

OUTLIERS CFO EXCELLENCE CENTRE™

# Quarterly CFO Board Report Template

Quarterly finance report to the board

CFO / Board · Flagship Edition 2026

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# Quarterly CFO Board Report — [Quarter / Year]

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

## 1. Executive Summary

[Overall RAG and key messages for the quarter; performance, cash, capital, risk and decisions.]

## 2. Financial Performance

Measure	Q Actual	Q Budget	Variance	Prior Year	RAG
Revenue (€m)	[ ]	[ ]	[ ]	[ ]	Amber
Gross margin %	[ ]	[ ]	[ ]	[ ]	Amber
EBITDA (€m)	[ ]	[ ]	[ ]	[ ]	Amber
Net profit (€m)	[ ]	[ ]	[ ]	[ ]	Amber

## 3. Cash, Balance Sheet & Capital

Item	Value	Target	RAG
Cash & liquidity	[ ]	[ ]	Green
Working capital / CCC	[ ]	[ ]	Amber
Debt & covenant headroom	[ ]	[ ]	Green
ROIC %	[ ]	[ ]	Red

## 4. Capital Allocation & Investments

Investment	Capital (€m)	Status	Benefit RAG
[project 1]	[ ]	[status]	Green
[project 2]	[ ]	[status]	Amber

## 5. Financial Risks

Risk	Rating	Owner	Mitigation
[risk 1]	High	[owner]	[mitigation]
[risk 2]	Medium	[owner]	[mitigation]

## 6. Outlook & Decisions Sought

- [outlook / reforecast]
- [decision 1]
- [decision 2]

## 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.*