OFFICE OF THE CFO MARKET UPDATE

FALL 2026

Citizens

AI'S PROVE-IT MOMENT

Finance leaders have stopped paying for AI on promise. That changes what they buy, and what the market will pay for the companies that sell it.

OVERVIEW

Welcome to the Fall 2026 edition of our Office of the CFO Market Update. Since January 2025, the sector's revenue multiples have fallen more than 40% and finance leaders are asking of AI what they ask of any investment: where is the return? This issue follows that question. We look at why AI makes finance teams faster far more often than it makes them more profitable and where the payback is already measurable. We introduce our first **Office of the CFO AI Scorecard**, which rates ten companies on the evidence that their AI is working. Across the public names, **that evidence, not the pricing model, lines up with valuation**. Then we hand the test to you: **ten questions to score your own AI strategy on page 5, before your buyers or investors ask them**. Score yourself, then let's talk about what would move your number.

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Full analysis of pricing, margins and private capital is available upon request.

KEY TAKEAWAYS

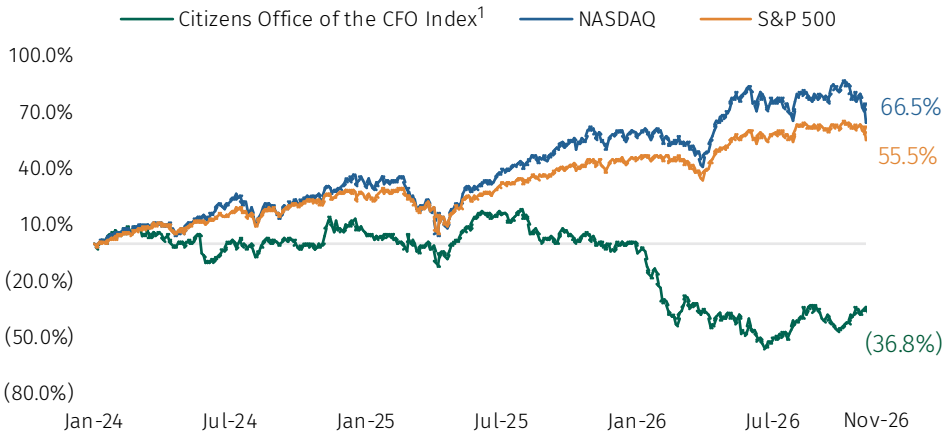
(44%)	Public Office of the CFO revenue multiples have almost halved since January 2025 (median)
6%	Only 6% of companies see meaningful revenue or cost value from AI, even as 82% of CEOs grow more optimistic about its return
4.1x/3.1x	Median NTM revenue multiple of the top three vs. bottom three public companies on our AI Scorecard
$60B	Ramp's October 2026 valuation, more than the combined enterprise value of seven public OCFO peers ($37.6B, November 2026)

NEW THIS ISSUE

The Office of the CFO AI Scorecard

Ten companies scored on data, decisions, automation and monetization

Score your own AI strategy with our self-assessment



TALK TO THE TEAM



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Source(s): BCG, Capital IQ as of 11/6/2026
1) Citizens Office of the CFO Software Index constituents include BILL, BL, EXFY, INTU, SGE, XRO, VERX, WDAY, WK.

STATE OF THE OCFO: REPRICED, NOT REPLACED

Public multiples have fallen more than 40% since January 2025. Private capital is still paying up for systems of record and for the AI-native challengers trying to replace them.

