to CFOs — both women and men — in our biweekly *CFO Insights* and CFO Lens app
- Interviews of women CFOs in the Deloitte Module of WSJ Digital's *CFO Journal* on a range of business and career issues

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