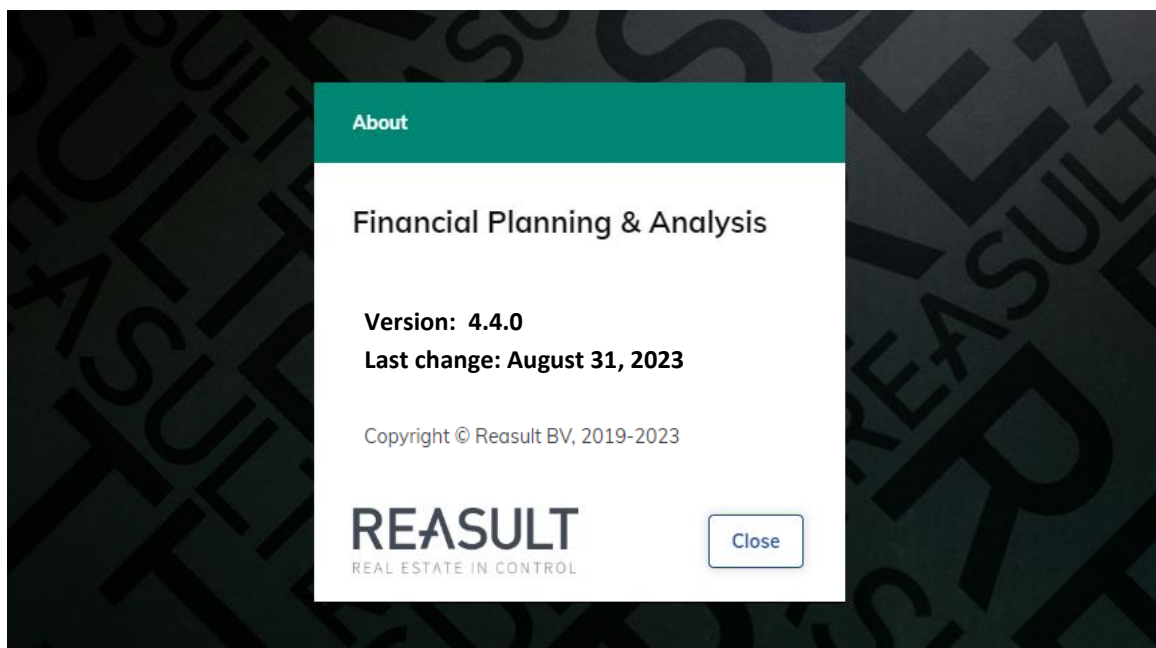


# Financial Planning & Analysis

## USER MANUAL



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## 1. Introduction

Financial Planning & Analysis (FP&A) enables getting to cash flow, profit and loss and balance sheet prognosis on entity and consolidation levels in your organization.

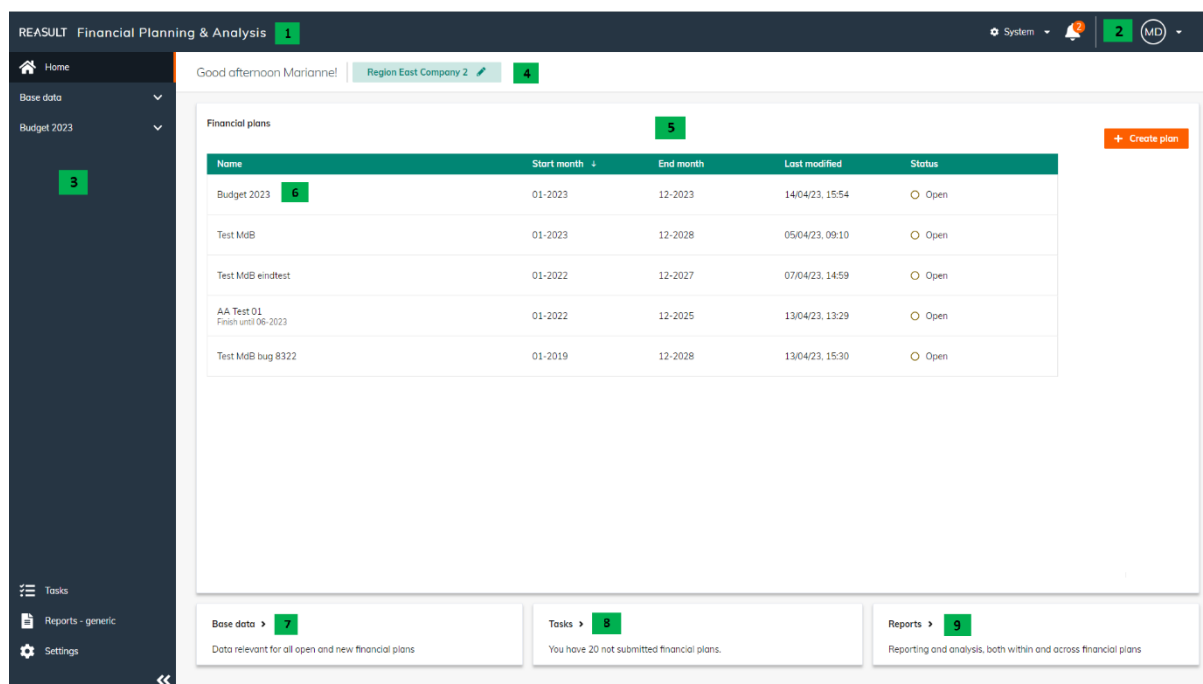
A multi-year prognosis is established by importing individual projects from Reaforce, Reaturn AM and/or Excel. For each entity, these projected cash flows at project level are then supplemented with cash flows at entity level by defining an opening balance, general expenses, loans, dividend and share capital. In addition, various methods are available for recognizing income and expenses in the profit and loss account and for recognizing balance sheet positions.