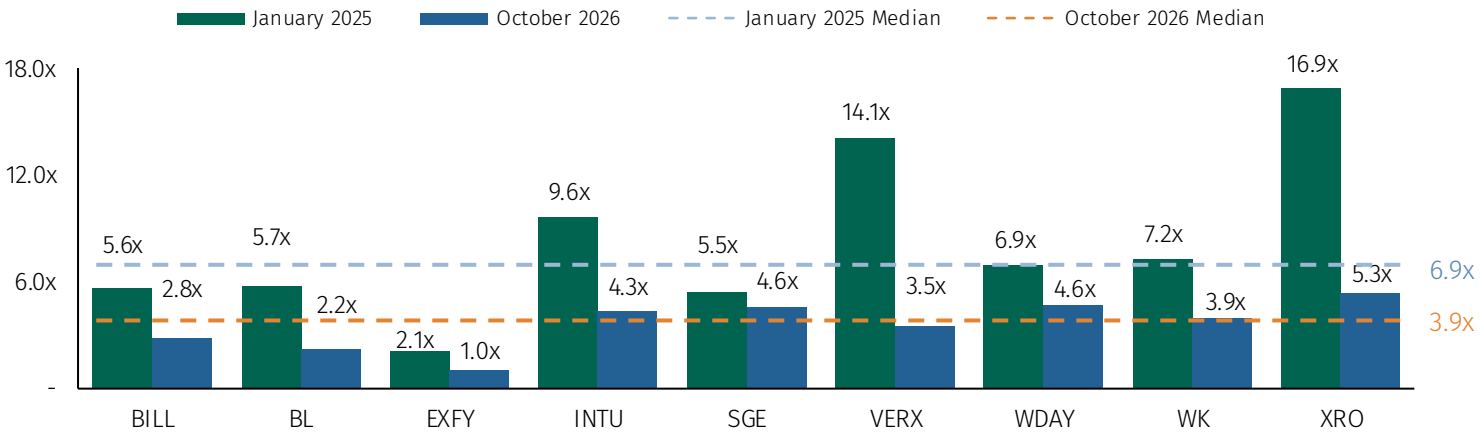
3.9x
Median OCFO Trailing EV / Revenue, Nov 2026

(44%)
Median change in Trailing EV / Revenue since Jan 2025

7.9x
OneStream take-private, EV / 2026E revenue

$6.1B
Raised in OCFO rounds above $15M since Jan 2025; 59% by Ramp

TRAILING EV / REVENUE: JANUARY 2025 VS. NOVEMBER 2026



The software correction that ran from late 2025 into early 2026 hit the Office of the CFO harder than most. Across our public comps, **trailing revenue multiples are down a median 44% since January 2025**. Two forces drove the move. Generalist capital rotated out of application software into semiconductors and AI infrastructure. And AI raised two questions the sector had not had to answer. Can software priced per user keep growing when agents reduce the number of users? And as AI removes the bottlenecks in coding and app development, **will customers build their own tools instead of buying enterprise software?** The first question is no longer hypothetical: in August, 30% of software channel partners reported customer seat-count declines, up from 20% in May. The second is still open and it raises the premium on what customers cannot easily rebuild: the system of record.

AI PROOF BEATS PRICING MODEL

What the market has not done is sort companies by pricing model. Across our public comps, usage-priced companies trade at a median NTM revenue multiple of 3.4x versus 3.3x for seat-priced companies. Xero, which charges per organization with unlimited users, trades at 4.1x. What does line up is evidence that AI is working. **The public companies scoring highest on our AI Scorecard (page 4) trade at a median 4.1x NTM revenue, against 3.1x for the lowest-scoring.**

PRIVATE CAPITAL

Private buyers see a different market. Hg's $6.4 billion take-private of OneStream valued the company at roughly 7.9x 2026E revenue, in line with earlier software take-privates such as Coupa and Avalara and over two times today's public median. The asset being valued is the system of record: the authoritative data, permissions and controls that every AI agent must ultimately write back to. That is also why the ledger is contested. **Ramp's $60 billion valuation (October 2026) exceeds the combined enterprise value of seven public OCFO peers ($37.6 billion as of November 2026).** Beyond Ramp, AI-native accounting and ERP companies have raised $480 million across six rounds since August 2025. Incumbents are starting to connect to them: in September, Expensify launched a native integration with DualEntry, an AI-native ERP built for the mid-market. The challengers compete at the moment a company switches systems, when an installed ledger offers the least protection.

