

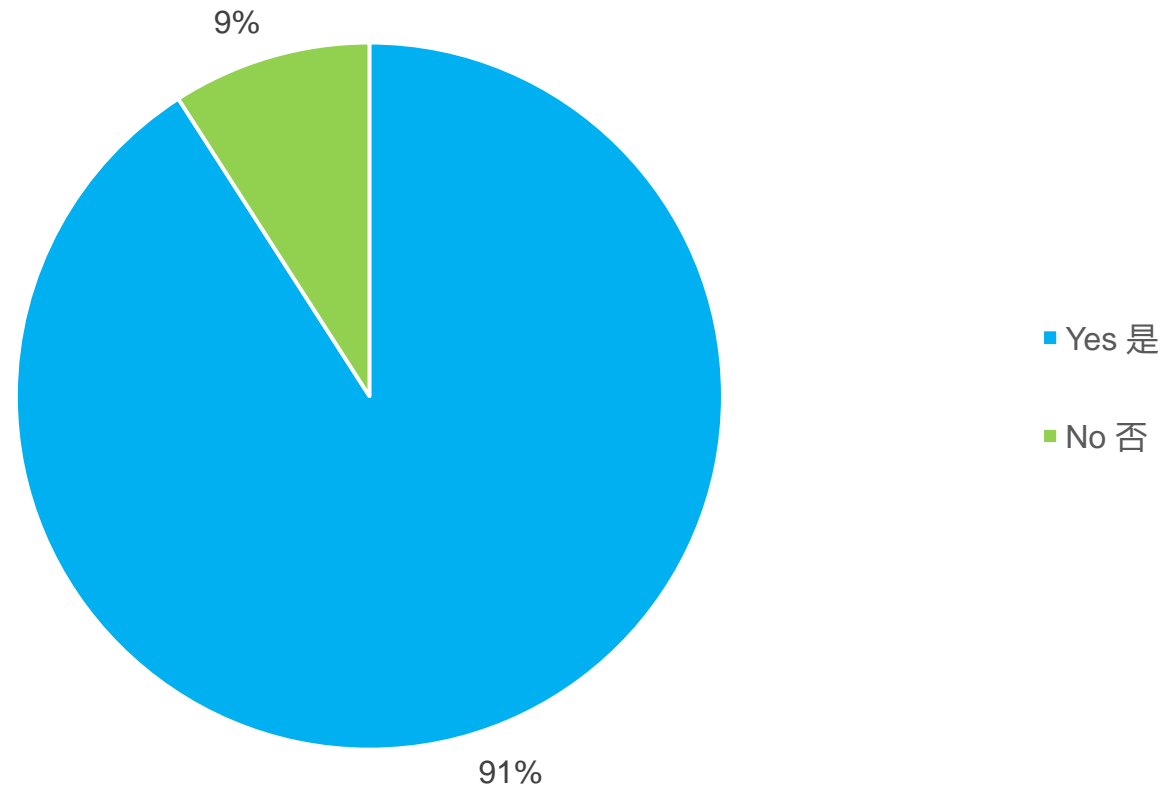
5th Sino-German Controlling Forum

Survey Result

Suzhou, September 08, 2017

More than 90% of the respondents anticipate higher uncertainty

Q1: Does your company experience or anticipate more uncertainty in the coming years in comparison to the previous years? 和前几年相比，您公司目前有无经历或者预计在未来几年里，市场不确定性是否会不断上升？

