

Executive Summary One-Pager

Template · Management Reporting · Free tier

One-page executive summary template for monthly results.

1. Purpose

Headline KPIs, traffic lights and three-paragraph commentary on performance, cash and outlook.

2. Who should use this

- CFO

3. When to use it

- At the start of every template cycle for the group.
- Whenever a material change occurs in the underlying business, regulation or risk profile.
- During quarterly management and board reviews.
- As part of internal audit and second-line assurance work.

4. Step-by-step usage

1. Open the working sections and confirm scope, period and currencies.
2. Populate inputs from source systems or treasury management system extracts.
3. Review variance / exception bands and triage red items first.
4. Document explanations and corrective actions alongside the data.
5. Submit for review and approval by the named reviewer.
6. Archive a signed copy in the evidence repository for audit trail.

5. Controls and approval workflow

- Segregation of duties between preparer, reviewer and approver.
- Documented delegated authority with monetary and instrument limits.
- System-enforced limits where the toolkit drives downstream payments or trades.
- Quarterly independent review by Internal Audit or second-line Risk.
- Exception log retained for at least seven years for regulatory inspection.

6. Review frequency

Reviewed at least quarterly and refreshed when underlying assumptions change.

7. Sample working template

KPI	Target	Actual	Trend	Owner
Revenue growth (YoY)	12%	9.1%	↓	Commercial
EBITDA margin	20%	18.7%	→	CFO
Operating cash conversion	85%	78%	↓	Treasurer
Net debt / EBITDA	<2.5x	2.1x	↑	CFO

8. Key topics covered

- Executive summary

9. Implementation notes

- Localise to your group's chart of accounts, currencies and entity structure before first use.
- Wire the outputs into existing treasury / FP&A reporting cadences rather than running in parallel.
- Capture data lineage so each figure can be traced back to its source system.
- Run a dry cycle with a small business unit before group-wide rollout.
- Pair with the related Outliers framework and assessment to track maturity uplift over time.