

# CFO Leadership in a Data-Driven World

## Finance Function of Tomorrow (PwC)

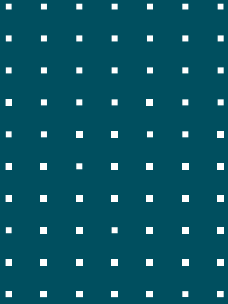
▪ ▪ ▪ ▪ **Thomas Møgelmoose**

▪ ▪ ▪ ▪ **7 May 2026**

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# Point of View



*“The fact that you have won the Formula 1 Championships many times in past seasons is no guarantee for winning it in the next season”*

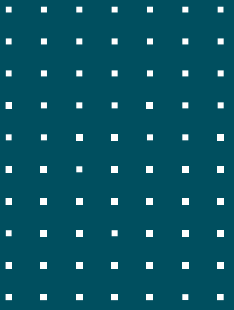
Ron Dennis, former chair of McLaren Technology Group



# What Do We Do?

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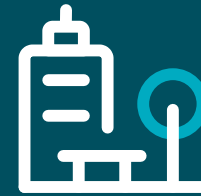
# Stibo Systems at a Glance



**+1.3b**  
in ARR (DKK)



**+700**  
Employees



**17**  
Offices Worldwide



**+550**  
Customers

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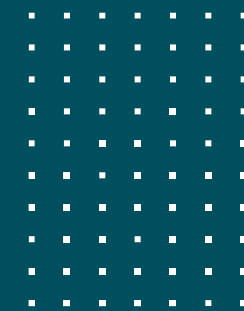
Part of the Stibo Group

# What Environment Do We Operate In?

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Opportunities & Threats

# Opportunities & Threats



EU har 'bazookaen' liggende, men er man parat til at affyre den?

50% of organizations may adopt zero-trust data governance by 2028 as unverified AI data grows: Gartner

*Europe Begins Rethinking Its Crackdown on Big Tech*

Digital sovereignty: Europe's declaration of independence?

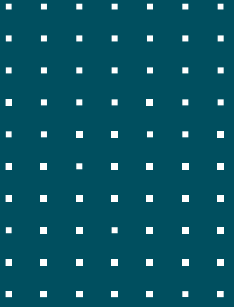
**Unpacking the 'Big Beautiful Bill': A New Era for AI Regulation?**

**Data governance in the age of AI**

Examining the shifting paradigm to a united governance umbrella

**Data er fremtidens vigtigste råstof**

# Financial Reporting Impact



## OLD LENS

- Revenue and backlog
- Gross Profit
- Customization and go-live as finish line
- Limited cross-functional metrics



## NEW LENS

- Recurring revenue and revenue retention
- Unit economics
- Retention & expansion
- Scalable operating model, End-to-End

The SaaS transition is a rewiring of capabilities, with the CFO at the center of the architecture.

# How Is Ambition Translated Into Execution?

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How the CFO Supports  
the Strategy Execution

# The CFO Role is Changing



**The CFO Area is more than numbers and reports.**

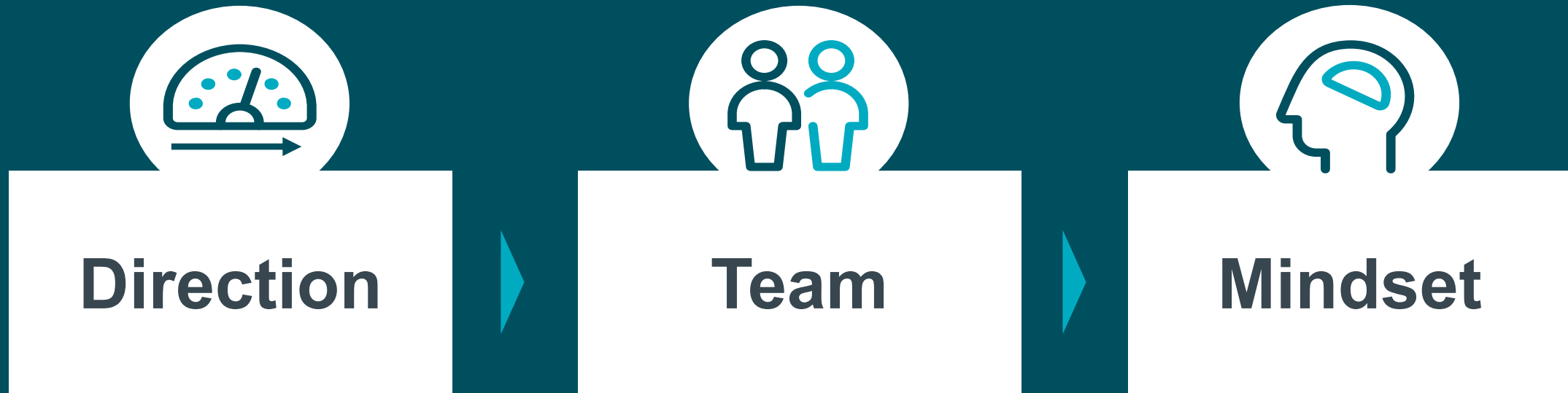
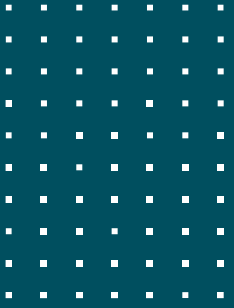
From reporting to digitalization, from strategy to performance management – we connect it all for better decisions.

