

OUTLIERS CFO EXCELLENCE CENTRE™

Monthly CFO Report Template

Monthly finance report

CFO / Executive · Flagship Edition 2026

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Monthly CFO Report — [Month / Year]

Prepared by: [CFO] · Date: [date] · Classification: Confidential

1. Executive Summary

[Overall RAG and key messages for the month.]

2. Performance vs Budget

Measure	Month Actual	Month Budget	YTD Actual	YTD Budget	RAG
Revenue (£m)	[]	[]	[]	[]	Amber
Gross profit (£m)	[]	[]	[]	[]	Amber
EBITDA (£m)	[]	[]	[]	[]	Amber
Operating cash flow (£m)	[]	[]	[]	[]	Green

3. Cash & Working Capital

Metric	Value	Target	RAG
Closing cash (£m)	[]	[]	Green
Cash conversion cycle (days)	[]	[]	Amber
DSO (days)	[]	[]	Amber

4. Key KPIs

KPI	Actual	Target	RAG
EBITDA margin %	[]	[]	Amber
Forecast accuracy %	[]	[]	Green
Cost-to-income %	[]	[]	Amber

5. Risks, Issues & Actions

Item	Owner	Status
[risk/issue 1]	[owner]	[status]
[risk/issue 2]	[owner]	[status]

6. Outlook

[Reforecast, key assumptions and watch items for next month.]

Notes & Disclaimer

This resource is a professional finance management template, not accounting, tax, legal or financial advice. Calibrate frameworks, KPIs, thresholds and figures to your organisation and confirm accounting, tax and regulatory specifics against current applicable standards and law and professional counsel. Bracketed fields [like this] and sample figures are editable placeholders.