

BOARD REPORTING CHEAT SHEET FOR CFOs



PURPOSE OF BOARD REPORTING

To give directors a decision-ready view of the company's performance, risk exposure, and capital position – linking financial data directly to strategy.

ESSENTIAL KPI TO REPORT

Profitability & Value Creation

- EBITDA Growth % (YoY, QoQ)
- EBITDA Margin vs. Industry Benchmark
- Net Profit Margin
- ROIC (Return on Invested Capital) vs. WACC

Cash & Liquidity Health

- Operating Cash Flow vs. EBITDA (Cash Flow Conversion Ratio)
- Free Cash Flow (post-CapEx)
- CFADS (Cash Flow Available for Debt Service)
- 12-Month Cash Forecast

Capital Structure & Leverage

- Debt-to-EBITDA Ratio
- Interest Coverage Ratio
- Debt Service Coverage Ratio (DSCR)
- Loan-to-Value (LTV) for asset-backed facilities

Working Capital Efficiency

- Days Sales Outstanding (DSO)
- Days Inventory Outstanding (DIO)
- Days Payables Outstanding (DPO)
- Cash Conversion Cycle (CCC)

REPORTING FRAMEWORK: THE 4-QUADRANT MODEL

Financial Health Dashboard

- Liquidity Trend Analysis
- Debt Profile & Maturities
- Coverage Ratios vs. Covenants

Growth & Investment Dashboard

- Revenue Growth Segmentation (by product / region)
- CapEx vs. Budget (Growth vs. Maintenance)
- M&A Pipeline / ROI

Risk & Compliance Dashboard

- Regulatory & Legal Risks
- Credit & Counterparty Exposure
- Operational Risk (Cyber, Supply Chain)
- ESG Compliance Indicators

Strategy & Forward Outlook Dashboard

- Scenario Analysis (Base, Upside, Downside)
- Sensitivity Tests (FX, Interest Rates, Demand Shifts)
- 3-Year Forecast (Revenue, EBITDA, FCF)
- Capital Allocation Plan (Debt Reduction vs. Expansion)

KEY QUESTIONS BOARDS WILL ASK

- Are we meeting revenue & margin targets?
- How secure is our cash position for the next 12 months?
- Can we service existing and planned debt comfortably?
- What risks could materially affect our financial outlook?
- Are we investing in growth at the right pace?

BEST PRACTICES FOR BOARD REPORTING

- Keep It Visual → Use charts & trend lines instead of tables.
- Highlight Variances → Focus on what changed vs. budget/forecast.
- Explain Causes & Actions → Don't just show numbers – explain why.
- Use Forward-Looking Metrics → Not only past performance.
- Align with Strategy → Tie every metric back to business objectives.

QUICK REFERENCE FORMULAS

- DSCR = CFADS ÷ Debt Service
- Cash Flow Conversion = OCF ÷ EBITDA
- ROIC = NOPAT ÷ Invested Capital
- Interest Coverage = EBIT ÷ Interest Expense



End every report with a 1-page executive summary highlighting wins, risks, and immediate board decisions required.