We create transparency and one shared version of the truth. We are a partner and an enabler providing the knowledge and insight needed for Stibo Systems to move forward.

We make it simple to make the right choices – and when we succeed, Stibo Systems succeed.

**Better data. Better business. Better world.**

# Leading Finance in Uncertainty

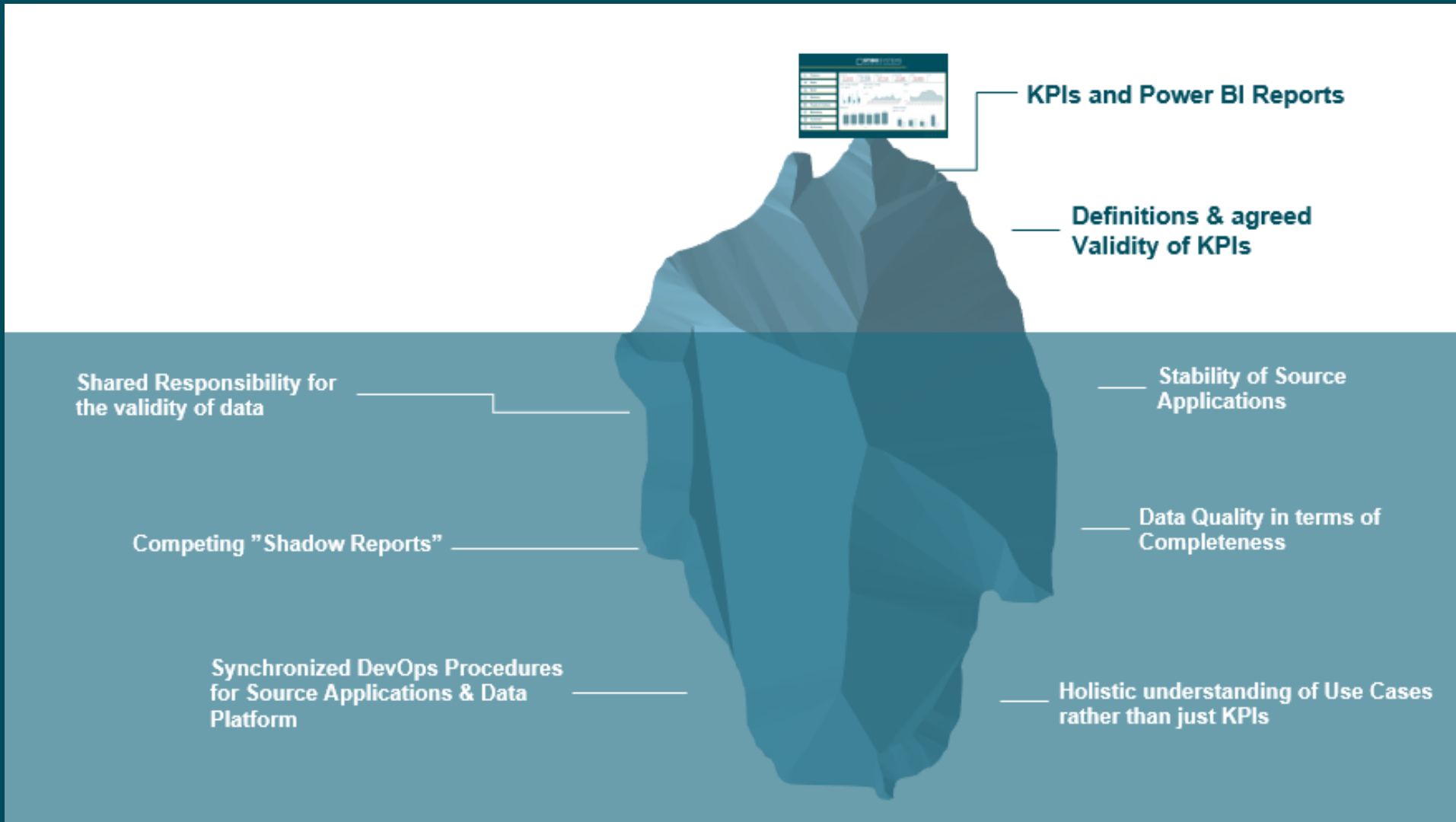
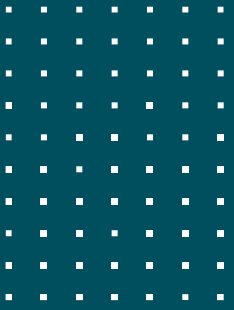


