

Everest Group Finance and Accounting Outsourcing (FAO) PEAK Matrix® Assessment 2024

Focus on Accenture September 2024



Introduction

The global multi-process Finance and Accounting Outsourcing (FAO) market experienced relatively slower growth in 2023 due to recessionary headwinds in early part of the year and consequential delays in enterprise decision-making, especially on large-scale deals. However, in the second half, as the market saw stabilization's early signs in decision cycles, enterprises exhibited greater investment appetite for transformation. While focus on quick wins remained a primary objective, the enhanced focus on organizational transformation propelled greater IT-BPO integrated deals as compared to pre-COVID-19 times. Recent macroeconomic events such as surging inflation, recession, geopolitical instability, and high interest rates – have made enterprises more receptive to leveraging third-party providers for their finance functions.

In the research we assess 33 FAO service providers based on their vision & capabilities and impact on the FAO market and position them on Finance and Accounting Outsourcing (FAO) PEAK Matrix® Assessment 2024.

In the full report, we analyze the global multi-process FAO service provider landscape and its impact on the FAO market. In particular, we focus on:

- FAO PEAK Matrix 2024 including service provider capability assessment and Star Performer analysis
- O2C PEAK Matrix 2024 including service provider capability assessment and Star Performer analysis
- Service provider landscape
- Remarks on key strengths and areas of improvement for each FAO and O2C service provider

Scope of this report

Geography: Global

Providers: 33 FAO service providers

Services: Finance and Accounting Outsourcing (FAO) and Order-to-Cash

(O2C)

Finance and Accounting Outsourcing (FAO) services PEAK Matrix® characteristics

Leaders

Accenture, Capgemini, Genpact, IBM, Infosys, TCS, Wipro, and WNS

- Leaders have been consistent in the delivery of FAO services - they continue to invest in strengthening their all-round F&A capabilities. They continue to expand through organic and/or inorganic means, entering new geographies & industries, and serving various client sizes
- They leverage deep industry and F&A domain expertise, superior technology capabilities (augmented by heavy investments in next-generation technologies), innovative engagement models, end-to-end digital transformation and consulting experience, and multi-tower BPS capabilities to differentiate themselves in the market
- They also leverage their scale of operations and wide delivery presence across onshore and nearshore locations to cater to clients' varied strategic requirements

Major Contenders

Auxis, Cognizant, Corcentric, Conduent, Datamatics, Deloitte, DXC Technology, Exela Technologies, EXL, HCLTech, QX Global, Sutherland Global Services, Tech Mahindra, Teleperformance, and TMF Group

- Major Contenders are increasingly building capabilities in serving different geographies and industry segments – many of them are focusing on specific industry verticals and have developed capabilities to address industryspecific nuances by developing modular solutions
- They are also developing sophisticated digital solutions and have been successful in implementing them across their client base, with some providers relying on third-party vendors to fill the capability gaps

Aspirants

Analytix Solutions, Connext Global, eClerx, IQ BackOffice, Mynd Integrated Solutions, Nexdigm, OneSource Virtual, Quatrro Business Support Services, RRD GO Creative, and Xceedance

- Aspirants are either focused on a particular region(s), industries, F&A process(s), and/or currently have relatively small FAO operations
- They offer innovative point solutions, primarily in transactional F&A processes. While they continue to strengthen digital capabilities, their current set of capabilities and limited scale may not be best suited to handle end-to-end requirements for large organizations

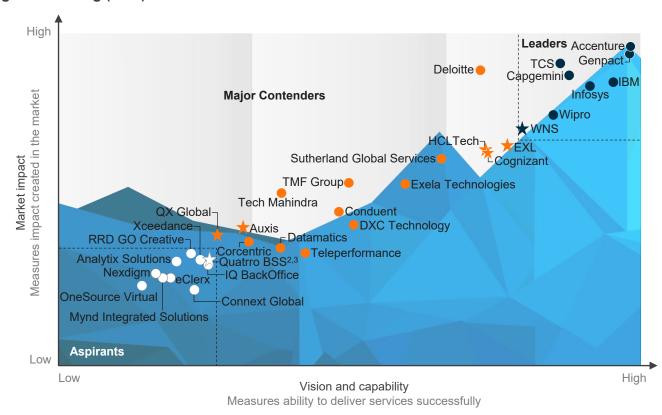


Everest Group PEAK Matrix®

Finance and Accounting Outsourcing (FAO) PEAK Matrix® Assessment 2024 | Accenture is positioned as a Leader