SPEND IS CONSOLIDATING

Budgets are growing and spend is being reallocated to platforms. Bernstein forecasts mid-market cloud ERP spending to grow about 12% a year, from $26 billion in 2025 to $45 billion by 2030 and large-enterprise ERP spending to grow 8% a year to $62 billion. Financial management suites alone are expected to reach $37 billion by 2030, driven by how much finance work can be automated. Buyers are consolidating as they modernize: enterprise finance customers replace about five point solutions, on average, when they move to a modern platform. Each of those migrations puts the incumbent ledger up for review. **The question for every vendor in the sector is whose system that budget lands in.**

Source(s): Capital IQ as of 11/6/2026; Company press releases, Company earnings calls, Investor relations, Public filings

AI VALUE REALIZATION: FROM PRODUCTIVITY TO PROFIT

Most companies say AI makes their employees faster and more productive. Few can find the gains on the bottom line, and the ones that can have automated high-volume, rules-based work.

THE VALUE GAP: INTENT VS. PROOF

Productivity vs. Margin[1]

Report productivity gains from AI



Attribute any margin impact from AI



Optimism vs. Results[2]

CEOs are more optimistic about AI's return



See meaningful revenue or cost value



Pilots vs. Production[3]

Expect 40%+ of pilots live in 3-6 months



Have moved 40%+ into production



The gap is wide. In McKinsey's August survey, 80% of respondents reported productivity gains from AI, but only 37% attributed any impact to the bottom line. BCG finds the same gap from the top: 82% of CEOs are more optimistic about AI's return than a year ago, yet only 6% of companies see meaningful value in higher revenue or lower cost.

Most AI projects move through three distinct phases: experimentation, production **and value realization, the point at which an AI initiative can be tied directly to revenue, cost, working capital or another measurable outcome**. Few reach the third. Only 25% of companies have moved at least 40% of their pilots into production and the share of companies abandoning most of their AI initiatives before production rose from 17% to 42% in a year.

The underlying reason is structural, not technical. **A faster task doesn't move margins unless the process around it changes too**. Cut one step from ten days to one and the customer still waits ten days if the rest of the process is untouched. McKinsey calls this the coordination tax: the handoffs, approvals and systems that absorb the time AI saves. **The companies generating real value pick fewer, higher-impact use cases and redesign whole workflows around them.**

Regulation adds a complexity of its own: every automated journal entry, reconciliation and consolidation must remain auditable. As BlackLine's co-CEO put it in June 2025: "We can't be 95% or 99% accurate. We need to be 100%."

WHERE AI IS ALREADY PAYING OFF

USE CASE	DOCUMENTED OUTCOME
AP INVOICE CODING	~90% of coding steps eliminated on multi-line invoices; AP processing time nearly halved (**BILL**)
PAYMENTS	2,395 payments ($20.1M) run autonomously in the agent's first five weeks (**Depot Connect International / Coupa**)
FORECASTING	20%+ improvement in forecast accuracy; forecast cycles 80%+ faster (**OneStream**)

FIVE KINDS OF AI VALUE

I. **PRODUCTIVITY:** Hours Saved | Tasks Automated | Throughput
II. **COST:** Headcount Needs | Outsourcing Spend | Cost to Serve
III. **REVENUE:** Conversion | Cross-Sell | Retention
IV. **CAPITAL EFFICIENCY:** Faster Collections | Cash Forecasting | Working Capital
V. **DECISION:** Faster Budgeting | Better Forecasts | Faster Decisions

Results show up first in productivity and cost

The evidence is real but narrow. Accounts payable leads, because the work is repetitive and the productivity gain is easy to measure. Payments and reconciliation follow, where agents now carry out the work instead of suggesting it for human approval. The close as a whole trails: vendors report large cuts in preparation time, but few customers have disclosed faster closes on the record.

Two gaps remain. First, **nearly every quantified outcome is published by the vendor that sells it**. Second, where value stalls, enterprise customers cite unclear ROI (53%), compliance concerns (48%) and talent shortages (42%) as the main roadblocks to value realization.

THE AI VALUE LADDER

ADOPTION
- Pilots in production
- Active users
- Workflows redesigned

OPERATIONAL
- Tasks completed by AI
- Cycle time
- Cost per task

FINANCIAL
- Margin expansion
- Revenue attributable to AI
- Working capital

Productivity becomes value only when it changes revenue, cost, capital or capacity

Source(s): Company press releases
1) McKinsey 2) BCG 3) Deloitte

AI SCORECARD: PROOF OVER PROMISE

We scored 10 Office of the CFO software companies on disclosed AI evidence: features shipped and impact proven.