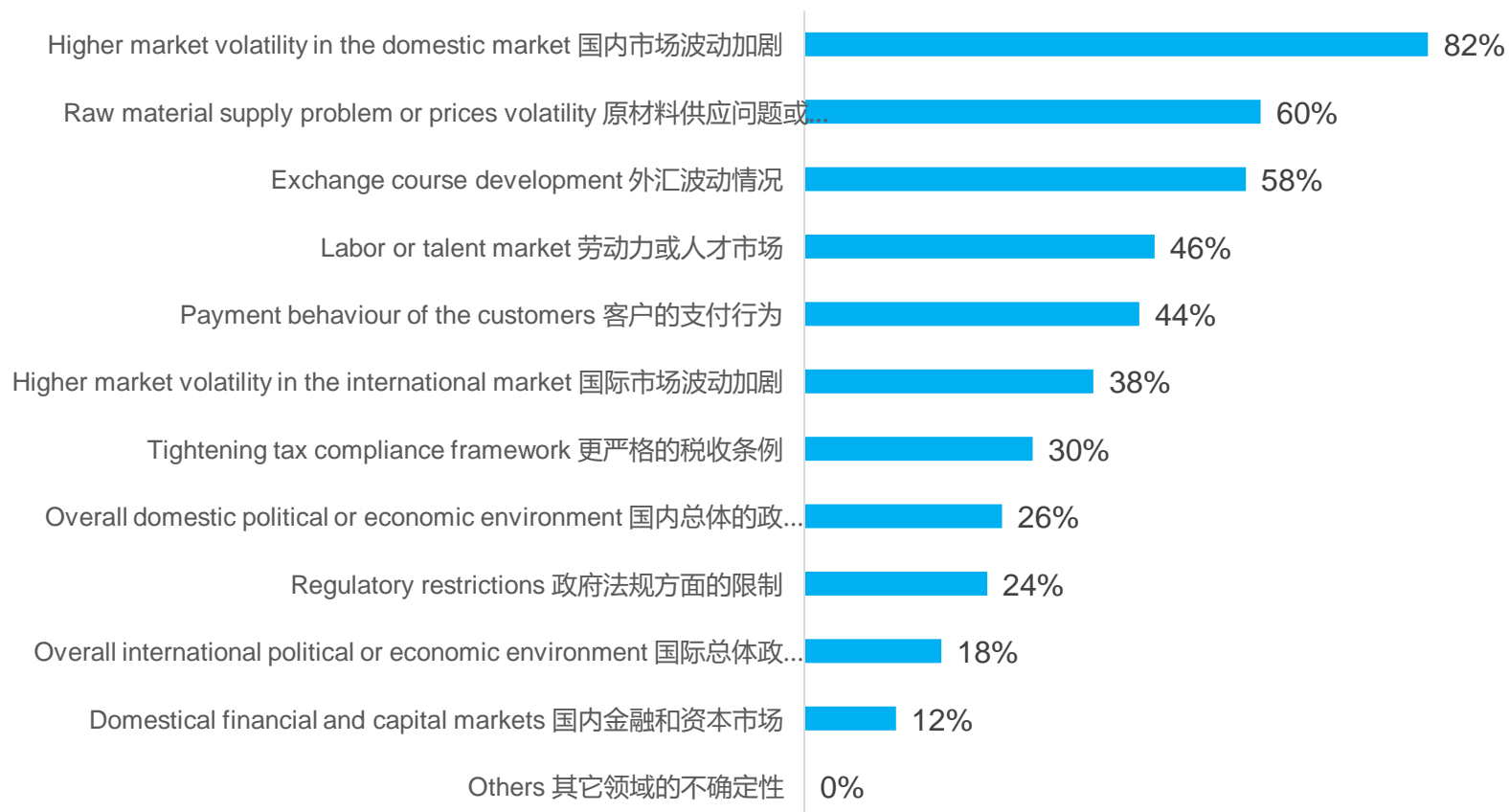


Note: Total Sample 55 responses

Source: Controlling Survey of 5th Sino-German Controlling Forum

Domestic market volatility, raw material supply & exchange rate risk are the major uncertainties

Q2: In which areas do you experience or anticipate the increased uncertainty? 在哪些领域，您公司认为市场不确定性在不断增加？

