

Hyperion Focus 16

Integrating reporting requirements with HFM

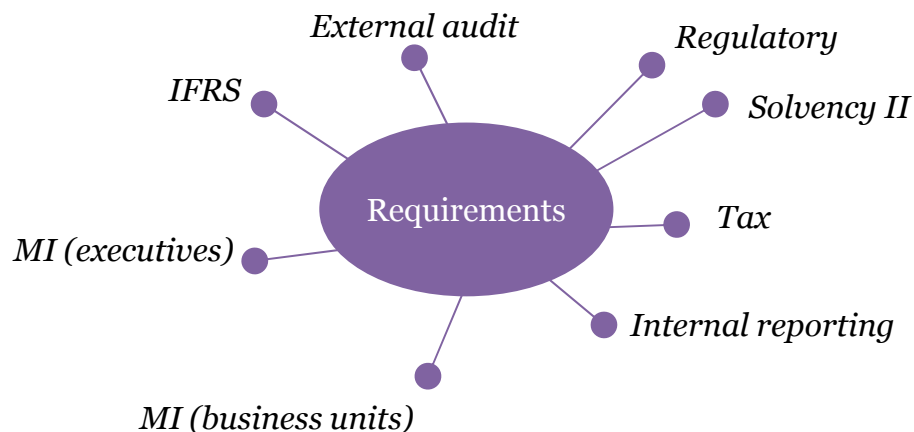
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PwC



Integrated or Integrating

- Integrated Report (*noun*)
 - The aim of the integrated report is to clearly and concisely tell the story of a company
 - It incorporates financial and sustainability reporting, and includes forward looking information
 - An integrated report is a requirement for Johannesburg Stock Exchange (JSE) listed entities
- Integrating (*verb*)
 - To bring together or incorporate parts into a whole



