

Assets and liabilities at the end of previous year, 31.12.20X1

Index	CZK
Current income tax liabilities	
Simple shares	
Accounts receivable	
Raw materials inventories,	
Cash and cash equivalents	
Retained earnings	
Short-term bank credit	
Finished products	
Buildings (original value),	
Accounts payable	
Accumulated depreciation	
Equipment (original value),	

Conditions

№	Index	Quarters			
		I	II	III	IV
1	Payment of accounts receivable: % of sales in the current quarter				
	% of sales in the previous quarter				
	% doubtful debts				
2	Finished products inventories at the end of the period, %				
3	Raw materials inventories at the end of the period, %				
4	Payment for raw materials: % of purchases in the current quarter				
	% of purchases in the previous quarter				
5	Price of the raw materials unit, CZK.				
6	Office rent for a year, CZK.				
7	Raw material requirements per unit of finished goods, kg				
8	Representative expenses for a quarter, CZK.				
9	Direct labour costs per unit of finished goods, hours				
10	The cost per hour of direct labor costs, CZK.				
11	Depreciation of equipment in the quarter, CZK.				
12	Depreciation of administrative tangible assets in the quarter, CZK.				
13	General production costs, % in the quarter				
14	Quarterly % of sales expenses				
15	% of the spoilage costs				
16	The minimum cash balance at the end of the quarter, CZK.				
17	Salary fund of the administrative staff for the quarter, CZK.				
18	Heating, lighting of the administrative offices for the year, CZK.				
19	Share of short-term financial investments,%				
20	Annual % of the loan				

21	Purchase of equipment in the IV quarter, CZK.				
22	Income tax, %				
23	Sale price, CZK.				
24	Sale of finished products, units				
25	Cost of finished products unit in the past year, CZK.				

Budgets for planning year:

Table 1

Sales budget

Indicator	Quarters				Annual sale	Quarters	
	I	II	III	IV		I	II
1. Sale of finished products, units							
2. Sale price, CZK.							
3. Revenue (row 1 * row 2), CZK.							

Table 2

Production budget

Indicator	Quarters				For the year	Quarters	
	I	II	III	IV		I	II
1. Sale of finished products, units							
2. Finished products inventories at the end of the period, units							
3. Total need for the finished products, units (row 1+ row 2)							
4. Finished products inventories at the beginning of the period, units							
5. The required output of finished products, units (row 3 – row 4)							

Table 3

Budget of the direct costs for materials

Indicator	Quarters				For the year	Quarters	
	I	II	III	IV		I	II
1. The required output of finished products, units							
2. Raw material requirements per unit of finished goods, kg							
3. Need for materials for the finished goods production, kg (row 1* row 2)							
4. Raw materials inventories at the end of the period, kg							
5. Total need for materials for the finished goods production, kg (row 3 + row 4)							
6. Raw materials inventories at the beginning of the period,							

kg							
7. Volume of the necessary raw materials purchase in the period, kg (row 5 – row 6)							
8. Price of the raw materials unit, CZK.							
9. Costs of the raw materials purchase, CZK. (row 7*row 8)							

Table 4

Budget of the direct labour costs

Indicator	Quarters				For the year
	I	II	III	IV	
1. The required output of finished products, units					
2. Direct labour costs per unit of finished goods, hours					
3. Total number of hours required for the finished products output, hours (row 1*row 2)					
4. The cost per hour of direct labour costs, CZK.					
5. Single social contribution (37%), CZK.					
6. Total direct labour costs, CZK. (row 3* row 4+ row 5)					

Table 5

Budget of the other direct costs and general production costs

Indicator	Quarters				For the year
	I	II	III	IV	
1. Other direct costs:					
1.1. Spoilage costs					
1.2. Depreciation of equipment					
2. General production costs					
3. Total (row 1+ row 2)					
4. Depreciation of equipment					
5. Cash outflow for the other direct and general production costs (row 3- row 4)					

