FINANCIAL DECISION-MAKERS OUTLOOK
OneStream Software, LLC
May 2022
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*To navigate to these sections in slideshow mode, click the slide. In edit mode, CTRL+Click*
EXECUTIVE SUMMARY
KEY OBJECTIVES

✓ How have financial decision-makers responded to economic changes and the COVID-19 pandemic?
✓ What are financial decision-makers outlook towards the post COVID recovery?
✓ What have decision-makers’ companies done to invest in and attract talent during The Great Resignation? What tools are they using?
✓ What is the future outlook of the financial landscape among decision-makers and what steps are they taking? What tools do they plan on adopting, if any?

SURVEY ADMINISTRATION & SURVEY SAMPLE

▪ The survey was administered online in April 2022 and respondents were recruited via a third-party panel.
▪ The analysis includes a total of 257 respondents following data cleaning and quality control.
▪ Due to the limited statistical power of the small sample, results should be interpreted directionally.

RESPONDENT QUALIFICATIONS

▪ Age 18+
▪ Employed full-time
▪ Currently resides in the US, Canada, or Mexico
▪ Currently holds a management position (C-level executive (CFO), VP, Director, Controller) in finance
▪ A primary or shared decision-maker in their company’s finance
This analysis includes questions segmented by survey wave. Statistically significant differences are calculated at the 95% confidence level and are denoted by superscript letters (e.g., A, B, C). Corresponding letters indicate significant differences between groups.

<table>
<thead>
<tr>
<th>SURVEY WAVE</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring 2022 (n=257)</td>
<td>35%</td>
</tr>
<tr>
<td>Fall 2021 (n=249)</td>
<td>34%</td>
</tr>
<tr>
<td>Spring 2021 (n=222)</td>
<td>30%</td>
</tr>
</tbody>
</table>
Economic disruptions (30%) are considered the largest threat to business in 2022. To cope with elevated inflation rates, companies are increasing prices (51%), executing new sales initiatives (48%), and expanding supplier networks (47%). While the supply chain disruption and the increasing inflation rates are expected to continue into 2023, companies are planning on resuming business travel in 2022 (80%), especially for client-related events.

Companies are increasing employee training (56%) and improving workspaces (52%) to combat the “Great Resignation.” Few financial leaders (12%) are planning on making a career move outside of their current company, but they would be most likely to move for better compensation (23%) and a better work/life balance (22%).

Most organizations are planning on investing in ESG this year and preparing for a potential ESG ruling. Nearly all organizations are also investing in DEI initiatives (91%) either more or the same as in 2021.

While half of organizations regularly use cloud-based solutions (55%) and predictive analysis (45%), only a third regularly use machine learning (37%) and artificial intelligence (35%). Half of organizations are increasing investments for each of these data analysis tools, although rates of increased investments are overall decreasing compared to rates during the COVID-19 pandemic.

Financial leaders report that the primary barrier to technological advancements in their organizations is budget support (42%).

Although only a third of organizations (37%) regularly use machine learning, over half (56%) are currently using AutoML. Two-thirds of organizations that have adopted an AutoML solution (63%) have fully embraced it and have seen returns on their investments. Those who do not plan on adopting an AutoML solution say their current system is working and there is no need to change (36).

Financial leaders view intelligent process operations as the most opportune area for machine learning investments (45%).
**FINANCIAL LEADER SNAPSHOT**

**Job Role**
- 75% Primary decision-makers
- 25% Share authority
- 34% Manager/Sr. Manager
- 25% Director
- 7% Vice President/Sr. Vice Pres.
- 16% C-Suite Executive
- 12% President/CEO
- 5% Owner

**2022 INVESTMENT DECISIONS**

Steps Taken to Address Workforce Shortage

<table>
<thead>
<tr>
<th>Category</th>
<th>2022 Increased Investments (Top 2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training/employee development</td>
<td>56%</td>
</tr>
<tr>
<td>Improving workspaces</td>
<td>52%</td>
</tr>
<tr>
<td>Building company culture</td>
<td>47%</td>
</tr>
<tr>
<td>Expanding recruitment workforce</td>
<td>44%</td>
</tr>
<tr>
<td>Software/technical support</td>
<td>44%</td>
</tr>
</tbody>
</table>

