FP&A Interview Questions 2026

48 questions with answers —
and real data to practise on

From the basics to strategic questions
for senior roles



What interviewers really test

- Judgement — not just formulas
- The 'so what' after the number
- Numbers that tie back to the ledger

7 topics, 48 questions

(7)
Statements

(9)
Budgeting & Forecasting

(6)
Variance & Performance

(6)
Cash & Working Capital

(8)
Excel, Power BI, SQL, Python

(4)
Case & Behavioural

(8) | **Strategic questions for senior roles**

Sample question: variance

Split a revenue variance into price, volume and mix.

Volume =

change in quantity × budget price

Price =

change in price × actual quantity

Mix =

change in product share at budget margin

Sample question: cash

How would you build a 13-week cash flow forecast?



Receipts from AR ageing · payments from AP terms and payroll dates · forecast vs actual every week

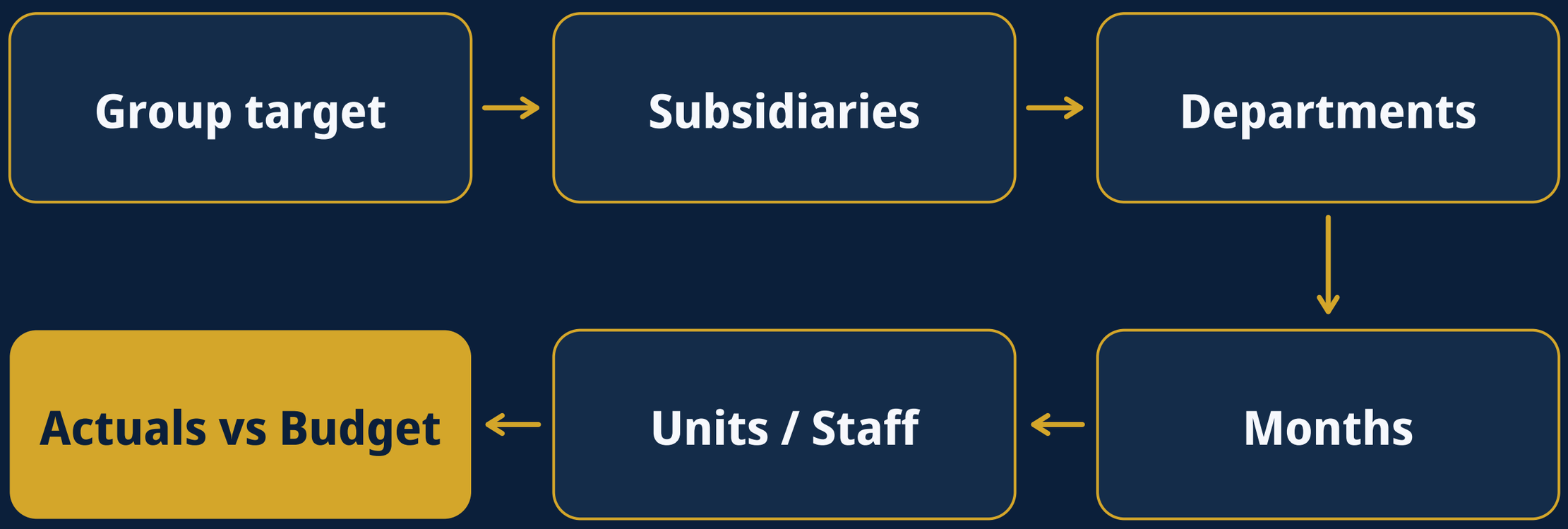
Sample question: working capital

What is the cash conversion cycle?



Strategic question

A top-line budget is easy. Breaking it down by subsidiary, department, month, unit and staff — then comparing with actuals on time — is not. How would you manage it?



Biggest challenge:

keeping the budget structure and the ledger in step — and getting managers to own realistic numbers.

Strategic question

The board wants the numbers one way, the CFO another. What do you fix before it goes up?

CFO pack

- accounts
- entities
- detail

bridge

Board view

- drivers
- KPIs
- cash
- decisions

- One source of truth
- One-offs shown separately
- Same definitions every month

Don't just read the answer — prove it

L1 one workbook

L2 several files

L3 messy formats

L4 millions of rows

L5 about 12 million lines, three ERPs

Every question links to a free Data Dare set.

All 48 questions with answers + free practice datasets

findi360.com/data-resources/fpa-interview-questions ↗

Save this post for your next interview.