Everest Group Finance and Accounting Outsourcing (FAO) PEAK Matrix® Assessment 2024^{1,2,3}

- Leaders
- Major Contenders
- Aspirants
- ☆ Star Performers



¹ Assessment for DXC Technology, Connext Global, Corcentric, OneSource Virtual, and Teleperformance excludes service provider inputs and is based on Everest Group's proprietary Transaction Intelligence (TI) database, service provider public disclosures, and Everest Group's interactions with FAO clients

³ Analysis for Quatrro BSS is based on capabilities after its acquisition of ContinuServe Source: Everest Group (2024)



² Quatrro BSS: Quatrro Business Support Services

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Overview

Key leaders

- Sundeep Gandhi, Senior Managing Director, Global Enterprise Business Lead
- Rajat Gupta, Managing Director, Intelligent Finance Operations Offering Lead
- Prakhar Singhal, Senior Managing Director, Intelligent Finance Operations, Global Business Lead

Recent developments/investments

- Service scope expansion
 - 2023: partnered with onebase.ai, which specializes in automation and scaling of business processes
 - 2023: strengthened its O2C partnership with Blackline to drive strategic business outcomes for its clients
 - 2022: partnered with SirionLabs to connect all enterprise teams on a single, easy-to-use platform and deliver real-time insights across the contracting life cycle for improved risk control, operational resilience, and accelerated growth
- 2022: partnered with Celonis to support the collections and disputes processes
- 2022: developed the Intelligent Collections Workbench solution to enable dynamic collections portfolio segmentation and treatment strategy management
- 2020: acquired Byte Prophecy to enhance AI and digital analytics capabilities
- 2020: partnered with BDO for end-to-end tax, risk, and compliance solutions
- Technology expansion
 - 2022: developed finance use cases in generative AI, powered by SynOps
 - 2022: acquired Ergo to enable data-driven decision-making using big data, analytics, and Artificial Intelligence (AI)
 - 2022: acquired Tenbu, which specializes in solutions for intelligent decision-making and planning through areas such as analytics, big data, and Machine Learning (ML)

- 2022: partnered with Treasury Intelligence Solutions to provide global bank account management and cash flow visibility
- 2020: partnered with Blackline to drive transformation and standardization of the reconciliation process across all business units for clients
- 2020: partnered with HighRadius to provide end-to-end Invoice-to-Cash (I2C) offerings to clients
- Delivery capability expansion
 - 2022: made multiple acquisitions focused on sustainability such as Carbon Intelligence, akzente, and Avieco
 - 2022: opened new delivery locations in India, Poland, Thailand, and Indonesia
 - 2018: opened delivery centers in Japan, Malaysia, and Portugal

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Overview

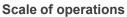
FAO services suite

- · Orchestrates not only data, multiple digital assets, and deep domain and industry expertise, but also brings together human and machine orchestration to impact business outcomes across end-to-end F&A
- Accenture offers a complete suite of F&A services including Procure-to-pay (P2P), Order-to-Cash (O2C), Record-to-Report (R2R), Financial Planning and Analysis (FP&A), cash and liquidity management (treasury), tax regulatory and compliance, and investor relations management. It delivers F&A BPO in an as-a-service model:
 - End-to-end services across operations, technology, and strategy for end-to-end outcome ownership
 - Supported by SynOps-powered Gen Al and hyper-automation and other emerging technologies

- Plug-in, scalable, secure, and consumption-based
- Delivered according to specified business outcomes
- Accenture's F&A BPO offering also includes Accenture hospitality services, a scalable shared services model specifically designed by and for the hospitality industry (based on a model pioneered in partnership with Marriott Business Services, which Accenture acquired in 2013)

Distribution of FTEs across processes





Number of FTEs



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Client portfolio

[NOT EXHAUSTIVE]

Major FAO clients

Accenture's clients include multinational technology company, a devices company, a hi-tech firm, a logistics firm, a large retail company, a leading hotel chain, and an airline.

