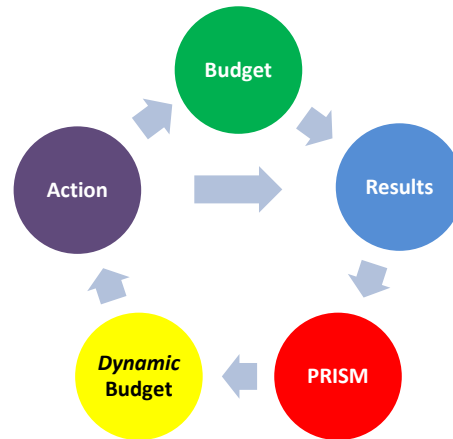


EXAMPLE COMPANY LTD
DYNAMIC BUDGET
&
DYNAMIC CASH FLOW FORECAST
FOR THE YEAR ENDING 31 DECEMBER 2020

Actual results to: September 2020



Dynamic



15/10/20

EXAMPLE COMPANY LTD
***DYNAMIC* BUDGET & CASH FLOW FORECAST**



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9	Purchases workings
10	VAT workings
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13	Annual forecast balance sheet
14	Forecast fixed asset schedule

EXAMPLE COMPANY LTD
DYNAMIC PROJECTIONS & CASH FLOW FORECAST
FOR THE YEAR ENDING 31 DECEMBER 2020



ASSUMPTIONS

- 1 The "actual" figures are derived from PRISM.
- 2 The trading account and the Profit and Loss account "budget" months are derived from the original "budget" unless any specific updates are authorised.
- 3 The cash flow forecast assumes that most overheads are paid in the same month as the expense appears in the Profit and Loss account. A figure for these other creditors is carried in the balance sheet, but changes from month to month results in a variance between the theoretical bank balance and the actual. This is dealt with by way of a "bank balance variance" adjustment (Page 7).
- 4 Budgeted sales receipts are based on an average length debt of 45 days. When "actual" debtors are known, it is assumed that the variance will be collected / reduced in the following month (Page 8).
- 5 Trade creditors consist of purchases and other costs going through the purchase ledger. Page 9 shows the estimated split. Creditors days relate to purchases only.
- 6 When the "actual" VAT liability is known, an adjustment is shown on Input Tax in the VAT workings for the variance between the dynamic estimate (Page 10).
- 7 The reconciliation between monthly PRISM's and monthly balance sheets are shown on Page 11.
- 8 Monthly actual and dynamic budget balance sheets are shown on Page 12.

EXAMPLE COMPANY LTD
DYNAMIC TRADING ACCOUNT
FOR THE YEAR ENDING 31 DECEMBER 2020



	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	TOTAL
	actual	actual	actual	actual	actual	actual	actual	actual	actual	budget	budget	budget	outturn	orig budget
TURNOVER														
Sales category 1	702,846	570,435	632,347	592,557	683,025	745,597	663,481	767,524	1,000,736	808,889	808,889	455,000	8,431,326	8,425,926
Sales category 2	193,638	463,210	278,549	236,519	250,760	283,291	284,369	268,624	172,355	384,000	384,000	216,000	3,415,315	4,000,000
Sales category 3	223,009	219,376	304,047	158,209	251,636	287,562	287,553	393,210	324,058	328,889	328,889	185,000	3,291,438	3,425,926
Total Turnover	1,119,493	1,253,021	1,214,943	987,285	1,185,421	1,316,450	1,235,403	1,429,358	1,497,149	1,521,778	1,521,778	856,000	15,138,079	15,851,852
COST OF SALES														
Purchases														
Sales category 1	319,574	259,028	285,208	256,360	315,319	362,019	317,938	359,307	470,489	351,812	351,812	197,894	3,846,759	3,660,945
Sales category 2	100,437	269,593	186,283	157,962	227,168	189,362	180,367	149,729	100,086	220,774	220,774	124,186	2,126,721	2,297,944
Sales category 3	97,908	93,597	156,172	86,074	95,180	123,906	110,986	174,698	187,248	151,289	151,289	85,099	1,513,446	1,575,926
	517,919	622,217	627,663	500,396	637,667	675,287	609,291	683,734	757,823	723,875	723,875	407,179	7,486,926	7,534,815
Carriage														
Sales category 1	11,069	7,175	10,137	11,335	10,332	10,630	14,642	14,264	15,064	20,638	20,638	11,609	157,534	214,981
Sales category 2	3,050	5,826	4,465	4,630	3,793	4,134	6,275	5,011	2,659	9,798	9,798	5,511	64,949	102,056
Sales category 3	1,517	1,249	168	624	898	750	2,129	891	2,166	-	-	-	10,392	-
	15,636	14,250	14,770	16,589	15,023	15,514	23,046	20,166	19,889	30,436	30,436	17,120	232,874	317,037
TRADING PROFIT														
Sales category 1	372,203	304,233	337,002	324,862	357,374	372,948	330,901	393,953	515,183	436,439	436,439	245,497	4,427,034	4,550,000
Sales category 2	90,151	187,791	87,801	73,927	19,799	89,795	97,727	113,884	69,610	153,428	153,428	86,303	1,223,645	1,600,000
Sales category 3	123,584	124,530	147,707	71,511	155,558	162,906	174,438	217,621	134,644	177,600	177,600	99,901	1,767,600	1,850,000
	585,938	616,554	572,510	470,300	532,731	625,649	603,066	725,458	719,437	767,468	767,468	431,701	7,418,279	8,000,000
TRADING PROFIT %'s														
Sales category 1	53.0%	53.3%	53.3%	54.8%	52.3%	50.0%	49.9%	51.3%	51.5%	54.0%	54.0%	54.0%	52.5%	54.0%
Sales category 2	46.6%	40.5%	31.5%	31.3%	7.9%	31.7%	34.4%	42.4%	40.4%	40.0%	40.0%	40.0%	35.8%	40.0%
Sales category 3	55.4%	56.8%	48.6%	45.2%	61.8%	56.7%	60.7%	55.3%	41.5%	54.0%	54.0%	54.0%	53.7%	54.0%
%	52.3%	49.2%	47.1%	47.6%	44.9%	47.5%	48.8%	50.8%	48.1%	50.4%	50.4%	50.4%	49.0%	50.5%
DIRECT EXPENSES														
Direct wages - basic	30,066	32,980	31,628	29,500	35,490	35,252	31,139	34,754	35,706	38,500	38,500	38,500	412,015	386,000
Direct wages - bonuses	1,290	-	-	2,750	2,750	2,980	2,980	2,980	3,665	9,500	9,500	9,500	47,895	69,220
Water rates	90	90	90	90	(810)	990	90	90	90	150	150	150	1,260	1,800
Electricity	4,241	4,859	6,157	6,888	7,048	13,468	10,527	9,828	7,121	5,600	5,600	5,600	86,937	67,200
Waste	522	526	950	21	695	824	815	(10)	821	667	667	667	7,165	8,004
Machine & plant maint.	2,324	2,808	3,780	5,749	(240)	2,805	7,033	6,390	2,637	4,500	4,500	4,500	46,786	54,000
Depr'n of plant & machinery	9,675	9,675	10,752	10,752	10,752	10,757	10,757	10,757	10,757	11,241	11,241	11,241	128,357	134,890
	48,208	50,938	53,357	55,750	55,685	67,076	63,341	64,789	60,797	70,158	70,158	70,158	730,415	721,114
GROSS PROFIT														
	537,730	565,616	519,153	414,550	477,046	558,573	539,725	660,669	658,640	697,310	697,310	361,543	6,687,865	7,278,886
<i>Gross profit %</i>	48.0%	45.1%	42.7%	42.0%	40.2%	42.4%	43.7%	46.2%	44.0%	45.8%	45.8%	42.2%	44.2%	45.9%