Integrated reporting roadmap



Look at the outside world and engage with your stakeholders



Determine your stakeholder value proposition and refresh your strategy



Align your internal processes to your strategy



Develop your integrated dashboard

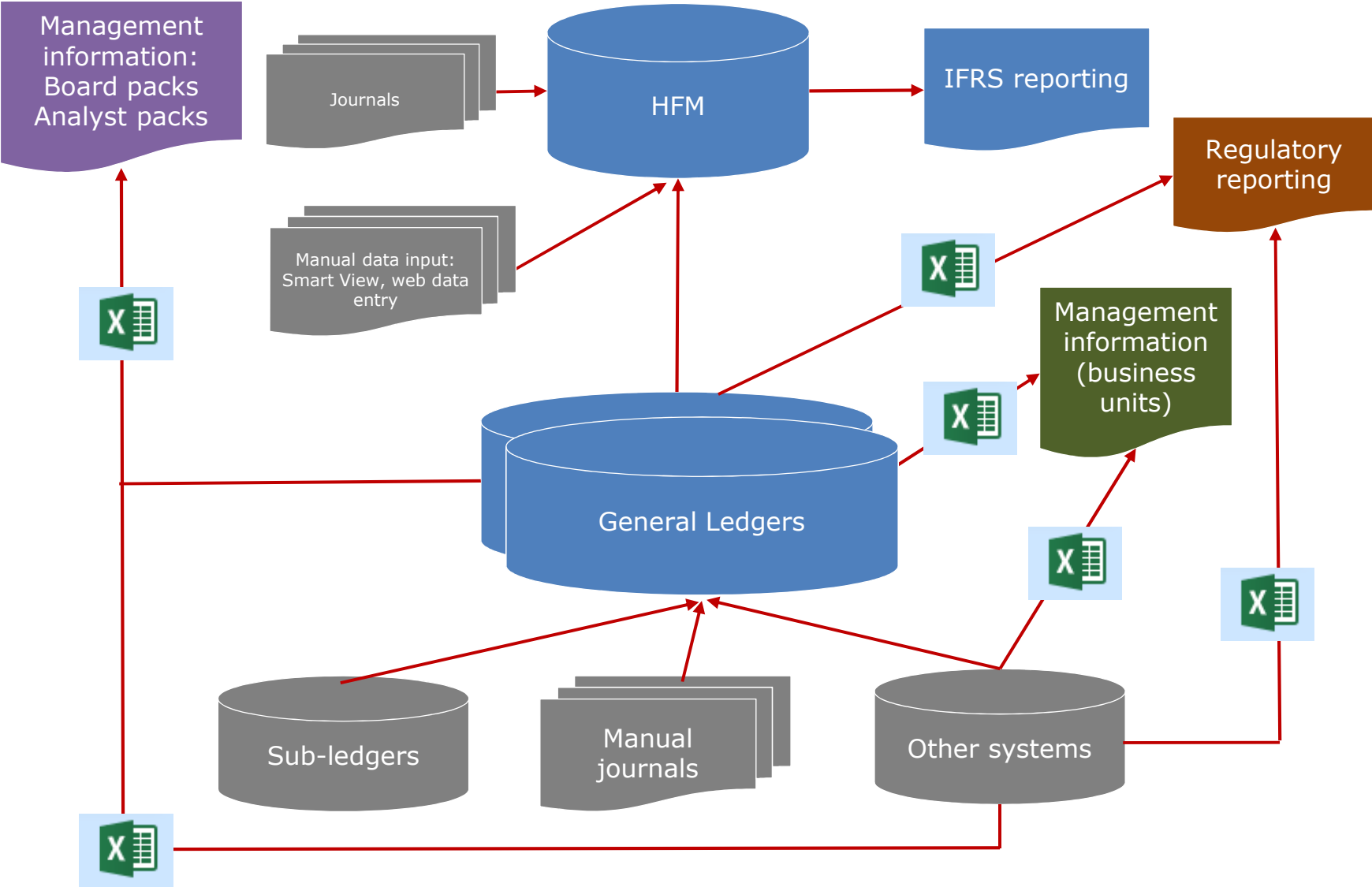


Integrate your reporting for more effective and complete investor dialogue

Case study- Reporting challenges

- It was difficult to link management reporting to strategic plans
- Reporting on the same metrics by different areas in a company did not always agree and was difficult to reconcile
- Significant time was spent on reconciling data (IFRS vs regulatory vs management expenses)
- Manual effort in preparing reporting using excel
- No buy-in to HFM, expect at Group
- HFM functionality not being fully utilised
- Reporting processes were being impacted by new requirements, and introducing change was challenging

Case study – Reporting landscape



Case study – phase 1

Create a Management Information framework

- Consider the group and business units
- Create standard definitions and common understanding

Identify bottlenecks and inefficiencies in current reporting

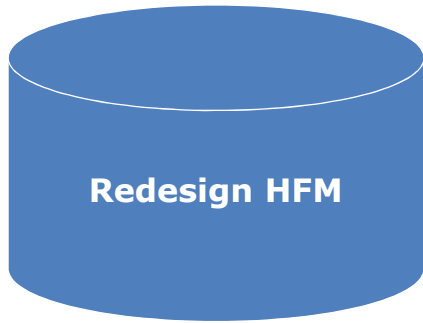
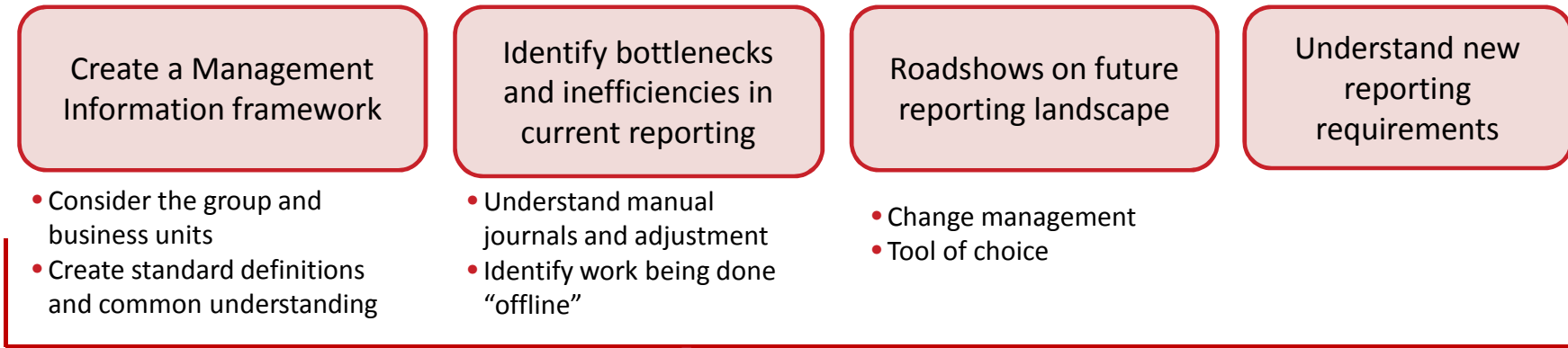
- Understand manual journals and adjustments
- Identify work being done “offline”

