



EFCG

Environmental Financial
Consulting Group

Agenda

Exclusively for the Architecture, Engineering, and Consulting (AEC) Industry

The Ritz-Carlton Dallas, Las Colinas

Irving, TX | April 9-11, 2025



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WELCOME



EFCG
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Consulting Group

CFO CONFERENCE

April 9-11, 2025



THE RITZ-CARLTON

ABOUT EFCG

EFCG is the leading consulting and investment banking firm in the Architecture, Engineering, and Consulting (AEC) industry. Our mission is to provide a strategic edge to AEC firms to advance the industry through our end-to-end, integrated solutions that support executive leaders with their most critical strategic and financial decisions.

In the last 35 years, EFCG has served as a retained advisor to 550+ firms, developed the most extensive proprietary industry database of financial and business metrics, held over 100 executive conferences, and advised on 240+ M&A transactions. The relationships we have formed with the executive teams at every major AEC firm make us the most trusted corporate finance, strategic, and M&A advisor.

 **EFCG is the leading advisor to AEC firms, providing expertise in:**

Management Consulting

550+
AEC Firms Advised

- Strategic Planning
- Corporate Financial Benchmarking
- Valuations
- Talent & Compensation
- Technology & Innovation
- Sustainability & ESG

Mergers & Acquisitions

240+
M&A Transactions Advised On

- Sell- & Buy-Side Assignments
- Capital Structure Analysis
- Corporate Divestitures & Tech Spinouts
- Strategic & Private Equity Partner Engagement
- Integration Planning
- Due Diligence & Market Studies

Leadership Conferences

100+
Conferences Hosted

- Analysis on AEC Trends from EFCG's Proprietary Industry Database
- Perspectives from Subject Matter Experts and Industry Executives
- Invaluable Peer-Networking Opportunities

Advanced Data Analytics & Insights

EFCG has the most comprehensive proprietary database in the industry

6
Annual
Surveys

8M+
Data Points
Every Year

500+
Database
Contributing Firms

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We are especially thankful for the collaboration we have with our Sponsorship Partners.

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Greyling

Greyling Insurance Brokerage & Risk Consulting, a division of EPIC, is a specialty brokerage serving architects, engineers, contractors, and environmental service firms, including a leading share of the ENR Top 500 Design Firms. Greyling's differentiator is the depth of our team, which includes not only dozens of experienced insurance professionals but also numerous attorneys and consultants who have varied relevant expertise working for and representing design and construction companies. This experience results in meaningful project and enterprise risk management, exceptional and innovative insurance placement, and a trusted partner watching out for your bottom line. Visit www.greyling.com.



Savills

As one of the world's leading property advisors, Savills services span the globe, with 40,000 experts working across more than 700 offices in the Americas, Europe, Asia Pacific, Africa and the Middle East. Savills' scale gives it wide-ranging specialist and local knowledge, and it takes pride in providing best-in-class advice as it helps individuals, businesses, and institutions make better property decisions. Visit www.savills.com.



TRANSEARCH

TRANSEARCH is the global leader in executive search and leadership consulting. We build teams of transformational leaders who can stay one step ahead of a changing world. We are founded on a culture of partnership with a strong focus on excellence. Our vision is to move beyond what is defined as leadership and talent acquisition. We are motivated by what is "right" for our clients (and anticipating where they are going) and becoming a yardstick for quality. We are always pushing the envelope to stay ahead of the curve. Through proprietary innovation, world-class industry experts, and an unparalleled global network, we will find the right leader for your business – someone who will seamlessly integrate and be successful from day one. Visit www.transearch.com.



ABOUT EFCG'S CFO CONFERENCE

As the only major conference dedicated to financial executives in the AEC Industry, this event will invite 150 CFOs and delve into the major strategic and financial decisions CFOs are focused on today. Using EFCG's exclusive 2025 CFO Survey, this conference will provide the first look at the AEC Industry's reported 2024 performance and projections for 2025 and 2026.



Dates & Times

Wednesday, April 9th 12:00pm – 8:00 pm CT

Thursday, April 10th 8:00 am – 8:30 pm CT

Friday, April 11th 8:30 am – 1:30 pm CT

Hotel & Conference Venue Information

[The Ritz-Carlton Dallas, Las Colinas](#)

4150 North MacArthur Boulevard, Irving, Texas 75038

+1 (972) 717-2499

The entirety of the 2025 CFO Conference will be held at The Ritz-Carlton Dallas Las Colinas, an award-winning resort offering premier concierge services, luxurious amenities, and world-class dining. During the free time built into the event agenda, we encourage you to enjoy the many amenities the resort has to offer.

