INSIGHT PACKAGE

Board Pack Example

Demo Group

Aug 2026
Demo Group
Generated 17 Sep 2026

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About This Sample Report

About This Sample Report

This report is a sample generated with BrizoConsol, a financial consolidation and group reporting platform designed to help finance teams consolidate multi-entity financial data and produce professional reporting packs.

This sample demonstrates how a consolidated reporting pack can combine executive insights, financial analysis and consolidated financial statements in a single publication.

Sample data: Demo Group

Reporting period: July 2026

Purpose: Product demonstration

The financial data, entities and commentary presented in this report are for demonstration purposes only and do not represent an actual company or financial results.

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Attendees

Board Meeting Attendance

Date: October 24, 2026 | **Time:** 10:00 AM - 1:00 PM EST | **Location:** Main Boardroom / Zoom

Board Members Present:

- Jane Doe (Chairperson)
- John Smith (Chief Executive Officer)
- Sarah Jenkins (Independent Non-Executive Director)
- Michael Chang (Investor Director)

Executive Management / Guests Present:

- Alex Rivera (Chief Financial Officer)
- Elena Rostova (Chief Technology Officer - Item 5 only)

Apologies:

- Robert Chen (Non-Executive Director)

Secretary:

- David Vance (Company Secretary)

Agenda

Agenda

Welcome & Quorum Check (Chair) - *10:00 AM (5 mins)*
Approval of Previous Minutes & Action Tracker (Chair) - *10:05 AM (10 mins)*
CEO Operational Update (CEO) - *10:15 AM (25 mins)*
Financial Review & Performance (CFO) - *10:40 AM (30 mins)*

P&L, Balance Sheet, Cash Flow & Dashboard Deep-Dive

Strategic Proposals & Approvals (CEO/CTO) - *11:10 AM (40 mins)*

Proposal A: Expansion into APAC Market

Committee & Governance Reports (Committee Chairs) - *11:50 AM (20 mins)*

Audit & Risk Committee Summary

Risk Register Review (CFO) - *12:10 PM (15 mins)*
Any Other Business (AOB) & Meeting Close (Chair) - *12:25 PM (5 mins)*

Minutes from previous meetings

Minutes of the Board of Directors Meeting

Date: July 15, 2026

1. Approval of Prior Minutes

The minutes of the board meeting held on April 12, 2026, were reviewed and **APPROVED** as an accurate record.

2. Matters Arising / Action Items

- **Action 2026-02:** CFO provided the revised 3-year cash flow forecast. *(Completed)*
- **Action 2026-03:** CEO to finalize key hires for the Enterprise Sales team. *(In Progress)*

3. Formal Resolutions Passed

- **RESOLVED**, that the Board unanimously approves the FY27 Q1 budget as presented by management.
- **RESOLVED**, that the company grant 50,000 stock options under the 2024 Equity Incentive Plan to incoming VP of Engineering.

CEO summary

CEO Summary

The business continued to execute against its operating plan, with management focused on disciplined growth, customer retention, and product delivery. Revenue momentum remains healthy across core accounts, while the sales pipeline has strengthened in enterprise and regional expansion opportunities.

Operationally, the leadership team is prioritising customer onboarding capacity, platform reliability, and targeted hiring in commercial and engineering roles. The most important near-term management actions are to protect implementation quality, maintain cost discipline, and convert the APAC opportunity pipeline without adding unnecessary fixed cost ahead of confirmed demand.

The executive team recommends that the Board note the current operating performance, review the attached financial statements and dashboards, and approve the proposed Singapore regional office expansion subject to the limits set out in the proposal section.