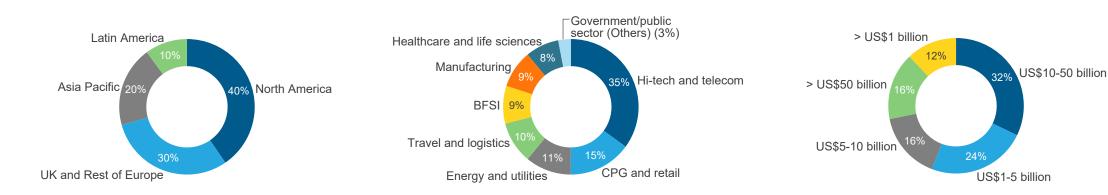
Recently announced FAO engagements

Time of signing	Client	Contract details
2024	Investment management company	Ten-year contract term
2024	Automotive company	Five-year contract term
2023	Multinational pharmaceutical company	Four-year contract term
2023	Multinational consumer goods company	Five-year contract term
2022	Multinational conglomerate	Five-vear contract term

Revenue mix by buyer geography (2023)

Revenue mix by buyer industry (2023)

Number of clients by buyer size (2023)



Source: Everest Group (2024)



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Technology solutions

Solutions P2P solution		O2C solution	R2R solution		
Solution description	 Multi-tier bolt-on invoice automation solution to address client and industry requirements Continuous analytical capability to ensure the realization of sourcing and process benefits Strong controls in place to manage potential fraud attempts Operational indicators and process benchmarking infused throughout the journey 	 Configured for each industry and subprocess within O2C Creates visibility and accountability across retained and outsourced functions Provides robust data trending and analytics Infuses operational indicators and process benchmarking throughout the journey 	 Helps integrate accounting activities with ERP and other business processes Creates an agnostic approach across platforms and industries with a focus on pervasive visibility, insights, controls, and growth Enables intelligent close, control, and insights Enables intelligent touchless transactions and reconciliation processing 		
Process scope	 Invoice receipt, scan and digitization, invoice and payment processing, T&E claim processing and audit, and procurement card administration, working capital management, period-end closing, analytics, control, compliance, and e-invoicing enablement Also provides upstream P2P (requisition and PO processing, spot buy, content enablement, compliance strategy, and purchasing and invoicing channel services) 	Order management (from capture through fulfillment), credit management, contract management, cash collection, dispute and deduction management, cash application, electronic invoice presentment and payment enablement, working capital management, and analytics	Fixed assets, intercompany, general accounting, reconciliations, period close, internal audit, financial reporting, tax management, and industry-specific revenue accounting		

Accenture profile (page 5 of 10)

Technology solutions

Solutions	P2P solution	O2C solution	R2R solution		
Technology leveraged	 Gen Al-powered hyper-automation Celonis partnership enabled Accenture to expedite the transformation journey with a data-driven approach Accenture-developed control and workflow solutions; document management, scanning, and ingestion; duplicate payment prevention, and supplier self-service portal Multiple proprietary platforms such as Intelligent Touchless Accounts Payable (ITAP), Intelligent Automation Platform (IAP), and Al advisors for spend analysis, working capital optimization, compliance, and T&E Partnership with SAP Ariba, Tradeshift, and Coupa for E2E P2P services as well as Cervinio for Al-driven invoice processing coding and approvals 	 Gen Al-powered hyper-automation HighRadius partnership enabled Accenture to offer additional platforms to fit specific client industries and requirements Celonis partnership enabled Accenture to expedite the transformation journey with a data-driven approach Connected O2C control tower that offers on-demand persona-based experience, view with proactive alerts, and preset actions for speedy intervention (OneView) Accenture-developed delivery workflow and quality collections tool; Intelligent Cash and Revenue Management (IRCM) solution powered by proprietary analytics suite and Al covering the E2E process Experience with major ERP solutions, for example SAP FSCM, SD, and MDG modules, and Oracle's advanced collections Intelligent Collections suite infused with predictive modeling and risk scoring capabilities 	 Gen Al-powered hyper-automation Leveraging Intelligent Close, Control, and Insights (ICCI) solution powered by industry platforms and augmented with Accenture proprietary intelligent advisors Experience with multiple ERP platforms including SAP, PeopleSoft, Oracle, JD Edwards, Microsoft Dynamics, and Lawson SAP HANA-based finance transformation solution Uses HANA CoE as an R2R playground for testing client-specific technology interventions 		
Delivery model and pricing	 Private cloud, hosted, single-client, and multi-client As-a-service model Upfront implementation fees, pay-per-transaction, license fees, bundled-in FTE pricing, and performance-based pricing 	 Private cloud, hosted, single-client, and multi-client As-a-service model Upfront implementation fees, pay-per-transaction, bundled-in FTE pricing, and performance-based pricing 	 Private cloud, hosted, single-client, and multi-client As-a-service model Upfront implementation fees, license fees, bundled-in FTE pricing, and performance-based pricing 		

Accenture profile (page 6 of 10)