Drive to Airports

Dallas Fort Worth International Airport (DFW): 20 minutes

Dallas Love Field Airport (DAL): 25 minutes

EFCG Special Nightly Pricing: \$339

Must book by March 12, 2025

Receive booking information with conference registration confirmation

Photography & Press

Recordings and images from the event may be used for live or on-demand sessions, EFCG materials, or by other participating firms in their own promotions. If you prefer not to be recorded or photographed, please let EFCG know in writing at efcg@efcg.com. Press will be invited to the event and may publish articles on the event and its sessions.

(All Times in Central Time)

Wednesday, April 9, 2025

- 12:00 pm – 4:00 pm

Optional Welcome Activities
- 5:00 pm – 6:15 pm

Women in Leadership Event
- 6:30 pm – 8:00 pm

Conference Welcome Reception

Thursday, April 10, 2025

- 8:00 am – 8:30 am

First-Time Attendee Breakfast
- 8:30 am – 9:00 am

Breakfast Meet-and-Greet
- 9:00 am – 10:30 am

Session 1: EFCG AEC Industry Overview
- 10:30 am – 11:00 am

Morning Coffee Social
- 11:00 am – 11:45 am

Session 2: State of the Industry Through the Lens of Influential CFOs
- 11:45 am – 12:00 pm

CFO of the Year Announcement
- 12:00 pm – 1:00 pm

Lunch
- 1:00 pm – 1:45 pm

Session 3: The Tech Interplay: Aligning a Firm’s Technology Strategy With its Financial Goals
- 2:00 pm – 2:45 pm

Session 4: Breakout Sessions
4A: Is Your Firm Buying Optimal Insurance Limits?
4B: Outlook for the A/E Industry Under the New US Congress & Administration
4C: Valuations for M&A vs. Internal Ownership Transitions
- 3:00 pm – 3:45 pm

Session 5: The Balancing Act: Evolving Growth vs. Profit Strategies
- 4:00 pm – 4:45 pm

Session 6: CFO Lessons Learned
- 4:45 pm – 5:00 pm

The Day’s Closing Remarks
- 5:00 pm – 6:30 pm

Free Time to Enjoy the Hotel’s Amenities
- 6:30 pm – 8:30 pm

Evening Networking Reception

Friday, April 11, 2025

- 8:30 am – 9:00 am

Breakfast Reconnect
- 9:00 am – 10:00 am

Session 7: M&A Trends and Expectations for 2025
- 10:00 am – 10:30 am

Morning Coffee Social
- 10:30 am – 11:15 am

Session 8: Breakout Sessions
8A: Practical Applications of AI
8B: The CFO Opportunity: Realizing Financial Value from Sustainability Amid Shifting Policies
8C: Building Effective Teams and Systems for Growth
- 11:30 am – 12:15 pm

Session 9: Closing the Talent Gap: Leveraging AI and Technology
- 12:15 pm – 12:30 pm

Conference Closing Remarks
- 12:30 pm – 1:30 pm

Conference Closing Lunch and Conversation

(All Times in Central Time)

Wednesday, April 9, 2025

12:00 pm – 4:00 pm

Optional Welcome Activities

Registration is required for some of the activities below. For more information, please contact Bambi Rogers at brogers@efcg.com.

Golf

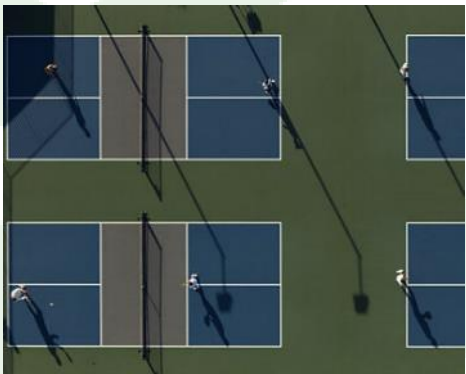
Learn more about the experience [here](#).

Pickleball

Learn more about this experience [here](#).

Spa

Learn more about this experience [here](#).



5:00 pm – 6:15 pm

Women in Leadership Event

This event will provide a unique opportunity for women attending the conference to connect over drinks and hors d'oeuvres, kicking off their 2025 EFCG CFO Conference experience.

6:30 pm – 8:00 pm

Conference Welcome Reception



Reconnect with fellow CFOs as you enjoy food and drinks offering bold Texan flavors with a unique fusion of casual comfortability and quality.