EXAMPLE COMPANY LTD
DYNAMIC PROJECTED PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDING 31 DECEMBER 2020

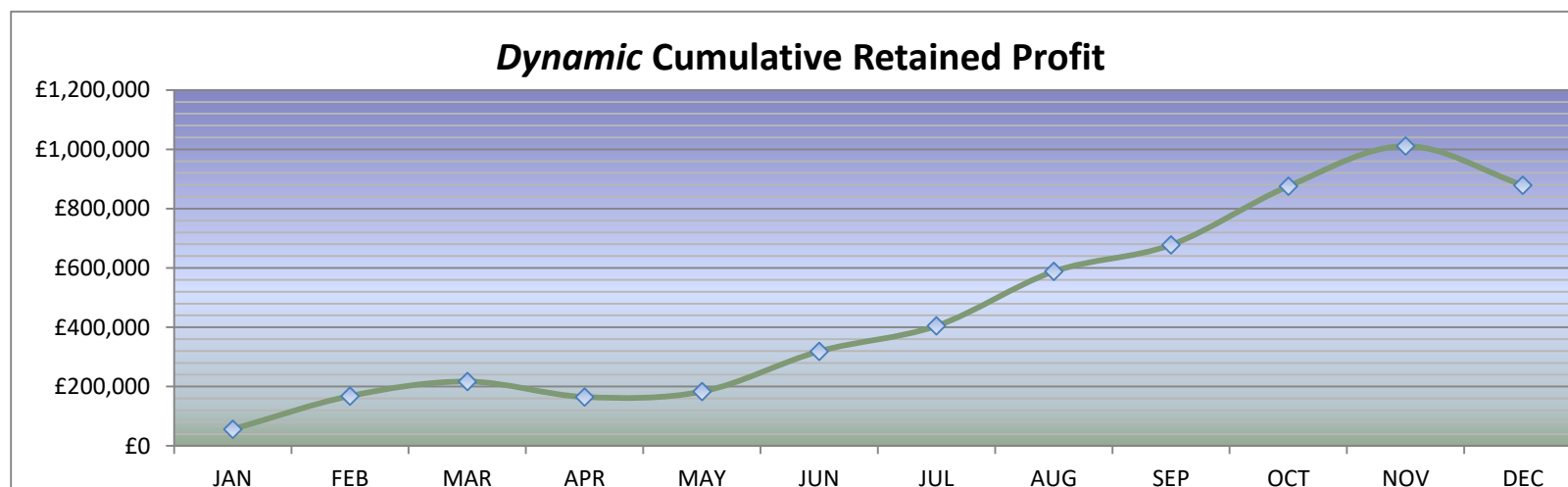


	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	TOTAL
	actual	actual	actual	actual	actual	actual	actual	actual	actual	budget	budget	budget	outturn	orig budget
INDIRECT EXPENSES														
Directors' remuneration	2,578	3,824	3,824	3,479	3,479	3,479	3,479	3,479	3,479	2,500	2,500	2,500	38,600	30,000
Wages and salaries	164,394	164,183	172,454	187,229	183,185	186,273	202,060	183,453	215,299	204,200	204,200	204,200	2,271,130	2,257,970
Bonuses	30,200	31,530	29,036	26,194	26,194	26,553	29,091	30,916	30,231	70,505	70,505	70,505	471,460	601,627
Subcontractors	-	-	79	-	-	573	-	-	-	-	-	-	652	-
Showroom rent	3,300	3,846	(2,378)	3,300	3,896	3,633	5,463	3,500	4,150	4,000	4,000	4,000	40,710	48,000
Premises rent	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	300,000	300,000
Rates	10	10	(47)	10	(1,090)	936	10	10	10	-	-	-	(141)	-
Light, heat and power (offices)	471	540	684	765	591	651	805	666	791	610	610	610	7,794	7,320
Insurance	1,490	1,490	1,490	1,490	1,490	1,490	1,508	1,508	1,508	1,300	1,300	1,300	17,364	15,600
Repairs and renewals	5,104	460	1,013	968	493	1,428	1,603	355	675	1,000	1,000	1,000	15,099	12,000
Motor expenses	6,753	4,016	20,952	8,398	5,474	8,123	6,560	9,980	14,238	5,500	5,500	5,500	100,994	66,000
Travel and subsistence	6,974	11,553	16,133	12,002	13,659	11,963	7,710	10,753	10,375	15,000	15,000	15,000	146,122	180,000
Vehicle leasing (contract hire)	14,201	10,263	8,889	10,389	9,777	14,179	9,678	9,532	9,547	10,500	10,500	10,500	127,955	96,000
Telephone	2,433	2,232	2,408	3,619	1,738	2,287	1,986	1,934	3,955	3,000	3,000	3,000	31,592	36,000
Hire of equipment	672	672	672	672	672	672	672	672	672	2,760	2,760	2,760	14,328	33,120
Printing and stationery	1,644	1,148	243	1,214	931	511	664	982	415	1,275	1,275	1,275	11,577	15,300
Postage	(84)	266	1,235	227	780	273	418	790	224	700	700	700	6,229	8,400
Computer software and sundries	3,607	3,770	8,835	4,606	11,162	5,723	3,680	19,929	9,244	6,250	6,250	6,250	89,306	75,000
Staff welfare	2,310	760	4,817	8,808	895	9,143	5,884	5,590	5,374	2,250	2,250	2,250	50,331	27,000
Cleaning	1,123	1,011	1,092	1,243	193	1,032	225	455	702	1,200	1,200	1,200	10,676	14,400
Subscriptions	185	80	124	163	172	39	23	(516)	768	200	200	200	1,638	2,400
Marketing	21,251	53,943	21,360	36,341	31,393	15,788	25,253	31,354	22,163	12,048	43,533	27,048	341,475	251,400
Training	97,971	11,947	13,632	13,469	12,419	11,595	9,519	7,329	67,028	11,000	11,000	11,000	277,909	184,800
Legal & professional fees	1,059	4,709	4,682	3,875	1,508	-	3,091	625	13,585	5,000	5,000	5,000	48,134	60,000
Office services	1,671	1,541	1,603	1,322	3,556	3,726	2,736	2,674	2,785	1,650	1,650	1,650	26,564	19,800
Product Development	3,115	9,524	8,760	6,505	6,234	4,229	8,316	13,592	7,724	6,500	6,500	6,500	87,499	78,000
Accountancy & audit fees	1,800	1,707	1,450	3,683	700	700	2,907	700	710	1,800	1,800	1,800	19,757	21,600
Bad debts	-	-	-	-	53	-	-	-	-	2,500	2,500	2,500	7,553	30,000
Bank overdraft interest	2,025	1,604	779	800	2,018	1,675	-	-	-	-	-	-	8,901	5,905
Bank charges	1,638	2,132	3,522	2,869	7,663	2,069	2,501	3,044	2,626	1,500	1,500	1,500	32,564	18,000