Financial statements

Profit and loss

YEARS: 2026
CURRENCIES: USD
GAAP:

	Aug-2026 ACTUAL	Aug-2025 ACTUAL	Variance	Aug-2026 % OF REVENUE	Aug-2026 ACTUAL	Aug-2025 ACTUAL	YTD Variance	Aug-2026 % OF REVENUE
Revenue	149,868	106,052	(43,816)	100.0%	1,122,875	894,010	(228,864)	100.0%
Cost of Sales	41,110	44,232	3,122	27.4%	569,960	433,966	(135,994)	50.8%
Gross Profit	*108,758*	*61,820*	*46,937*	*72.6%*	*552,915*	*460,044*	*92,871*	*49.2%*
Other Income	*730*	*766*	*(36)*	*0.5%*	*2,551*	*654*	*1,897*	*0.2%*
Operating Expenses	*28,365*	*36,575*	*(8,210)*	*18.9%*	*307,717*	*286,535*	*21,182*	*27.4%*
Operating Profit	*81,123*	*26,011*	*55,112*	*54.1%*	*247,750*	*174,164*	*73,586*	*22.1%*
Finance Income	*1,006*	*1,066*	*(59)*	*0.7%*	*12,726*	*12,535*	*191*	*1.1%*
Finance Costs	*1,869*	*2,916*	*(1,047)*	*1.2%*	*16,474*	*17,561*	*(1,087)*	*1.5%*
Profit Before Tax	*80,260*	*24,160*	*56,100*	*53.6%*	*244,002*	*169,139*	*74,863*	*21.7%*
Tax	7,243	9,452	2,209	4.8%	68,453	64,289	(4,164)	6.1%
Profit After Tax	*73,017*	*14,708*	*58,308*	*48.7%*	*175,549*	*104,850*	*70,699*	*15.6%*

Balance sheet

YEARS: 2026
CURRENCIES: USD
GAAP:

	Aug-2026 ACTUAL	Aug-2025 ACTUAL	Variance	Aug-2026 % OF REVENUE	Aug-2026 ACTUAL	Aug-2025 ACTUAL	YTD Variance	Aug-2026 % OF REVENUE
Assets								
Current Assets	*74,302*	*15,463*	*58,838*	*97.3%*	*1,092,128*	*671,649*	*420,479*	*97.3%*
Non-Current Assets	*(2,803)*	*(1,461)*	*(1,343)*	*10.2%*	*115,061*	*136,033*	*(20,972)*	*10.2%*
Total Assets	*71,498*	*14,003*	*57,496*	*107.5%*	*1,207,189*	*807,682*	*399,507*	*107.5%*
Liabilities								
Current Liabilities	*(3,222)*	*(2,795)*	*(427)*	*28.0%*	*314,604*	*222,626*	*91,978*	*28.0%*
Non-Current Liabilities	0	0	0	0.0%	0	0	0	0.0%
Total Liabilities	*(3,222)*	*(2,795)*	*(427)*	*28.0%*	*314,604*	*222,626*	*91,978*	*28.0%*
Equity								

Share Capital	0	0	0	(1.7)%	(19,273)	(19,928)	655	(1.7)%
Share Premium	0	0	0	0.0%	0	0	0	0.0%
Treasury Shares	0	0	0	0.0%	0	0	0	0.0%
Retained Earnings (Base)	0	0	0	3.8%	42,850	(57,248)	100,098	3.8%
Current Year Earnings	161,647	99,804	(61,843)	14.4%	161,647	99,804	(61,843)	14.4%
Retained Earnings	*161,647*	*99,804*	*61,843*	*18.2%*	*204,497*	*42,556*	*161,941*	*18.2%*
Other Components Of Equity								
Translation Reserve	0	0	0	15.5%	174,541	98,539	76,002	15.5%
Revaluation Reserve	0	0	0	(0.1)%	(1,499)	(1,550)	51	(0.1)%
Hedging Reserve	0	0	0	(0.1)%	(642)	(664)	22	(0.1)%
FVOCI Reserve	0	0	0	(0.0)%	(535)	(554)	18	(0.0)%
Equity Attributable to Owners of the Parent	*161,647*	*99,804*	*61,843*	*31.8%*	*357,088*	*118,398*	*238,689*	*31.8%*
Non-Controlling Interests	13,519	3,039	10,479	15.0%	168,144	98,315	69,829	15.0%
Total Equity	*175,165*	*102,843*	*72,323*	*46.8%*	*525,231*	*216,713*	*308,518*	*46.8%*
Total Liabilities and Equity	*171,943*	*100,048*	*71,895*	*74.8%*	*839,835*	*439,339*	*400,496*	*74.8%*