Table 6

Total production costs (cost of finished products)

Indicator	Quarters				For the year
	I	II	III	IV	
1. Total direct costs for materials					
2. Total direct labour costs					
3. Other direct costs:					
3.1. Spoilage costs					
3.2. Depreciation of equipment					
4. General production costs					

5. Cost of finished products (row 1+ row 2+ row 3.1+ row 3.2+ row 4)					
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Table 7

Budget of the administrative and sales expenses

Indicator	Quarters				For the year
	I	II	III	IV	
1. Sales expenses					
2. Administrative expenses					
3. Total (row 1+ row 2)					
4. Depreciation of administrative tangible assets					
5. Cash outflow for administrative and sales expenses (row 3- row 4)					

Table 8

Budget of cash inflow from sale of finished products

Indicator	Quarters				For the year
	I	II	III	IV	
1. Repayment of accounts receivable for the 20X1 year					
2. Quarterly payments of finished products sales in 20X2 year					
I quarter					
II quarter					
III quarter					
IV quarter					
3. The total amount of cash inflows (row 1+ row 2)					
4. Accounts receivable at 31.12.20X2.					

Table 9

Doubtful debts

Indicator	Quarters				For the year
	I	II	III	IV	
Doubtful debts					

Table 10

Budget of cash outflow for the raw materials purchase

Indicator	Quarters				For the year
	I	II	III	IV	
1. Repayment of accounts payable for the 20X1 year					
2. Quarterly payments for the raw materials in 20X2 year:					
I quarter					
II quarter					
III quarter					
IV quarter					

3. The total amount of cash outflows (row 1+row 2)					
4. Accounts payable at 31.12.20X2.					

Table 11

Indicator	Cash plan Quarters				For the year
	I	II	III	IV	
1. Cash at the beginning of the period					
2. Cash inflows:					
2.1. Payment of finished products					
2.2. Repayment of accounts receivable for the 20X1 year					
2.3. Other cash inflows					
3. Total cash (row 1+ row 2)					
4. Cash outflows:					
4.1. Payment of raw materials					
4.2. Repayment of accounts payable for the 20X1 year					
4.3. Repayment of other current liabilities					
4.4. Payment of direct labor costs					
4.5. Cash outflow for the other direct and general production costs					
4.6. Cash outflow for administrative and sales expenses					
4.7. Purchase of equipment					
4.8. Other cash outflow					
5. Total cash outflows (Σ row 4.1 – 4.8)					
6. Excess (deficit) of cash (row 3- row 5)					
7. Financing:					
7.1. Getting credit					
7.2. Repayment of credit					
7.3. Repayment of the credit's interest					
8. Cash at the end of the period (row 6 + row 7.1 – row 7.2 – row 7.3)					
9. The minimum cash balance at the end of the quarter					

The income statement (The statement of comprehensive income)
for _____ 20__ .

Form № 2

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I. Financial results

Position	Code	For the reporting period	For the previous year
1	2	3	4
Net revenue from sales of production (goods, works, services)	2000		
Cost of production (goods, works, services) sold	2050	()	()
Gross:			
profit	2090		
loss	2095	()	()
Other operating income	2120		
Administrative expenses	2130	()	()
Sales expenses	2150	()	()
Other operating expenses	2180	()	()
The financial result from the operational activity:			
profit	2190		
loss	2195	()	()
Income from investments in other enterprises equity	2200		
Other financial income	2220		
Other income	2240		
Financial costs	2250	()	()
Loss from investments in other enterprises equity	2255	()	()
Other costs	2270	()	()
The financial result before taxation:			
profit	2290		
loss	2295	()	()
Expenses (income) from income tax	2300		
Income (loss) from discontinued operations after taxation	2305		
Net financial result:			
profit	2350		
loss	2355	()	()