Data Moat
Owning data no model can buy

Decision Intelligence
Sharpening forecast, spend and tax decisions

Operational Automation
Executing workflows end to end with AI

AI Monetization
Converting AI features into revenue

KEY OBSERVATIONS

- **Decision intelligence is still up for grabs:** Copilots and forecasting tools are in market across the set, but few companies can yet show measured impact on finance decisions
- **Everyone is automating; few are monetizing:** Every company is putting AI to work on core finance workflows, yet only Workday discloses AI ARR (~$600MM)
- **Enterprise sells AI; SMB bundles it:** Enterprise vendors charge for AI through AI products, credits and platform pricing; SMB vendors fold it into existing plans and lead on everyday decision tools

KEY FOCUS AREAS

- **Turning included AI into paid AI:** Several vendors include AI at no separate charge; as agent usage grows, that becomes a margin cost unless there is a path to credits, premium tiers or outcome pricing
- **Publishing outcomes, not usage:** Counts of users, actions and queries are common; customer-level financial results such as days to close, touchless rates and DSO remain rare
- **Giving CFOs control of AI spend:** Credit, outcome-based and platform pricing are emerging; buyers will need usage visibility and cost predictability to budget and govern AI consumption

		DATA	DECISION	AUTOMATION	MONETIZATION	W. AVG[1]	WHY THIS SCORE?
ENTERPRISE FINANCE & COMPLIANCE	BLACKLINE	3.0	2.5	4.0	4.3	3.5	• **Automation:** AI agents cut manual reconciliation prep by up to 92.0% for early adopters • **Monetization:** Verity helped drive $20MM+ platform ACV; Verity customers up 4x (Q2 '26)
	coupa	5.0	4.5	4.0	3.5	4.3	• **Data:** ~$9.5T cumulative spend dataset from 3,000+ customers grounds Coupa AI • **Decision:** "Navi" agents surface savings across sourcing and spend, up to 15.0% on RFPs at Xylem
	VERTEX	4.0	2.0	2.5	2.5	2.8	• **Data:** 1B+ tax rates and rules across 20K+ jurisdictions in its content database • **Monetization:** Multiple six-figure "Smart Categorization" enterprise deals since GA
	workday	4.0	4.0	4.0	5.0	4.3	• **Automation:** ~1.7B AI actions across HR and finance in FY26; 5,500+ customers use agents • **Monetization:** ~$600MM agentic AI ARR (200%+ YoY); AI drove 25.0%+ of new ACV
	Workiva	3.0	2.5	3.0	3.0	2.9	• **Automation:** Purpose-built agents for reporting, controls testing and audit launched (Jul '26) • **Monetization:** ~15.0% of customers on "SEC Advanced" tier at 20.0%+ contract uplift
SMB ACCOUNTING & SPEND	bill	4.0	2.5	4.5	2.5	3.4	• **Data:** 9.2MM-member payments network now feeds an AI underwriting model • **Automation:** "Invoice Coding Agent" used by 60K+ firms, removing ~90.0% of coding steps
	Expensify	2.5	3.0	3.5	2.5	2.9	• **Decision:** "Concierge" handles natural-language spend analysis; workflow agents in beta • **Automation:** "SmartScan" AI runs at ~25.0% of prior cost with minimal human intervention
	INTUIT	4.5	4.5	5.0	3.5	4.4	• **Automation:** AI handled over half of all transaction categorization, 237MM+ in a single month • **Monetization:** Online ARPC up 15.0% on services adoption and value-based pricing
	sage	3.5	3.5	3.0	3.5	3.4	• **Decision:** ~150K "Sage Copilot" users, including ~26K on Sage Intacct (Sep '25) • **Monetization:** Pricing added ~5.5% to FY25 growth, supported by UK AI and Copilot rollout
	xero	4.0	4.0	3.5	3.0	3.6	• **Decision:** 500K+ customers use GenAI features; "JAX" engagement per user more than doubled • **Automation:** "JAX" bank reconciliation runs at 97.0% accuracy, currently in beta

