

1. Executive Summary

- Highlights of key financial and operational results
- Major achievements or concerns
- Outlook

2. Financial Statements

- Balance Sheet
- Current period vs Year End vs same period prior year

Income Statement

- Current Year Month or Quarter compared to Prior Year month or quarter
- Current Year to Date Compared to Prior Year
- Trailing Twelve Months Compared to Prior Trailing 12
- Year to Go forecast and 3 month rolling forecast / Scenario Analysis (as appropriate)

Cash Flow Statement

- Month and Year to Date compared to prior periods
- 8- or 13-week Rolling Cash Forecast

3. Budget vs. Actual Analysis

- Comparative analysis of actuals vs. budget - Monthly and Year to Date/TTM
- Variance explanations (dollar and percentage)

4. Key Performance Indicators (KPIs)

- Financial KPIs: Revenue growth, gross margin, EBITDA, liquidity ratios, cash conversion cycle
- Operational KPIs: Customer acquisition, retention rates, production volumes, Other operational KPIs specific to Company/Industry etc.

5. Accounts Receivable and Payables Aging

- Aging schedules for AR/AP
- Potential risks (e.g., overdue accounts, upcoming unusual cash needs)

6. Debt and Covenant Compliance

- Outstanding debt balances
- Upcoming maturities
- Covenant calculations and compliance status

7. Capital Expenditures (as applicable per industry)

- Summary of actual vs. budgeted CapEx
- Major projects and their status