

OUTLIERS CFO EXCELLENCE CENTRE™

# CFO Executive Briefing Pack

A concise finance brief for the executive

CFO / Executive Team · Flagship Edition 2026

*Outliers Professionals Ltd — publication-ready resource for the CFO Excellence Centre Resource Library*

## 1. Finance on a Page

Element	Summary
Performance	[revenue, margin vs plan]
Cash	[cash position & forecast]
Capital	[ROIC, capital allocation]
Risk	[top financial risks]
Priorities	[top finance priorities]

## 2. Finance Health (example)

Dimension	Status	Note
Performance	Amber	Revenue & margin behind plan
Cash & liquidity	Green	Strong position
Capital efficiency	Red	ROIC below hurdle
Controls	Green	Effective
FP&A	Amber	Forecast accuracy improving

## 3. What Needs Executive Attention

- Margin recovery to hit EBITDA plan
- Capital re-allocation toward higher-return investments
- Working-capital release to free cash
- Forecast accuracy improvement

## 4. Decisions This Period

- Approve margin-recovery actions
- Approve capital re-allocation
- Approve working-capital programme

## 5. The Next 90 Days

Focus	Action
Margin	Recover margin to plan
Capital	Re-allocate to top-return investments
Cash	Release working capital
FP&A	Improve forecast accuracy

## 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.*