



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



Sponsorship Partners



WELCOME



EFCG

Environmental Financial 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 nearly 100 executive conferences, and advised on 200+ 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



500+
AEC Firms Advised

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

Mergers & Acquisitions



200+
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

1M+
Data Points Every Year

500+
Database Contributing Firms



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 12:00 pm – 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

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

4150 N MacArthur Boulevard

Irving, Texas 75038



The Ritz-Carlton Dallas Las Colinas is an award-winning resort offering premier concierge services, luxurious amenities, and world class dining.

Drive to/from Dallas Fort Worth International Airport (DFW): 20 minutes



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.

Photographs provided by The Ritz-Carlton Dallas, Las Colinas website



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CFO CONFERENCE

April 9-11, 2025

(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

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 What's Expected for 2025

10:00 am – 10:30 am

Morning Coffee Social

10:30 am – 11:15 am

Session 8: Breakout Sessions

11:30 am – 12:15 pm

Session 9: Enhancing Organizational Integration: Strategies and Tools for Continuous Improvement

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

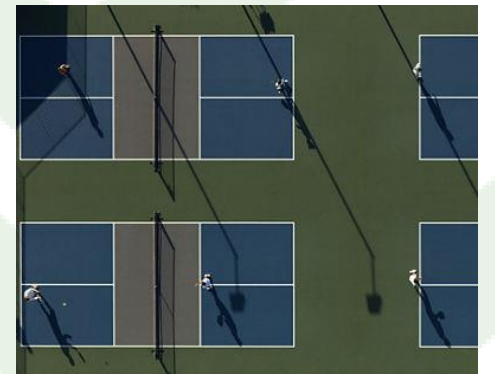
Learn more about the experience [here](#).

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 2024 EFCG CEO 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.

SPONSOR SPOTLIGHT



Greyling Insurance Brokerage & Risk Consulting, a division of EPIC, is a specialty brokerage serving professional services firms in the construction industry, 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.**

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(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.

Moderator:

Marcus Quigley, EFCG Partner, Technology & Innovation



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2:00 pm – 2:45 pm

Session 4: Breakout Sessions

- 4A: Greyling Specialty Discussion
- 4B: The Role of ESG and Sustainability in Your Firm's Strategic Plans
- 4C: Post-Merger Integration Success

3:00 pm – 3:45 pm

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

This engaging session will delve into the dynamic relationship between growth and profit. 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 valuable 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 careers, 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 – 8:00 pm

Evening Networking Reception

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



Photograph provided by EFCG Event



(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 What's Expected for 2025

As the AEC industry is expected to remain highly acquisitive in 2025, Managing Partner Jessica Zofnass Barclay will discuss what we should anticipate in the coming year by presenting the most recent M&A multiples and trends from EFCG's comprehensive database. Following this, Barclay will lead a panel discussion with four high-profile CFOs who play pivotal roles in their firm's M&A strategy, highlighting the influential deals they have successfully executed. These CFOs will share their insights on what matters most in deal negotiations and how current market conditions are influencing the way firms should think about their own M&A strategy.

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

8B: Executive Team Organizational Structure

8C: Growth: How to Develop Functions, People, and Systems as we Grow

11:30 am – 12:15 pm

Session 9: Enhancing Organizational Integration: Strategies and Tools for Continuous Improvement

As firms grow, continuous improvement becomes essential for achieving efficiencies, enhancing employee experiences, and improving work quality. This session will explore strategies and tools to understand team dynamics, identify pain points, and implement effective solutions. We will highlight examples from both organic and inorganic growth, particularly in the context of post-merger integration. EFCG will provide case study examples using its Quantitative Integration Analysis Tool before welcoming key leaders to join a panel discussion where they will share how they are using leading indicators to anticipate challenges, streamline operations, and drive growth.

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