EXAMPLE COMPANY LTD
DYNAMIC PROJECTED PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDING 31 DECEMBER 2020



	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	TOTAL
	actual	actual	actual	actual	actual	actual	actual	actual	actual	budget	budget	budget	outturn	orig budget
Bank loan interest	692	662	1,080	430	1,229	1,229	2,928	1,229	2,050	412	379	346	12,666	6,259
Clean Import Loans - Interest	-	-	-	-	-	-	-	-	-	1,500	1,500	1,500	4,500	18,000
H P & Finance Lease charges	1,104	1,104	1,243	1,143	1,143	1,143	1,143	1,143	1,143	1,874	1,707	1,707	15,597	17,550
Directors' loan interest	-	-	-	-	-	-	-	-	-	-	-	12,000	12,000	12,000
Forex (gains) / losses	(1,261)	1,135	1,613	(9,442)	21,399	(44,994)	(5,868)	(7,928)	(13,190)	-	-	-	(58,536)	-
Depreciation - excl P&M	12,162	12,162	12,777	13,617	12,790	12,809	12,809	12,808	12,937	11,866	11,866	11,866	150,470	138,396
TOTAL INDIRECT EXPENSES	415,592	368,824	369,056	374,388	390,796	313,930	371,854	375,558	456,218	415,400	446,685	442,167	4,740,469	4,687,847
OTHER INCOME	(320)	(320)	(320)	(320)	(320)	(320)	(320)	(320)	(320)	(570)	(570)	(570)	(4,590)	(6,840)
NET PROFIT/(LOSS)	122,458	197,112	150,417	40,482	86,570	244,963	168,191	285,431	202,742	282,479	251,194	(80,054)	1,951,986	2,597,879
Tax provision	21,975	33,844	23,827	(7,424)	15,048	43,097	31,154	50,903	32,136	12,508	43,061	(20,704)	279,425	436,567
PROFIT AFTER TAX	100,483	163,268	126,590	47,906	71,522	201,866	137,037	234,528	170,606	269,972	208,133	(59,350)	1,672,561	2,161,312
Dividends	36,000	30,000	51,000	21,000	45,000	45,000	45,000	30,000	45,000	45,000	45,000	45,000	483,000	540,000
Donations	8,300	21,300	26,640	79,050	8,400	21,082	6,350	21,000	35,800	27,500	27,500	27,500	310,422	330,000
RETAINED PROFIT	56,183	111,968	48,950	(52,144)	18,122	135,784	85,687	183,528	89,806	197,472	135,633	(131,850)	879,139	1,291,312



EXAMPLE COMPANY LTD

**DYNAMIC CASH FLOW FORECAST
FOR THE YEAR ENDING 31 DECEMBER 2020**



	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
	actual	actual	actual	actual	actual	actual	actual	actual	actual	budget	budget	budget	outturn
Cash from sales	1,053,212	1,123,802	1,421,094	1,442,828	1,511,547	1,326,280	1,387,928	1,710,531	1,811,301	1,264,800	1,811,357	1,826,134	17,690,813
Other income	-	-	-	-	-	-	-	-	-	250	250	250	750
Sale of fixed assets													-
Change in Import Loan	(13,711)	17,329	184,504	(61,589)	13,175	4,508	(125,231)	118,007	80,694	-	-	-	217,686
XYZ Ltd loan repayments	-	85,404	-	-	-	-	-	-	-	-	-	-	85,404
HP/Finance Leases - advances			17,048		61,089	50,000							128,137
	1,039,501	1,226,535	1,622,646	1,381,239	1,585,811	1,380,788	1,262,697	1,828,538	1,891,995	1,265,050	1,811,607	1,826,384	18,122,790
Payments to suppliers	747,107	766,398	768,468	580,243	1,200,388	808,581	500,751	1,250,373	742,048	996,856	935,047	892,650	10,188,910
Carriage	18,763	17,100	17,724	19,907	18,028	18,617	27,655	24,199	23,867	36,523	36,523	20,544	279,449
Direct wages - basic	30,066	32,980	31,628	29,500	35,490	35,252	31,139	34,754	35,706	38,500	38,500	38,500	412,015
Direct wages - bonuses	1,290	-	-	2,750	2,750	2,980	2,980	2,980	3,665	9,500	9,500	9,500	47,895
Water rates	90	90	90	90	(810)	990	90	90	90	150	150	150	1,260
Electricity	5,089	5,831	7,388	8,266	8,458	16,162	12,632	11,794	8,545	6,720	6,720	6,720	104,324
Waste	626	631	1,140	25	834	989	978	(12)	985	800	800	800	8,598
Machine & plant maint.	2,789	3,370	4,536	6,899	(288)	3,366	8,440	7,668	3,164	5,400	5,400	5,400	56,143
Sub-total carried forward	805,821	826,400	830,974	647,679	1,264,849	886,936	584,665	1,331,846	818,071	1,094,449	1,032,640	974,264	11,098,594