Based on these inputs it is possible to compose a multi-year financial plan and prognosis, review the plan, make adaptations, approve and store the plan. Next to that additional analysis is possible by means of reports, pivots and dashboards, both on an individual financial plan as well as across multiple financial plans.

## 2. Application overview


The Financial Planning & Analysis (FP&A) application is a web-based application that is started from your browser. The application is accessible as a user with the right credentials (username, password) and the right user role. The user account should be a valid Microsoft account.

When opening FP&A the home screen is shown (see picture below).



EXAMPLE - SCREEN: FP&A HOME SCREEN

The home screen contains the following elements:

1. Application header  
In the header the application name is shown.
2. User profile  
On the right side of the application header, user profile settings like language-, number- and date formats can be changed. You can also indicate here whether whole numbers or thousands should be shown on the screens in the financial statements. In addition, the user name, Help and About information is found in this menu. Lastly, the user can logout using the user profile menu.
3. Navigation panel  
The navigation panel on the left of the screen enables a single click jump to various sections of the application. The selected section is indicated with an orange marker.  
The navigation panel is expandable or collapsible by clicking the arrows , or by using the <F4> key.
4. Screen name and Entity  
In the upper area the screen name and bread crumb is shown. The bread crumb (not visible on the home screen) enables navigation within a section to the relevant screen. Also the name of the selected Entity is shown. All data on the screen relates to the selected entity.  
The user can switch Entity by clicking on the Entity name and then select another Entity.
5. Main application area

The light parts of the screen show relevant application data and functionalities.

6. Financial Plans

In this section all data is entered and shown for the selected Financial Plan.

7. Base Data

In the section Base Data all data applicable to all open and future Financial Plans is stored.

8. Tasks

This section shows all relevant tasks for the current user.

9. Reports - generic

The Reports section shows all generic application reports. Reports that pertain to a specific Financial Plan can be found in the Financial Plan section.

### 3. High level process & user roles

The Financial Planning & Analysis (FP&A) application distinguishes different user roles. Every role has connected rights that enable access to specific functionalities within FP&A.

The following roles exist in FP&A:

- **Global (System) Administrator:** this role can create and maintain users, roles, enterprise base data and application defaults. Next to that, the Global Administrator can create financial plans.
- **(Local) Administrator:** this role is able to define VAT Settings, Index Series, and Payment Schedules on Entity level.
- **Financial Controller:** this role is able to import source data and add non-real estate related cash flow data.
- **Reviewer:** this role is able to review and thereafter approve or reject Financial Plans.
- **Reader:** this role is able to read a Financial Plan.
- **Analyst:** this role is able to run reports or pivots on Financial Plan data.

The FP&A process in which these roles play their part looks as follows (see picture below):

#### Step 0. **System Settings – User data**

The Global Administrator makes application wide settings under which the definition of Users and Roles.

#### Step 1. **Financial Data on Enterprise level setup**

The Global Administrator takes care of the setup on application level (Enterprise level). This is largely a one-time action. Thereafter only incidental maintenance is needed. The following aspects need to be covered during setup:

- Definition of the Enterprise Structure (including connection to Reaforce project companies)
- Definition of the Cash Flow Structure for the Enterprise
- Index Series for the Enterprise
- Payment Schedules for the Enterprise
- VAT Categories for the Enterprise
- Corporate Tax
- Revenue & Cost Recognition for the Enterprise (when Reaforce is used as source system)
- General Ledgers

#### Step 2. **Financial data per entity setup**

The Local Administrator (of the given entity) takes care of the setup on entity level. This is largely a one-time action. Thereafter only incidental maintenance is needed. The following aspects can be covered during setup:

- Index Series per Entity
- Payment schedules per Entity
- CIT payment schedules per Entity
- VAT Settings for per Entity
- Revenue & Cost recognition per Entity (when Reaforce is used as source system)

#### Step 3. **Create Financial Plan**

The Global Administrator creates the overall Financial Plan for the Enterprise. This is needed for every financial period.