II. The comprehensive income

Position	Code	For the reporting period	For the previous year
1	2	3	4
Revaluation (markdown) of fixed assets	2400		
Revaluation (markdown) of financial instruments	2405		
Accumulated translation differences	2410		
Share of other comprehensive income from associates and joint ventures	2415		
Other comprehensive income	2445		
Other comprehensive income before taxation	2450		
Income tax related to other comprehensive income	2455		
Other comprehensive income after taxation	2460		
Comprehensive income (sum of positions 2350, 2355, 2460)	2465		

Planned balance sheet

Assets	At the end of the period	Liabilities and equity	At the end of the period
I. Tangible assets:		I. Equity:	
Buildings	Data	Simple shares	Data
Equipment	Data + Purchase of equipment	Retained earnings	Data + Net profit for the period
Depreciation	Data + Depreciation accumulated for the period		
Total tangible assets I		Total equity I	
II. Current assets:		II. Current liabilities:	
Finished products	Finished products inventories at the end of the period * Cost of finished products unit	Accounts payable	Accounts payable at 31.12.20X2.
Raw materials	Raw materials inventories at the end of the period * Price of the raw materials unit	Accounts payable by the budget	Tax profit for the period
Accounts receivable	Accounts receivable at 31.12.20X2.	Short-term bank credit	Data + Getting credit – Repayment of credits
Short-term financial investments	Purchase – sale		
Cash and cash equivalents	Cash plan		
Total current assets II		Total current liabilities II	
Balance sheet	Σ	Balance sheet	Σ

BALANCE SHEET
(Financial statement report)
at _____ 20__.

Form № 1

1801001

Assets	Code	At the beginning of the reporting period	At the end of the reporting period
1	2	3	4
I. Fixed assets (Non-current assets)			
Intangible assets: technical expertise, trademarks, patents, reputation (goodwill), a skilled management, well-trained labor force	1000		
original value	1001		
accumulated depreciation	1002		
Incomplete capital investment (unactuated equipment, equipment that is not put into operation, unfinished building)	1005		
Tangible assets; Property, equipment, buildings, vehicles	1010		
original value	1011		
accumulated depreciation	1012		
Investment property	1015		
Long-term biological assets	1020		
Long-term financial investments: calculated by the equity method in other enterprises (Investments in associates and joint ventures)	1030		
Other financial investments	1035		
Long-term accounts receivable; Long-term trade and other receivables	1040		
Deferred tax assets	1045		
Other fixed assets	1090		
Total fixed assets I	1095		
II. Non-fixed assets (Current assets)			
Inventories (production inventories (raw materials and components); incomplete production (work in process); finished product; goods, commodities)	1100		
Current biological assets	1110		
Accounts receivable; Trade receivables	1125		
Prepayments and accrued income	1130		
Accounts receivable from the budget	1135		
Accounts receivable from the income tax (Current income tax assets)	1136		
Other current receivables	1155		
Short-term financial investments	1160		
Cash and marketable securities; Cash and cash equivalents	1165		
Prepayments and deferred costs	1170		
Other current assets	1190		
Total current assets II	1195		
III. Fixed assets held for sale			
	1200		
Balance sheet	1300		

Liabilities and equity	Code	At the beginning of the reporting period	At the end of the reporting period
1	2	3	4
I. Equity			
The registered capital; share capital; Common stock capital	1400		
Capital from fixed assets revaluation	1405		
Additional paid-in capital	1410		
Reserve capital	1415		
Retained earnings (accumulated deficit; uncovered loss)	1420		
Unpaid capital	1425	()	()
Treasury stock; Treasury shares	1430	()	()
Total equity I	1495		
II. Long-term liabilities and provisions			
Deferred tax liabilities	1500		
Long-term bank credits	1510		
Other long-term liabilities	1515		
Long-term provisions (provisions for future losses and payments)	1520		
Targeted funding	1525		
Total long-term liabilities and provisions II	1595		
III. Current liabilities and provisions			
Short-term bank credit	1600		
Current payables by long-term debt	1610		
Accounts payable; Trade payables	1615		
Accounts payable by the budget	1620		
Accounts payable by the income tax (Current income tax liabilities)	1621		
Accounts payable by insurance	1625		
Accounts payable by wages	1630		
Current provisions (provisions for future losses and payments)	1660		
Accruals and deferred income	1665		
Other current liabilities	1690		
Total current liabilities and provisions III	1695		
IV. Liabilities directly associated with assets held for sale			
Balance sheet	1900		