Technology solutions

Solutions	FP&A	Tax and treasury	Process-independent solution		
Solution description	 Focus on knowledge-based, judgment-intensive activities An integrated approach – moving from data collection and hindsight to forward-looking insights Aligning talent to drive end-to-end transformation of FP&A function, predictive insights, decision support, and true business partnering 	 Enterprise tax solutions integrated with other functions for automated compliance Intelligent treasury operations across the entire treasury value chain with a focus on operational efficiency and enhanced business outcomes End-to-end support in tax compliances Coordination with consultants for compliance support 	 Process analytics and benchmarking to support E2E business processes based on system event logs; helps to discover the as-is process model, allowing the client to identify process deviations, and enable immediate improvement and transformation action Intelligent data digitization and validation system that can identify, interpret, and extract relevant information from a wide variety and format of documents across industries Automation identification and diagnostic tool that leverages the power of task mining to gain valuable process insights and identify potential automation opportunities 		
Process scope	 Focuses on integrated planning, budgeting, forecasting, and digital reporting with insights and decision support Prescriptive and predictive analytics to provide actionable insights and forward-looking views for the business to take action on, facilitated by scenario modeling, sensitivity analysis, and trend analysis 	 Focuses on direct and indirect taxation, statutory reporting, and regulatory reporting Focus on cash management, cash forecasting, cash positioning, in-house banking, risk management, investment management, debt management, hedge accounting, treasury reporting, and system administration 	 E2E process analytics create KPIs for the process, which enables the clients to focus on the priority steps to improve their processes Process discovery and monitoring with real-time insights 		

Accenture profile (page 7 of 10)

Technology solutions

Solutions	FP&A	Tax and treasury	Process-independent solution
Fechnology leveraged	 Gen AI SynOps-powered FP&A for predictive insights, decision support, and business partnering FP&A data platform creates a single source of truth A cognitive layer to enable real-time persona-based reporting AI/ML-powered P&L forecasting, budgeting, scenario planning, driver-based forecasting, and cash flow forecasting NLG-powered narratives and insights Experience with multiple ERP platforms and BI tools 	 Use of Accenture's proprietary platforms/assets/advisors to drive value Cash flow forecaster Internal capital management Financial insights platform Automated workflows to standardize the process Experience with multiple ERP platforms and BI tools such as Hyperion and SAP Exploring alliances with leading Treasury Management Systems (TMS) such as Kyriba, FIS, and ION Dashboard facility as an option for the tracking of processes and compliances from a tax perspective 	 A platform developed by Accenture, designed for cloud and on-premise deployment Process analytics, benchmarking, and mining capabilities Future of floor operations with data mining and a finance control tower to diagnose and fix chronic process issues and streamline floor operations Data semantics platform that models data and leverages in-memory computing to relay this to the cognitive and insights layer Connected to transactional platforms through an integration hub Automation through Blue Prism / Fusion` Al-driven digitization platform to process, understand, and extract data from documents powered by Accenture's home-grown models and open-source technology
Delivery model and pricing	 Private cloud, hosted, single-client, and multi-client As-a-service model 	 Private cloud, hosted, single-client, and multi-client As-a-service model 	Private cloud, hosted, single-client, and multi-clientAs-a-service model
	 Upfront implementation fees, pay-per-transaction, bundled-in FTE pricing, and performance-based pricing 	 Upfront implementation fees, license fees, bundled-in FTE pricing, and performance-based pricing Pricing for compliance services from the collaboration 	Upfront implementation fees, license fees, bundled-in FTE pricing, and performance-based pricing

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Location landscape



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Everest Group FAO assessment – Leader Everest Group O2C assessment – Leader

Measure of capability: Low





Market impact

Vision and capability

	Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint	Overall
FAO		•	•	•					•
O2C	•	•	•	•	•	•	•	•	•

Strengths

- Accenture continues to strengthen its F&A capabilities to serve the CFO office through multiple inhouse solutions, strategic partnerships, acquisitions, and new delivery centers, and by leveraging its broader consulting and IT capabilities in its FAO services
- Its Intelligent Finance Operations (IFO) focuses on a transformational approach to F&A services by leveraging its robust automation, data and analytics, and Al capabilities at scale
 - Accenture's breadth of F&A solutions such as SynOps (unified orchestration platform), Financial Insights Platform (real-time, persona-based reporting), and Connected F&A Concierge (end-to-end interactive F&A solution leveraging predictive analytics) enables it to offer technology-driven services, creating a digitally connected ecosystem for its clients
 - Clients often value its technology capabilities, implementation expertise, and scalability
- It has established generative AI studios and has integrated generative AI in its SynOps platform to enable the rapid scaling up of generative AI use cases such as financial scenario analysis, report collation, and cash forecasting
- Enterprises seeking strategic F&A support may find Accenture ideal as it is one of the few providers with strong capabilities in the areas across FP&A, treasury, tax, risk management, and investor relations