**2022 Increased Investments (Top 2)**

<table>
<thead>
<tr>
<th>Predictive Analytics</th>
<th>Cloud-based planning and reporting solutions</th>
<th>Artificial Intelligence</th>
<th>Machine Learning</th>
</tr>
</thead>
<tbody>
<tr>
<td>50%</td>
<td>50%</td>
<td>48%</td>
<td>47%</td>
</tr>
</tbody>
</table>

**EXPECTED INFLATION RATE DECREASE**

<table>
<thead>
<tr>
<th>Mid 2022</th>
<th>Late 2022</th>
<th>Early 2023</th>
<th>Mid 2023</th>
<th>Late 2023</th>
<th>Early 2024</th>
<th>Mid 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>19%</td>
<td>33%</td>
<td>21%</td>
<td>12%</td>
<td>14%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**To prepare for inflation, they ...**

- 30% Concerned about economic disruption
- 51% Increased prices
- 48% Executed new sales initiatives
- 47% Expanded network of suppliers
- 40% Strategized buying of raw materials

**75% Primary decision-makers**

- 56% Manager/Sr. Manager
- 25% Director
- 7% Vice President/Sr. Vice Pres.
- 16% C-Suite Executive
- 12% President/CEO
- 5% Owner
ECONOMIC CONDITION
ECONOMIC DISRUPTIONS ARE THE TOP CONCERN FOR BUSINESSES IN 2022, FOLLOWED BY CYBERSECURITY AND LINGERING PANDEMIC IMPACTS

- Few financial leaders believe that supply chain and geopolitical disruptions are the largest risks in 2022.

Q: Which of the following issues do you believe will pose the largest business risk in 2022? (n=257)
PRICE INCREASES ARE THE PRIMARY METHOD FOR HANDLING THE RECENT INFLATION

- Compared to Fall 2021, significantly more organizations are executing new sales initiatives, expanding supplier networks, and strategizing raw goods purchases.

PREPARATIONS FOR CHANGING INFLATION RATES

- Increased prices: 51%
- Executed new sales initiatives/campaigns: 48%
- Expanded network of suppliers or changed suppliers: 47%
- Strategized buying of raw materials/goods: 40%
- Conducted regular inflation forecasts: 40%
- Slowed hiring or reduced specific operational costs: 36%
- Renegotiated contracts with suppliers: 35%
- I have not made any preparations for elevated inflation: 2%

Q: Financial executives across industries are facing higher costs as the economic rebound drives up demand. How have you dealt with the recent elevated inflation? Select all that apply. (n=257)
ONE-THIRD OF FINANCIAL LEADERS EXPECT THE INFLATION RATES TO SLOW IN EARLY 2023

- Half of financial leaders (47%) expect that inflation rates will continue to be elevated beyond early 2023.

Q: When do you expect the elevated inflation to slow down? (n=257)

**EXPECTED INFLATION RATE DECREASE**

- End of 2022: 19%
- Early 2023: 33%
- Mid-2023: 21%
- Late 2023: 12%
- 2024 or later: 14%
THREE-QUARTERS OF FINANCIAL LEADERS EXPECT THAT THE PANDEMIC-RELATED SUPPLY CHAIN ISSUES WILL CONTINUE INTO 2023

- Very few financial leaders expect supply chain disruptions to continue past 2023.

Q: Financial executives are facing ongoing supply chain disruption as a result of the ongoing COVID-19 pandemic and geopolitical contention. Do you expect these challenges to continue into 2023? (n=257)
Most businesses will resume business travel in 2022, including essential and non-essential travel.

- Client-related conferences and meetings are the most anticipated form of business travel for 2022.