Scores Reflect Disclosed Capability:

1.0 = No Disclosed Capability | 3.0 = Deployed, Limited Disclosure | 5.0 = Deployed at Scale With Quantified Outcomes

Source(s): Company press releases, Company earnings calls, Investor relations, Public filings
1) Each of the four categories carries an equal weight of 25.0%

WHAT'S YOUR AI SCORE? TEN QUESTIONS INVESTORS WILL ASK

Ten questions that separate AI that earns its keep from AI that only demos well: five on what AI returns to customers, five on what it costs and earns you.

AI Value Customers Can See

AI VALUE CUSTOMERS CAN SEE	1.	Which **finance metric** does your AI improve, by how much and will customers say so on the record?
	2.	What **percentage of customers** use your AI offerings and do they keep using them?
	3.	How many **months after go-live** do customers start seeing a return?
	4.	What share of your AI's actions can an **auditor fully reconstruct**
	5.	Can your customer's CFO, not just the CTO, **see and control AI spend?**

AI Economics

AI ECONOMICS	6.	What share of **new bookings comes from AI** and do you disclose it?
	7.	What share of your ARR has **moved off seats** to usage-, credit- or outcome-based pricing?
	8.	What does a **completed AI workflow cost** you in tokens and what is it worth to the customer?
	9.	What is your **AI gross margin** versus your core margin and who absorbs AI cost overages?
	10.	How do gross **renewal and expansion rates** compare for customers using your AI versus those who don't?

SCORE YOURSELF

One point for each question you can answer with **a measured metric or hard evidence you'd be willing to share with a buyer or investor:**

8-10	AI Leader	Your AI story is investor-ready. Lead with it
5-7	On Track	Value is there, but the proof isn't yet. Close the gaps before your next raise or strategic process
0-4	At Risk	Without evidence, the market won't credit your AI

YOUR SCORE:

X/10

Compare your two halves. ***A strong score on customer value with a weak score on economics means you're giving value away***

YOUR MOAT AGAINST AI: WHAT HOLDS, WHAT DOESN'T

A high score proves value today. **These decide whether it lasts.**

WHAT HOLDS

Proprietary Data at Scale
AI context that no model can buy or scrape

Deterministic Accuracy
Right every time and able to stand up to an auditor

Regulatory Depth
Rules built over years that no model can shortcut

System of Record
Agents run on it; they don't replace it

HARDER TO DEFEND

Interface Without Data Ownership
As agents work directly with data, the screen matters less

Greater Margin for Error
Where "close enough" is acceptable, AI can match the output

Lower-Impact Workflows
Revenue can shrink as AI automates tasks

Point Solutions
Platforms are steadily absorbing standalone features

Your score shapes your valuation. Know it before your buyers or investors do.
The Citizens Office of the CFO team will run it with you.

SCHEDULE TIME NOW

CORPORATE FINANCE | CAPITAL MARKETS & ADVISORY | TREASURY & RISK MANAGEMENT

M&A AND CAPITAL RAISE ACTIVITY

SELECT RECENT M&A TRANSACTIONS

DATE	TARGET	ACQUIRER(S)	EV ($M)	TARGET DESCRIPTION
Sep-26	Economize	OpenMetal	ND	AI Spend Management Platform
Sep-26	Blue Dot	Hg, International Finance Corporation, Ontario Teachers' Pension Plan, Sovos Compliance, TA Associates	ND	Tax Compliance Platform
Sep-26	Puzzle	Accrual	ND	Accounting Software
Jul-26	PayEm	Top Nippando	NM	Spend Management and Procurement Platform
Jun-26	Obol	Blackstone	ND	Cash Flow Management Platform
Jun-26	Entendre Finance	MoonPay	ND	Accounting Automation System
Jun-26	Orb	Adyen	$335	Revenue and Billing Process Platform
Jun-26	Leapfin	Airwallex	ND	Financial Operations Automation Platform
May-26	Royu	Numero	ND	AI-powered Accounting Software
May-26	Doyen AI	Sage Group	ND	Financial Data Migration Platform
Apr-26	Open Ledger	Collective	ND	Accounting Automation Software