EXAMPLE COMPANY LTD
DYNAMIC CASH FLOW FORECAST (Continued)
FOR THE YEAR ENDING 31 DECEMBER 2020

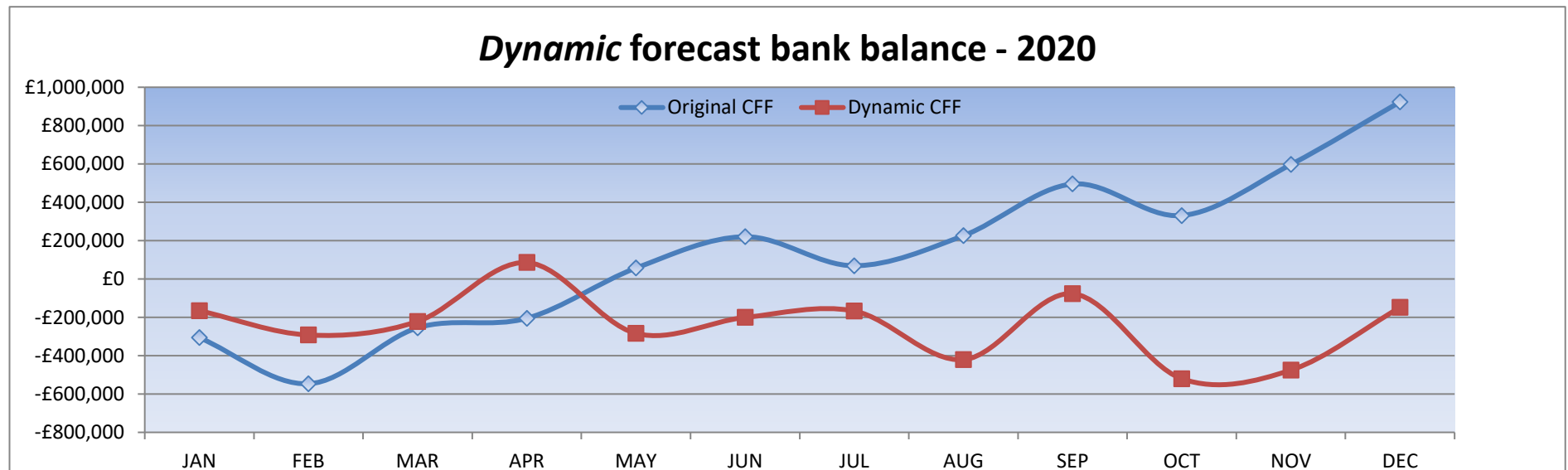


CASH FLOW (CONTINUED)	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
	actual	actual	actual	actual	actual	actual	actual	actual	actual	budget	budget	budget	outturn
Sub-total brought forward	805,821	826,400	830,974	647,679	1,264,849	886,936	584,665	1,331,846	818,071	1,094,449	1,032,640	974,264	11,098,594
EXPENSE PAYMENTS:													
Directors' remuneration	2,578	3,824	3,824	3,479	3,479	3,479	3,479	3,479	3,479	2,500	2,500	2,500	38,600
Wages and salaries	164,394	164,183	172,454	187,229	183,185	186,273	202,060	183,453	215,299	204,200	204,200	204,200	2,271,130
Bonuses	30,200	31,530	29,036	26,194	26,194	26,553	29,091	30,916	30,231	70,505	70,505	70,505	471,460
Subcontractors	-	-	79	-	-	573	-	-	-	-	-	-	652
Showroom rent	3,300	3,846	(2,378)	3,300	3,896	3,633	5,463	3,500	4,150	4,000	4,000	4,000	40,710
Premises rent	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	360,000
Rates	10	10	(47)	10	(1,090)	936	10	10	10	-	-	-	(141)
Light, heat and power (offices)	565	648	821	918	709	781	966	799	949	732	732	732	9,353
Insurance	1,490	1,490	1,490	1,490	1,490	1,490	1,508	1,508	1,508	1,300	1,300	1,300	17,364
Repairs and renewals	6,125	552	1,216	1,162	592	1,714	1,924	426	810	1,200	1,200	1,200	18,119
Motor expenses	8,104	4,819	25,142	10,078	6,569	9,748	7,872	11,976	17,086	6,600	6,600	6,600	121,193
Travel and subsistence	6,974	11,553	16,133	12,002	13,659	11,963	7,710	10,753	10,375	15,000	15,000	15,000	146,122
Vehicle leasing (contract hire)	14,201	10,263	8,889	10,389	9,777	14,179	9,678	9,532	9,547	10,500	10,500	10,500	127,955
Telephone	2,920	2,678	2,890	4,343	2,086	2,744	2,383	2,321	4,746	3,600	3,600	3,600	37,910
Hire of equipment	806	806	806	806	806	806	806	806	806	3,312	3,312	3,312	17,194
Printing and stationery	1,973	1,378	292	1,457	1,117	613	797	1,178	498	1,530	1,530	1,530	13,892
Postage	(84)	266	1,235	227	780	273	418	790	224	700	700	700	6,229
Computer software and sundries	4,328	4,524	10,602	5,527	13,394	6,868	4,416	23,915	11,093	7,500	7,500	7,500	107,167
Staff welfare	2,310	760	4,817	8,808	895	9,143	5,884	5,590	5,374	2,250	2,250	2,250	50,331
Cleaning	1,348	1,213	1,310	1,492	232	1,238	270	546	842	1,440	1,440	1,440	12,811
Subscriptions	185	80	124	163	172	39	23	(516)	768	200	200	200	1,638
Marketing	25,501	64,732	25,632	43,609	37,672	18,946	30,304	37,625	26,596	14,458	52,240	32,458	409,770
Training	117,565	14,336	16,358	16,163	14,903	13,914	11,423	8,795	80,434	13,200	13,200	13,200	333,491
Legal & professional fees	1,271	5,651	5,618	4,650	1,810	-	3,709	750	16,302	6,000	6,000	6,000	57,761
Office services	2,005	1,849	1,924	1,586	4,267	4,471	3,283	3,209	3,342	1,980	1,980	1,980	31,877
Product Development	3,738	11,429	10,512	7,806	7,481	5,075	9,979	16,310	9,269	7,800	7,800	7,800	104,999
Accountancy & audit fees	822	3,222	822	4,822	822	822	2,222	822	822	822	822	822	17,664
Bad debts	-	-	-	-	64	-	-	-	-	3,000	3,000	3,000	9,064
Bank overdraft interest	2,025	1,604	779	800	2,018	1,675	-	-	-	-	-	-	8,901
Bank charges	1,638	2,132	3,522	2,869	7,663	2,069	2,501	3,044	2,626	1,500	1,500	1,500	32,564
Directors' loan repayments	(59,709)	(9,708)	(14,708)	15,291	292	291	292	20,292	20,292	-	-	-	(27,375)

