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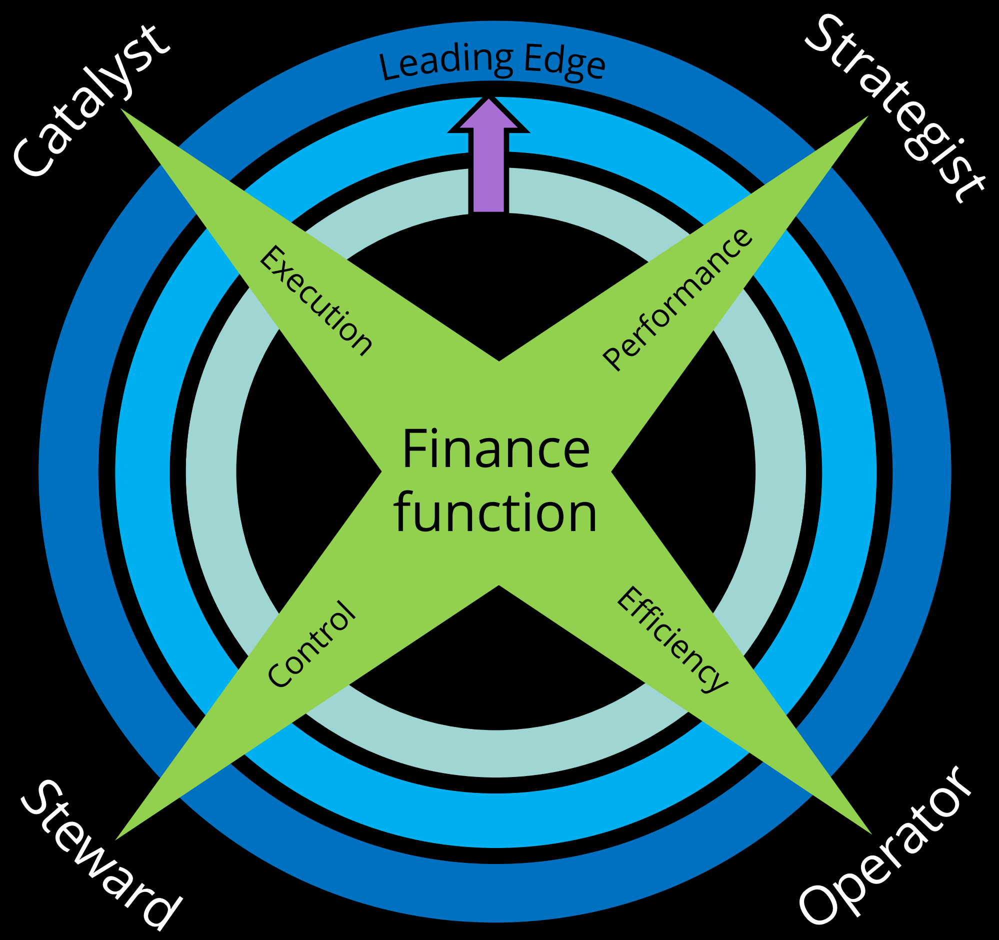
The four faces of the CFO

The CFO Program

CFOs play four critical roles

Catalyst

Catalyze behaviors across the organization to execute strategic and financial objectives while at the same time creating a risk intelligent culture



Strategist

Provide financial leadership in determining strategic business direction, M&A, financing, capital market and longer-term strategies vital to the future performance of the company

Steward

Protect and preserve the critical assets of the organization and accurately report on the financial position and operations to internal and external stakeholders

Operator

Balance capabilities, talent, costs and service levels to fulfill the finance organization's core responsibilities efficiently