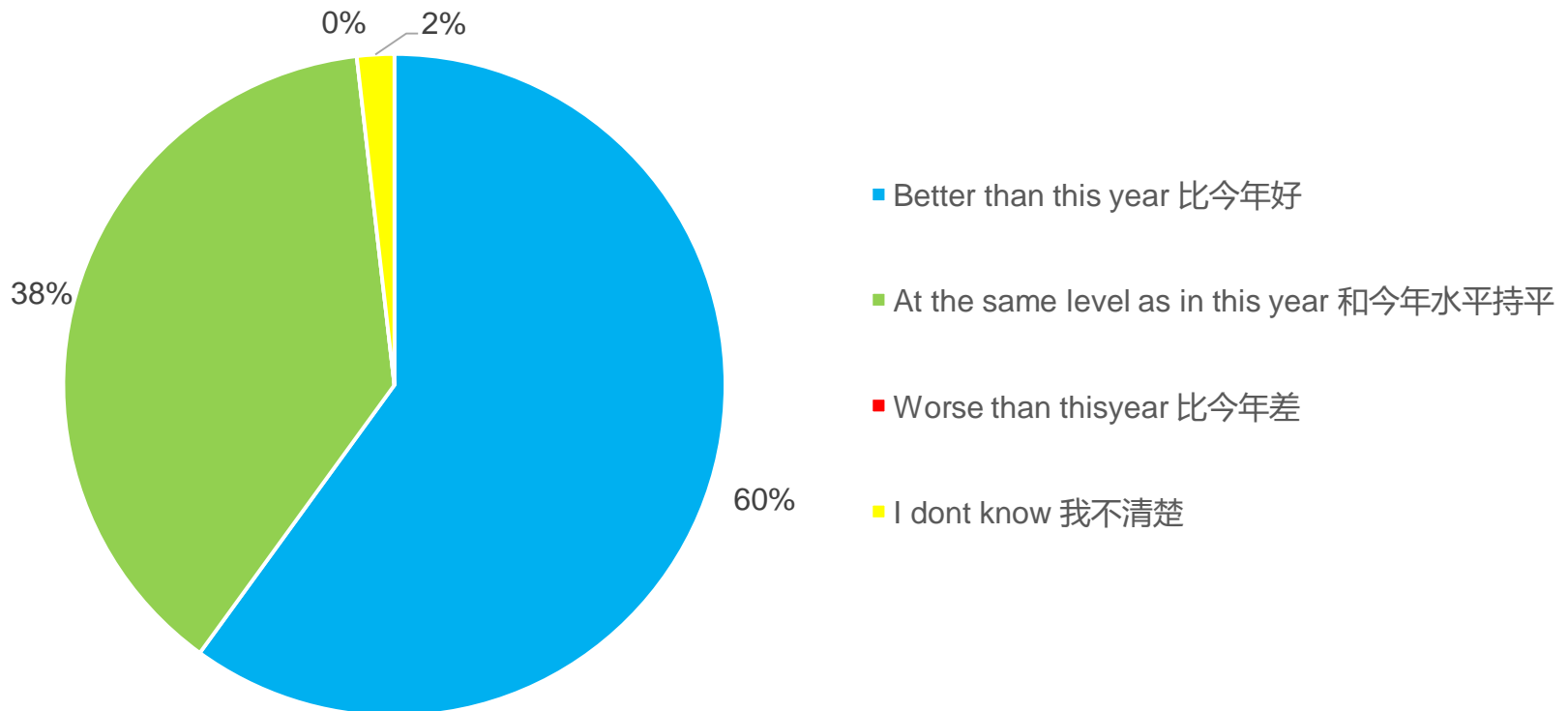


Note: 50 of total sample of 55 responses

Source: Controlling Survey of 5th Sino-German Controlling Forum

Despite increased uncertainty, 60% of the participants estimate better financial performance for the next year

Q3: How will the financial performance of your company develop in the next year according to your current estimate? 您目前预估贵司明年的财务绩效会如何发展？

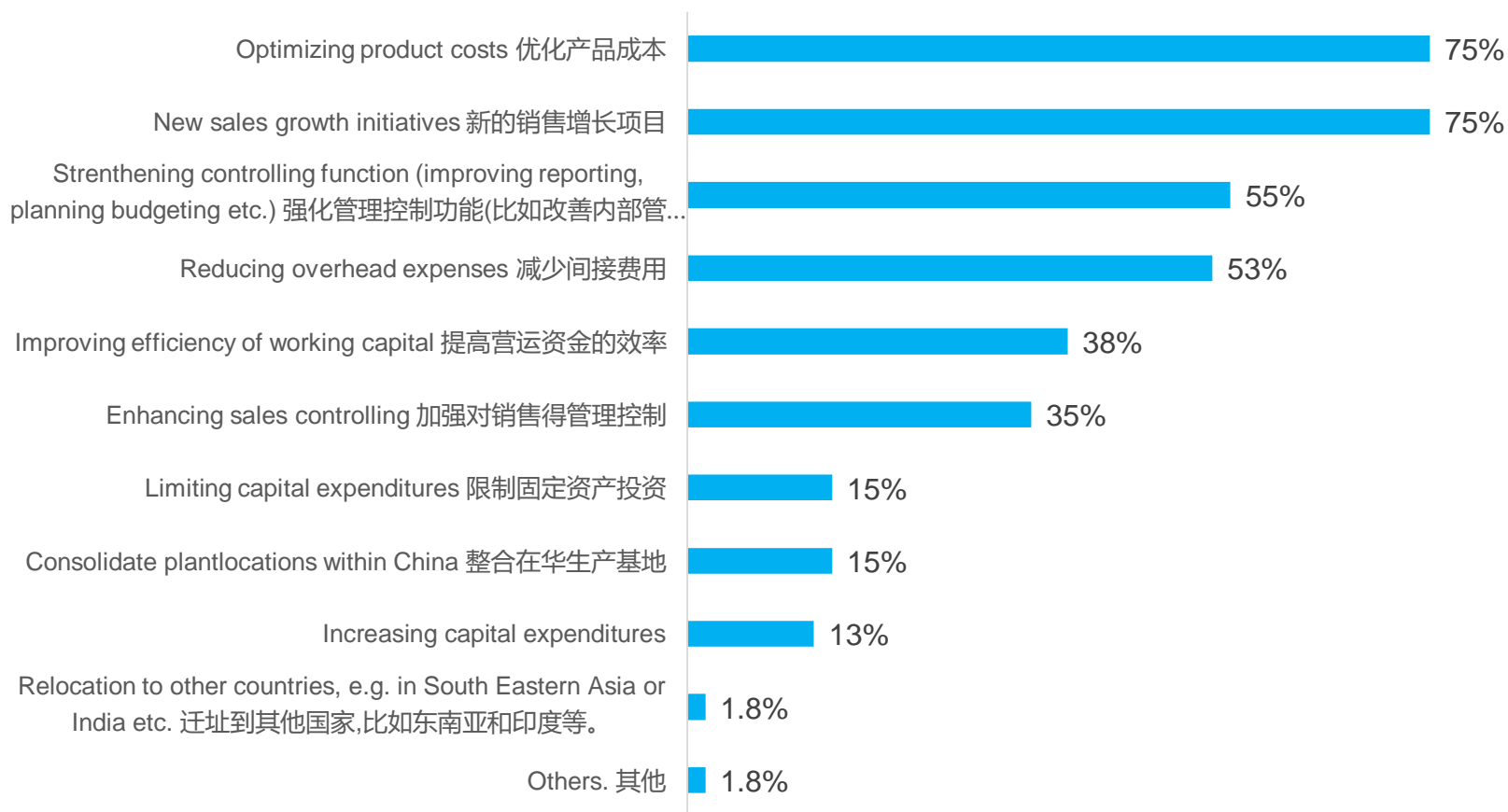


Note: Total Sample 55 responses

Source: Controlling Survey of 5th Sino-German Controlling Forum

Most companies are trying to optimizing product cost or to start new sales growth initiatives

Q4: Which actions is your company currently planning to take in order to improve financial performance in the coming years? 贵公司目前正在计划哪些措施以提升今后几年公司财务绩效?