**The statement of cash flows (by the direct method)
for 20__ .**

Form № 3

Position	Code	For the reporting period	For the previous year
1	2	3	4
I. Operating cash flow			
Cash inflow from:			
sales of production (goods, works, services)	3000		
Return of taxes and charges	3005		
including value added tax	3006		
Targeted funding	3010		
Other cash inflow	3095		
Cash outflow for payment:			
Goods (works, services)	3100	()	()
Labor	3105	()	()
Deductions for social events	3110	()	()
Taxes and charges liabilities	3115	()	()
Other cash outflow	3190	()	()
Net operating cash flow	3195		
II. Cash flow from investing activities			
Cash inflow from sales of:			
financial investments	3200		
fixed assets	3205		
Cash inflow from received:			
percent	3215		
dividends	3220		
Cash inflow from derivatives	3225		
Other cash inflow	3250		
Cash outflow for purchase of:			
financial investments	3255	()	()
fixed assets	3260	()	()
Cash outflow by derivatives	3270	()	()
Other cash outflow	3290	()	()
Net Cash flow from investing activities	3295		
III. Cash flow from financing activities			
Cash inflow from:			
Equity	3300		
Getting loans	3305		
Other cash inflow	3340		
Cash outflow for:			
Purchase of treasury shares	3345	()	()
Repayment of loans	3350		
Payment of dividends	3355	()	()
Other cash outflow	3390	()	()
Net cash flow from financing activities	3395		
Net cash flow for the reporting period	3400		
Cash and cash equivalents at beginning of year	3405		
Influence of currency retranlations	3410		

Cash and cash equivalents at end of year	3415		
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Table 16

**The statement of cash flows (by the non direct method)
for 20__.**

Form № 3-n

Статья	Code	For the reporting period		For the previous year	
		Inflow	Outflow	Inflow	Outflow
1	2	3	4	5	6
I. Operating cash flow					
The financial result before taxation (profit(loss))	3500				
Adjustments for:					
fixed assets depreciation	3505		X		X
increase (decrease) of provisions	3510				
loss (profit) from unsold translation reserve	3515				
loss (profit) from non-operating activity and other noncash operations	3520				
Decrease (increase) of current assets	3550				
Increase (decrease) of current liabilities	3560				
Operating cash flow	3570				
Income tax paid	3580	X		X	
Net operating cash flow	3195				
II. Cash flow from investing activities					
Cash inflow from sales of:					
financial investments	3200		X		X
fixed assets	3205		X		X
Cash inflow from received:					
percent	3215		X		X
dividends	3220		X		X
Cash inflow from derivatives	3225		X		X
Other cash inflow	3250		X		X
Cash outflow for purchase of:					
financial investments	3255	X		X	
fixed assets	3260	X		X	
Cash outflow by derivatives	3270	X		X	
Other cash outflow	3290	X		X	
Net cash flow from investing activities	3295				
III. Cash flow from financing activities					
Cash inflow from: Equity	3300		X		X
Getting loans	3305		X		X
Other cash inflow	3340		X		X
Cash outflow for:					
Purchase of treasury shares	3345	X		X	
Repayment of loans	3350	X		X	
Payment of dividends	3355	X		X	
Other cash outflow	3390	X		X	
Net cash flow from financing activities	3395				
Net cash flow for the reporting period	3400				
Cash and cash equivalents at beginning of year	3405		X		X