**BUSINESS TRAVEL RESTARTS**

- Yes, we will start essential and non-essential business travel again in 2022: 43%
- Yes, but only for essential business travel: 37%
- No, we are not returning to business travel yet in 2022: 9%
- We are undecided at this time: 9%
- N/A - we already restarted business travel: <1%
- N/A - we never suspended business travel: 2%

**2022 BUSINESS TRAVEL**

- Client/customer conferences: 58%
- In person client/customer meetings: 54%
- Industry conferences/events: 46%
- New business pitches: 44%
- Internal, company off-site meetings: 44%
- Internal, cross-office travel: 42%
- Other: 0%

Q: Some organizations are looking to restart business travel in 2022. Will your organization be re-introducing business travel this year? (n=257)
Q: What forms of business travel will resume in 2022? Select all that apply. (n=206) Displayed to respondents who indicated plans to resume business travel.
TWO-THIRDS OF BUSINESSES ARE UPDATING TAX PLANNING IN PREPARATION FOR TAX REFORMS

- Half of businesses would need to change their 2022 strategies in the event of a tax reform, as well as reduce spending, raise prices, and provide employee education.

PREPARATIONS FOR TAX REFORMS

- Updating tax planning and provisioning processes/systems: 64%
- Reducing corporate spending: 52%
- Raising the price of products and services: 52%
- Educating employees: 48%
- Other: <1%
- I am not doing anything to prepare for updated tax reforms: 1%

REVISITING FINANCIAL FORECASTS

- Yes, tax changes would alter our 2022 forecasts and strategies significantly: 45%
- Yes, tax changes would alter our 2022 forecasts and strategies slightly: 42%
- No, the tax change would not affect our business: 10%
- No, we developed our 2022 financial forecasts with these potential tax changes in mind: 3%

Q: With potential new U.S. and global tax policies on the horizon, companies need to plan and map out the implications this will have on finances as it is implemented. What are you doing to prepare for updated tax reforms and expected increase in corporate tax rates? Select all that apply. (n=257)

Q: Is your company revisiting financial forecasts ahead of potential U.S. and international tax legislation? (e.g., the Global Minimum Tax Deal will ensure that multinational enterprises (MNEs) will be subject to a minimum 15% tax rate in every country of operation from 2023). (n=257)
TALENT RETENTION
HALF OF ORGANIZATIONS HAVE INCREASED TRAINING AND IMPROVED WORKSPACES IN AN EFFORT TO RETAIN EMPLOYEES

- Additionally, nearly half of organizations have expanded recruitment resources.

Q: As the Great Resignation has transformed into the era of Great Retention, what has your company invested in to attract and retain talent? Select all that apply. (n=257)

<table>
<thead>
<tr>
<th>Investment</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training/employee development</td>
<td>56%</td>
</tr>
<tr>
<td>Improving internal and external workspaces</td>
<td>52%</td>
</tr>
<tr>
<td>Building company culture</td>
<td>47%</td>
</tr>
<tr>
<td>Expanded recruitment workforce/resources</td>
<td>44%</td>
</tr>
<tr>
<td>Software/technical support</td>
<td>44%</td>
</tr>
<tr>
<td>LinkedIn efforts or other career focused platforms</td>
<td>35%</td>
</tr>
<tr>
<td>We have not made an investment in attracting and retaining talent</td>
<td>1%</td>
</tr>
</tbody>
</table>
A QUARTER OF FINANCIAL LEADERS WOULD BE MORE LIKELY TO LOOK FOR NEW JOBS OFFERING BETTER COMPENSATION

- While one-quarter of financial leaders are not planning on making a career move, half are planning on exploring career moves within their company.

**CAREER MOVE PLANS**

- I'm undecided at this time
- Yes, I plan to explore a career move outside of my company
- Yes, I plan to explore a career move within my company
- No

**CAREER MOVE MOTIVATIONS**

<table>
<thead>
<tr>
<th>Motivation</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better compensation</td>
<td>23%</td>
</tr>
<tr>
<td>Better work/life balance</td>
<td>22%</td>
</tr>
<tr>
<td>A stronger career path/more access to promotions</td>
<td>19%</td>
</tr>
<tr>
<td>Access to unique benefits</td>
<td>16%</td>
</tr>
<tr>
<td>Location flexibility</td>
<td>8%</td>
</tr>
<tr>
<td>More options for training and mentorship</td>
<td>7%</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
</tr>
<tr>
<td>None</td>
<td>4%</td>
</tr>
</tbody>
</table>

Q: In 2022's employees' market, are you currently exploring or do you plan to explore a career move this year? (n=257)
Q: Which of the following benefits would make you more likely to look for a new job this year? (n=257)
ESG & DEI PLANS
TWO-THIRDS OF ORGANIZATIONS PLAN TO INCREASE DEI OR ESG INVESTMENTS IN 2022

- There was not a significant change in the number of companies planning to increase DEI or ESG investments compared to Spring 2021.