Roadshows on future reporting landscape

- Change management
- Tool of choice

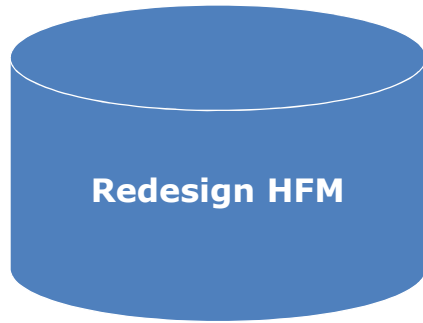
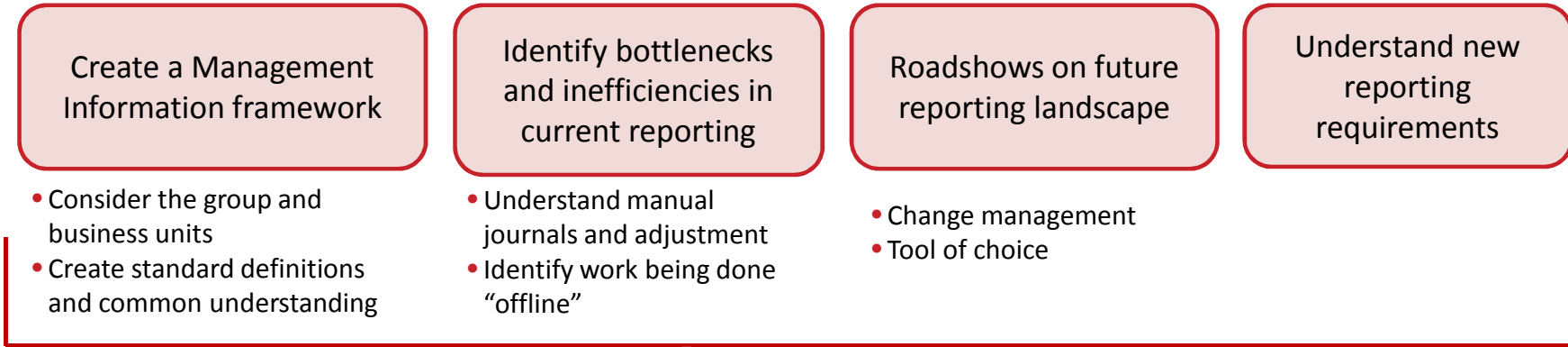
Understand new reporting requirements

Case study – phase 2



- New entity hierarchies
- Identify all source systems and integrate using FDM
- Redesign account structures and expand for other reporting requirements
- Extensive automation
- Data source custom

Case study – phase 3

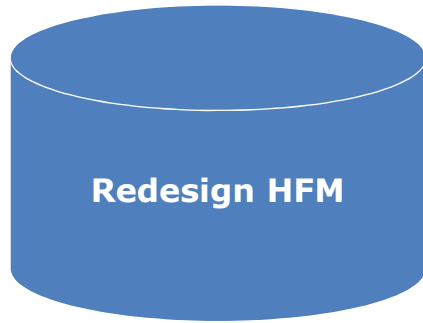
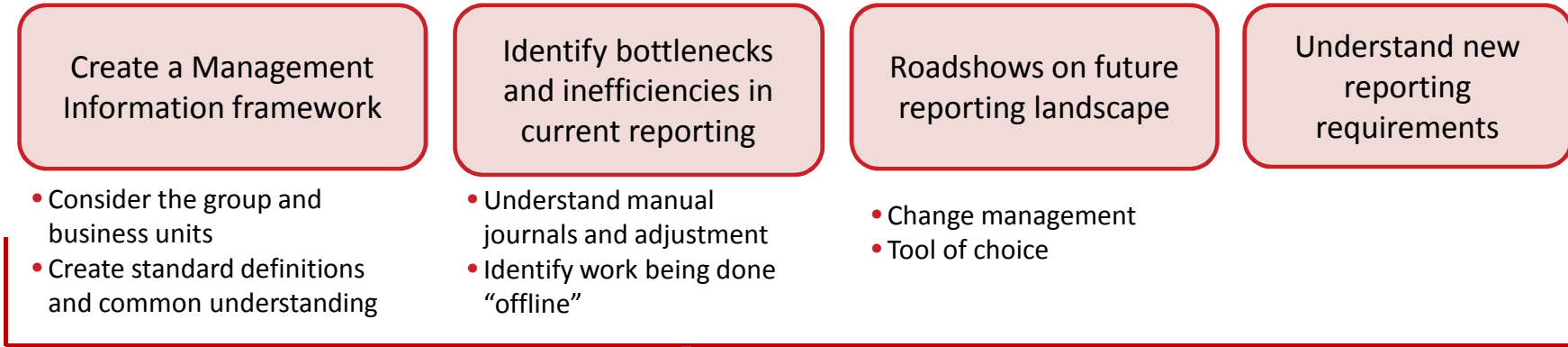