#### Step 4. **Financial Plan data import and data entry per Entity**

The Financial Controller (periodically) draws up the Financial Plan for his Entity. In doing so the following steps are relevant:

- Import Cash Flow prognosis from Reaforce projects or from Excel
- Entering the Opening Balance
- Entering General Expenses
- Entering Loans, both incoming and outgoing
- Entering Dividend payments and Share Capital transactions

Next, the Financial Controller submits the Financial Plan for review.

#### Step 5. **Review and approval of the Financial Plan per Entity**

The Reviewer reviews and approves or rejects the Financial Plan per Entity.

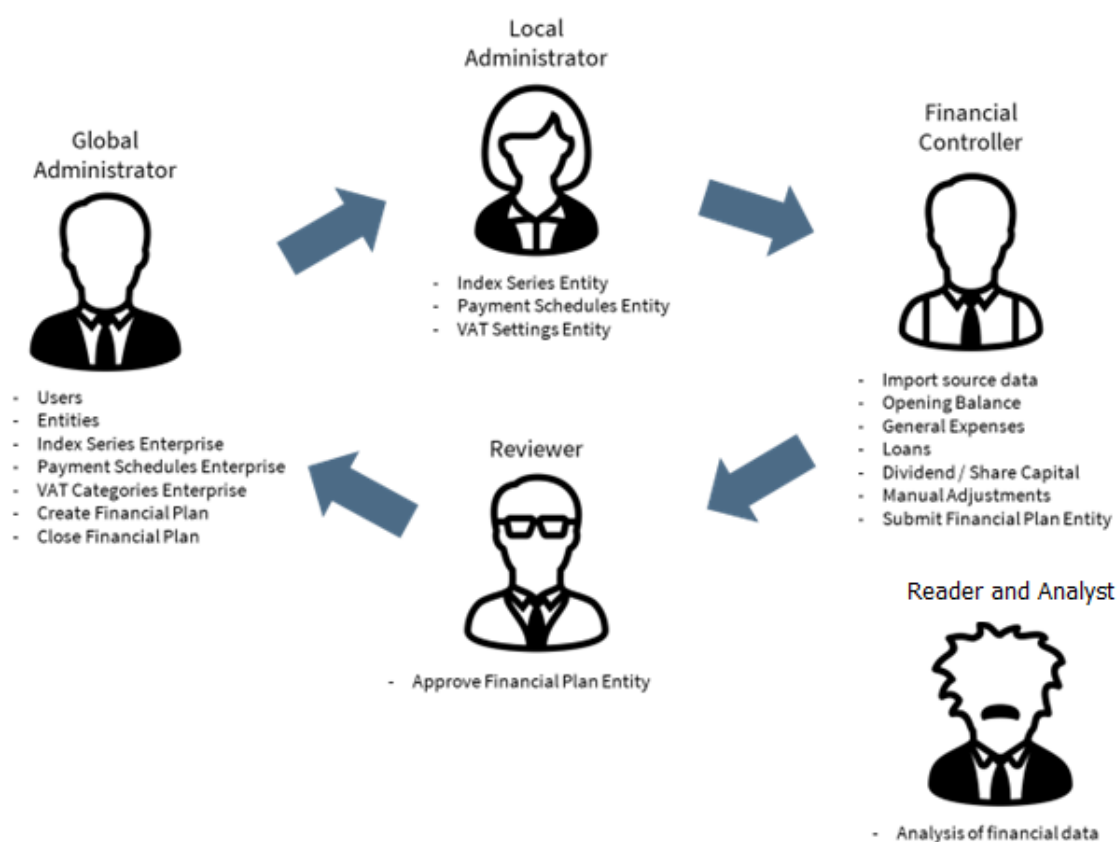
#### Step 6. **Financial Plan analysis**

The Reader analyzes the Financial Plans for one or more Entities.

The Analyst can analyze data for one or more Entities by creating reports, pivots and analyzing dashboards.

#### Step 7. **Financial Plan closure**

The final step in the process involves closure of the Financial Plan by the Global Administrator. No further actions are possible on the Financial Plan thereafter.