SELECT RECENT CAPITAL RAISE TRANSACTIONS

DATE	TARGET	LEAD INVESTOR(S)	ROUND	DEAL SIZE ($M)	TARGET DESCRIPTION
Oct-26	Ramp	Avenir Growth Capital, Dragoneer Investment Group, Founders Fund, Sands Capital, Thrive Capital	Late Stage VC	$1,850	Expense Management Software
Sep-26	Confido	Insight Partners	Series B	$55	Invoice Payment Automation
Aug-26	Rillet	ICONIQ Growth	Series C	$100	Accounting Software
Aug-26	Ordway	Harbert Growth Partners	Late Stage VC	$20	Financial and Accounting Automation
Jul-26	Pex	Bluff Point Associates	Series C	$170	Expense Management Software
Jul-26	Candid Health	Sixth Street Partners	Series D	$120	Revenue Cycle Automation Platform
Jun-26	Warp	Sequoia Capital	Series B	$60	Payroll and Compliance Platform
Jun-26	Float	Inovia Capital	Series C	$61	Expense Management Software
Jun-26	Ramp	GIC Private, ICONIQ Growth	Series F	$750	Expense Management Software
May-26	Gaiia	JMI Equity	Series B	$40	Billing Automation Platform
Apr-26	Loop	Valor Equity Partners	Series C	$95	Invoice Payment Automation

Source(s): PitchBook

PUBLIC COMPANY ANALYSIS

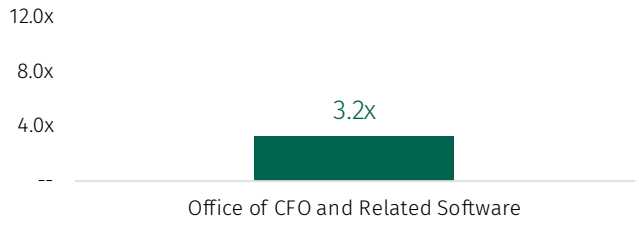
($ in millions, except share price)

OFFICE OF CFO AND RELATED SOFTWARE PUBLIC COMPANY COMPARABLES

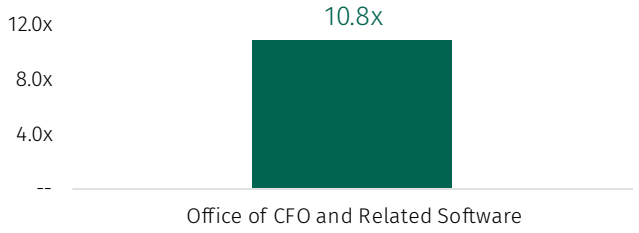
COMPANY INFORMATION		CURRENT MARKET DATA			VALUATION METRICS				OPERATIONAL METRICS					
		SHARE PRICE	MARKET	ENTERPRISE	EV / REVENUE		EV / EBITDA		REVENUE GROWTH		GROSS MARGIN %		EBITDA MARGIN %	
NAME	SYMBOL	11/6/2026	VALUE	VALUE	CY27E	CY28E	CY27E	CY28E	'26E-'27E	'27E-'28E	CY27E	CY28E	CY27E	CY28E
workday	WDAY	$192.90	$46,489	$46,858	4.0x	3.6x	11.3x	10.0x	10%	11%	79%	79%	35%	36%
Sage	SGE	$15.57	$14,021	$16,007	3.9x	3.6x	14.8x	12.9x	10%	10%	85%	84%	26%	28%
INTUIT	INTU	$341.50	$91,261	$92,482	3.8x	3.5x	8.6x	7.7x	9%	9%	93%	93%	44%	45%
xero	XRO	$48.65	$8,300	$8,409	3.6x	3.0x	13.8x	10.7x	29%	18%	83%	82%	26%	28%
Workiva	WK	$72.76	$3,994	$3,893	3.2x	2.8x	15.8x	12.5x	15%	15%	83%	83%	20%	23%
VERTEX	VERX	$17.08	$2,670	$2,802	3.1x	2.8x	10.8x	9.1x	11%	11%	76%	77%	28%	30%
bill	BILL	$52.41	$4,469	$4,759	2.8x	2.4x	9.2x	8.1x	4%	16%	83%	83%	30%	29%
BLACKLINE	BL	$25.89	$1,505	$1,62	2.0x	1.8x	6.4x	5.8x	10%	10%	81%	85%	31%	31%
Expensify	EXFY	$2.05	$189	$131	1.0x	1.0x	5.2x	na	0%	(1%)	84%	79%	19%	na
MEAN					3.0x	2.7x	10.7x	9.6x	11%	11%	83%	83%	29%	31%
MEDIAN					3.2x	2.8x	10.8x	9.6x	10%	11%	83%	83%	28%	30%

