

2026 GLOBAL FINANCE TRENDS SURVEY REPORT — SINGAPORE EXECUTIVE REPORT

# SYNCHRONISE

The Singapore Finance Agenda:  
Secure Data, Scale AI, Prove Value

protiviti®  
Global Business Consulting

For CFOs in Singapore, the finance agenda is increasingly defined by the need to synchronise AI adoption, data protection, transformation discipline and value measurement across the enterprise.

The Singapore results\* from Protiviti's latest Global Finance Trends Survey show that AI usage has become widespread across finance functions, but strategic maturity remains limited. While 78% of respondents report that their finance function is employing AI, only 4% are doing so pursuant to a defined strategy, highlighting a significant gap between broad AI deployment and the governance, operating model and ROI measurement disciplines needed to scale AI responsibly.

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78%

report that their finance  
function is employing AI

\* n=50



Most AI use in Singapore finance functions is concentrated in decision-support and core finance activities, including financial forecasting, risk assessment and management, process automation, expense management and scenario planning. These use cases demonstrate that AI is being applied not only to efficiency initiatives, but also to forward-looking finance activities that help leaders improve planning and support more timely decisions.

At the same time, security and privacy of data represents the top finance capability priority for Singapore finance leaders to address in the coming year, reflecting the importance of trusted data as finance functions expand their use of AI, analytics, automation and cloud-based capabilities. Data insights, AI, broader data access, process improvement and strategic planning also rank highly, reinforcing the extent to which finance transformation depends on secure, high-quality and accessible data.

The research also reveals important gaps. CFOs and finance leaders in Singapore report that formal methodologies for measuring technology investment returns are common, yet no respondents rate their AI ROI measurement capabilities as highly effective. Business transformation ROI measurement

shows a similar pattern, with most finance leaders describing their capabilities as only somewhat or moderately effective. Meanwhile, the clearest measurable progress with cost optimisation efforts is coming via automation and RPA, technology rationalisation and cloud-based systems, with AI and machine learning trailing those more established transformation levers.

Together, the results point to a central imperative: Finance leaders in Singapore must synchronise AI adoption, data security and governance, process-led transformation, ROI measurement and scenario planning so their organisations can transition from broad deployment to controlled, measurable and scalable finance transformation.

# Important gaps

CFOs and finance leaders in Singapore report that formal methodologies for measuring technology investment returns are common, yet no respondents rate their AI ROI measurement capabilities as highly effective.



# Notable findings

01 Confidence in managing economic challenges is strong, but external pressures are affecting forecasting, reporting and profitability planning.

02 Data security and privacy leads a tightly connected set of finance capability priorities.

03 AI deployment is moving faster than formal strategy.

04 AI is supporting decisions, not just automating tasks.

05 When it comes to assessing ROI from AI and technology initiatives, formal methodologies are in place, but measurement capability remains limited.

06 Process-led transformation is producing the clearest measurable cost-optimisation gains.



# 01

**Confidence in managing economic challenges is strong, but external pressures are affecting forecasting, reporting and profitability planning.**