EXAMPLE - FP&A USER ROLES



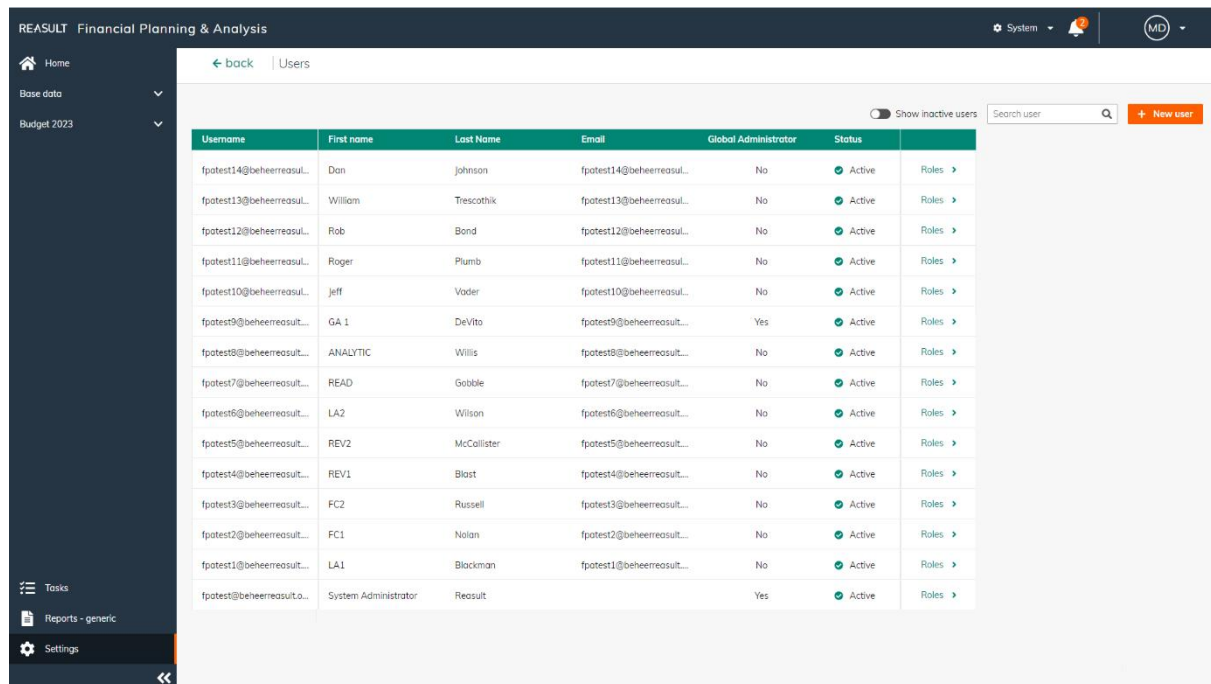
## 4. Settings – User data

As indicated in step 0 in Chapter 3, the Global Administrator adds new users and defines the user roles per user by Entity.

These steps are detailed in the following sections.

### 4.1 Users

To add a user, go in the navigation panel to Settings – Users (as part of the User data). The screen below will appear (see picture below).



Username	First name	Last Name	Email	Global Administrator	Status	Roles
fpatest14@beheerresult...	Dan	Johnson	fpatest14@beheerresult...	No	Active	Roles >
fpatest13@beheerresult...	William	Trescott	fpatest13@beheerresult...	No	Active	Roles >
fpatest12@beheerresult...	Rob	Bond	fpatest12@beheerresult...	No	Active	Roles >
fpatest11@beheerresult...	Roger	Plumb	fpatest11@beheerresult...	No	Active	Roles >
fpatest10@beheerresult...	Jeff	Vader	fpatest10@beheerresult...	No	Active	Roles >
fpatest9@beheerresult...	GA 1	DeVito	fpatest9@beheerresult...	Yes	Active	Roles >
fpatest8@beheerresult...	ANALYTIC	Willis	fpatest8@beheerresult...	No	Active	Roles >
fpatest7@beheerresult...	READ	Gobble	fpatest7@beheerresult...	No	Active	Roles >
fpatest6@beheerresult...	LA2	Wilson	fpatest6@beheerresult...	No	Active	Roles >
fpatest5@beheerresult...	REV2	McCollister	fpatest5@beheerresult...	No	Active	Roles >
fpatest4@beheerresult...	REV1	Blast	fpatest4@beheerresult...	No	Active	Roles >
fpatest3@beheerresult...	FC2	Russell	fpatest3@beheerresult...	No	Active	Roles >
fpatest2@beheerresult...	FC1	Nolan	fpatest2@beheerresult...	No	Active	Roles >
fpatest1@beheerresult...	LA1	Blackman	fpatest1@beheerresult...	No	Active	Roles >
fpatest@beheerresult...	System Administrator	Result		Yes	Active	Roles >

EXAMPLE - SCREEN: SETTINGS – USERS

Click the New user button. A slide-in appears in which the user name needs to be defined. The user name is the Microsoft account name, used for logging on. Additional fields to be filled are the first name, last name and the email address.

By selecting "Show inactive users" on the screen also the inactive users are shown in the grid. It is possible to make a User inactive, not to delete a User.

### 4.2 User Roles

Every User needs to be assigned the correct roles. These User Roles can be entered by Entity. The only exception is the Global Administrator role. This role is not set by Entity but for the whole application.

Two ways of setting up user roles are distinguished: by User or by Entity.

