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NOZOMI ABE, FPAC
Financial Analyst – Qualcomm, Japan

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Get Your Talent Right: Purple People: Blending Digital and Finance Skills for FP&A

Arjun Jolly
General Manager, Reporting & Analysis, Shell Downstream & Trading

Sai Giridhar
Finance Director, Shell Energy India
How Finance is structured

All Finance and Data Operations (FO) staff report to CFO, not to SBO leads
Evolving towards Digital Leadership

The value of data will continue to increase for the business to make the right choices, and for finance analysts to deal with complexity.

Process “Consumers” increasingly expect an “Amazon” experience, based on convenience, transparency & flawless execution.

Business models are changing rapidly as a result of digitalisation and energy transition, creating new operational demands. Stakeholders are increasingly data-hungry and seek real time data.
Technology Remains a Key Leveler

First Time Right Data

Continuous Accounting

Predictive

AI Driven Insights
# Skills needed for FP&A: What role you play

<table>
<thead>
<tr>
<th>FPA Analyst</th>
<th>FPA Leader</th>
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<tbody>
<tr>
<td>• Adapting to Change</td>
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<td>• Commercial Curiosity</td>
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<td>• Story Telling</td>
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<tr>
<td>• Execution focus</td>
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<tr>
<td>• Performance Insights</td>
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<tr>
<td>• Shrinking the human middleware</td>
<td>• Anticipating Change</td>
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<td>• Critical Thinker</td>
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<td>• External – in</td>
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<td>• Propensity for Action</td>
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<td>• Strong Communicator</td>
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<td>• Business Centric</td>
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<td>• Effective Collaborator</td>
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**WHY Digital Skills / Purple People:**

- Be relevant in a Changing world – Learner Mindset
- Enhanced Quality of work – more time for Data Insights
- Win-Win for Individual and Organization – Employee Proposition
Q&A