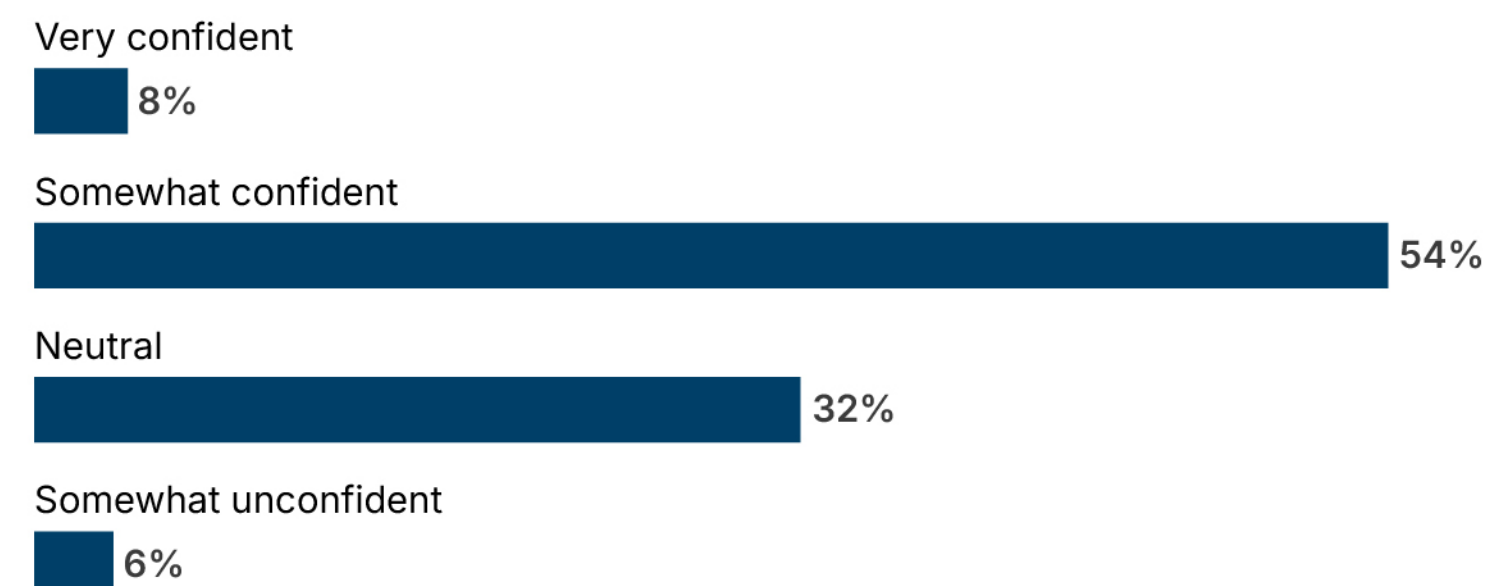
Singapore finance leaders express a relatively confident view of their organisations' ability to navigate current economic challenges. This confidence, however, does not mean finance teams are insulated from volatility. Most respondents report that economic, monetary and trade policy changes are affecting their ability to prepare reliable reports and forecasts within required timelines, as well as their analysis of profitability and sourcing decisions. Furthermore, for CFOs and finance leaders in Singapore, cash management stands out as the finance area drawing the most attention as a result of economic, monetary and trade policy volatility.

## Top three finance areas requiring the most attention due to ongoing economic, monetary and trade policy changes

*(Shown: % ranked first)*



## Confidence in navigating current economic challenges





## Top three finance areas requiring the most attention due to ongoing economic, monetary and trade policy changes

(Shown: % ranked first)

50%

Cash management

22%

Cost optimization

18%

Financial planning  
and analysis

Most respondents report that economic, monetary and trade policy changes are affecting their ability to prepare reliable reports and forecasts within required timelines, as well as their analysis of profitability and sourcing decisions.



# 02

## Data security and privacy leads a tightly connected set of finance capability priorities.

Security and privacy of data ranks as the leading finance capability priority among Singapore respondents, followed by data insights and analytics, AI, broader data access, process improvement and strategic planning. The clustering of these priorities underscores a key point. Finance transformation depends on the ability to protect data, extract insight from it and make it available responsibly across the enterprise.

## Top finance priorities\*

| 2026 rank | Area                                    | 2026 score (1-10 scale) |
|-----------|-----------------------------------------|-------------------------|
| 1         | Security and privacy of data            | 7.6                     |
| 2         | Data insights and analytics             | 7.1                     |
| 3         | Artificial intelligence                 | 7.0                     |
| 4         | Accessing and leveraging broader data   | 6.9                     |
| 5         | Changing internal customer expectations | 6.8                     |
| 6         | Process improvement                     | 6.8                     |
| 7         | Strategic planning                      | 6.8                     |

\* These rankings accurately reflect the full averages for each risk issue, despite the appearance of some virtual ties.

