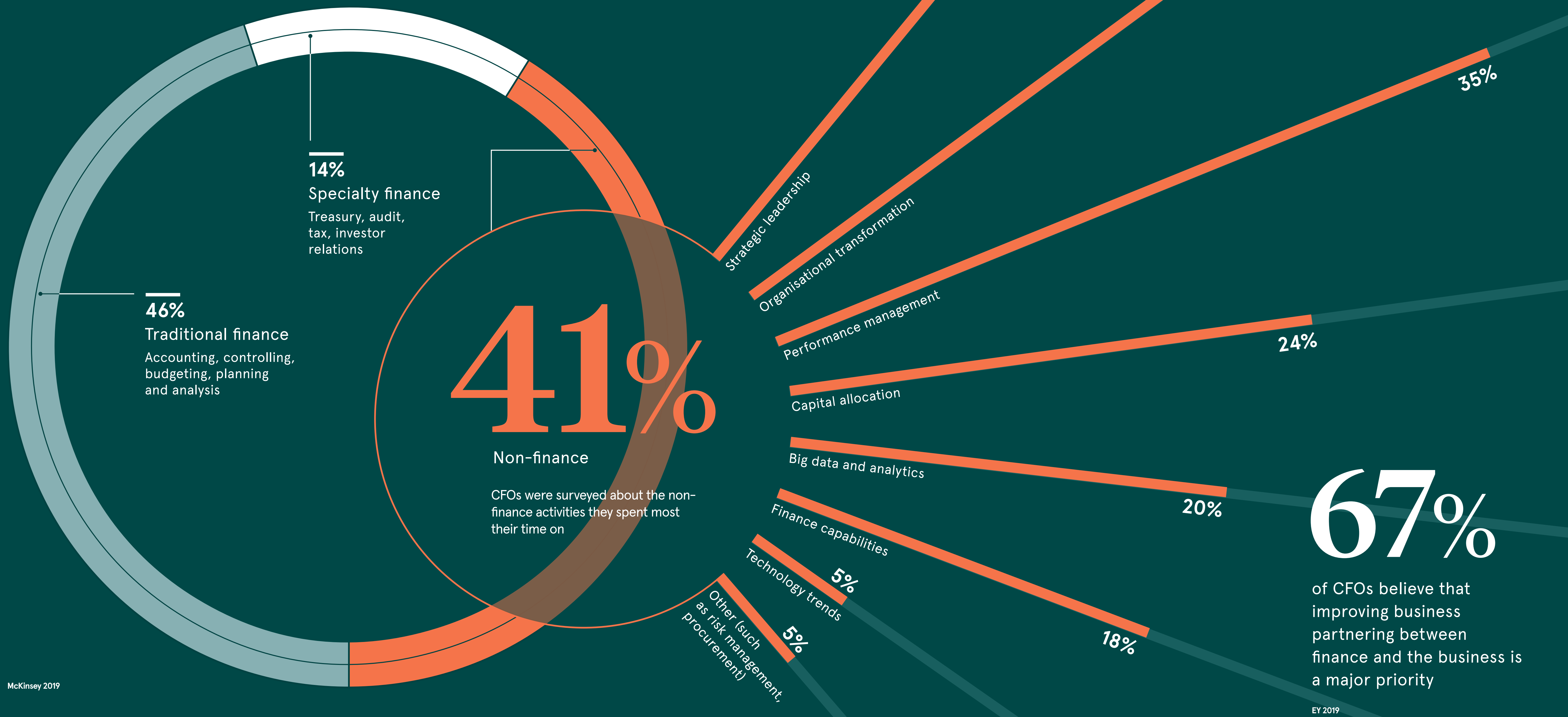


VALUE DRIVERS

Finance leaders are increasingly playing a bigger role across the whole organisation, with a large chunk of their time spent on non-finance activities. Not only are they still in control of traditional finance functions such as accounting and budgeting, they are also key figures in strategy and drivers of business transformation and change