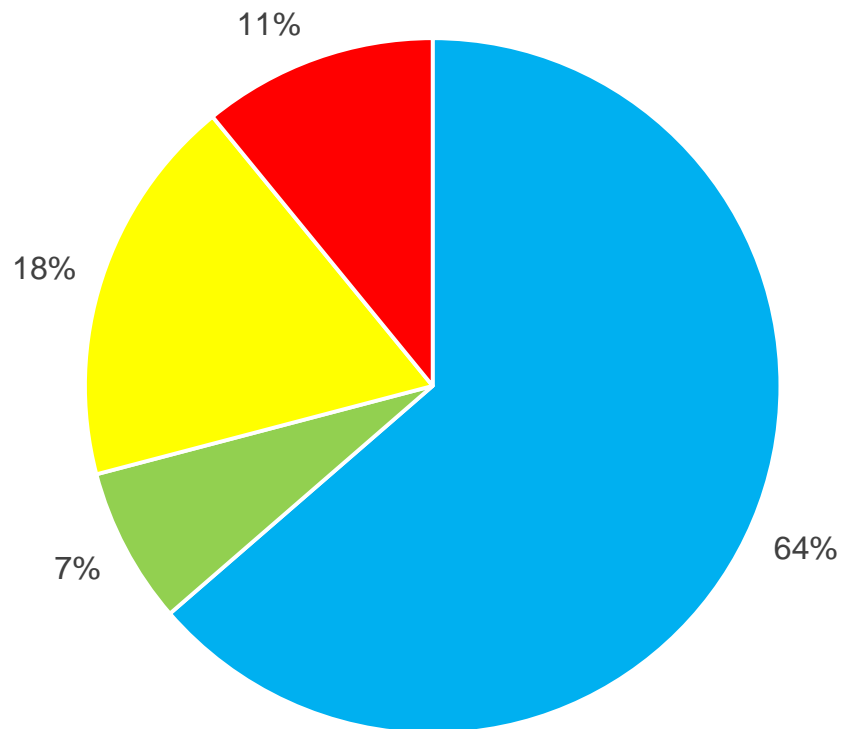


Note: Total Sample 55 responses

Source: Controlling Survey of 5th Sino-German Controlling Forum

More than 70% of the respondents have separated finance and controlling function in their businesses

Q6: Is your controlling team in China separated from other finance roles, e.g. accounting? 您在中国的的管理控制团队是否与其他财务职能分离，比如和财务会计职能分离？



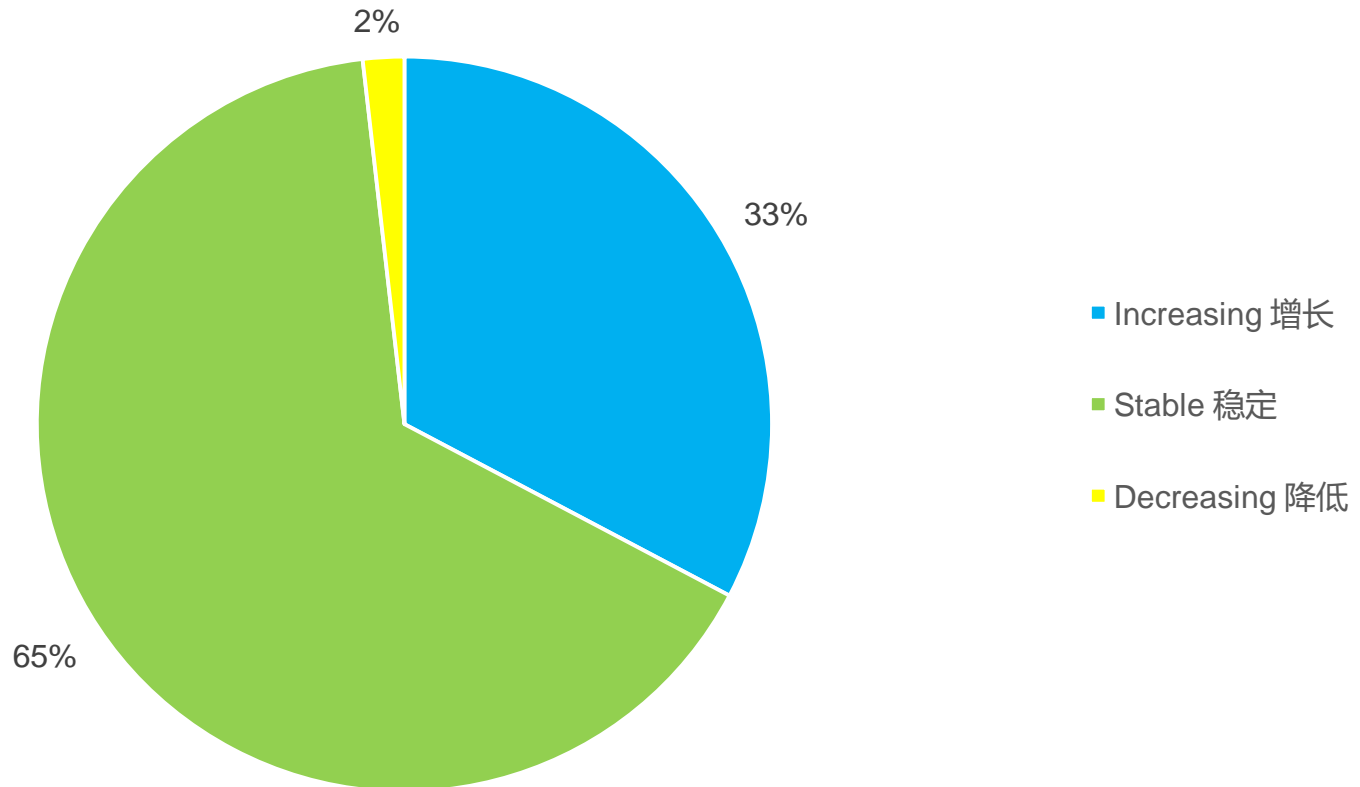
- Yes, already for a while. 是的，已经分离有一段时间了。
- Yes, it has just been separated. 是的，它刚刚被分离出来
- No, but we have a plan to do that. 没有，不过我们计划那样做
- No and no plan to do that. 没有，没有计划那样做