EXAMPLE COMPANY LTD
DYNAMIC CASH FLOW FORECAST (Continued)
FOR THE YEAR ENDING 31 DECEMBER 2020



CASH FLOW (CONTINUED)	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
	actual	actual	actual	actual	actual	actual	actual	actual	actual	budget	budget	budget	outturn
Import loan interest	-	-	-	-	-	-	-	-	-	1,500	1,500	1,500	4,500
Forex (gains) / losses	(1,261)	1,135	1,613	(9,442)	21,399	(44,994)	(5,868)	(7,928)	(13,190)	-	-	-	(58,536)
Bank Loan Repayments	3,489	3,459	3,877	3,226	4,026	4,025	5,725	4,026	4,846	3,925	3,925	3,925	48,474
Other loan repayments	2,488	2,489	2,488	(99)	4,311	2,549	2,488	2,489	(100)	-	-	-	19,103
HP & Finance Lease payments	11,680	10,551	10,690	11,355	22,409	61,338	13,709	12,532	12,548	14,633	13,612	13,612	208,669
V.A.T		38,784			149,822			277,448			188,986		655,040
Capital purchases (VATable)	2,884	-	70,909	2,585	-	1,361	(1)	(1)	7,325	-	-	-	85,061
Capital purchases (no VAT)			22,149		61,089								83,238
Dividends	36,000	30,000	51,000	21,000	45,000	45,000	45,000	30,000	45,000	45,000	45,000	45,000	483,000
Donations	8,300	21,300	26,640	79,050	8,400	21,082	6,350	21,000	35,800	27,500	27,500	27,500	310,422
Corporation tax	-	-	-	-	-	-	-	-	-	105,455	-	-	105,455
Other creditors / debtors movement	(237,638)	50,609	171,458	(87,642)	(990)	(39,886)	197,737	(1,310)	130,388	-	-	-	182,726
Bank balance variance	1,115	(978)	765	(335)	14	15	1,053	16	25	-	-	-	1,690
TOTAL	1,009,460	1,353,419	1,551,758	1,074,046	1,955,262	1,297,735	1,229,329	2,081,947	1,548,190	1,708,291	1,766,774	1,499,630	18,075,840
SURPLUS/(DEFICIT)	30,041	(126,884)	70,888	307,193	(369,451)	83,053	33,368	(253,409)	343,805	(443,241)	44,833	326,754	46,950
BANK BALANCE B/F	(195,522)	(165,481)	(292,365)	(221,477)	85,716	(283,735)	(200,682)	(167,314)	(420,723)	(76,918)	(520,159)	(475,326)	(195,522)
BANK BALANCE C/F	(165,481)	(292,365)	(221,477)	85,716	(283,735)	(200,682)	(167,314)	(420,723)	(76,918)	(520,159)	(475,326)	(148,572)	(148,572)



EXAMPLE COMPANY LTD
DYNAMIC - SALES WORKINGS



SALES	2019		2020												12m
	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
			actual	actual	actual	actual	actual	actual	actual	actual	actual	budget	budget	budget	outturn
Sales category 1	687,271	403,064	702,846	570,435	632,347	592,557	683,025	745,597	663,481	767,524	1,000,736	808,889	808,889	455,000	8,431,326
Sales category 2	189,347	111,046	193,638	463,210	278,549	236,519	250,760	283,291	284,369	268,624	172,355	384,000	384,000	216,000	3,415,315
Sales category 3	218,067	127,890	223,009	219,376	304,047	158,209	251,636	287,562	287,553	393,210	324,058	328,889	328,889	185,000	3,291,438
Total Turnover	1,094,685	642,000	1,119,493	1,253,021	1,214,943	987,285	1,185,421	1,316,450	1,235,403	1,429,358	1,497,149	1,521,778	1,521,778	856,000	15,138,079
Cash sales	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
Account sales	1,094,685	642,000	1,119,493	1,253,021	1,214,943	987,285	1,185,421	1,316,450	1,235,403	1,429,358	1,497,149	1,521,778	1,521,778	856,000	15,138,079
	1,094,685	642,000	1,119,493	1,253,021	1,214,943	987,285	1,185,421	1,316,450	1,235,403	1,429,358	1,497,149	1,521,778	1,521,778	856,000	25,638,079

SALES CASH FLOW
Invoicing

			12m												
	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Cash sales	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
Account sales	1,094,685	642,000	1,119,493	1,253,021	1,214,943	987,285	1,185,421	1,316,450	1,235,403	1,429,358	1,497,149	1,521,778	1,521,778	856,000	15,138,079
VAT	218,937	128,400	223,899	250,604	242,989	197,457	237,084	263,290	247,081	285,872	299,430	304,356	304,356	171,200	3,027,618
GROSS	1,313,622	770,400	1,343,392	1,503,625	1,457,932	1,184,742	1,422,505	1,579,740	1,482,484	1,715,230	1,796,579	1,826,134	1,826,134	1,027,200	18,165,697

RECEIVED (average 45 days)

Cash sales			0	0	0	0	0	0	0	0	0	0	0	0	-
Account sales - 31-60 days			1,042,011	1,056,896	1,423,509	1,480,779	1,321,337	1,303,624	1,501,123	1,531,112	1,598,857	1,755,905	1,811,357	1,826,134	17,652,641
Account sales - 61-90 days															-
Adjustment to match actual trade debtors			11,201	66,906	(2,415)	(37,951)	190,210	22,657	(113,195)	179,419	212,444	(491,105)	-	-	38,172
CASH REC'D			1,053,212	1,123,802	1,421,094	1,442,828	1,511,547	1,326,280	1,387,928	1,710,531	1,811,301	1,264,800	1,811,357	1,826,134	17,690,813

DEBTORS O/S	<i>actual / budget</i>	1,465,383	1,755,563	2,135,386	2,172,224	1,914,138	1,825,096	2,078,556	2,173,112	2,177,811	2,163,089	2,724,424	2,739,201	1,940,267
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Debtors Days		42	50	45	44	43	42	42	43	41	37	45	45	41
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EXAMPLE COMPANY LTD
DYNAMIC - PURCHASES
FOR THE YEAR ENDING 31 DECEMBER 2020