To do this, go in the navigation panel to Settings – Roles (as part of the User data).

Defining roles by User (see picture below): On the Roles screen click the By User button and thereafter type the name of the user in the search box. Next add relevant entities using the Add Entity button. A slide-in appears in which the User Roles can be assigned. After saving, a new line is

added to the screen in which the Entity and User Roles are shown (by a checkmark). Changing User Roles to this Entity can be done by clicking in this line which reopens the slide-in.

The screenshot shows the 'Roles' screen in the 'By user' tab. The search bar contains 'William Trescothik'. The table below shows the roles assigned to this user across different entities.

Entity	Administrator	Financial controller	Reviewer	Reader	Analytics
Region North Company 1			✓		

EXAMPLE - SCREEN: SETTINGS – USER ROLES BY USER

Defining roles by Entity (see picture below): On the Roles screen click the By Entity button and next select the desired Entity. Next add relevant users using the Add User button. A slide-in appears in which the User Roles can be assigned. After saving, a new line is added to the grid in which the User and User Roles are shown (by a checkmark). Changing User Roles to this User can be done by clicking in this line which reopens the slide-in.

The screenshot shows the 'Roles' screen in the 'By entity' tab. The search bar contains 'Region North Company 1'. The table below shows the roles assigned to various users within this entity.

User	Administrator	Financial controller	Reviewer	Reader	Analytics
William Trescothik			✓		
LA2 Wilson		✓			
FC1 Nolan				✓	
LA1 Blackman	✓				
System Administrator Reasult	✓	✓			✓

EXAMPLE - SCREEN: SETTINGS – USER ROLES BY ENTITY

In case the Entity is a parent entity, the system will raise the question whether or not to apply the User Role also to the lower level Entities. The same is true for removing a User Role from a parent entity.

Lastly, it is possible to copy the roles from one User to another User or from one Entity to another Entity.

For copying the Roles from one User to another User: go to user Roles, choose the By User modus and select the User to copy the roles to. Next, click the Copy roles from another user button, and select the user from whom to copy the roles.

For copying the roles from one Entity to another Entity: go to user Roles, choose the By Entity modus and select the Entity to copy the roles to. Next, click the Copy roles from another Entity button, and select the Entity from whom to copy the roles.

**WARNING:**

- During copying, existing roles are first removed from the target user/entity, next the roles from the source user/entity are copied to the target user.
- A notification appears in the header of the application when the copying action has been



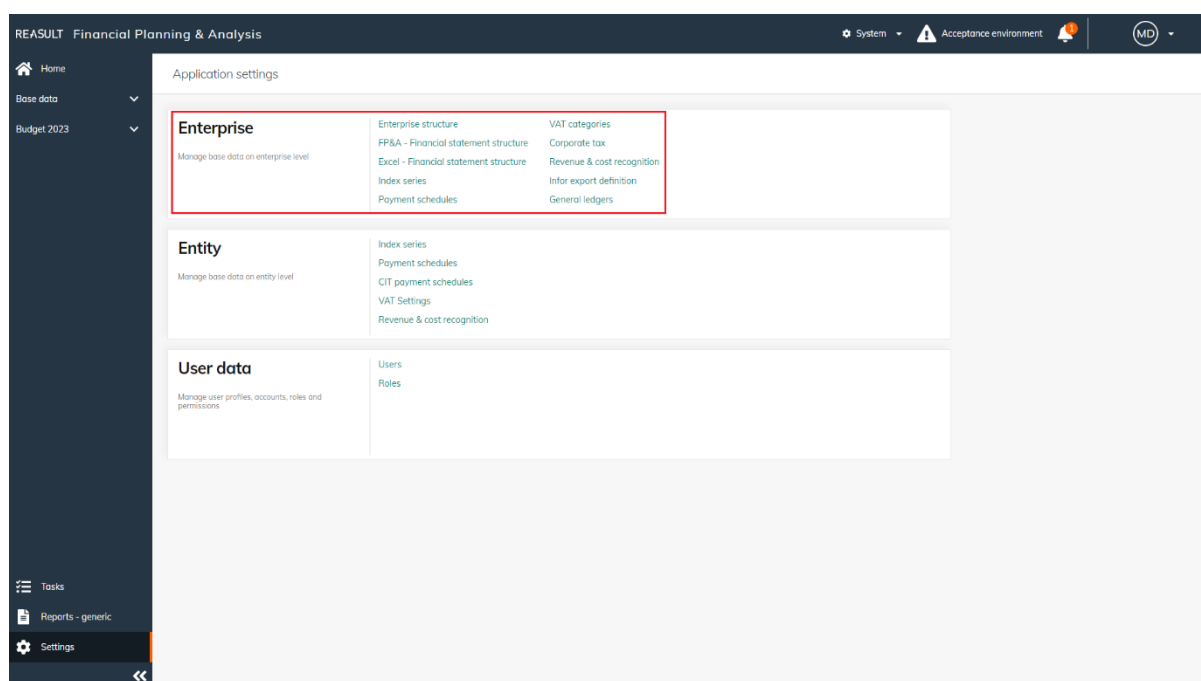
As indicated, users can be made inactive. This means that the user cannot logon anymore, nor view or refresh reports or pivots. An inactive user can be made active again. Only the Global Administrator can change the inactive status of a user, by selecting the user line on the User screen and change the status from Inactive to Active in the slide-in.

