



Kyriba

CFO Outlook 2026

Japan

Cautious Outlook:

Pressured by workforce issues, market volatility, and political instability

OPR 60-89 Cautious Zone

CFOs are more constrained by pressure. Fastest path to stronger confidence:

- Improve liquidity visibility
- Deepen AI deployment
- Strengthen data foundation

Kyriba OPR Index Score



The AI Surge

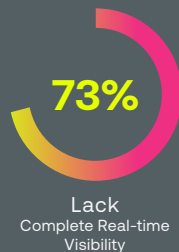
75% Integrating AI

64% Security & Privacy Concerns

High Ambition Meets Trust Gap

Innovation Under Pressure

Barriers to Innovation



Growth Goals Outpace Data Infrastructure

Risk-Intelligent Performance

Top Tactics to Manage Risk

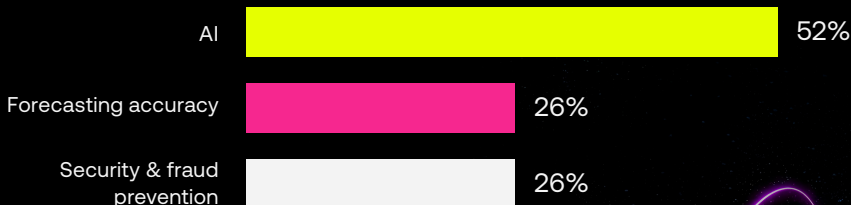
56% Adopt AI-powered analytics

42% Restructure supplier / customer terms

40% Add financial software / functionality

External Pressures Drive Digital Transformation

Top Operational Priorities for 2026



Data Sourced from

Survey of 100 Japanese CFOs at organizations with \$500M+ in annual revenue. Conducted September 2025.

About the OPR Index

Kyriba's OPR Index offers a data-driven view of CFO confidence, focusing on Optimism, Preparedness, and Risk.

Learn more here [→](#)