Cashflow

YEARS: 2026
CURRENCIES: USD
GAAP:

	Aug-2026 ACTUAL	Aug-2025 ACTUAL	Variance	Aug-2026 % OF REVENUE	Aug-2026 ACTUAL	Aug-2025 ACTUAL	YTD Variance	Aug-2026 % OF REVENUE
Cash Flows From Operating Activities								
Net Profit Before Tax	*81,964*	*26,249*	*55,714*	*54.7%*	*265,070*	*189,099*	*75,970*	*23.6%*
Adjustments For:								
Depreciation	5,761	6,259	498	3.8%	50,070	49,088	(982)	4.5%
Amortisation	5,761	6,259	498	3.8%	50,070	49,088	(982)	4.5%
Gain/Loss on Disposal	0	0	0	0.0%	0	0	0	0.0%
Changes In Working Capital								
Trade Receivables	*3,713*	*(7,348)*	*11,061*	*2.5%*	*3,713*	*(7,348)*	*11,061*	*0.3%*
Inventory	0	0	0	0.0%	0	0	0	0.0%
Trade Payables	*(5,654)*	*(6,354)*	*700*	*(3.8)%*	*(5,654)*	*(6,354)*	*700*	*(0.5)%*
Tax Paid	2,432	3,559	1,127	1.6%	2,432	3,559	1,127	0.2%
Net Cash from Operating Activities	*75,261*	*30,506*	*44,756*	*50.2%*	*256,515*	*194,467*	*62,049*	*22.8%*
Cash Flows From Investing Activities								
Purchase of PPE	*(2,958)*	*(4,799)*	*1,841*	*(2.0)%*	*(47,267)*	*(47,628)*	*360*	*(4.2)%*

Proceeds from Disposal of PPE	0	0	0	0.0%	0	0	0	0.0%
Acquisition of Subsidiaries	0	0	0	0.0%	0	0	0	0.0%
Disposal of Subsidiaries	0	0	0	0.0%	0	0	0	0.0%
Interest Received	*154*	*21*	*133*	*0.1%*	*(9,518)*	*(8,216)*	*(1,302)*	*(0.8)%*
Net Cash from Investing Activities	*(2,804)*	*(4,778)*	*1,974*	*(1.9)%*	*(56,785)*	*(55,843)*	*(942)*	*(5.1)%*
Cash Flows From Financing Activities								
Proceeds from Borrowings	0	0	0	0.0%	0	0	0	0.0%
Repayment of Borrowings	0	0	0	0.0%	0	0	0	0.0%
Dividends Paid	0	0	0	0.0%	0	0	0	0.0%
Dividends Paid to NCI	0	0	0	0.0%	0	0	0	0.0%
Change In Non Current Liabilities	0	0	0	0.0%	0	0	0	0.0%
Interest Paid	*1,869*	*2,916*	*(1,047)*	*1.2%*	*7,246*	*7,799*	*(554)*	*0.6%*
Net Cash from Financing Activities	*11,649*	*123*	*11,527*	*7.8%*	*6,273*	*(4,760)*	*11,033*	*0.6%*
Net Increase / Decrease in Cash	*84,107*	*25,851*	*58,256*	*56.1%*	*206,003*	*133,863*	*72,140*	*18.3%*
Effect of FX on Cash	*(9,974)*	*(1,182)*	*(8,792)*	*(6.7)%*	*(131,871)*	*(109,194)*	*(22,676)*	*(11.7)%*
Cash at Beginning of Period	*785,294*	*516,224*	*269,069*	*524.0%*	*785,294*	*516,224*	*269,069*	*69.9%*
Cash at End of Period	*859,426*	*540,893*	*318,533*	*573.5%*	*859,426*	*540,893*	*318,533*	*76.5%*