	2019		2020												TOTAL	
	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC		
			actual	actual	actual	actual	actual	actual	actual	actual	actual	budget	budget	budget		outturn
Purchases																
Sales category 1	44.13%	303,303	177,878	319,574	259,028	285,208	256,360	315,319	362,019	317,938	359,307	470,489	351,812	351,812	197,894	3,846,759
Sales category 2	58.10%	110,007	64,516	100,437	269,593	186,283	157,962	227,168	189,362	180,367	149,729	100,086	220,774	220,774	124,186	2,126,721
Sales category 3	46.00%	100,311	58,829	97,908	93,597	156,172	86,074	95,180	123,906	110,986	174,698	187,248	151,289	151,289	85,099	1,513,446
Stock movement		100,000	100,000	198,552	(108,042)	29,999	59,513	(65,499)	2,362	(6,309)	74,805	103,822	20,000	20,000	20,000	349,203
Invoices		613,621	401,223	716,471	514,175	657,662	559,909	572,168	677,649	602,982	758,539	861,645	743,875	743,875	427,179	7,836,129
VAT		122,724	80,245	143,294	102,835	131,532	111,982	114,434	135,530	120,596	151,708	172,329	148,775	148,775	85,436	1,567,226
		736,345	481,468	859,765	617,010	789,194	671,891	686,602	813,179	723,578	910,247	1,033,974	892,650	892,650	512,615	9,403,355

PURCHASES CASH FLOW

Based on 40 days average

Purchases			622,589	638,665	640,390	483,536	1,000,323	673,818	417,293	1,041,978	618,373	830,713	779,206	743,875	8,490,758
VAT			124,518	127,733	128,078	96,707	200,065	134,764	83,459	208,396	123,675	166,143	155,841	148,775	1,698,152
GROSS			747,107	766,398	768,468	580,243	1,200,388	808,581	500,751	1,250,373	742,048	996,856	935,047	892,650	10,188,910

CREDITORS

Net purchases	585,310	836,838	729,116	811,915	757,208	490,141	849,299	806,277	939,434	1,089,207	1,002,368	967,037	650,342
VAT	117,062	167,368	145,823	162,383	151,442	98,028	169,860	161,255	187,887	217,841	200,474	193,407	130,068
Gross	702,372	1,004,206	874,940	974,297	908,649	588,169	1,019,159	967,532	1,127,320	1,307,048	1,202,842	1,160,445	780,410
Other creditors	369,927	180,751	160,629	81,998	239,294	45,988	(380,404)	(105,950)	(605,864)	(493,666)	(493,666)	(493,666)	(493,666)
All trade creditors	1,072,299	1,184,957	1,035,569	1,056,295	1,147,943	634,157	638,755	861,582	521,456	813,382	709,176	666,779	286,744

Purchase creditors days

	35	45	36	42	37	26	41	38	41	40	37	39	33
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STOCK

Forecast month end stock	1,302,108	1,500,660	1,392,618	1,422,617	1,482,130	1,416,631	1,418,993	1,412,684	1,487,489	1,591,311	1,611,311	1,631,311	1,651,311
Stock Days		101	87	72	76	72	70	66	68	70	67	67	80

EXAMPLE COMPANY LTD
DYNAMIC V.A.T. WORKINGS
FOR THE YEAR ENDING 31 DECEMBER 2020



2020

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
	actual	actual	actual	actual	actual	actual	actual	actual	actual	budget	budget	budget	outturn
OUTPUT TAX	223,899	250,604	242,989	197,457	237,084	263,290	247,081	285,872	299,430	304,356	304,356	171,200	3,027,618
INPUT TAX													
Purchases	143,294	102,835	131,532	111,982	114,434	135,530	120,596	151,708	172,329	148,775	148,775	85,436	1,567,226
Carriage	3,127	2,850	2,954	3,318	3,005	3,103	4,609	4,033	3,978	6,087	6,087	3,424	46,575
Electricity	848	972	1,231	1,378	1,410	2,694	2,105	1,966	1,424	1,120	1,120	1,120	17,387
Waste	104	105	190	4	139	165	163	(2)	164	133	133	133	1,433
Machine & plant maint.	465	562	756	1,150	(48)	561	1,407	1,278	527	900	900	900	9,357
Premises rent	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
Light, heat and power (offices)	94	108	137	153	118	130	161	133	158	122	122	122	1,559
Repairs and renewals	1,021	92	203	194	99	286	321	71	135	200	200	200	3,020
Motor expenses	1,351	803	4,190	1,680	1,095	1,625	1,312	1,996	2,848	1,100	1,100	1,100	20,199
Telephone	487	446	482	724	348	457	397	387	791	600	600	600	6,318
Protective clothing	-	-	-	-	-	-	-	-	-	-	-	-	-
Hire of equipment	134	134	134	134	134	134	134	134	134	552	552	552	2,866
Equipment repairs and renewals	-	-	-	-	-	-	-	-	-	-	-	-	-
Printing and stationery	329	230	49	243	186	102	133	196	83	255	255	255	2,315
Computer software and sundries	721	754	1,767	921	2,232	1,145	736	3,986	1,849	1,250	1,250	1,250	17,861
Cleaning	225	202	218	249	39	206	45	91	140	240	240	240	2,135
Marketing	4,250	10,789	4,272	7,268	6,279	3,158	5,051	6,271	4,433	2,410	8,707	5,410	68,295
Training	19,594	2,389	2,726	2,694	2,484	2,319	1,904	1,466	13,406	2,200	2,200	2,200	55,582
Legal & professional fees	212	942	936	775	302	-	618	125	2,717	1,000	1,000	1,000	9,627
Office services	334	308	321	264	711	745	547	535	557	330	330	330	5,313
Product Development	623	1,905	1,752	1,301	1,247	846	1,663	2,718	1,545	1,300	1,300	1,300	17,500
Accountancy & audit fees	137	537	137	804	137	137	370	137	137	137	137	137	2,944
Bad debts	-	-	-	-	11	-	-	-	-	500	500	500	1,511
Capital purchases (VATable)	481	-	11,818	431	-	227	(0)	(0)	1,221	-	-	-	14,177
TOTAL INPUT TAX	182,831	131,963	170,806	140,665	139,360	158,569	147,272	182,229	213,576	174,211	180,508	111,209	1,933,199
THEORETICAL NET	41,068	118,641	72,183	56,792	97,724	104,721	99,809	103,643	85,854	130,145	123,848	59,991	1,094,419
Adjustment to actual	31,110	(67,903)	(45,277)	41,227	3,915	(26,931)	(51,277)	30,203	(79,246)	-	-	-	(164,179)
ACTUAL NET	72,178	50,738	26,906	98,019	101,639	77,790	48,532	133,846	6,608	130,145	123,848	59,991	930,240
PAYMENTS DUE			149,822		277,448			188,986				313,984	
Creditor brought forward / paid		38,784			149,822			277,448			188,986		313,984