**DEI INVESTMENT PLANS**

- Yes, we will be investing more in DEI initiatives this year: 65%
- No, we will be investing the same in DEI initiatives as we did in 2021: 26%
- No, we will be investing less in DEI initiatives than in 2021: 4%
- We will not be investing in DEI initiatives this year: 5%

**ESG INVESTMENT PLANS**

- Yes, we will be investing more in ESG initiatives this year: 60%
- No, we will be investing the same in ESG initiatives as we did in 2021: 30%
- No, we will be investing less in ESG initiatives than in 2021: 4%
- We will not be investing in ESG initiatives this year: 6%
HALF OF BUSINESSES PLAN TO INVEST IN SOFTWARE AND ENGAGE EXTERNAL CONSULTANTS IN PREPARATION FOR ESG CHANGES

- Two-thirds of financial leaders report uncertainty about the planning needs for ESG rulings.

### PREPARATIONS FOR ESG CHANGE

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invest in software to support the collection and reporting of ESG data</td>
<td>55%</td>
</tr>
<tr>
<td>Engage external consultants to help define ESG policy and disclosures</td>
<td>49%</td>
</tr>
<tr>
<td>Begin implementing new ESG/Sustainability policies</td>
<td>48%</td>
</tr>
<tr>
<td>Form an ESG/Sustainability team internally to define policies and disclosures</td>
<td>44%</td>
</tr>
<tr>
<td>We don't have any plans to prepare for a potential ESG rule</td>
<td>5%</td>
</tr>
</tbody>
</table>

### ESG RULING PLANS*

- Unsure: 62%
- No: 23%
- Yes: 15%

Q: Which of the following have you started or plan to start doing to prepare for potential mandatory ESG disclosure requirements from the U.S. SEC? Select all that apply. (n=257)

Q: If you don’t have a plan in place, will that change if an ESG ruling is made? (n=13) Displayed to respondents who indicated no ESG ruling plans*

*Small sample size (n<50); interpret results with caution.
Companies use cloud-based solutions and predictive analytics most frequently.

- One-third of organizations regularly use machine learning and artificial intelligence.

Q: In 2022, which of the following best describes your department’s usage of the following data analysis tools? (n=257)

<table>
<thead>
<tr>
<th>Data Analysis Tool</th>
<th>We do not use this tool</th>
<th>We are using this tool intermittently</th>
<th>We are using this tool regularly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cloud-based planning and reporting solutions</td>
<td>11%</td>
<td>34%</td>
<td>55%</td>
</tr>
<tr>
<td>Predictive analytics</td>
<td>13%</td>
<td>42%</td>
<td>45%</td>
</tr>
<tr>
<td>Machine learning</td>
<td>19%</td>
<td>44%</td>
<td>37%</td>
</tr>
<tr>
<td>Artificial intelligence</td>
<td>29%</td>
<td>36%</td>
<td>35%</td>
</tr>
</tbody>
</table>
Similarly, cloud-based solutions and predictive analytics have the biggest investment increases compared to 2021.

Since the height of the COVID-19 pandemic, organizations have generally slowed their investment increases for data analysis tools.

### DATA ANALYSIS TOOLS INVESTMENT CHANGES

<table>
<thead>
<tr>
<th></th>
<th>Investing significantly less than 2021</th>
<th>Investing slightly less than 2021</th>
<th>Investing the same as 2021</th>
<th>Investing slightly more than 2021</th>
<th>Investing significantly more than 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Machine learning</td>
<td>10%</td>
<td>11%</td>
<td>33%</td>
<td>30%</td>
<td>18%</td>
</tr>
<tr>
<td>Artificial intelligence</td>
<td>12%</td>
<td>11%</td>
<td>29%</td>
<td>30%</td>
<td>19%</td>
</tr>
<tr>
<td>Cloud-based planning and reporting solutions</td>
<td>11%</td>
<td>9%</td>
<td>30%</td>
<td>28%</td>
<td>22%</td>
</tr>
<tr>
<td>Predictive analytics</td>
<td>10%</td>
<td>11%</td>
<td>30%</td>
<td>29%</td>
<td>21%</td>
</tr>
</tbody>
</table>

