

Workshop 3 – Financial literacy and reporting for Directors

Date: 8 June 2026

Time: 09:00 – 14:00

Workshop Facilitator: Dan Davies, consultant and author, Managing Director at Frontline Analysts Ltd

Develop an understanding of accounts and the responsibility of directors to challenge and understand financial reporting.

Agenda

Time	Session
09:00 – 10:30	Session 1 – Introduction to Using Accounts
<p>This session introduces the concept of a “user of accounts” and the role of board directors in challenging and questioning the numbers presented to them. Financial analysis is the method by which business understanding is translated into numbers and vice versa. We look at a stylized case study to see “the story of the accounts”, and how frauds can be detected by paying attention to financial reporting.</p>	
10:30 – 11:00	Coffee Break
11:00 – 12:00	Session 2 – Questions to ask
<p>Carrying on from the first session, we will look at ways in which both external and internal reporting can, accidentally or purposefully, misrepresent the underlying business reality. We will look at a couple of cases from the UK (Brompton Bicycles) to show how there can be wildly differing interpretations of the same set of numbers. In a collaborative exercise, we build a list of “Questions to ask”, and an associated list of “Questions to ask yourself”</p>	
12:00 – 12:45	Lunch Break
12:45 – 14:00	Interactive Group Case Study
<p>In the afternoon session, we cover a few more potential pitfalls, and then work together looking at excerpts from the SpaceX IPO prospectus. We will identify some of the key questions about corporate reporting, and put ourselves in the place of the Board to think about what challenges and</p>	

advice they ought to be giving.

14:00 – 14:15

**Wrap-Up, Key
Takeaways &
Close**