EXAMPLE COMPANY LTD



**DYNAMIC FUNDS FLOW - ACTUAL AND BUDGETED
MONTHLY - FOR THE YEAR ENDING 31 DECEMBER 2020**

	January	February	March	April	May	June	July	August	September	October	November	December	Year
	actual	actual	actual	actual	actual	actual	actual	actual	actual	budget	budget	budget	outturn
Bank balance b/fwd	(195,522)	(165,481)	(292,365)	(221,477)	85,716	(283,735)	(200,681)	(167,314)	(420,723)	(76,918)	(520,159)	(475,326)	(195,522)
PROFIT / (LOSS) before tax	122,458	197,112	150,417	40,482	86,570	244,963	168,191	285,431	202,742	282,479	251,194	(80,054)	1,951,986
Depreciation	21,837	21,837	23,529	24,369	23,542	23,566	23,566	23,565	23,694	23,107	23,107	23,107	278,827
Dividends	(36,000)	(30,000)	(51,000)	(21,000)	(45,000)	(45,000)	(45,000)	(30,000)	(45,000)	(45,000)	(45,000)	(45,000)	(483,000)
Donations	(8,300)	(21,300)	(26,640)	(79,050)	(8,400)	(21,082)	(6,350)	(21,000)	(35,800)	(27,500)	(27,500)	(27,500)	(310,422)
XYZ Ltd loan repayments received	-	85,404	-	-	-	-	-	-	-	-	-	-	85,404
HP & Fin lease advances	-	-	17,048	-	61,089	50,000	-	-	-	-	-	-	128,137
Capital expenditure	(2,403)	-	(81,240)	(2,154)	(61,089)	(1,134)	1	1	(6,104)	-	-	-	(154,122)
Stock movement	(198,552)	108,042	(29,999)	(59,513)	65,499	(2,362)	6,309	(74,805)	(103,822)	(20,000)	(20,000)	(20,000)	(349,203)
Trade Debtors (increase) / decrease	(290,180)	(379,823)	(36,838)	258,086	89,042	(253,460)	(94,556)	(4,699)	14,722	(561,335)	(14,778)	798,934	(474,884)
Other debtors movement	35,920	4,139	4,139	1,462	2,614	5,859	(23,794)	4,270	(48,506)	-	-	-	(13,897)
Trade Creditors increase / (decrease)	112,658	(149,388)	20,726	91,648	(513,786)	4,599	222,827	(340,125)	291,926	(104,206)	(42,397)	(380,035)	(785,556)
VAT creditor movement	72,178	11,954	26,906	98,019	(48,183)	77,790	48,532	(143,604)	6,608	130,145	(65,139)	59,991	275,200
Other creditors movement	170,608	13,155	(130,320)	44,953	(5,539)	60,958	(122,666)	(33,163)	(2,636)	1,115	1,116	1,115	(1,304)
Bank loan repayments (capital)	(2,797)	(2,797)	(2,797)	(2,796)	(2,797)	(2,796)	(2,797)	(2,797)	(2,796)	(3,513)	(3,546)	(3,579)	(35,808)
Directors loans / (repayments)	59,709	9,708	14,708	(15,291)	(292)	(291)	(292)	(20,292)	(20,292)	-	-	12,000	39,375
Other loan repayments	(2,488)	(2,489)	(2,488)	99	(4,311)	(2,549)	(2,488)	(2,489)	100	-	-	-	(19,103)
Deferred Income movement	(320)	(320)	(320)	(320)	(319)	(320)	(319)	(320)	(320)	(320)	(320)	(320)	(3,838)
Import loans movement	(13,711)	17,329	184,504	(61,589)	13,175	4,508	(125,231)	118,007	80,694	-	-	-	217,686
HP & Fin lease capital repayments	(10,576)	(9,447)	(9,447)	(10,212)	(21,266)	(60,195)	(12,566)	(11,389)	(11,405)	(12,759)	(11,905)	(11,905)	(193,072)
Corporation tax payments	-	-	-	-	-	-	-	-	-	(105,455)	-	-	(105,455)
Theoretical bank balance c/f	(165,481)	(292,365)	(221,477)	85,716	(283,735)	(200,681)	(167,314)	(420,723)	(76,918)	(520,159)	(475,326)	(148,572)	(148,572)
Actual bank balance per cash flow	(165,481)	(292,365)	(221,477)	85,716	(283,735)	(200,682)	(167,314)	(420,723)	(76,918)	(520,159)	(475,326)	(148,572)	(148,572)