- Accenture's host of modular solutions such as Collections Workbench, Intelligent Collections 3.0, and Working Capital Control Tower and partnerships with High Radius, Celonis, and Blackline, helps it cater to organizations' end-to-end O2C requirements
- · While it continues to focus on large organizations across mature geographies such as North America and Europe, it also has significant experience in serving organizations in APAC and LATAM
- Growing beyond its extensive experience across multiple industries such as retail and CPG, hi-tech and telecom, travel and logistics, and energy and utilities, it has built capabilities to serve the Private Equity (PE) sector, catering to both PE firms and portfolio companies in managing their F&A operations
- . To help its clients meet their ESG goals, Accenture has launched ESG managed services initiatives such as the Global Supplier Inclusion and Sustainability Program and has developed assets such as ESG maturity diagnostics and assessment playbook, Carbon Value at Risk Calculator, and ESG360 Al benchmarking tool to enable accurate sustainability tracking and reporting in the CFO office
- Accenture's investments in creating a techno-functional talent pool by leveraging personalized training programs across domains, transactional/strategic finance, next-generation technologies, and leadership/professional skills enables it to integrate technical expertise with financial acumen

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Everest Group FAO assessment – Leader Everest Group O2C assessment – Leader

Measure of capability: Low



Market impact

Vision and capability

	Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint	Overall
FAO		•	•	•			•		•
O2C	•	•	•	•	•	•	•	•	•

Limitations

- · Organizations looking for a third-party provider to outsource only a small scale of operations and/or achieve cost savings through labor arbitrage may not find Accenture's approach to be relevant for their needs
- · Clients expect Accenture to better prioritize objectives based on enterprise needs and commitments and proactively drive process harmonization and efficiencies

Appendix

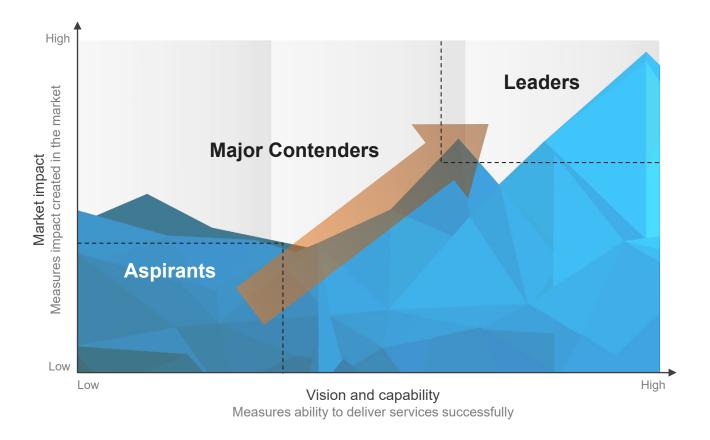
PEAK Matrix® framework

FAQs



Everest Group PEAK Matrix® is a proprietary framework for assessment of market impact and vision and capability

Everest Group PEAK Matrix





Services PEAK Matrix® evaluation dimensions

Measures impact created in the market captured through three subdimensions

Market adoption

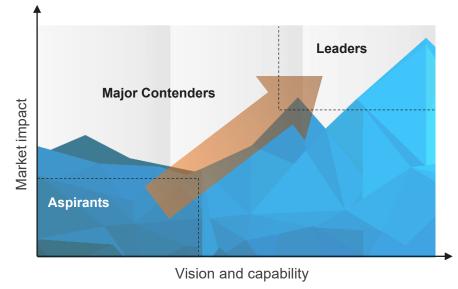
Number of clients, revenue base, YoY growth, and deal value/volume

Portfolio mix

Diversity of client/revenue base across geographies and type of engagements

Value delivered

Value delivered to the client based on customer feedback and transformational impact



Measures ability to deliver services successfully. This is captured through four subdimensions

Vision and strategy

Vision for the client and itself: future roadmap and strategy

Scope of services offered

Depth and breadth of services portfolio across service subsegments/processes

Innovation and investments

Innovation and investment in the enabling areas, e.g., technology IP, industry/domain knowledge, innovative commercial constructs, alliances, M&A, etc.