Note: Total Sample 55 responses

Source: Controlling Survey of 5th Sino-German Controlling Forum

65% of the respondents estimate a stable development of the headcount of their controlling team in the coming year

Q7: How will the headcount in your controlling team develop in the coming year? 您的管理控制团队的员工人数明年将如何发展?

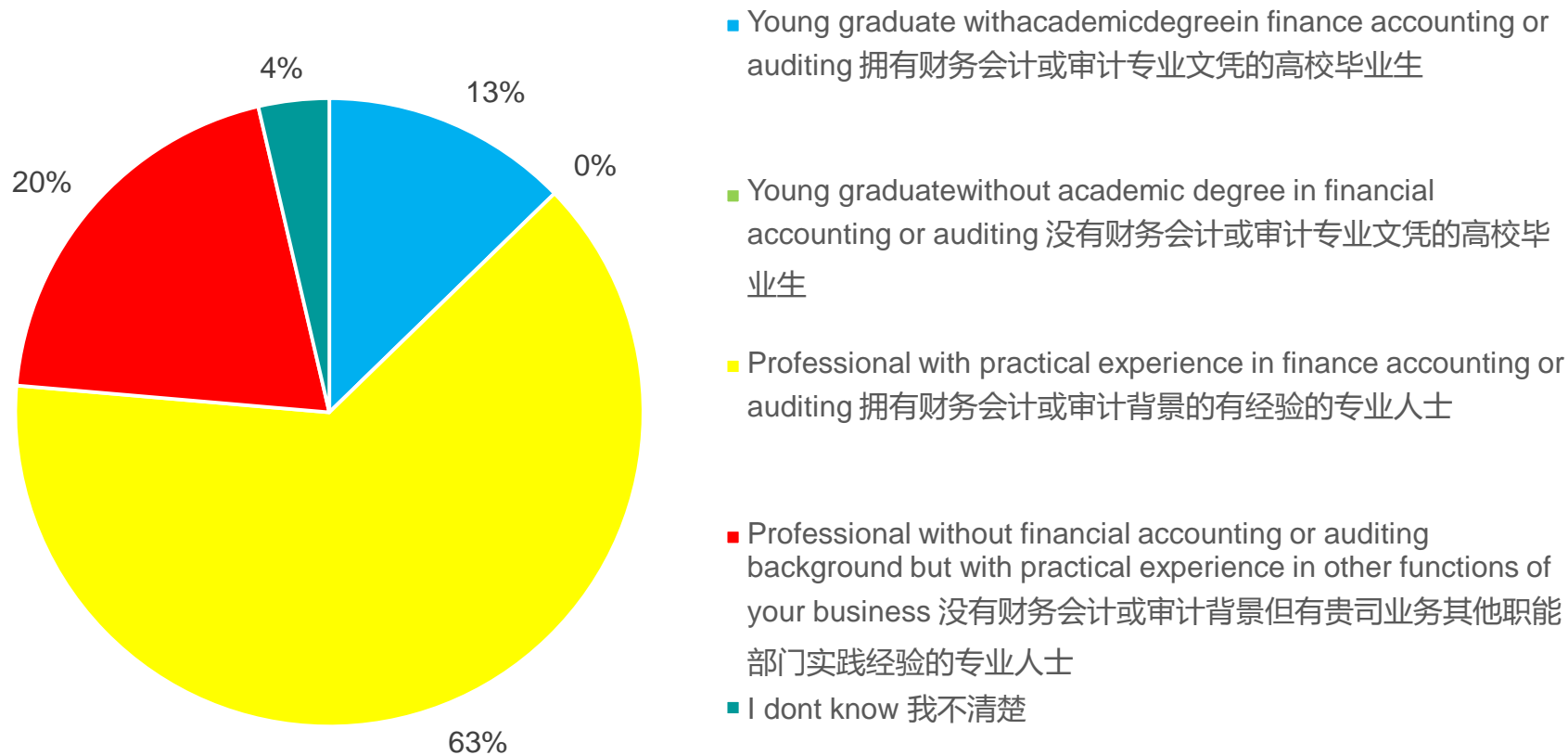


Note: Total Sample 55 responses

Source: Controlling Survey of 5th Sino-German Controlling Forum

Most of the participants prefer to hire professionals with practical experience in finance area for the controller job