EXAMPLE COMPANY LTD
DYNAMIC BALANCE SHEETS

	Dec 2019 Last year	JAN actual	FEB actual	MAR actual	APR actual	MAY actual	JUN actual	JUL actual	AUG actual	SEP actual	OCT budget	NOV budget	DEC budget
Fixed Assets	1,048,380	1,028,946	1,007,109	1,064,820	1,042,605	1,080,152	1,057,720	1,034,153	1,010,587	992,997	969,890	946,783	923,676
Current Assets													
Stock	1,302,108	1,500,660	1,392,618	1,422,617	1,482,130	1,416,631	1,418,993	1,412,684	1,487,489	1,591,311	1,611,311	1,631,311	1,651,311
Trade Debtors	1,465,383	1,755,563	2,135,386	2,172,224	1,914,138	1,825,096	2,078,556	2,173,112	2,177,811	2,163,089	2,724,424	2,739,201	1,940,267
Loan to XYZ Ltd	101,784	101,784	16,380	16,380	16,380	16,380	16,380	16,380	16,380	16,380	16,380	16,380	16,380
Other Debtors	119,643	83,723	79,584	75,445	73,983	71,369	65,510	89,304	85,034	133,540	133,540	133,540	133,540
Bank & Cash	0	0	0	0	85,716	0	0	0	0	0	0	0	0
	2,988,918	3,441,730	3,623,968	3,686,666	3,572,347	3,329,476	3,579,439	3,691,480	3,766,714	3,904,320	4,485,655	4,520,432	3,741,498
Current Liabilities													
Trade Creditors	1,072,299	1,184,957	1,035,569	1,056,295	1,147,943	634,157	638,755	861,582	521,456	813,382	709,176	666,779	286,744
VAT	38,784	110,962	122,916	149,822	247,841	199,658	277,448	325,980	182,378	188,986	319,131	253,993	313,984
Bank Loan	43,867	44,683	45,533	46,383	47,335	48,287	48,878	50,296	51,354	52,448	48,935	45,388	41,809
Import Loans	199,144	185,433	202,762	387,266	325,677	338,852	343,360	218,129	336,136	416,830	416,830	416,830	416,830
HP / Finance Lease	168,000	168,000	168,000	168,000	168,000	181,000	181,000	181,000	181,000	181,000	181,000	181,000	181,000
Directors' Loan Accounts	57,024	116,733	126,441	141,149	125,858	125,566	125,275	124,983	104,691	84,399	84,399	84,399	96,399
Other Creditors	71,217	241,825	254,980	124,660	169,613	164,074	225,032	102,366	69,203	66,567	67,682	68,798	69,913
Corporation Tax Liability	142,031	142,031	142,031	142,031	142,031	142,031	142,031	142,031	142,031	142,031	0	0	0
Corporation Tax Provision	0	21,975	55,819	79,646	72,222	87,270	130,367	161,521	212,424	244,560	293,644	336,705	316,001
Bank Overdraft	195,522	165,481	292,365	221,477	0	283,735	200,682	167,314	420,723	76,918	520,159	475,326	148,572
	1,987,888	2,382,080	2,446,416	2,516,729	2,446,520	2,204,630	2,312,828	2,335,202	2,221,396	2,267,121	2,640,955	2,529,217	1,871,251
Net Current Assets / (Liabilities)	1,001,030	1,059,650	1,177,552	1,169,937	1,125,827	1,124,846	1,266,611	1,356,278	1,545,318	1,637,199	1,844,699	1,991,215	1,870,247
Long Term Liabilities													
Bank Loan	33,751	30,138	26,491	22,844	19,096	15,347	11,960	7,745	3,890	0	0	0	0
HP / Finance Lease	157,523	146,947	137,500	145,101	134,889	161,712	151,517	138,951	127,562	116,157	103,398	91,493	79,588
Directors' Loan Accounts	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Other Loans	30,988	28,500	26,011	23,523	23,622	19,311	16,762	14,274	11,785	11,885	11,885	11,885	11,885
Deferred Income	48,504	48,184	47,864	47,544	47,224	46,905	46,585	46,266	45,946	45,626	45,306	44,986	44,666
Deferred Tax	80,902	80,902	80,902	80,902	80,902	80,902	80,902	80,902	80,902	80,902	80,902	80,902	80,902
	451,668	434,671	418,768	419,914	405,733	424,177	407,726	388,138	370,085	354,570	341,491	329,266	317,041
Total Assets less Liabilities	£ 1,597,742	1,653,925	1,765,893	1,814,843	1,762,699	1,780,821	1,916,605	2,002,293	2,185,820	2,275,626	2,473,098	2,608,731	2,476,881
Share Capital	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000
Profit & Loss Account	1,512,742	1,568,925	1,680,893	1,729,843	1,677,699	1,695,821	1,831,605	1,917,292	2,100,820	2,190,626	2,388,098	2,523,731	2,391,881
Shareholders Funds	£ 1,597,742	1,653,925	1,765,893	1,814,843	1,762,699	1,780,821	1,916,605	2,002,292	2,185,820	2,275,626	2,473,098	2,608,731	2,476,881

EXAMPLE COMPANY LTD
DYNAMIC FORECAST BALANCE SHEET
AT 31 DECEMBER 2020



	2020			2019				2020	2019
Fixed Assets	Cost	Deprn	WDV	Cost	Deprn	WDV	Represented by		
Goodwill	336,000	336,000	0	336,000	332,000	4,000			
Patent Fees	5,441	5,441	0	5,441	5,399	42			
Leasehold Property	0	0	0	0	0	0			
Plant and Machinery	1,175,036	783,059	391,978	1,104,152	654,702	449,450			
Fixtures, Fittings & Equipment	655,519	308,138	347,381	655,519	223,149	432,370			
Motor vehicles	321,367	137,050	184,317	238,129	75,611	162,518			
	<u>2,493,363</u>	<u>1,569,688</u>	<u>923,676</u>	<u>2,339,241</u>	<u>1,290,861</u>	<u>1,048,380</u>			
Current Assets							Share capital		
Stock	1,651,311			1,302,108			Ordinary shares	85,000	85,000
Trade debtors	1,940,267			1,465,383			Preference shares	0	0
XYZ Ltd loan	16,380			101,784				85,000	85,000
Other debtors	133,540			119,643			Capital Redemption Reserve	0	0
Bank balance	0			0				85,000	85,000
		<u>3,741,498</u>			<u>2,988,918</u>		Profit & Loss Account		
Current Liabilities							Pre tax profit for the year	1,951,986	
Trade creditors	286,743			1,072,299			Donations	-310,422	
VAT	313,984			38,784				1,641,564	
Bank loans	38,176			43,867			R&D tax credits	-36,576	
Import Loan	416,830			199,144			Corporation tax	279,425	316,001
HP & Finance Leases	168,000			168,000				1,362,139	
Directors Loans	96,399			57,024			Dividends	483,000	
Other creditors	69,913			71,217			Retained profit	879,139	
Corporation tax	316,001			142,031			P&L brought forward	1,512,742	
Bank overdraft	148,572			195,522			Balance carried forward	2,391,881	1,512,742
		<u>1,854,617</u>			<u>1,987,888</u>				
			<u>1,886,881</u>			<u>1,001,030</u>			
			<u>2,810,556</u>			<u>2,049,410</u>			
Long Term Liabilities									
Bank Loan (> 1 year)		3,634			33,751				
Finance Lease / Hire Purchase		92,588			157,523				
Directors' Loan Accounts (> 1 year)		100,000			100,000				
Other Loans		11,885			30,988				
Deferred Income		44,666			48,504				
Deferred Tax		80,902			80,902				
			<u>333,675</u>			<u>451,668</u>			
			<u>2,476,881</u>			<u>1,597,742</u>		<u>2,476,881</u>	<u>1,597,742</u>

EXAMPLE COMPANY LTD
DYNAMIC FORECAST FIXED ASSETS SCHEDULE
AT 31 DECEMBER 2020



	Goodwill	Patent Fees	Plant and Machinery	Fixtures, Fittings & Equipment	Motor vehicles	Total
COST						
Brought forward	336,000	5,441	1,104,152	655,519	238,129	2,339,241
Additions			70,884		83,238	154,122
Disposals						0
	<u>336,000</u>	<u>5,441</u>	<u>1,175,036</u>	<u>655,519</u>	<u>321,367</u>	<u>2,493,363</u>
DEPRECIATION						
Brought forward	332,000	5,399	654,702	223,149	75,611	1,290,861
Charge for year	4,000	42	128,357	84,989	61,439	278,827
Disposals						0
	<u>336,000</u>	<u>5,441</u>	<u>783,059</u>	<u>308,138</u>	<u>137,050</u>	<u>1,569,688</u>
NBV C/F	<u>0</u>	<u>0</u>	<u>391,978</u>	<u>347,381</u>	<u>184,317</u>	<u>923,676</u>
NBV B/F	<u>4,000</u>	<u>42</u>	<u>449,450</u>	<u>432,370</u>	<u>162,518</u>	<u>1,048,380</u>