TRADING MULTIPLES SUMMARY

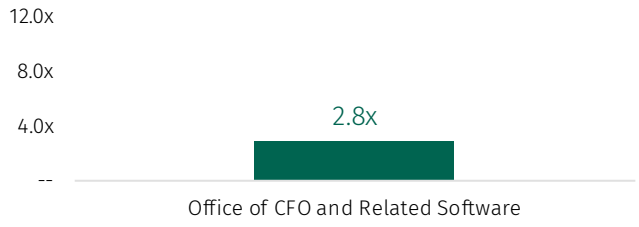
Enterprise Value / 2027E Revenue



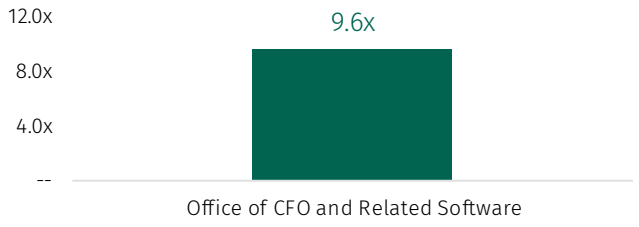
Enterprise Value / 2027E EBITDA



Enterprise Value / 2028E Revenue



Enterprise Value / 2028E EBITDA



Source(s): Capital IQ as of 11/6/2026

CITIZENS CAPITAL MARKETS & ADVISORY

CITIZENS FINANCIAL GROUP

$233.8B
Total Assets

$26.5B
Market Cap[1]

30+
States Nationally

3,000+
Corporate & Investment Banking Clients

A-/Baa1/BBB+
L-T Issuer Rating

INVESTMENT BANKING

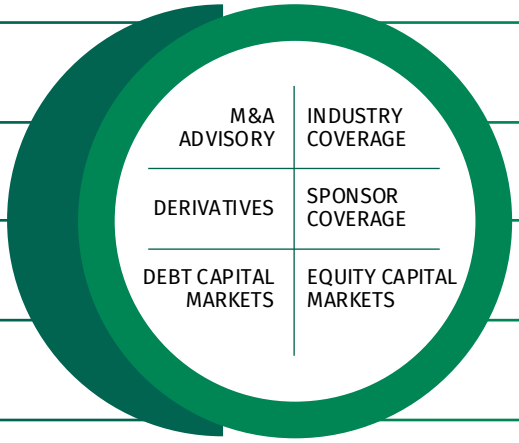
34
Industry-Focused Senior Officers; 95+ Professionals

600+
Institutional Relationships

400+
Companies Under Coverage/Research

#1[2] / #9[2]
MMKT/Overall Sponsored Loan Bookrunner

230
Covered Sponsors



REPRESENTATIVE CLIENT RELATIONSHIPS & CONNECTIVITY

Airtable · Anaplan · anrok · Avalara · bill · BLACKLINE · carta · certinia · coupa · datarails · DOMO · Expensify · #FloQast · highradius · Icertis · Kyriba · MODERN TREASURY · NAVAN · onestream · pilot · planful · PLEO · Productiv · Prophix · Recurly · RIPPLING · taxbit · TAXDOO · TROVATA · TRULLION · vendr · VERTEX · workday. · Workiva · ZUORA

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