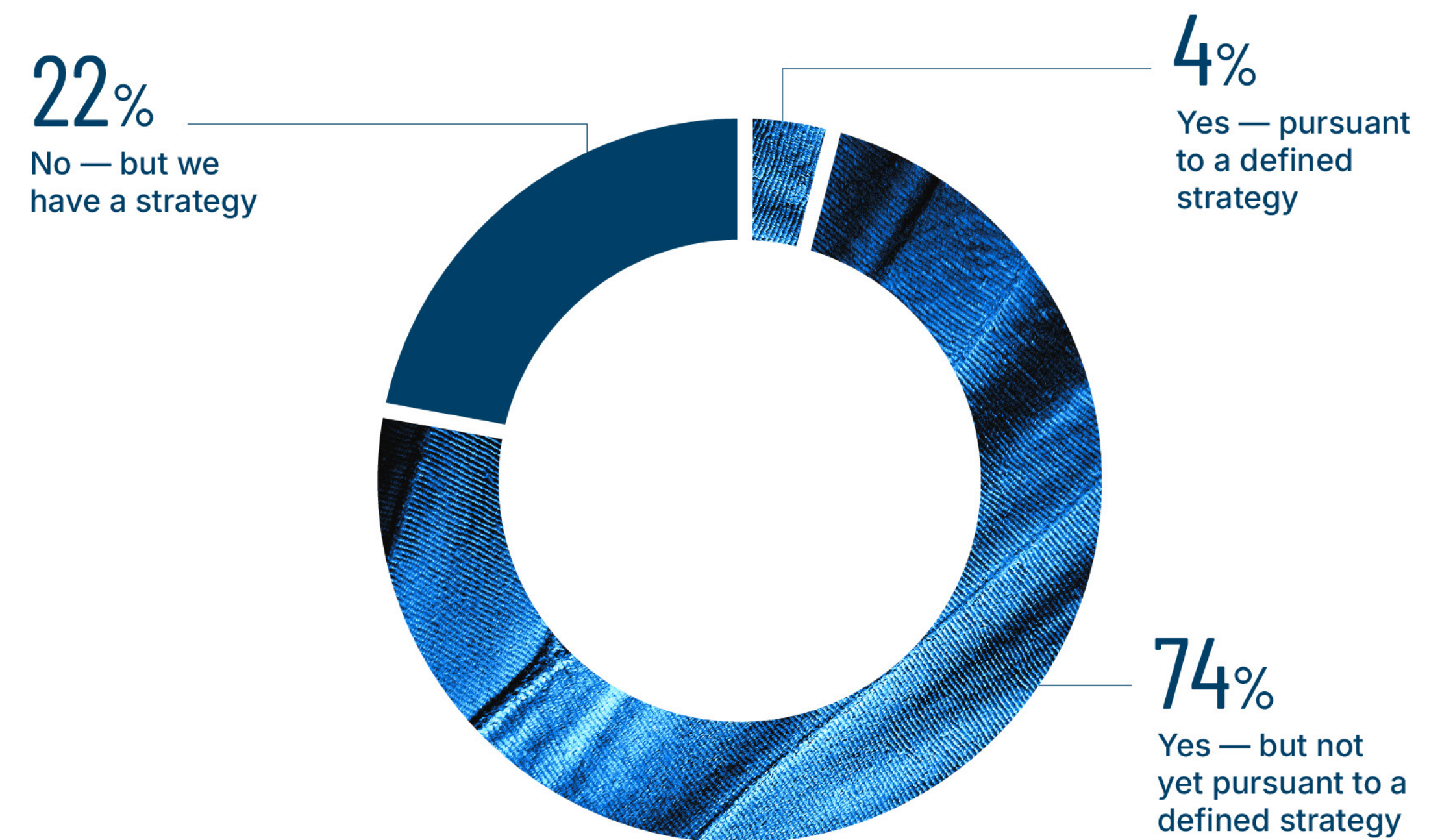


# 03

## AI deployment is moving faster than formal strategy.

AI adoption has moved quickly within Singapore finance functions. More than three out of four respondents (78%) report that their finance function currently employs AI, but 74% of this group are doing so without a defined strategy, while just 4% are using AI pursuant to one. Clearly, finance teams are putting AI to work, but the strategy, governance and benefit-tracking foundations needed to scale responsibly are still catching up.