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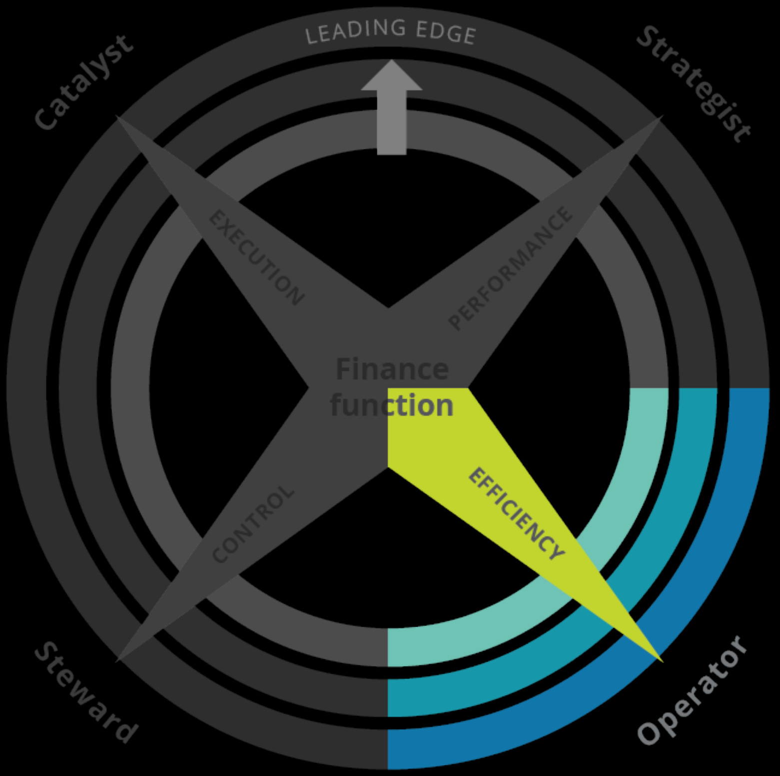
Operator

The objective of the Operator is to balance capabilities, talent, costs and service levels to fulfill the finance organization's responsibilities.



Key focus

Efficiency and effectiveness of operations including overall risk management of the finance operation

Add value to the revenue owners

Key roles

Dynamically balance cost , risk and service levels in delivering on the finance organization's responsibilities

Define and adapt finance's operating model

Development of finance talent

Competencies

Leverage system capabilities, program / project management, problem solving and adopting a cross-border attitude

Focus on what matters both inside and outside of finance

Strong leadership skills including an understanding of key information systems and human resource issues

Strong understanding of the company's business model and industry

Understanding of risk and controls to properly manage and help mitigate risk

Critical issues

Ensure finance and accounting function operational efficiencies are in place and allow attention on value enhancing activities

Developing and evolving the finance operating model and talent management in financial disciplines as the business model continues to change while remaining efficient and effective

Determining how to allocate scarce or limited finance resources to drive the greatest return on investment while managing risk

Ability to adapt to global markets and operations (shared services) and the evolution towards International Financial Reporting Standard (IFRS)

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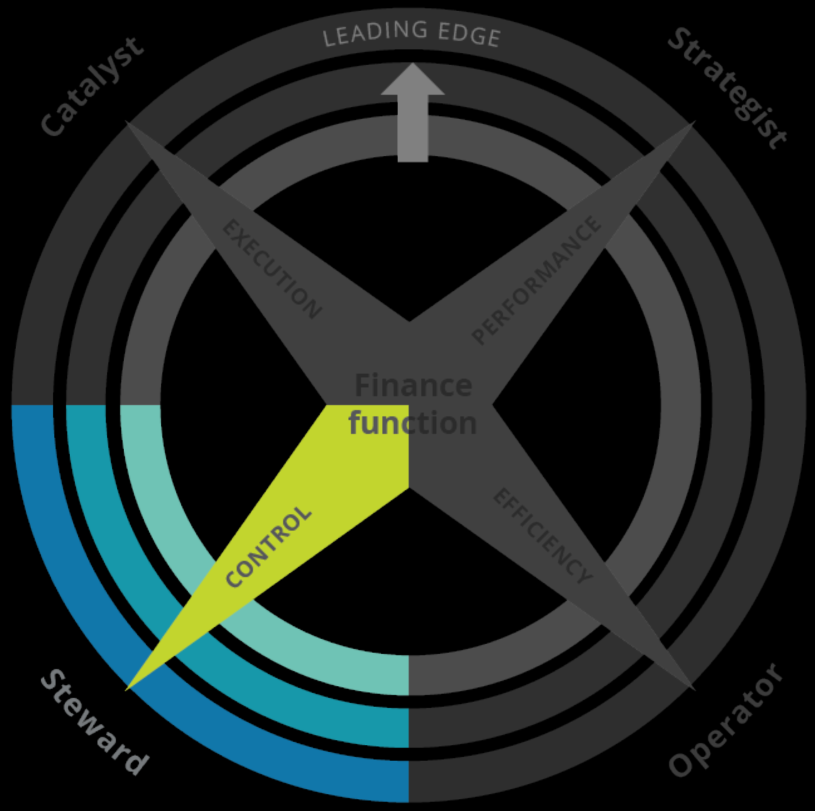
Steward