Sponsorship Partners



Photographs provided by The Ritz-Carlton Dallas, Las Colinas, EFCG, and Life Time Fitness websites

(All Times in Central Time)

Thursday, April 10, 2025

8:30 am – 9:00 am

Breakfast Meet-and-Greet

9:00 am – 10:30 am

Session 1: EFCG AEC Industry Overview

Managing Partner Rebecca Zofnass will begin the 2025 CFO Conference by presenting the latest EFCG AEC Industry Overview Report — the most comprehensive proprietary dataset analyzing key financial and strategic metrics within the industry. Zofnass will reflect on the industry's 2024 financial performance before sharing the projections for 2025 and 2026. Zofnass will then assess the biggest trends impacting the AEC Industry and their evolution, providing recommended key questions firms should be asking themselves as they finalize their 2025 business plans and longer-term strategic plans.

Presenter:

Rebecca Zofnass, EFCG Managing Partner, Strategy & Corporate Finance

10:30 am – 11:00 am

Morning Coffee Social

11:00 am – 11:45 am

Session 2: State of the Industry Through the Lens of Influential CFOs

Join industry leaders as they explore the future landscape for their firms, delving into how current trends discussed during Session 1 are shaping their strategic decisions. This panel discussion will provide insights into the priorities and forward-looking perspectives of these CFOs, offering a glimpse into the future of the industry.

Moderator:

Jessica Zofnass Barclay, EFCG Managing Partner, M&A

11:45 am – 12:00 pm

CFO of the Year Announcement

12:00 pm – 1:00 pm

Lunch

1:00 pm – 1:45 pm

Session 3: The Tech Interplay: Aligning a Firm's Technology Strategy With its Financial Goals

In this session, we will delve into the crucial balance between a forward-thinking technology strategy and maintaining a focus on long-term financial goals. Marcus Quigley, EFCG's Technology & Innovation Practice Lead, will guide us through the key decisions firms need to make when determining whether financial or technological considerations should take precedence. He will explore the tradeoffs and opportunities that firms must evaluate to achieve optimal results. Additionally, prominent figures in the AEC industry will share their insights on how they develop and implement technology strategies to stay competitive and drive innovation. They will also discuss how they decide when investing in technology makes the most sense for their firms.

Presenter and Moderator:

Marcus Quigley, EFCG Partner, Technology & Innovation



(All Times in Central Time)

Thursday, April 10, 2025

2:00 pm – 2:45 pm

Session 4: Breakout Sessions

4A: Is Your Firm Buying Optimal Insurance Limits?

Multiple factors influence the amount of insurance a firm buys for each of its business policies, and many seek validation and rationality behind these important insurance buying decisions annually. This session will detail the considerations impacting what insurance limits are optimal for each firm, including inflation, firm size and growth, project complexity and fees, defense costs, social justice, peer benchmarking, and firm ownership, across lines of coverage such as professional and pollution liability, auto/umbrella, management liability, and cyber.

Presenters:

Kent Collier, Managing Principal, Greyling Insurance Brokerage & Risk Consulting, a division of EPIC

Jeaninne Ryan, Principal, Greyling Insurance Brokerage & Risk Consulting, a division of EPIC

Roger Guilian, Senior Vice President, Greyling Insurance Brokerage & Risk Consulting, a division of EPIC

4B: Outlook for the A/E Industry Under the New US Congress & Administration

What does a second term for President Trump and a Republican-controlled Congress mean for the industry? In this session, Matt Reiffer, a senior lobbyist with the American Council of Engineering Companies (ACEC), will outline the Administration's key priorities, anticipated regulatory actions, and the legislative agenda for 2025-2026, and how it will impact the business of engineering and the built environment. He will then engage with EFCG's Marcus Quigley in a fireside chat discussion on where they see such topics as tax policy, infrastructure funding, energy development, and environmental reviews and permitting going from here.

Presenters:

Matt Reiffer, Vice President of Infrastructure Programs, ACEC National

Marcus Quigley, EFCG Partner, Technology & Innovation

4C: Valuations for M&A vs. Internal Ownership Transitions: Breaking Down the Differences & Best Practices

This session will delve into the distinct approaches and methodologies for valuing mergers and acquisitions compared to internal ownership transitions. Attendees will gain practical insights and best practices to navigate these valuation processes effectively, ensuring accurate assessments and strategic decision-making.

Presenters:

Emily Shaw, Senior Vice President, M&A

Vishal Menon, Vice President, Strategy & Corporate

(All Times in Central Time)

Thursday, April 10, 2025

3:00 pm – 3:45 pm

Session 5: The Balancing Act: Evolving Growth vs. Profit Strategies

Are growth and profit mutually exclusive? If your firm could only have one, which would you prioritize? EFCG Managing Partner Rebecca Zofnass will start by exploring how industry trends and disruptors such as increased talent constraints, new technology efficiencies, and otherwise are reshaping firm strategies related to these two crucial metrics. Following this, industry CFOs will share their insights on how their firms are navigating the evolving landscape to strike the right balance between growth and profit, ensuring long-term success.