## Finance functions employing AI





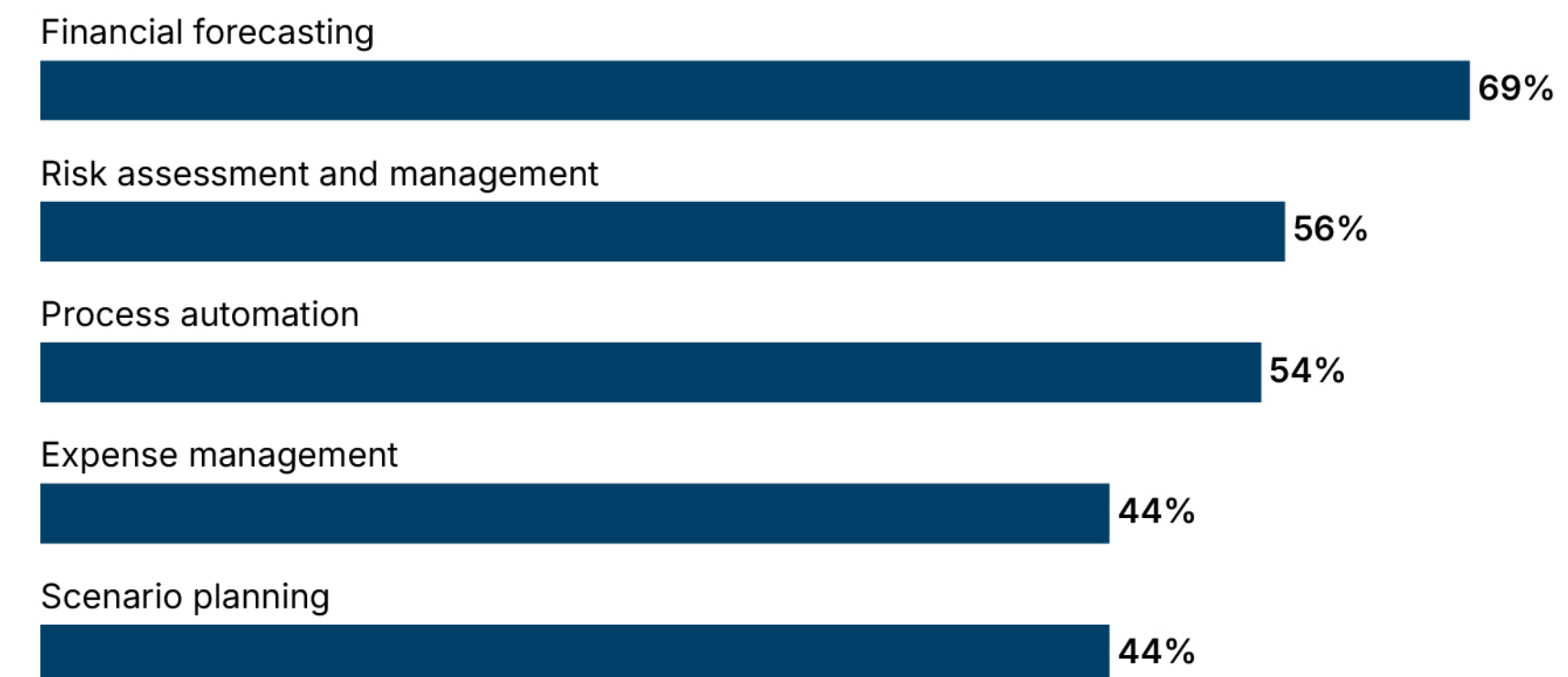
# 04

## AI is supporting decisions, not just automating tasks.

Among finance organisations in Singapore that are employing AI, financial forecasting is the leading application, followed by risk assessment and management and process automation. The prominence of forecasting and risk assessment shows that AI is being applied not only to productivity and efficiency initiatives, but also to analytical and decision-support activities that can influence financial planning, resilience and enterprise decision-making.

## Areas in which finance organisations have achieved meaningful, measurable cost optimisation progress over the past year