Influence of currency retranslations	3410				
Cash and cash equivalents at end of year	3415				

Table 17

Financial position indexes	Formula	Norm	Previous year	Planning year	Dynamics
1. property state:					
1.1. coefficient of Tangible assets Depreciation, % Net Fixed Assets (Tangible assets)= Gross Fixed Assets (Tangible assets)– Accumulated Depreciation	(Accumulated Depreciation / original value)*100% Or (Accumulated Depreciation / Gross Tangible assets)*100%	Decreasing			
1.2. coefficient of Tangible assets retirement	Value of retired Tangible assets / original value at the beginning of the year				
1.3. coefficient of Tangible assets renewal	Value of arrived Tangible assets / original value at the end of the year	More than index 1.2			
2. liquidity:					
2.1. <u>Current Ratio</u>	Current assets/ Current liabilities	More than 1			
2.2. Quick ratio	(Current assets – inventories)/ Current liabilities; Or (Cash and marketable securities (cash equivalents)+ Short-term financial investments + Accounts receivable)/ Current liabilities	0,6-0,8			
2.3. cash (absolute) ratio	(Cash and marketable securities (cash equivalents)+ Short-term financial investments)/ Current liabilities	More than 0,2			
2.4. Net working capital	Current assets – Current liabilities; Or Equity + Long-term liabilities and provisions – Fixed assets	More than 0, increasing			
2.5. financing policy:	(Current assets - Current liabilities)/ Current assets	Increasing (conservative, moderate, aggressive)			
3. financial stability :					
3.1. Equity ratio (financial autonomy)	Equity / (Equity + liabilities)	More than 0,5			
3.3. coefficient of Equity mobility	Net working capital / Equity	More than 0, increasing			
4. business activity:					
4.1. assets outstanding	Net revenue / [(assets at the beginning of the year + assets at the end of the	increasing			

	year)/2]				
4.2. Days Inventory Outstanding (or production cycle), days	$360 /$ [Cost of production sold / [(Inventory at the beginning of the year + Inventory at the end of the year)/2]]	Decreasing			
4.3. Days Sales Outstanding, days	$360 /$ [net revenue / [(accounts receivable at the beginning of the year + accounts receivable at the end of the year)/2]]	Decreasing			
4.4. operational cycle, days	Days Inventory Outstanding (or production cycle) + Days Sales Outstanding	Decreasing			
4.5. Days Payables Outstanding , days	$360 /$ [Cost of production sold / [(accounts payable at the beginning of the year + accounts payable at the end of the year)/2]]	Decreasing			
4.6. Cash Conversion Cycle (or financial cycle), days	Days Inventory Outstanding (or production cycle) + Days Sales Outstanding – Days Payables Outstanding Or operational cycle - Days Payables Outstanding	Decreasing/ increasing (it depends)			
5. profitability:					
5.1. return on assets ROA	(Net profit/ assets)*100%	More than 0, increasing			
5.2. return on activity	(net profit/ net revenue)*100%	More than 0, increasing			
5.3. return on production cost	(net profit / cost of production)*100%	More than 0, increasing			
5.4. return on equity ROE	(net profit / equity)*100%	More than 0, increasing			
6. Cash flows :					
6.1. Net operating cash flow		+			
6.2. Net Cash flow from investing activities		-			
6.3. Net cash flow from financing activities		-			

Table 18

Planned income statement

Indicator	Amount, CZK.
1. Revenue for the year	
2. Variable costs:	
2.1. Variable cost of sales	Variable cost of production per unit * quantity of finished products sale for the year
2.2. Variable sales expenses	
2.3. Doubtful debts	
3. Total variable costs	

4. Marginal income (row 1- row 3)	
5. Fixed costs:	
5.1. Other direct costs	
5.2. General production costs	
5.3. Administrative expenses	
6. Total fixed costs	
7. Net production profit (row 4 - row 6)	