The objective of the steward is to protect and preserve the assets of the organization.



Key focus

Accounting and control

Risk management and preserving assets

Partner with functional and business unit owners in the risk management identification process

Key roles

Ensure company compliance with financial reporting and control requirements

Ensure adequate assessment and mitigation of risk, and compliance with applicable regulatory or other legal requirements

Manage business complexity while minimizing risk as the business executes on its strategies and initiatives

Competencies

Accounting and reporting, compliance, applying good judgment

Objective nature and ability to effectively communicate risks and potential solutions across the organization and to the Board

Knowledgeable of operational and fraud risks

Understanding of controls and related control frameworks (COSO, COBIT, etc.)

Critical issues

Information and data quality, optimizing controls

Increased regulatory enforcement across domestic and global operations

Span of control over international operations and differing operating models and cultures

Understanding effective governance models over growing business complexity, global reach and overall marketing, sales and product complexity (i.e. extended business relationships, royalty agreements, distributorships, etc.)

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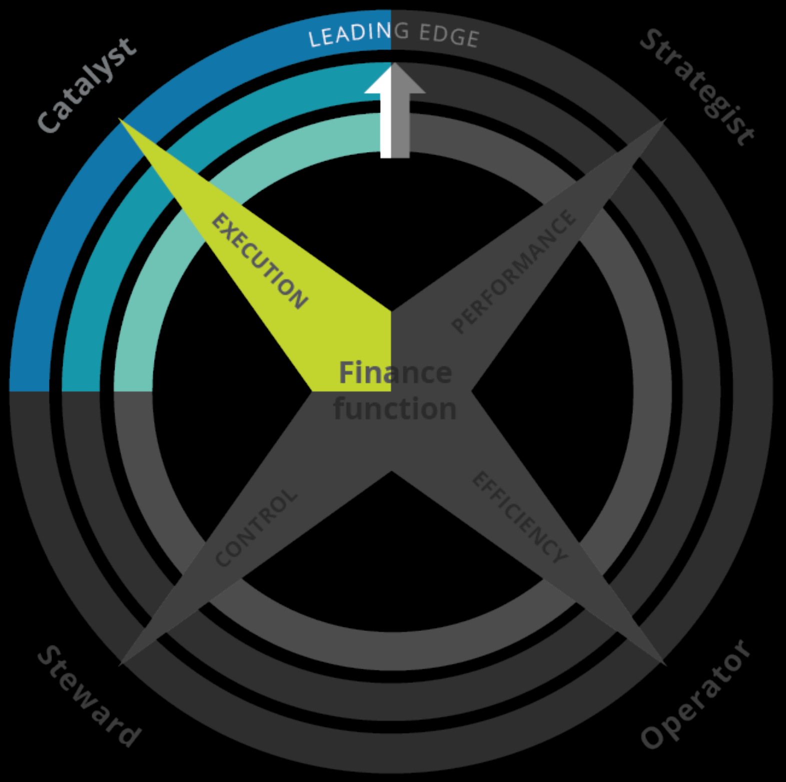
Catalyst

The objective of the Catalyst is to stimulate behaviors across the organization to achieve strategic and financial objectives.



