



Financial Reporting for Non Financial Managers

DURATION

3 days

CONTACT HOURS

18

LEVEL

Foundation

FEE PER DELEGATE

US\$1,200

Read a set of accounts with confidence and understand what the numbers are and are not telling you.

Managers are routinely asked to act on financial information they were never taught to interrogate. This programme builds that literacy from the statements themselves: what each one measures, how they connect, where judgement enters, and which questions expose a number that is technically correct but misleading.

Available as classroom, live online, in house, hybrid.

Who it is for

Managers and specialists without a finance background who hold budget responsibility or receive financial reporting.

What you will be able to do

- Read the three primary statements and explain how they connect.
- Identify where accounting judgement materially affects a reported figure.
- Interpret common ratios in the context of the business model.
- Ask the questions that reveal a misleading presentation.

The outline

DAY 1**The three statements**

Position, performance and cash · How the statements articulate · Accruals and why profit is not cash · Reading the notes

Where judgement enters

Revenue recognition · Provisions and estimates · Depreciation and useful life · Impairment

DAY 2

Ratios in context

Liquidity, leverage and return · Why a good ratio depends on the model · Trend against point in time · Comparability traps

DAY 3

Interrogating a presentation

Alternative performance measures · Selective comparatives · What has been left out · Questions that expose an assumption

What you leave with

- A worked analysis of a real set of published accounts.
- A personal reference sheet linking the three statements.
- A ratio set appropriate to the delegate's own sector.
- A checklist of questions for financial papers.

Published dates

DATES	WHERE	FEE
23 to 25 November 2026	Lagos, Nigeria	US\$1,200
30 November 2026 to 2 December 2026	Accra, Ghana	US\$1,200
7 to 9 December 2026	Maseru, Lesotho	R12,000
14 to 16 December 2026	Cairo, Egypt	US\$1,200

Fees are per delegate and cover all course materials. Travel and accommodation are arranged by the delegate. Reg

Register or ask a question

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