Q8: Which of the following candidates would you prefer to choose for the controller job? 您将优先选择哪些候选人担任管理控制工作？

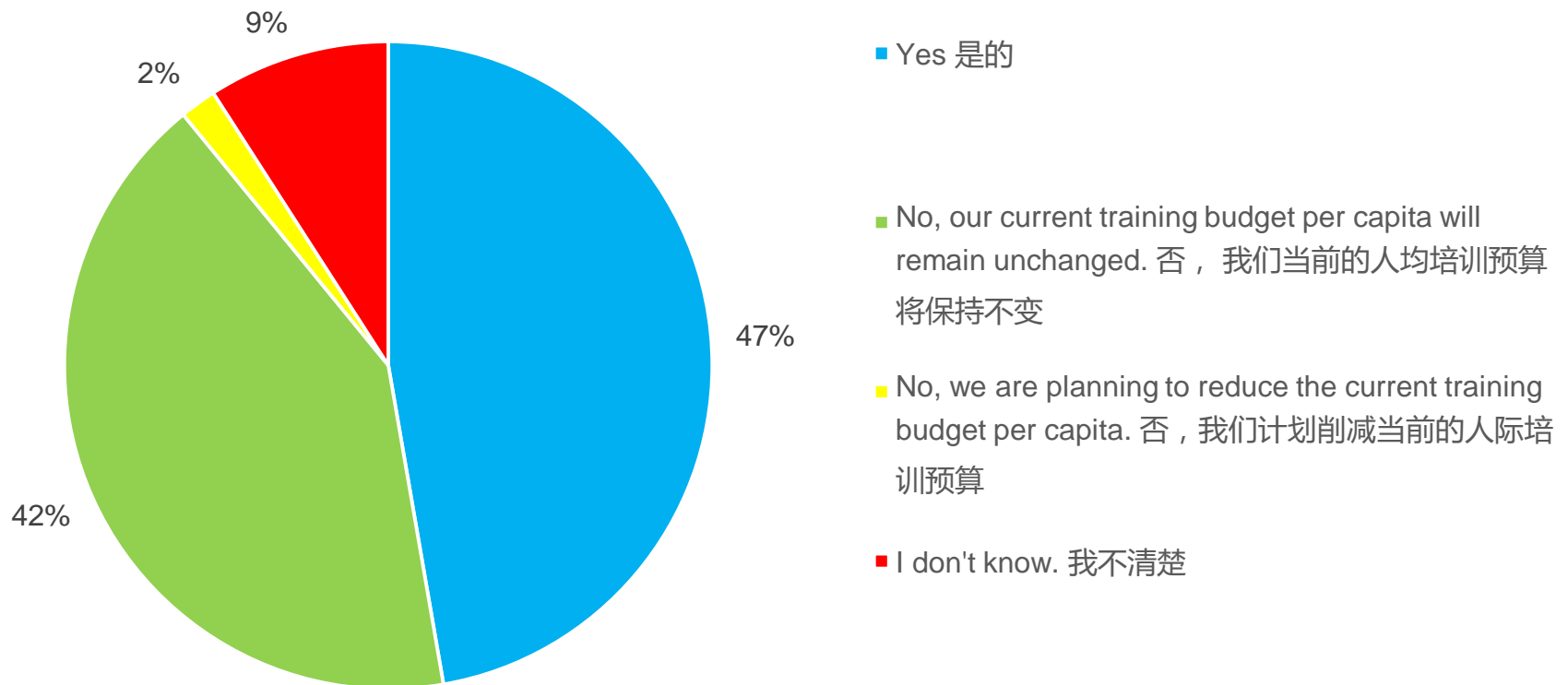


Note: Total Sample 55 responses

Source: Controlling Survey of 5th Sino-German Controlling Forum

Nearly 50% of respondents anticipate an increase of training budget for their finance/controlling team

Q9: Is your company planning to increase per-capita training budget for local finance controlling professionals in the next budget year? 您的公司是否将在下一个预算年度增加面向本地财务和管控人员的人均培训经费?