## 5. Enterprise level setup

As indicated in step 1 in Chapter 3, the Global Administrator defines the setup on Enterprise level. This is a one-time action that only requires attention afterwards in case of changes. The following aspects need to be covered during setup:

- Definition of the Enterprise Structure (including connection to Reaforce project companies)
- Definition of the Cash Flow Structure
- Index Series for the Enterprise
- Payment Schedules for the Enterprise
- VAT Categories for the Enterprise
- Corporate Tax tariffs for the Enterprise
- Revenue & Costs recognition for the Enterprise (when Reaforce is used as source system)

To do this, go to Settings in the navigation panel and then choose the Enterprise-level settings. (see picture below).



EXAMPLE - SCREEN: SETTINGS ENTERPRISE

These steps are detailed in the following sections.

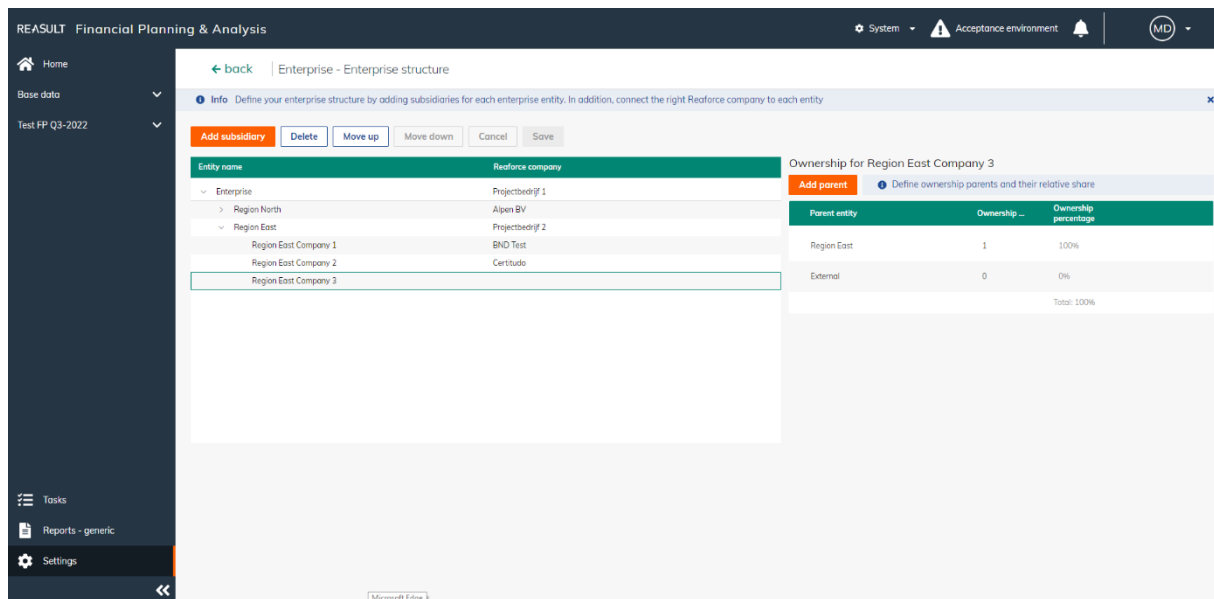
### 5.1 Definition Enterprise Structure

The Global Administrator can define Entities and their hierarchy within the Enterprise. Next, for every Entity a connection with the source system can be added (project companies from Reaforce or ownership level from Reaturn AM), as well as ownership percentages (see picture below).

At first, child Entities are added. Click on the parent entity to add the child entity to and click on Add Subsidiary. Next, enter the name of the Subsidiary. When using Reaforce or Reaturn AM as a source system, click on the cell in the second column and select the appropriate Reaforce company or Reaturn ownership level

**WARNING:**

After adding a new Entity, don't forget to assign User Roles for the new Entity.



EXAMPLE - SCREEN: SETTINGS ENTERPRISE – ENTERPRISE STRUCTURE

It is possible to move an Subsidiary up and down within its parent using the Up and Down buttons. In doing so, the position of the Entity is changed in relevant screens.

#### WARNING:

It is not possible to move a Subsidiary to another parent Entity, for now.