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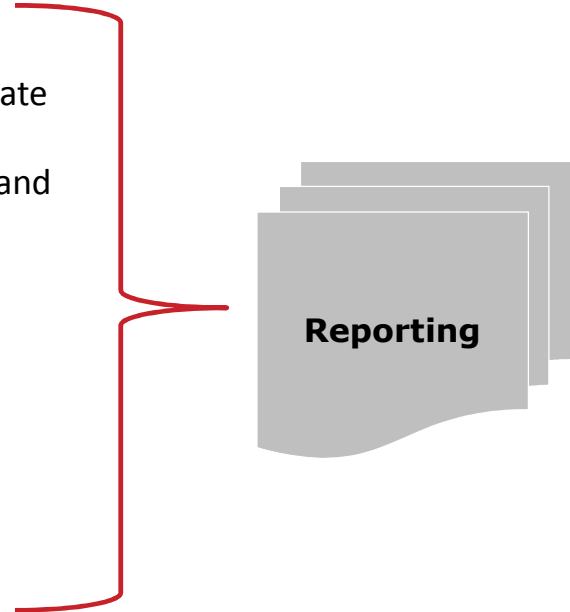
- Data feeds using FDM
- Data source custom
- Processes and calendar defined

Case study – phase 4

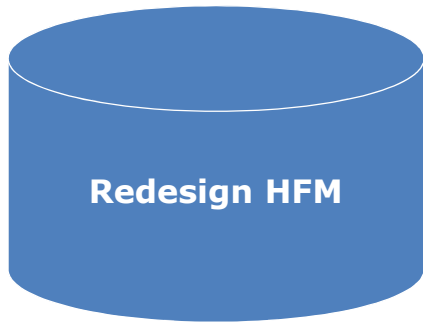


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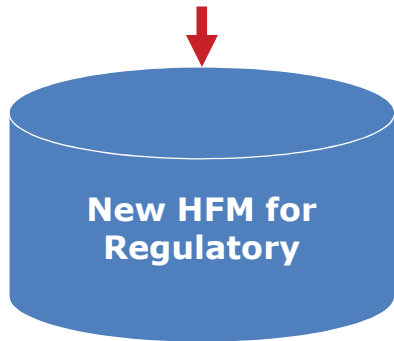
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- Data source custom
- Processes and calendar defined



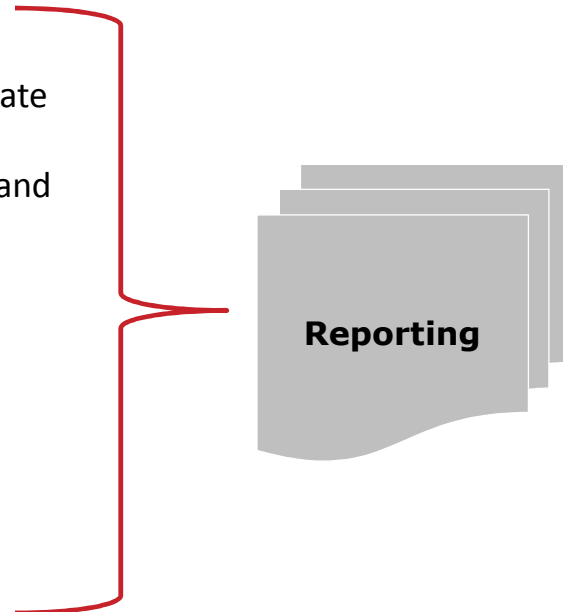
Case study – other workstreams



- New entity hierarchies
- Identify all source systems and integrate using FDM
- Redesign account structures and expand for other reporting requirements
- Extensive automation
- Data source custom



- Data feeds using FDM
- Data source custom
- Processes and calendar defined



Change management

Processes and reporting calendar

Key benefits

- ✓ Management reporting aligned across the business
- ✓ Reduction in the number of HFM journals due to updated FDM mappings and increased HFM automation
- ✓ Improved audit trails and greater audit reliance on HFM
- ✓ Reduction in working days – more time for analysis
- ✓ Buy-in to HFM

Key lessons learnt

- Business sponsor is key
- Start with the end in mind
- Use a phased approach and don't rush into the technology
- Don't underestimate data migration
- Consider support and technical skills required and when these should be on-boarded
- Correct mix of project resources

Hyperion Focus 16

Thank you



FDMEetoolbox