Key focus

Disciplined execution of strategic choices

Changing organization behavior and establishing a value attitude

Key roles

Gaining business alignment to successfully identify, evaluate and execute strategies by partnering with senior management

Being a business partner with other executives such as the CIO, CMO, General Counsel or CLO, Head of HR and business unit leaders

Implementing a process to define optimal targets and to measure the performance of the strategic initiatives through a Balanced Scorecard and/or KPI framework

Competencies

Business perspective, change and conflict management, organizational agility and facilitation

Strong communication and change management skills

Strong leadership and business partnering skills

Creating a culture of risk intelligence to manage risk to proper execution of business strategies

Understanding of key performance measurements to measure success of strategic and operating initiatives

Critical issues

Establishing structure of enterprise accountability for results, driving enterprise execution

Gaining acceptance from business management as the organization’s catalyst

Maintaining enterprise accountability while business models continue to change through extended business relationships, outsourcing models and global expansion

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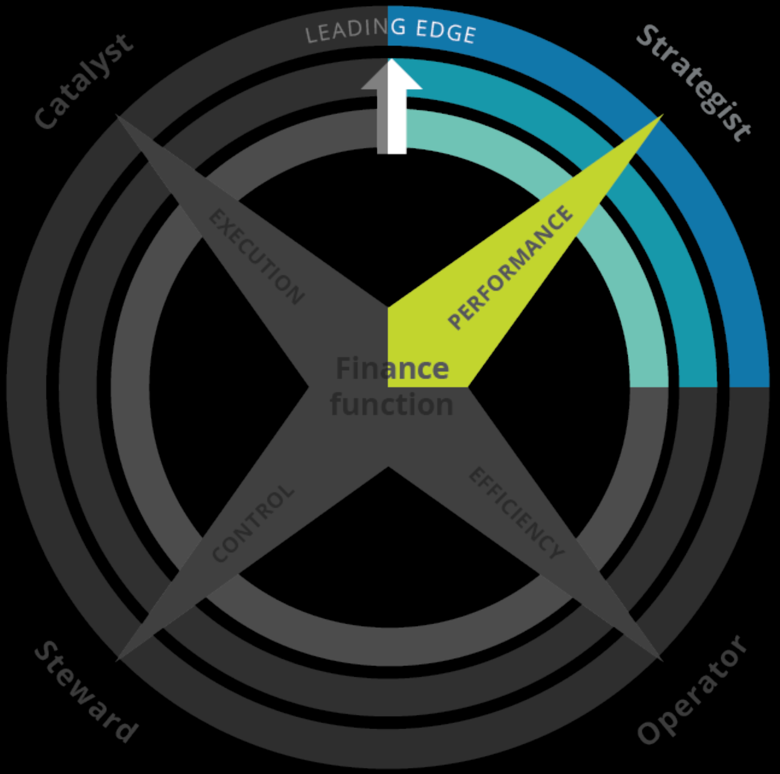
Strategist

The objective of the strategist is to provide leadership with respect to aligning financial and business strategies such as M&A, the investments and capitalization of the company.



Key focus

Helping to set the future direction of the company in order to enhance business performance and shareholder value

Key roles

Leveraging financial perspective to frame the acquisition of capital, undertake M&A and other investments, strategic decision-making, integration of performance management

Create a capital and risk management lens to support the effective execution of the strategic initiatives of the Company

Establish, implement and monitor management's intervention strategy when risk issues exceed defined thresholds of risk tolerance

Competencies

Critical thinking, analysis and presentation of data, global financial perspective, strategic agility, dealing with ambiguity

Capital formation and structuring experience

Merger targeting, due diligence and integration experience

Critical issues

Providing a financial perspective on innovation, M&A and profitable growth, acquiring capital and translating expectations of the capital markets into internal business imperatives

Providing the information and tools necessary for the organization to make sound business decisions

Strategic M&A wave – speed and the need to get ahead of the curve

Difficult capital markets and lining up M&A funds

Merger integration execution

Balancing risk tolerance with changing business model and M&A opportunities

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