*(multiple responses permitted)*



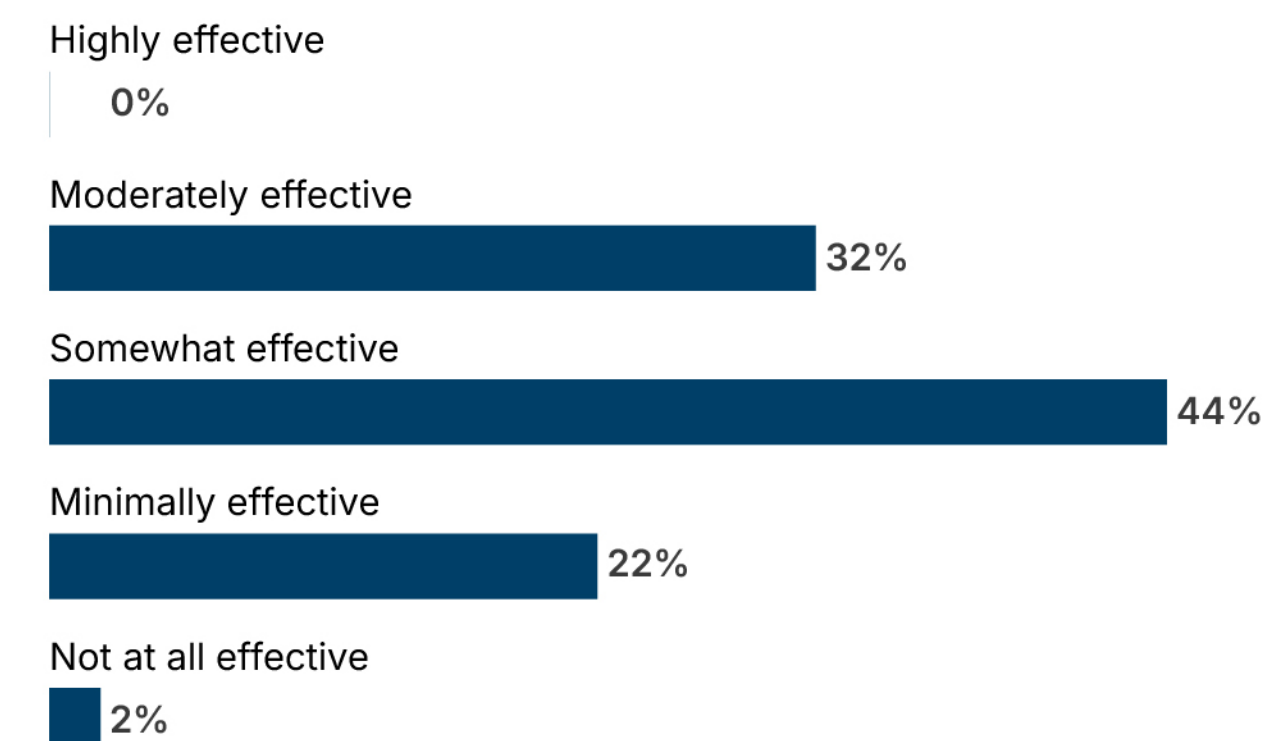


# 05

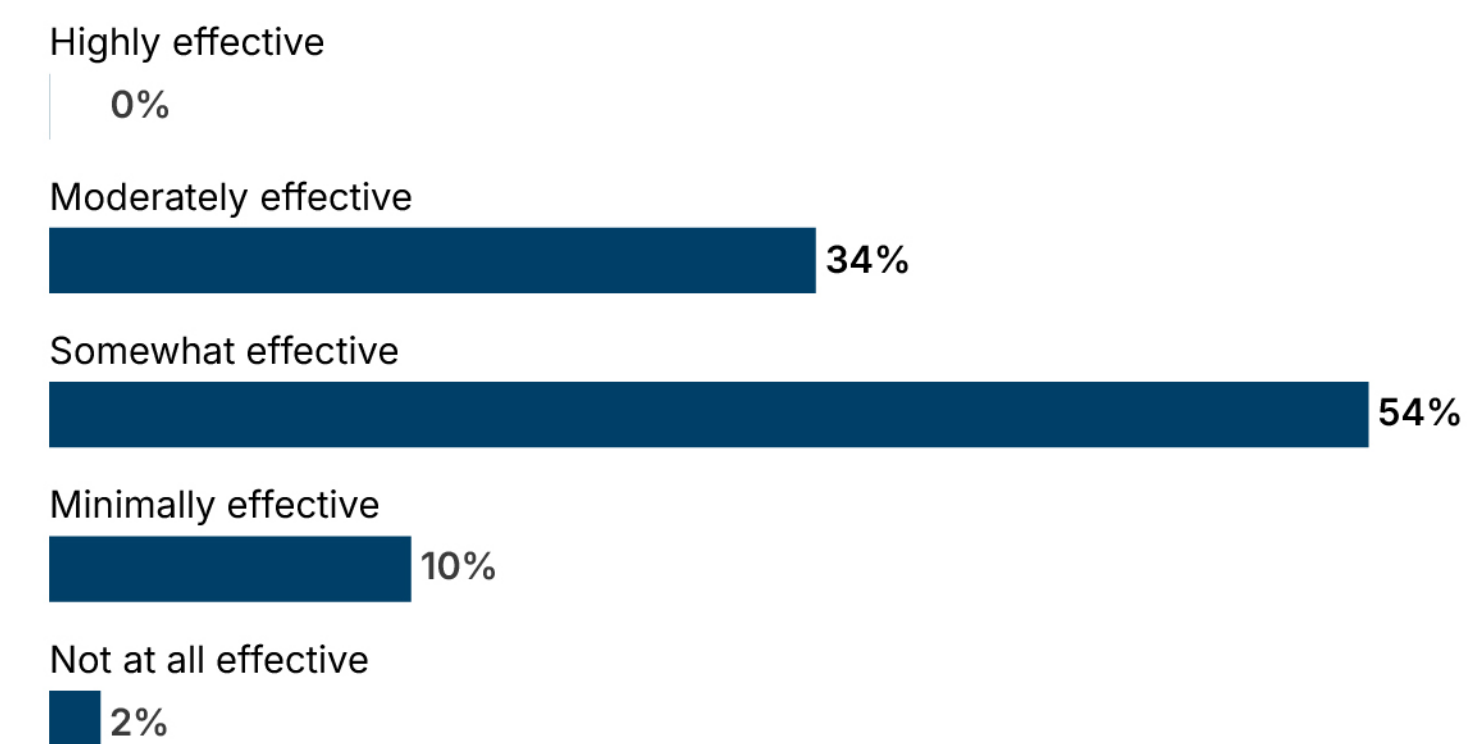
When it comes to assessing ROI from AI and technology initiatives, formal methodologies are in place, but measurement capability remains limited.