NON-FINANCE AREAS ACCOUNT FOR A LARGE SHARE OF CFOs' RESPONSIBILITIES

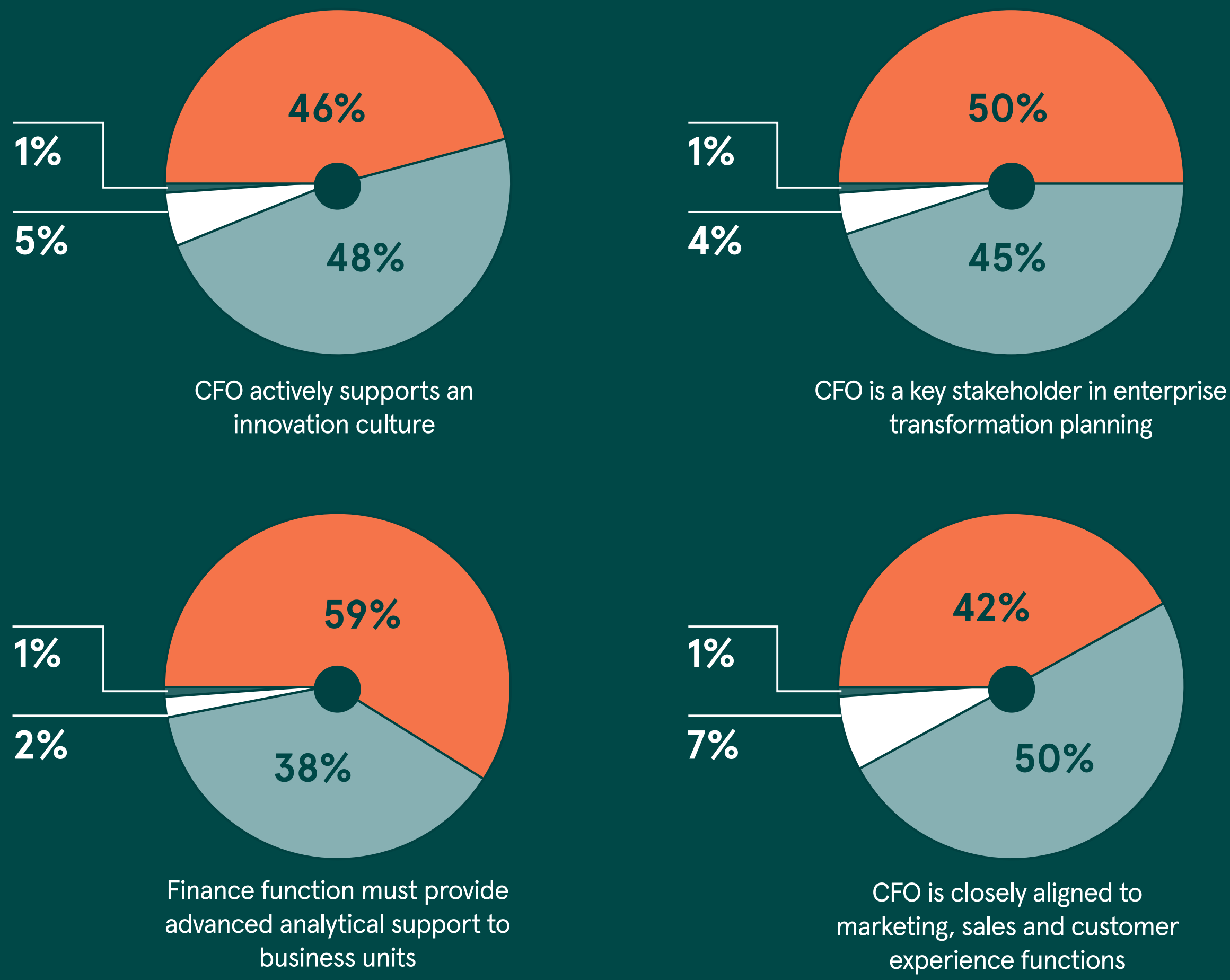
Roles where CFOs spend the most time



DIFFERING VIEWS ON WHERE CFOs CREATE THE MOST VALUE

Areas in which CFOs have created the most financial value; percentage of CFOs and other executives