Key Performance Indicators

Demo Group Aug-2026

Revenue — Current Month

149.9K

▲ 4.6% vs Jul 2026

Gross Profit — Current Month

108.8K

▲ 38% vs Jul 2026

Net Profit — Current Month

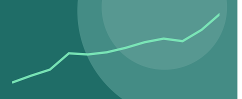
73K

▲ 94.2% vs Jul 2026

BANK — YTD

740.6K

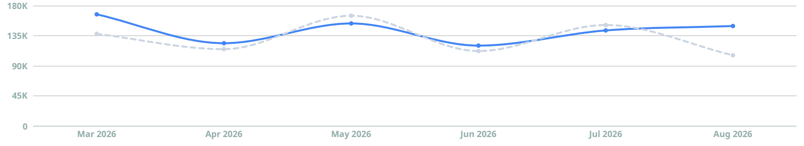
▲ 11.1% vs Jul 2026



Revenue Trend

vs Last Year (6 Months)

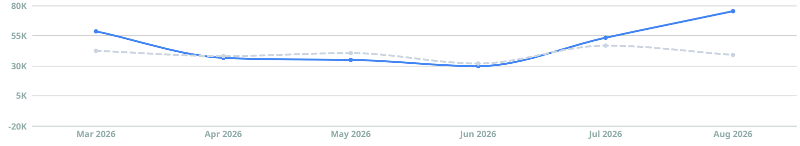
Aug 2026: 149867.9, Aug 2025: 106052.4



Net Profit Trend

vs Last Year (6 Months)

Aug 2026: 73016.7, Aug 2025: 14708.4



Revenue by Account (Top 5)

% of Revenue

Account	Amount (K)	% of Revenue
Sales Revenue	149.9	13.3%
Total	**1,125.3**	**100%**

Expense by Account (Top 5)

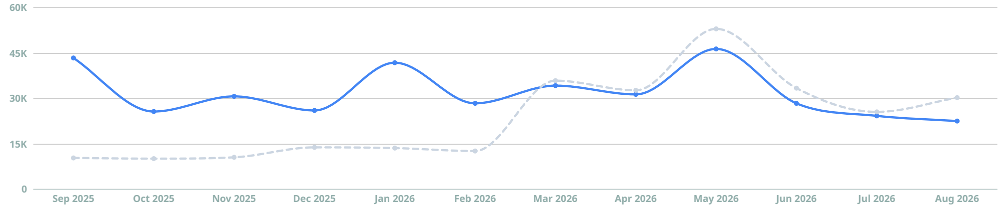
% of Expenses

Account	Amount (K)	% of Expenses
Distribution Cost	4.4	2.5%
Rent Expense	4.0	2.3%
Utilities Expense	3.8	2.2%
General Admin Expense	3.5	2.0%
Marketing Expense	2.9	1.6%
Total	**174.5**	**100%**

Expenses Trend

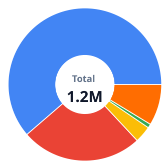
vs Last Year

Aug 2026: 22603.4, Aug 2025: 30315.6



Asset allocation

Current Month



Bank	61.4%	740.6K
Accounts Receivable	25.6%	308.7K
Inventory	0.0%	-
Current Asset	3.5%	42.8K
Non Current Asset	0.8%	10K
Fixed Asset	8.7%	105.1K
Total	**100%**	**1.2M**

Profitaility

Demo Group Aug-2026

Revenue — Current Month
149.9K
▲ 4.6% vs Jul 2026

Gross Profit — Current Month
108.8K
▲ 38% vs Jul 2026

Gross Profit % — YTD
72.6%
▲ 31.9% vs Jul 2026

Net Profit — Current Month
73K
▲ 94.2% vs Jul 2026

Net Profit % — YTD
49.9%
▲ 75% vs Jul 2026

Executive Summary

Revenue and Net Profit exceeded targets significantly, with Net Profit at 73,016.72 and EBITDA at 89,575.35, showcasing strong financial performance.

