

Horizon 3 Market Leader

Rewiring finance around AI,
autonomy, and outcomes

HFS Horizons

F&A Services-as- Software™, 2026



Operationalizes
autonomous finance to
help CFOs shift from
managing transactions to
driving business outcomes

HORIZON 3 — Market Leader



HORIZON 2 — Enterprise Innovators

HORIZON 1 — Disruptors

The business is transitioning toward non-FTE commercial models: Approximately 50% of F&A revenues already come from non-FTE commercial constructs, with the firm targeting nearly 100% over time through transaction, outcome, hybrid, and platform-based pricing.

Integrated agentic finance solutions with AI Maestro connects technology investments to CFO priorities: Genpact's growing array of agentic finance solutions, powered by its AI Maestro architecture, connects finance transformation initiatives to specific objectives such as faster close, improved controllership, scalability, and cost efficiency, providing a structured framework for value realization.

The strategy prioritizes process redesign over AI deployment: The firm differentiates through process redesign and operational improvement before introducing AI-led automation, addressing underlying process maturity issues rather than simply automating existing inefficiencies.

The Agentic Operating Model combines governance with operational change: The model integrates governance frameworks, workforce evolution, operational controls, and defined metrics to scale machine-led, human-validated finance operations.

Autonomous finance is positioned as an enabler of the broader business transformation agenda: Genpact frames autonomous finance as a catalyst for enterprise decision making, workforce transformation, and business growth rather than operational efficiency alone.

Client and partner kudos: Clients recognize Genpact for its finance expertise, operational excellence, and automation-led delivery. Partners value its process expertise, mature delivery model, and customer-centric approach.

Access the report at www.hfsresearch.com