When creating a new Subsidiary, also the ownership structure for this Entity can be defined. First click on the Subsidiary on the left side of the screen. At the right side of the screen the ownership structure for the Subsidiary is shown (see picture below). Initially the ownership is set to 100% owned by the parent entity and 0% external ownership.

Next, it is possible to add one or more parent entities from within the Enterprise. All external parents are grouped in one entry called External. Lastly, the relative ownership for each of the parent entities can be entered as relative numbers. Using these relative numbers, the system calculates the ownership percentages so that the total always match 100%.

With a relative number 5 for parent A, 3 for parent B, and 2 for External, parent A possesses 50%, parent B 30% and External 20%.

Ownership for Region East Company 3		
<div>Add parent</div> <div>Define ownership parents and their relative share</div>		
Parent entity	Ownership ...	Ownership percentage
Region North	5	50%
Region East	3	30%
External	2	20%
		Total: 100%

EXAMPLE - SCREEN: SETTINGS ENTERPRISE – ENTERPRISE STRUCTURE – OWNERSHIP STRUCTURE

After confirming all changes, by Clicking Save, changes to the Enterprise Structure are stored. Dependent on the size of the Enterprise and the number of Financial Plans, this action can take quite a while. When the changes have been processed, the header will show a notification:



It is possible to change the name of an Entity at a later stage by clicking on the name of the appropriate entity. In that case, the name of the Entity is modified in both open and closed plans.

**WARNING:**

Preferably to make changes in the Enterprise Structure when Financial Plans are closed. This limits the burden that this change places on the system. If participation percentages are adjusted, this will be calculated for all Entities within an open Plan; this is done independently of the workflow status of the Entities within the Plan. If a closed Plan is reopened, changes made prior to the reopening will not be calculated. Changes in the Enterprise Structure after reopening could lead to an error message within the system due to a conflict between the current Entity Structure and the Entity Structure of the reopened Financial Plan.

## **5.2 Definition Financial Statement Structure**

The Global Administrator can detail the Financial Statement Structure by adding groups/categories for General Expenses. (see section 5.2.1), dependent on reporting and analysis needs.

In addition, cash flows can also be imported from Excel.

These can be cash flows on:

1. Project level
2. Entity Level

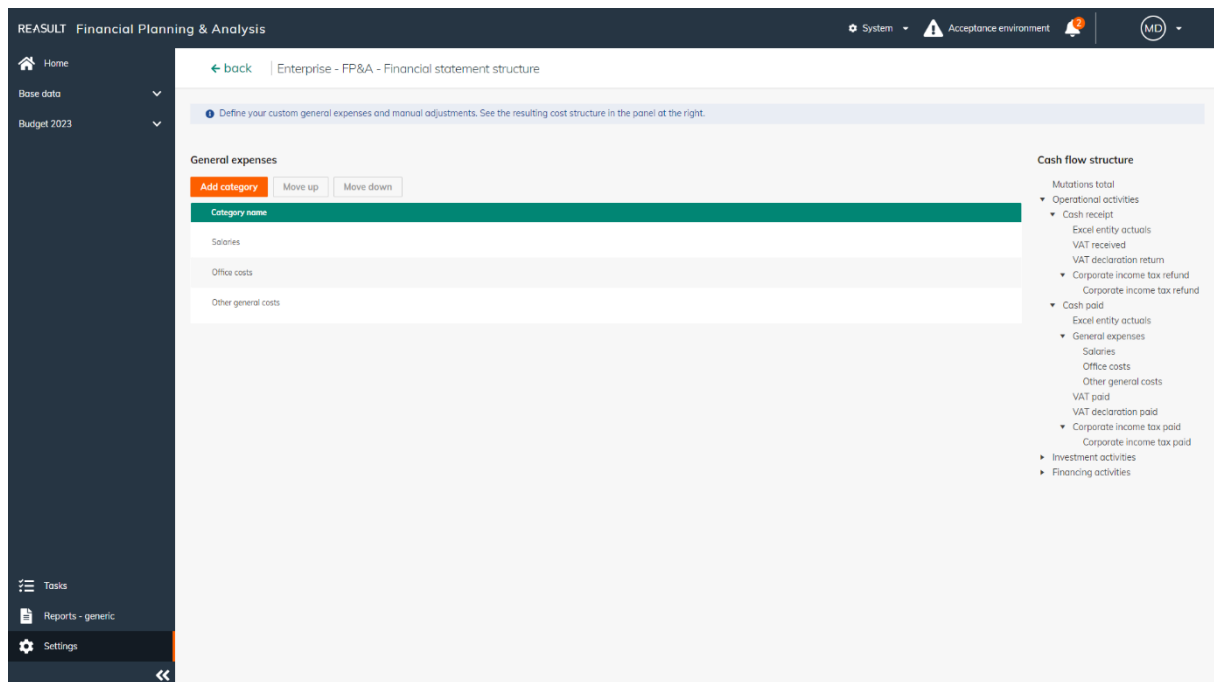
To do this, the (Excel) structure of the financial overview must first be defined.