Three out of four Singapore respondents (76%) report having a formal methodology for measuring returns on technology investments. Yet those formal structures have not translated into strong confidence in AI ROI measurement: No respondents rate their finance function as highly effective, and 68% describe their capability as only somewhat effective or less. Business transformation ROI shows a similar pattern, with no respondents selecting highly effective and most rating their capabilities as somewhat or moderately effective.

## Effectiveness at measuring AI ROI



## Effectiveness at measuring business transformation ROI



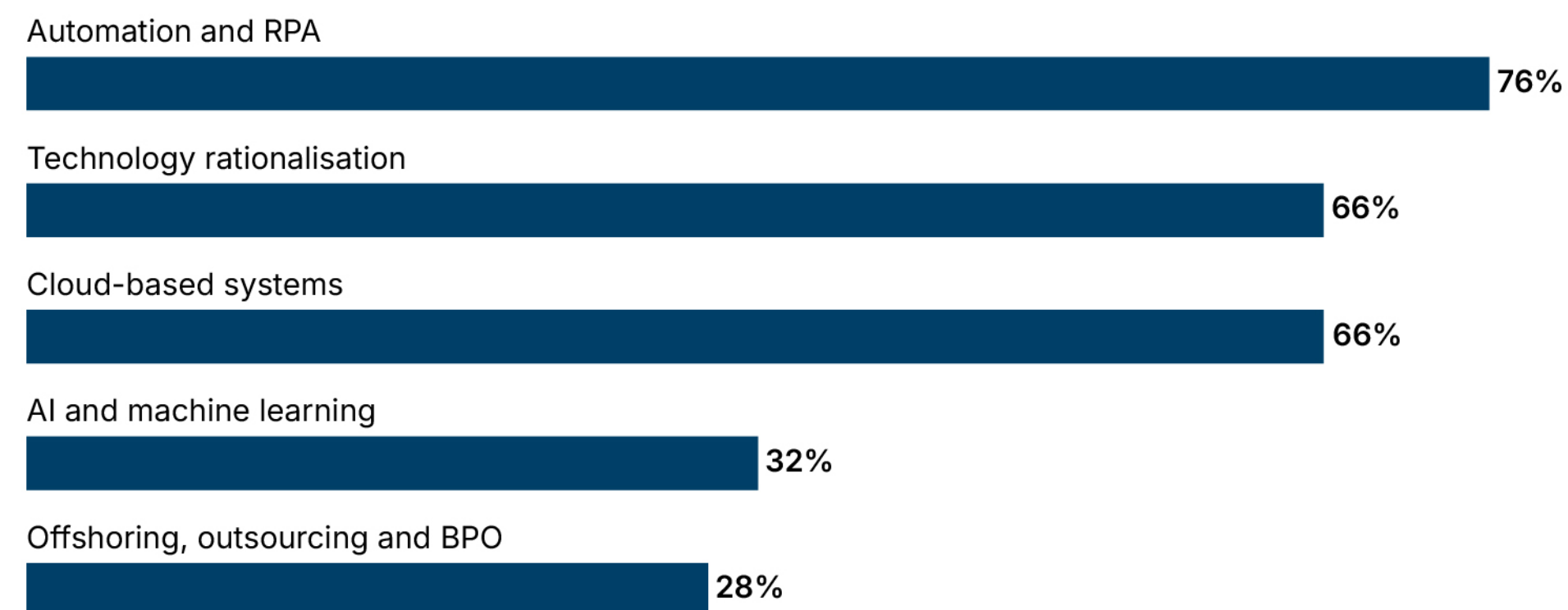
# 06

## Process-led transformation is producing the clearest measurable cost-optimisation gains.

The strongest measurable cost optimisation progress among Singapore respondents is attached to established transformation levers. Automation and RPA leads, followed by technology rationalisation and cloud-based systems. AI and machine learning ranks lower, indicating that while AI adoption is widespread, the clearest evidence of efficiency gains is still coming from clearly defined, process-led transformation initiatives.

## Areas in which finance functions have achieved meaningful, measurable cost optimisation progress over the past year

*(multiple responses permitted)*



The clearest evidence of efficiency gains is still coming from clearly defined, process-led transformation initiatives, profitability and sourcing decisions.



## Calls to action for CFOs and finance leaders

# 01

### Transition from AI adoption to a formal strategy

Bring existing AI activity into a common roadmap that documents defined use cases, ownership, governance, controls, expected benefits and measures of success.

# 02

**Prioritise data security, privacy and governance as transformation accelerators.** Build trusted data, access controls, privacy safeguards and ownership models into AI, analytics, automation and cloud-enabled finance initiatives from the outset.

# 03

**Strengthen ROI measurement discipline for AI and broader transformation.** Define baselines, expected benefits and KPIs before implementation, then assign clear accountability for validating financial, operational and decision-quality outcomes.

# 04

**Apply finance and process transformation disciplines to AI.** Use the same structure that supports advancements in automation, cloud and technology rationalisation initiatives – clear process ownership, controlled implementation, benefit tracking and change management – to scale AI more effectively.

# 05

### Progress from static forecasts to rolling scenarios.

Leverage AI, analytics and cross-functional input to model changes in demand, interest rates, trade policy, supplier costs, customer behaviour and liquidity needs, then link scenarios to specific response actions.

# 06

### Synchronise finance transformation with enterprise priorities.

Work with technology, operations, procurement, sales, tax, risk and compliance leaders to align AI, data, cost optimisation, scenario planning and cash management initiatives with enterprise strategy and key growth priorities.



## About Protiviti

Protiviti ([www.protiviti.com](http://www.protiviti.com)) is a global consulting firm that helps clients transform and protect their businesses, and respond to planned and unexpected events. Through a network of more than 90 offices in over 25 countries, Protiviti and its independent and locally owned member firms deliver deep expertise and tailored capabilities across technology, artificial intelligence, data, operations, finance, legal, compliance, HR, marketing, digital, risk, and internal audit—enabling organizations to accelerate innovation, navigate risks and safeguard what matters most.

Named to the *Fortune* 100 Best Companies to Work For® list since 2015, Protiviti Inc. has served more than 80 percent of Fortune 100 and nearly 80 percent of Fortune 500 companies. The firm also works with government agencies and smaller, growing companies, including those looking to go public. Protiviti Inc. is a wholly owned subsidiary of Robert Half (NYSE: RHI).

### How we help CFOs and finance leaders

The role of finance executives is dynamic, constantly evolving to keep pace with technology and the changing demands of internal and external customers. Protiviti helps finance leaders address their current challenges, prepare for future challenges and explore opportunities for continuous growth, delivering innovative solutions and supporting finance as a forward-thinking, strategic partner for the business.

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