Moderator:

Rebecca Zofnass, EFCG Managing Partner, Strategy & Corporate Finance

4:00 pm – 4:45 pm

Session 6: CFO Lessons Learned

Esteemed CFOs with incredible careers will share pivotal moments that have shaped their career paths, highlighting key lessons learned from those experiences. Attendees will gain valuable, actionable insights to reflect on and apply in their own professional journeys.

Moderator:

Julie Hasiba, EFCG Managing Partner, Talent & Compensation

4:45 pm – 5:00 pm

The Day's Closing Remarks

5:00 pm – 6:30 pm

Free Time to Enjoy the Hotel's Amenities

6:30 pm – 8:30 pm

Evening Networking Reception

We welcome you to relax with colleagues as you take in beautiful views while you enjoy drinks and refreshments.



(All Times in Central Time)

Friday, April 11, 2025

8:30 am – 9:00 am

Breakfast Reconnect

9:00 am – 10:00 am

Session 7: M&A Trends and Expectations for 2025

As the AEC industry is expected to remain highly acquisitive in 2025, Managing Partner Jessica Zofnass Barclay will present the latest M&A multiples and trends from EFCG's comprehensive database, offering insights into what we should anticipate in the coming year. Following this, Barclay will lead a panel discussion with four high-profile CFOs who play pivotal roles in their firms' M&A strategies. These CFOs will highlight the influential deals they have successfully executed, share their insights on key factors in deal negotiations, and discuss the impact of current market conditions on M&A strategy for this next year.

Presenter and Moderator:

Jessica Zofnass Barclay, EFCG Managing Partner, M&A

10:00 am – 10:30 am

Morning Coffee Social

10:30 am – 11:15 am

Session 8: Breakout Sessions

8A: Practical Applications of AI

As AI continues to erupt in this industry, there is great opportunity with AI-driven tools to create better processes, automate routine tasks, and even deliver more accurate analytics. In this session, Jay Margherio, EFCG Technology & Innovation Vice President, will explore how AEC firms are leaning into and capitalizing on their AI investments. He will then provide examples of how employees can use AI in practical everyday use within finance teams and across their organizations.

Presenter:

Jay Margherio, EFCG Vice President, Technology & Innovation

8B: The CFO Opportunity: Realizing Financial Value from Sustainability Amid Shifting Policies

Evolving policies, market dynamics, and recent executive orders are reshaping the trajectory of sustainability. This session will explore the future of financing strategies for AEC firms. EFCG will start with a brief overview of how firms have adapted their sustainability strategies over time and where firms see the biggest return on investment. EFCG will then engage in an informative discussion with an industry leader in sustainability and ESG. Together, they will examine how sustainability initiatives are influencing RFP success rates, review strategic approaches firms are taking with their sustainability programs, and highlight key opportunities, cost optimization, talent retention, and sustainability-linked financing. Additionally, the conversation will address the risks associated with evolving policies, including recent executive orders affecting sustainability efforts, energy projects, and DEI initiatives. The session will conclude with an interactive audience discussion on how other firms are navigating these critical issues and the ideas they can gain from one another.

Presenter:

Julie Hasiba, EFCG Managing Partner, Talent & Compensation



(All Times in Central Time)

Friday, April 11, 2025

10:30 am – 11:15 am

Session 8: Breakout Sessions

8C: Building Effective Teams and Systems for Growth

The AEC industry is experiencing significant expansion, and as this trend continues, firms will need to make decisions on where to focus their time and resources to realize their own growth. Join us for roundtable discussions where attendees will share their approaches to enhancing various aspects of their businesses. Come prepared to discuss your big questions and innovative ideas on how to ensure the internal parts of your business evolve alongside your firm's progress.

Presenter:

Dimitri Milionis, EFCG Senior Vice President, Talent & Compensation

11:30 am – 12:15 pm

Session 9: Closing the Talent Gap: Leveraging AI and Technology

As the talent shortage in this industry continues to grow, so does the opportunity to find critical skills within AI and other technology-enabled solutions. This session will delve into the current and future skill gaps, and how AI can address these needs and even transform employee experiences. Following an initial EFCG presentation, key industry leaders will share how their firms are proactively implementing practical strategies and real-world applications of cutting-edge technology to empower teams and drive success.

Presenters and Moderators:

Julie Hasiba, EFCG Managing Partner, Talent & Compensation
Marcus Quigley, EFCG Partner, Technology & Innovation

12:15 pm – 12:30 pm

Conference Closing Remarks

12:30 pm – 1:30 pm

Conference Closing Lunch and Conversation