Q: In 2022, which of the following best describes how your company is investing in the following data analysis tools compared to 2021? (n=257)
INTELLIGENT PROCESS AUTOMATION IS THE BIGGEST MACHINE LEARNING OPPORTUNITY FOR COMPANIES

• Over one-third of financial leaders also believe data center optimization, customer service, and sales optimizations are valuable machine learning opportunities. Notably, very few financial leaders see no opportunities for machine learning in their businesses.

Q: Which of the following do you see as top opportunities to use machine learning to support your business? Select the top 3. (n=257)

MACHINE LEARNING OPPORTUNITIES

Intelligent process automation 45%
Data center optimization 39%
Customer service 39%
Sales/marketing optimizations 37%
Sales/revenue forecasting 36%
Recruitment/hiring (and diversification of hiring) 28%
Demand planning 23%
Anomaly detection 16%
Other 0%
I do not see any opportunities for machine learning to help my business 3%
OVER HALF OF COMPANIES HAVE ALREADY ADOPTED AN AUTOML SOLUTION, AND ANOTHER THIRD PLAN TO ADOPT ONE IN THE FUTURE

• Two-thirds of those who have adopted an AutoML solution report that it has been fully adopted, and they have seen a return on investment.

AUTOML PLANS

- No, we don't use an AutoML solution and we have no future plans to adopt one
- No, but we plan to investigate an AutoML solution in the future
- Yes, we have adopted an AutoML solution

AUTOML PROGRESS

- Our workforce has embraced the solution and we've seen a return on investment
- Our workforce is working to implement the solution but it has not been fully adopted yet
- Our workforce is slow to embrace the solution/resistant to process change
- Our workforce has not implemented the solution

Q: Many companies are embracing automated machine learning (AutoML) as a way to supplement some of their workforce needs (e.g. data scientists). Has your company adopted an AutoML solution? (AutoML automates the selection, composition and parameterization of machine learning models and applies those models to real-world problems.) (n=257)
Q: Since adopting the AutoML solution to support business needs, how has the solution been received internally? (n=143) Displayed to respondents who indicated adopting an AutoML solution.
THOSE WHO DO NOT PLAN ON ADOPTING AN AUTOML SOLUTION DON’T SEE THE NEED OR DO NOT HAVE THE BUDGET

- Very few companies cite dissatisfaction with similar solutions as a reason for not adopting an AutoML solution.

Q: If you do not have plans to implement an AutoML solution, why not? (n=22) Displayed to respondents who indicated no plans to implement an AutoML solution*  
*Small sample size (n<50); interpret results with caution.

**REASONS TO NOT IMPLEMENT AUTOML**

- Our current system is working, we don't have a need to change our process: 36%
- We do not have the budget to invest in an AutoML solution at this time: 32%
- Our workforce has not expressed the need for an AutoML solution: 27%
- We were unhappy with similar solutions in the past: 5%
- Other: 0%
Corporate

Cybersecurity is the largest area of Metaverse investments, followed by Cryptocurrency.

- One-third of organizations are also investing in blockchain, virtual reality, and talent.

Q: Although it's new, some companies are making strides toward investments that are contingent with the Metaverse. Which of the following technologies that support Metaverse capabilities is your organization investing in? Select all that apply. (n=257)

- Cybersecurity: 60%
- Cryptocurrency: 44%
- Blockchain: 36%
- Augmented Reality/Virtual Reality: 35%
- Talent: 33%
- Metaverse real-estate: 23%
- Web 3.0: 23%
- This is not on my radar for future investments: 11%
COST IS THE PRIMARY BARRIER TO TECHNOLOGICAL INVESTMENTS

- Over one-third of financial leaders also report concerns about cybersecurity, employees’ skill levels, and technical issues.