# What Does Execution Look Like?

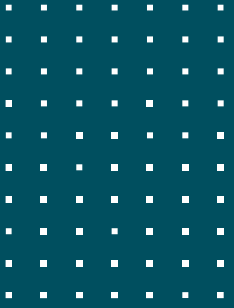
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Example from Stibo Systems

# KPIs Are Just the Tip of the Iceberg



# The CFO Role is Changing



**OUR STORY**

VISION 2028

SUSTAINABILITY STRATEGY

CORE VALUES

STIBO FOUNDATION

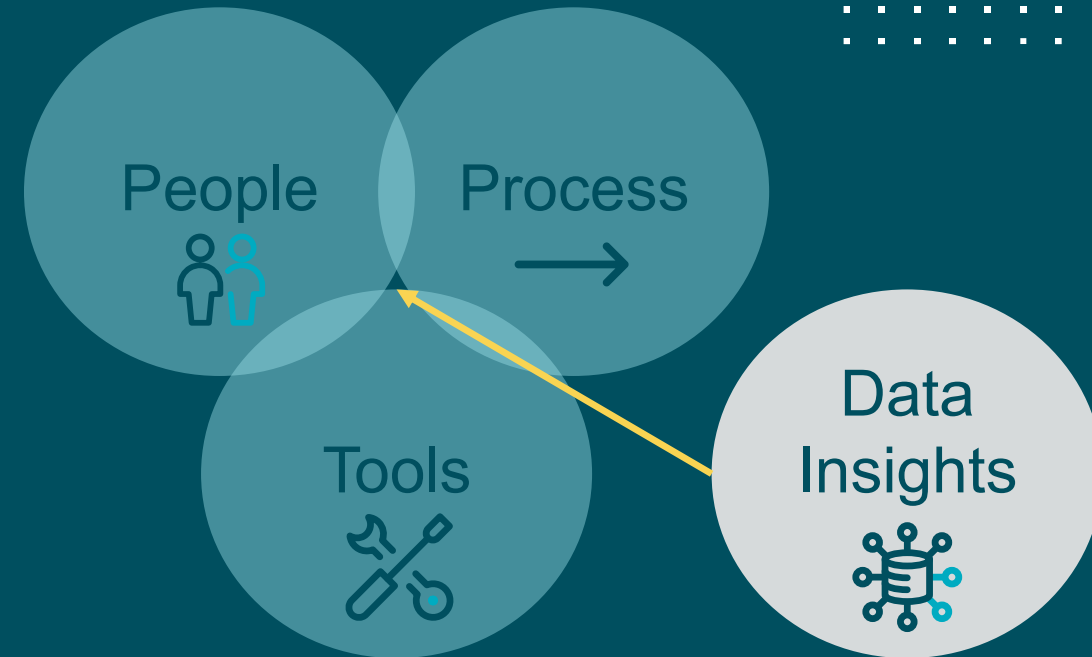
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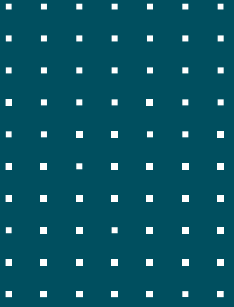
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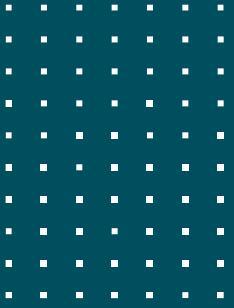


An operating model designed to deliver across the full iceberg.



# What I Want to Leave You With

# How The CFO Supports Execution



**Build the  
Cadence**

**Make Trade-  
offs Visible**

**Translate  
Complexity  
into Decisions**

# ... And Do Not Forget

*“The fact that you have won the Formula 1 Championships many times in past seasons is no guarantee for winning it in the next season”*

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# STIBO SYSTEMS

MASTER DATA MANAGEMENT

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BETTER DATA. BETTER BUSINESS. BETTER WORLD.