Delivery footprint

Delivery footprint and global sourcing mix

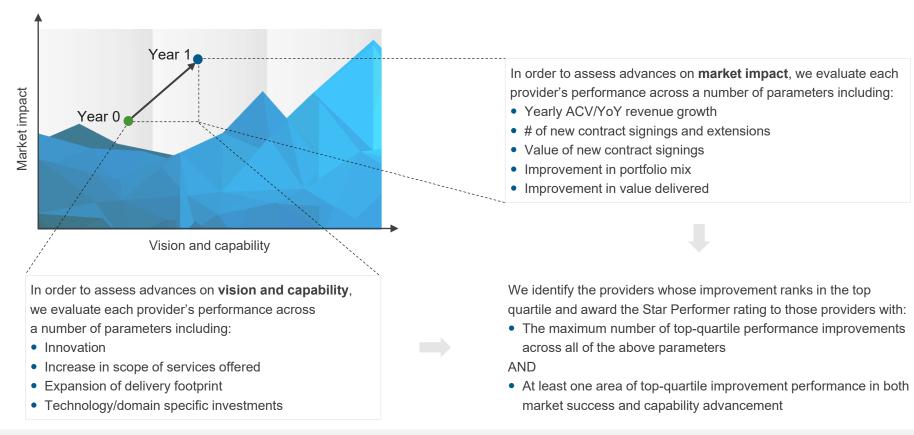




Everest Group confers the Star Performer title on providers that demonstrate the most improvement over time on the PEAK Matrix®

Methodology

Everest Group selects Star Performers based on the relative YoY improvement on the PEAK Matrix



The Star Performer title relates to YoY performance for a given provider and does not reflect the overall market leadership position, which is identified as Leader, Major Contender, or Aspirant.

FAQs

Q: Does the PEAK Matrix® assessment incorporate any subjective criteria?

A: Everest Group's PEAK Matrix assessment takes an unbiased and fact-based approach that leverages provider / technology vendor RFIs and Everest Group's proprietary databases containing providers' deals and operational capability information. In addition, we validate/fine-tune these results based on our market experience, buyer interaction, and provider/vendor briefings.

Q: Is being a Major Contender or Aspirant on the PEAK Matrix, an unfavorable outcome?

A: No. The PEAK Matrix highlights and positions only the best-in-class providers / technology vendors in a particular space. There are a number of providers from the broader universe that are assessed and do not make it to the PEAK Matrix at all. Therefore, being represented on the PEAK Matrix is itself a favorable recognition.

Q: What other aspects of the PEAK Matrix assessment are relevant to buyers and providers other than the PEAK Matrix positioning?

A: A PEAK Matrix positioning is only one aspect of Everest Group's overall assessment. In addition to assigning a Leader, Major Contender, or Aspirant label, Everest Group highlights the distinctive capabilities and unique attributes of all the providers assessed on the PEAK Matrix. The detailed metric-level assessment and associated commentary are helpful for buyers in selecting providers/vendors for their specific requirements. They also help providers/vendors demonstrate their strengths in specific areas.

Q: What are the incentives for buyers and providers to participate/provide input to PEAK Matrix research?

A: Enterprise participants receive summary of key findings from the PEAK Matrix assessment For providers

- The RFI process is a vital way to help us keep current on capabilities; it forms the basis for our database - without participation, it is difficult to effectively match capabilities to buyer inquiries
- In addition, it helps the provider/vendor organization gain brand visibility through being in included in our research reports

Q: What is the process for a provider / technology vendor to leverage its PEAK Matrix positioning?

- A: Providers/vendors can use their PEAK Matrix positioning or Star Performer rating in multiple ways including:
 - Issue a press release declaring positioning; see our citation policies
 - Purchase a customized PEAK Matrix profile for circulation with clients, prospects, etc. The package includes the profile as well as quotes from Everest Group analysts, which can be used in PR
 - · Use PEAK Matrix badges for branding across communications (e-mail signatures, marketing brochures, credential packs, client presentations, etc.)

The provider must obtain the requisite licensing and distribution rights for the above activities through an agreement with Everest Group; please contact your CD or contact us

Q: Does the PEAK Matrix evaluation criteria change over a period of time?

A: PEAK Matrix assessments are designed to serve enterprises' current and future needs. Given the dynamic nature of the global services market and rampant disruption, the assessment criteria are realigned as and when needed to reflect the current market reality and to serve enterprises' future expectations.

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