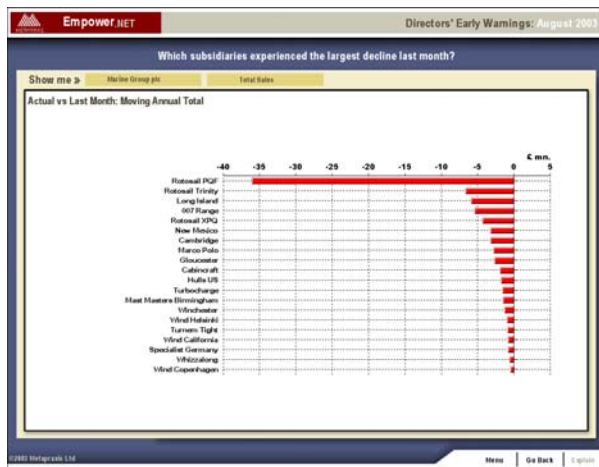




Summary

The Incoming Chief Financial Officer's Review (ICFOR) is a business advisory service provided to CFOs who have recently joined or are about to join a new firm. It generates a rapid and comprehensive briefing on historic trends, latest results, year-end forecasts and budget credibility across the full matrix of subsidiaries, products and key performance indicators of the new firm. The focus is on facilitating the rapid detection and declaration of performance problems or financial anomalies by the new incumbent during the first few months of the role.



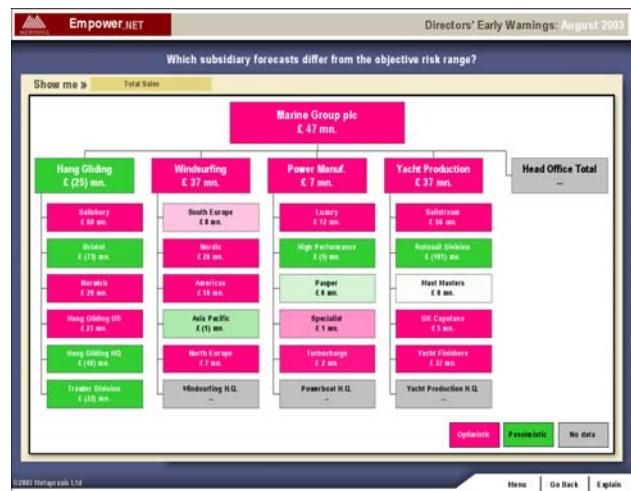
The primary objectives of the Incoming Chief Financial Officer's Review are:

- To enable the CFO to identify any underlying performance problems or financial anomalies;
- To facilitate excellent communication with the executive team on performance issues and solutions;
- To build strong and communicative relationship with line managers and financial analysts;
- To create a spirit of transparency both internally and externally.

Translating Data into Information

Multinational corporations with annual revenues of \$1 billion and above usually consist of a geographically diverse network of branches or subsidiaries, each of which sell multiple products lines to multiple customers. Products and services may be consistent across the enterprise or in some cases unique to a subsidiary.

This framework generates prodigious amounts of data. A typical business with perhaps 100 outlets and 100 key product lines involves 10,000 time series simply for the tracking of sales revenues alone. Each time a further performance indicator is added, such as sales volumes or gross margins, a further 10,000 time series must be taken into account.



It is hard to see the wood for the trees when dealing with these volumes of data. Management accounts prepared at high level sometimes obscure subsidiary problems, or instead they may contain a mass of overwhelming detail. Metapraxix has created innovative diagnostics for CFOs and other executives which concentrate on the business fundamentals such as trends, turning points and forecast risks. These analyses provide management insights in a fraction of the time that is normally required.



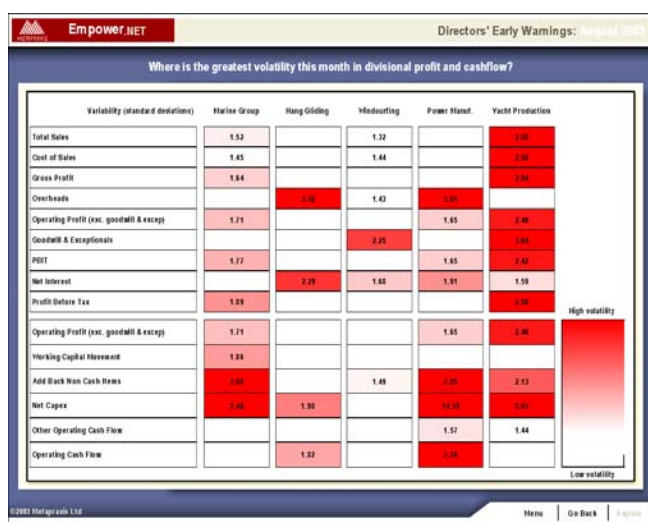
Incoming CFO's Challenges

A new CFO has at least five major challenges:

- Gaining personal familiarity with subsidiary operations
- Quickly acquiring knowledge of the optimism or pessimism of their management teams
- Resolving potential differences of view about what constitutes an acceptable reporting standard
- Forming a rapid view of whether the company will meet investors' expectations
- Finding the ammunition with which to convince one's fellow directors

The purpose of the Incoming Chief Financial Officer's Review is to accelerate these diagnoses and to provide the necessary hard facts and risk assessments in a style that enables the new CFO to communicate the key issues to colleagues in an objective and non-confrontational way.

Accelerating Experience



An incoming CFO has to be at full speed very quickly on questions such as:

“Can we rely upon these year-end forecasts?”

“Which data trends look statistically unlikely?”

“Where is profit declaration not matched by cash generation?”

“Whose forecasts have slipped the most against plan?”

“Which subsidiaries are not reporting their key metrics on time?”

“What is the probability of the whole business failing to meet its profit targets this year?”

Technique

Metaprxis has developed powerful diagnostic software (Empower.NET) with the following capabilities:

- Immediate “docking” with all the leading company consolidation systems
- Ability to extract and analyse relevant data series very rapidly
- Visually intuitive depictions of performance history, relationships and forecast risk
- Provision of industry-standard diagnostic tests



Personal Benefits

The result is an intuitively presented analysis, assembled by experienced consultants using world-class diagnostics that presents the facts in a way that facilitates decision-making.

CFOs and CEOs who have commissioned these techniques have made the following comments:

- "You can find out in four weeks what it would normally take you a year to discover, by which time it's too late."
FTSE 250 Chief Executive
- "The first time I saw our numbers this way, I took the presentation home and explored it in detail until the batteries on my laptop ran down. I use the "windsock" chart virtually on a daily basis to assess our forecast risks. I've also found the visualisation techniques very valuable during budget review sessions, since they provide a context of historical performance trends against which to review the budget proposals of each of our offices."
CFO of US insurance brokerage
- "We are already using the technique in all our Board presentations, and as well as the visual appeal, it really allows us to focus in on specific results and Must-Win-Battles."
SVP Finance of FMCG business
- "I am very impressed with the benefits that we have already obtained from this project. It is communicating the key messages from our management information to the executive team so that we can take well-informed actions. I am using the technique daily to get instant answers to my questions about yesterday's sales, margins and product availability. Previously, this type of analysis took our finance team several hours to prepare each day."
CFO of major UK retailer

Next Steps

An Incoming Chief Financial Officer's Review can usually be delivered within three to four weeks of commissioning. The first step is a short meeting to agree the scope.

Once the Review has created an initial shortlist of investigative priorities, arrangements can be made for the same techniques to be installed in-house and for both line managers and financial professionals to use them on a continuous basis.



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