The Certified Corporate Financial Planning & Analysis Professional (FP&A) examination consists of two parts. The parts may be taken together or separately. Each part contains questions in several different areas of expertise. A short description of these areas and the examination weightings (the percentage of the exam allocated to each area of expertise) are presented below.

FP&A Exam Part I
Financial Acumen: Gathering, Interpreting, Understanding and Communicating Business and Financial Information

Domain A
Gathering and Interpreting Information: 40% of Exam Part I

**CONTENT AREAS (KNOWLEDGE, SKILLS AND ABILITIES)**

<table>
<thead>
<tr>
<th>I.A.1</th>
<th>Knowledge of sources of historical information and historical financial data about an organization and its industry</th>
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<tbody>
<tr>
<td>I.A.2</td>
<td>Ability to understand corporate structure and functions (e.g., hierarchy, corporate groups, the value of the group to the organization, etc.)</td>
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<tr>
<td>I.A.3</td>
<td>Knowledge of sources of information about a company’s business environment, including sources of tax policies, economic indicators, business models, financial ratios, and industry metrics</td>
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<td>I.A.4</td>
<td>Ability to read and interpret corporate annual reports</td>
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<tr>
<td>I.A.5</td>
<td>Ability to determine peer groups and competitors</td>
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<tr>
<td>I.A.6</td>
<td>Knowledge of basic macro-economic concepts used in financial planning (e.g., consumer price index, gross domestic product, exchange rates, interest rates, inflation rates, economic indicators, etc.)</td>
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<tr>
<td>I.A.7</td>
<td>Knowledge of implications of tax policies on projections</td>
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<tr>
<td>I.A.8</td>
<td>Knowledge of risk factors and risk management concepts (e.g., value at risk, hedging, insurance, interest rate risk, diversification, etc.)</td>
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<tr>
<td>I.A.9</td>
<td>Ability to define, incorporate, and report on financial and/or non-financial key performance/results indicators</td>
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<tr>
<td>I.A.10</td>
<td>Knowledge of strategic planning concepts and frameworks (e.g., SWOT [strength, weakness, opportunity, threat] analysis, Porter’s five forces model, growth share matrix, etc.)</td>
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<tr>
<td>I.A.11</td>
<td>Ability to determine information needs of and gather information from internal/external stakeholders and business partners (e.g., operations, sales, and marketing departments; senior management; customers; etc.)</td>
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<tr>
<td>I.A.12</td>
<td>Ability to create and maintain tools for information gathering (e.g., templates, surveys, etc.)</td>
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Domain B
Understanding Financial Concepts and Communicating/Coordinating Work with Other Professionals: 60% of Exam Part I

CONTENT AREAS (KNOWLEDGE, SKILLS AND ABILITIES)

I.B.1 Knowledge of finance principles and processes (e.g., financial management concepts, corporate finance activities, etc.)
I.B.2 Knowledge of general financial concepts and common financial formulas (e.g., time value, opportunity costs, debt structures and covenants, earnings per share, cost of capital, etc.)
I.B.3 Knowledge of financial accounting concepts, principles, and practices
I.B.4 Knowledge of the interactions/interrelationships of common financial statements
I.B.5 Knowledge of basic micro-economics (e.g., marginal costs, pricing, price elasticity of supply and demand, etc.)
I.B.6 Knowledge of managerial accounting/reporting and cost accounting concepts (e.g., costs throughout the production process, fixed and variable costs, cost allocation, contribution margins, etc.)
I.B.7 Knowledge of types of budgets/forecasts (e.g., zero-based budgets, annual budgets, rolling forecasts, etc.) and their application
I.B.8 Knowledge of the financial close process, including the resulting financial reporting activities, and the role of the FP&A function in the close/reporting process
I.B.9 Knowledge of general business terminology, practices, and processes (e.g., compensation structures, performance management, stock options, etc.)
I.B.10 Ability to define, coordinate, and communicate project/work flow elements (e.g., deadlines, deliverables, expectations, etc.)
I.B.11 Knowledge of effective communication and presentation techniques (e.g., building alliances with internal/external stakeholders and business partners, resolving communication issues, determining appropriate presentation techniques for various audiences, preparing reports, using charts/graphs, etc.)
FP&A Exam Part II

Financial Analysis:
Building and Interpreting Financial Projections

Domain A
Analyzing Information: 35% of Exam Part II

CONTENT AREAS (KNOWLEDGE, SKILLS AND ABILITIES)
II.A.1 Ability to determine the applicability/acceptability of tools, processes, models, etc.
II.A.2 Ability to test and validate a model (e.g., cross-footing, consistency testing, reasonableness assessment, etc.)
II.A.3 Ability to determine the information that is needed to complete a task
II.A.4 Ability to identify outliers in data and determine the causes
II.A.5 Ability to develop assumptions, draw conclusions, assess the reasonableness of assumptions/conclusions, and test conclusions against various scenarios
II.A.6 Ability to perform a financial ratio analysis (e.g., debt/equity, accounts receivable days, liquidity ratios, etc.)
II.A.7 Ability to perform variance analysis and reporting (e.g., actuals versus prior periods, actuals versus plan, actuals versus forecast, etc.)
II.A.8 Ability to perform competitive analysis (e.g., benchmarking, peer group analysis, ratios, etc.)
II.A.9 Ability to determine and assess the seasonality of an industry or business
II.A.10 Knowledge of common statistical concepts

Domain B
Building Financial Projections: 35% of Exam Part II

CONTENT AREAS (KNOWLEDGE, SKILLS AND ABILITIES)
II.B.1 Ability to create financial statement projections (e.g., income statement, cash flow statement, balance sheet, etc.)
II.B.2 Ability to create a capital expenditure/investment analysis (e.g., discounted cash flow analysis, return on investment projections, net present value projections, etc.)
II.B.3 Ability to create sales volume/revenue projections
II.B.4 Ability to create expense and head count (staffing) projections
II.B.5 Ability to create specific customer/deal/product projections
II.B.6 Ability to create “what-if” scenarios
II.B.7 Ability to perform a sensitivity analysis
II.B.8 Ability to perform a risk analysis
Domain C
Using Technology/Software: 30% of Exam Part II

CONTENT AREAS (KNOWLEDGE, SKILLS AND ABILITIES)

II.C.1 Ability to use basic spreadsheet functions
II.C.2 Ability to use advanced spreadsheet functions (e.g., financial functions, pivot tables, value lookups, macros, integration with other common software, etc.)
II.C.3 Ability to perform common statistical calculations (e.g., standard deviation, expected value, correlation, regression, means, modes, etc.) using a spreadsheet
II.C.4 Ability to document and maintain models (e.g., understand documentation concepts, document assumptions, create supporting information and protocols, document functionality and structure, use software/data version control concepts and techniques, etc.)
II.C.5 Knowledge of common database structures, common database functions, and structure/functions of common financial software/systems (e.g., business intelligence software, enterprise resource planning systems, general ledger systems, etc.)