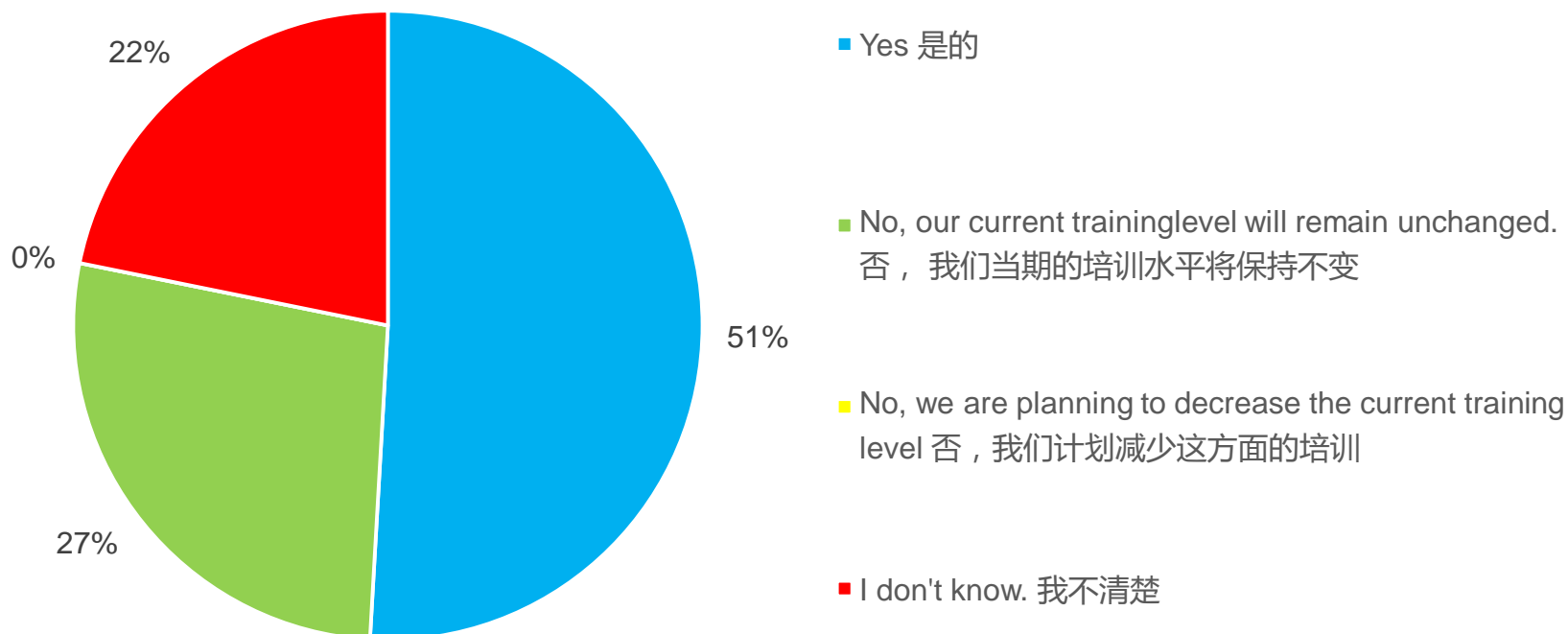


Note: Total Sample 55 responses

Source: Controlling Survey of 5th Sino-German Controlling Forum

More than half of the participants estimate an increased level of controlling training for non-finance people

Q10: Is your company planning to increase the current level of controlling training for non-finance managers and professionals in the next budget year? 您的公司是否将在下一个预算年度增加面向非财经理和业务人士的管理控制培训 ?



Note: Total Sample 55 responses

Source: Controlling Survey of 5th Sino-German Controlling Forum

Management reporting & analysis is the controlling activity which needs IT support most strongly

Q11: Which fields of controlling activities in your company need more or better IT support in the coming time from your point of view ? 您认为贵司哪些管理控制活动领域在未来几年需要更多或更好的IT支持 ?

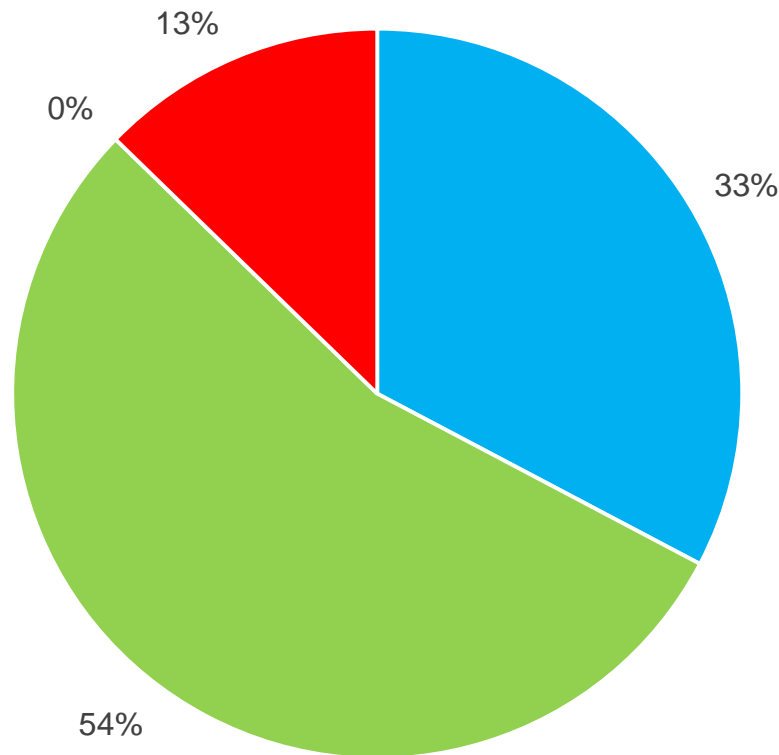


Note: Total Sample 55 responses

Source: Controlling Survey of 5th Sino-German Controlling Forum

1/3 of the participants estimate an increase of controlling-related IT budget for the next year