Strongly agree, Agree, Disagree, Strongly disagree



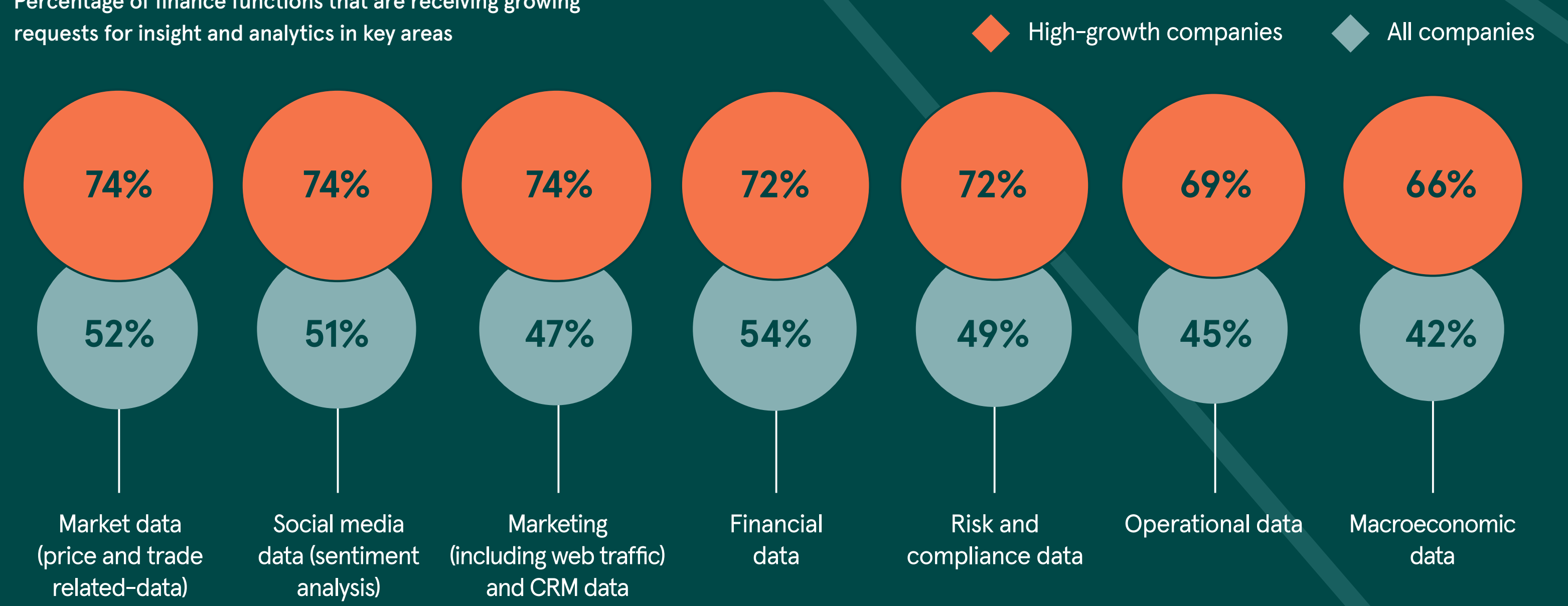
THE FUTURE FINANCE FUNCTION

Survey of finance professionals about how the role is changing



FINANCE DATA HELPS OTHER PARTS OF THE BUSINESS

Percentage of finance functions that are receiving growing requests for insight and analytics in key areas



DIFFERING VIEWS ON WHERE CFOs CREATE THE MOST VALUE

Areas in which CFOs have created the most financial value; percentage of CFOs and other executives