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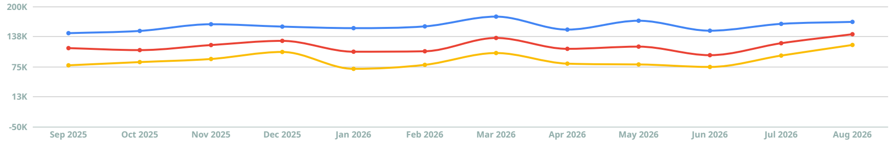
Profitability trend

Last 12 Months

Aug 2026: 149867.9, Jul 2026: 143268.2



Revenue by Account (Top 5)

% of Revenue

Account	Amount (K)	% of Revenue
Sales Revenue	149.9	13.3%
Total	**1,125.3**	**100%**

Expense by Account (Top 5)

% of Expenses

Account	Amount (K)	% of Expenses
Distribution Cost	4.4	2.5%
Rent Expense	4.0	2.3%
Utilities Expense	3.8	2.2%
General Admin ...	3.5	2.0%
Marketing Exp...	2.9	1.6%
Total	**174.5**	**100%**

Margin Analysis

Aug 2026

Metric	Aug 2026	Jul 2026	Change
Gross Profit Margin	72.6%	55.0%	▲ 17.6%
Operating Profit Margin	53.6%	33.2%	▲ 20.4%
Net Profit Margin	49.9%	28.5%	▲ 21.4%

Profit & Loss Summary

Aug 2026 vs Jul 2026

Metric	Aug 2026 (K)	Jul 2026 (K)	Change (K)	Change (%)
Revenue	150	143	7	▲ 4.6%
Cost of Sales	(41)	(64)	23	▼ 36.2%
Gross Profit	**109**	**79**	**30**	▲ 38.0%
Operating Expenses	(28)	(31)	3	▼ 9.2%
Operating Profit	80	48	33	▲ 69.0%
Other Income	3	3	0	▲ 1.5%
Net Profit	**75**	**41**	**34**	▲ 83.1%

Key Ratios

Aug 2026

Ratio	Aug 2026	Jul 2026	Change
Gross Profit Margin	72.6%	55.0%	▲ 17.6%
Net Profit Margin	49.9%	28.5%	▲ 21.4%
Expense to Revenue	18.9%	21.8%	▼ 2.9%
Revenue Growth (MoM)	4.6%	0.0%	▲ 4.6%
Net Profit Growth (MoM)	83.1%	0.0%	▲ 83.1%

Risk Report

Top Enterprise Risks & Mitigation Summary

Risk ID	Category	Risk Description	Likelihood	Impact	Current Mitigation Strategy	Owner
R-01	Cybersecurity	Data breach via 3rd-party vendor integrations	Medium	High	Enforced SOC2 compliance review; implemented strict API access controls.	CTO
R-02	Financial	FX rate fluctuations impacting overseas margins	High	Medium	Hedging strategy implemented; adjusting pricing structure to local currencies.	CFO
R-03	Talent	Loss of key technical leadership	Low	High	Succession plans drafted; updated retention equity grants under review.	HR Lead

Committee report

Audit & Risk Committee Summary Report

Chair: Sarah Jenkins | **Last Meeting Date:** October 10, 2026

Key Discussions:

Reviewed preliminary annual audit plan with external auditors.
Assessed internal financial controls-no material weaknesses identified.

Recommendations to Board:

Recommend re-appointment of [Audit Firm Name] for the upcoming fiscal year.
Approve updated Corporate Treasury Policy regarding short-term yield investments.

Plans

Strategic Plan: Q4 Strategic Milestones

Milestone 1: Market Expansion

Objective: Launch product localization for EMEA region.
Target Date: November 30, 2026 | *Owner:* VP Product | *Status:* On Track

Milestone 2: Infrastructure Optimization

Objective: Reduce cloud server costs by 15% through infrastructure migration.
Target Date: December 15, 2026 | *Owner:* Engineering Lead | *Status:* At Risk (Requires temporary dev resources)

Proposals

Board Paper / Decision Proposal

Topic: Approval for New Regional Office Expansion (Singapore)

Sponsor: John Smith (CEO) | **Action Required:** Formal Vote / Resolution

Executive Summary

Seeking Board approval to allocate $250k in capital expenditure to establish a regional sales hub in Singapore to capture APAC demand.

Financial & Strategic Impact

- Expected Payback Period: 14 months.
- Projected ARR impact: +$1.2M in Year 1.

Recommendation

The Executive Team recommends the Board approve Resolution 2026-08 authorizing management to sign the commercial lease and commence hiring.