**BARRIERS TO TECHNOLOGY INVESTMENTS**

- Costs/budget support: 42%
- Data breach/cybersecurity: 38%
- Technical skill level of employees: 38%
- Technical issues: 36%
- Integration with existing applications: 33%
- Return on investment: 32%
- Implementation process: 31%
- Employee utilization: 30%
- Integration with existing processes: 23%
- Other: 0%
- None: 4%

Q: Which of the following are reasons that may prevent you from investing in new technologies (AutoML, Cloud, AI, etc.) for your organization? Select all that apply. (n=257)
WHEN SEARCHING FOR VENDOR AND TECHNOLOGY RECOMMENDATIONS, FINANCIAL LEADERS RELY ON IT INDUSTRY ANALYSIS REPORTS

- Over half also look to trusted advisors for recommendations.

TECHNOLOGY INVESTMENT SOURCES

- IT Industry Analyst Reports: 58%
- Trusted advisors: 56%
- Prior experience with the vendor: 42%
- Peers/contacts in the industry: 38%
- Third party review sites: 35%
- Other: 0%

Q: What sources do you use for recommendations on new vendors or technologies to invest in? Select all that apply. (n=257)
DEMOGRAPHICS
## RESPONDENT CHARACTERISTICS (1/2)

### Age (n=257)
- 18 to 34: 40%
- 35 to 54: 50%
- 55+: 10%

### Country (n=257)
- Canada: 14%
- Mexico: 28%
- United States: 58%

### Job Role (n=257)
- Manager/Sr. Manager: 34%
- Director: 25%
- Vice President/Sr. Vice President: 7%
- C-Suite Executive: 16%
- President/CEO: 12%
- Owner: 5%

### Industry (n=249)
- Accounting: 2%
- Advertising: 1%
- Agriculture/Forestry/Fishing: 1%
- Biotechnology: 1%
- Business / Professional Services: 11%
- Business Services (Hotels, Lodgings Places): 3%
- Computers (Hardware, Desktop Software): 10%
- Communications: <1%
- Construction / Home Improvement: 9%
- Consulting: 2%
- Education: 6%
- Engineering / Architecture: 2%
- Entertainment / Recreation: <1%
- Finance / Banking / Insurance: 8%
- Food Service: <1%
- Government / Military: <1%
- Healthcare / Medical: 5%
- Internet: <1%
- Legal: 2%
- Manufacturing: 6%
- Marketing / Market Research / Public Relations: <1%
- Media / Printing / Publishing: 1%
- Non-Profit: 1%
- Research Science: <1%
- Real Estate: <1%
- Retail: 8%
- Telecommunications: 4%
- Transportation / Distribution: 2%
- Utilities: 1%
- Wholesale: 3%
- Other: 10%

### Role in Financial Decision-Making (n=257)
- Primary decision-maker: 75%
- Share authority: 25%
## Respondent Characteristics (2/2)

<table>
<thead>
<tr>
<th>Organization 2021 Revenue (n=257)</th>
<th>Job Function (n=257)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under $100M</td>
<td>Chief Financial Officer (CFO) 19%</td>
</tr>
<tr>
<td>$100M to $499M</td>
<td>Chief Accounting Officer (CAO) 6%</td>
</tr>
<tr>
<td>$500M or $999M</td>
<td>VP of finance 7%</td>
</tr>
<tr>
<td>$1B to $4.99B</td>
<td>VP of accounting 3%</td>
</tr>
<tr>
<td>$5B to $10B</td>
<td>Controller 6%</td>
</tr>
<tr>
<td>Over $10B</td>
<td>VP of Financial Reporting 2%</td>
</tr>
<tr>
<td>I don’t know / Prefer not to respond</td>
<td>VP of FP&amp;A 3%</td>
</tr>
<tr>
<td></td>
<td>Director of Finance 20%</td>
</tr>
<tr>
<td></td>
<td>Director of Financial Reporting 9%</td>
</tr>
<tr>
<td></td>
<td>Director of FP&amp;A 6%</td>
</tr>
<tr>
<td></td>
<td>VP/ Director of Financial Systems 9%</td>
</tr>
<tr>
<td></td>
<td>None of these 9%</td>
</tr>
</tbody>
</table>
Thank you.

CONTACT
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P: 202-795-4037
hanoverresearch.com