Q13: Is your company planning to increase next years IT budget for better controlling? 您的公司是否计划明年增加IT预算以更好地进行企业管理控制？



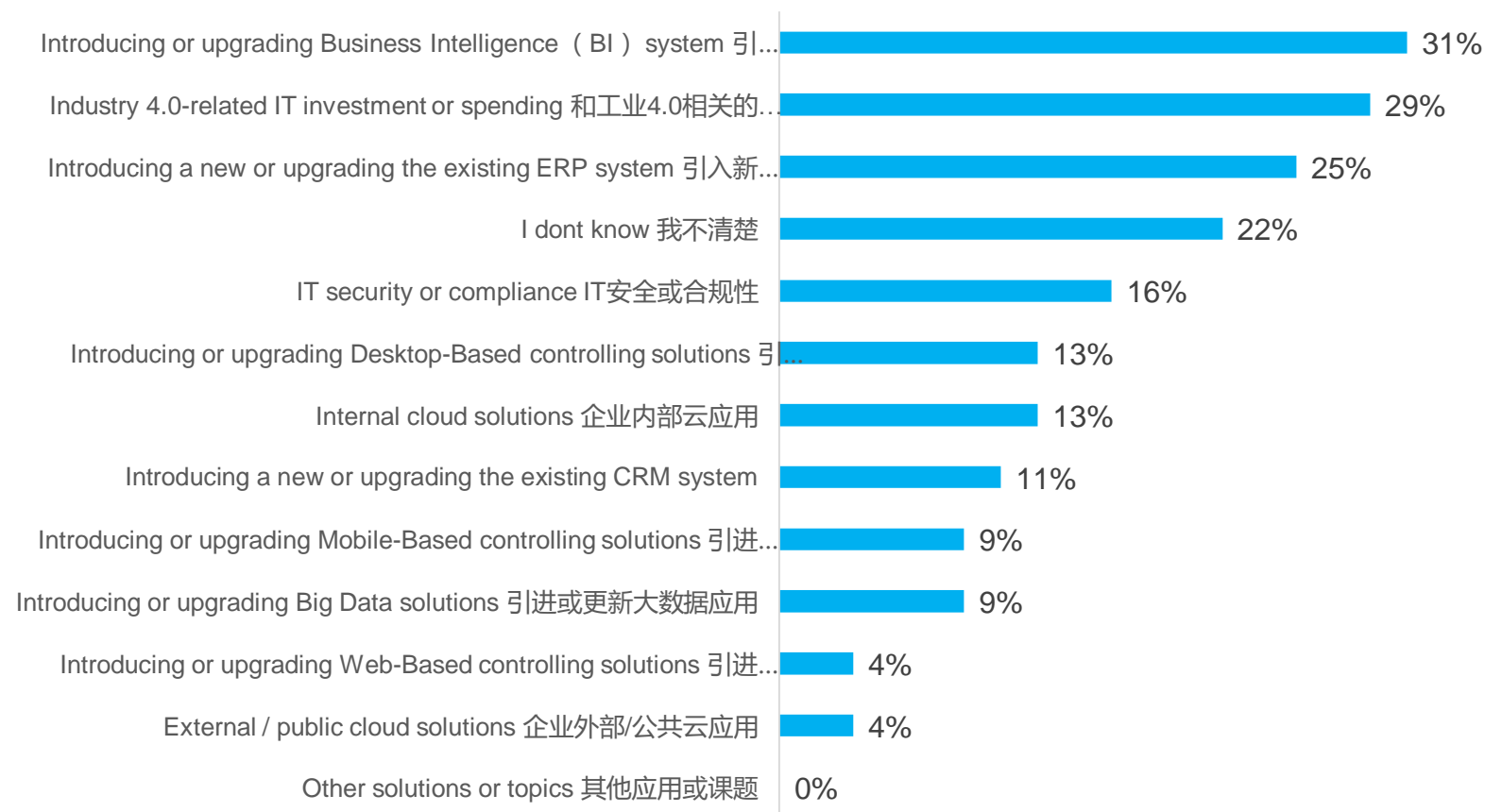
- We are planning to increase controlling-related IT budget for next year 我们计划明年增加和管理控制相关的IT预算
- Our next years controlling-related IT budget will stay at the same level as this year. 我们明年和管理控制相关的IT预算将和今年持平
- We are planning to reduce our controlling-related IT budget for next year 我们计划削减明年和管理控制相关的IT预算
- I dont know 我不清楚

Note: Total Sample 55 responses

Source: Controlling Survey of 5th Sino-German Controlling Forum

BI system, Industry 4.0 & ERP system are the major focus of the controlling-related IT budget for the coming year

Q14: Which is the major focus of your controlling-related IT budget for next year? 您明年和管理控制相关的IT预算的主要关注点是什么？



Note: Total Sample 55 responses

Source: Controlling Survey of 5th Sino-German Controlling Forum