See section 5.2.2 (for cash flows at project level) and section 5.2.3 (for cash flows at entity level).

### **5.2.1 FINANCIAL STATEMENT STRUCTURE: GENERAL STRUCTURE**

For all Entities within the Enterprise the same Cash Flow Structure is used. It is not required for every Entity to use each Cash Flow line though. Within the general Cash Flow Structure, the Global Administrator is able to make changes to General Expenses.

Select the screen FP&A - Financial Statement Structure (see picture below). The current Cash Flow Structure is shown on the right. By clicking Add Category, a new category is added in General Expenses. This Category can be given the correct naming. In addition the Category can be positioned within the Cash Flow Structure using the Move Up and Move Down buttons.



EXAMPLE - SCREEN: SETTINGS ENTERPRISE – FP&A FINANCIAL STATEMENT STRUCTURE

A Category may be deleted by selecting the Category and clicking on the recycle bin icon on the right.

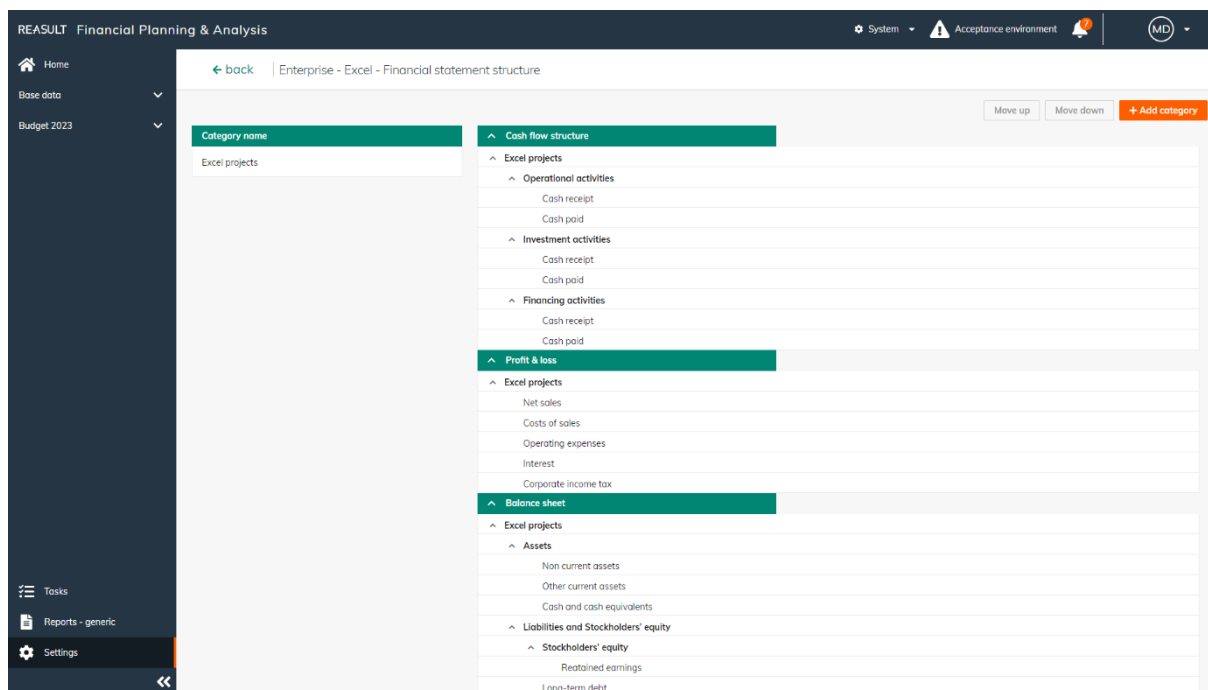
This is only possible in case the Category is not used in open Financial Plans.

## 5.2.2 FINANCIAL STATEMENT STRUCTURE: EXCEL PROJECT LEVEL

Next to importing Reaforce projects or Reaturn AM objects, it is possible to import cash flows at project level from Excel (see section 9.2.2.). This requires defining first the Financial Statement Structure for Excel projects.

Select the screen Excel - Financial statement Structure (see picture below). The current Structure of the Cash Flow, Profit & Loss and Balance sheet is shown.

By clicking on the Plus-sign on a Cash Flow line, a new line is added to the current structure. An unlimited number of lines or layers can be added in this way. Each line can be given the correct naming. In addition the line can be positioned within the Financial Statement using the Move Up and Move Down buttons.



EXAMPLE - SCREEN: SETTINGS ENTERPRISE - EXCEL – FINANCIAL STATEMENT STRUCTURE FOR EXCEL PROJECTS

A line may be deleted by selecting the line and clicking on the recycle bin icon on the right.

If desired, a separate Excel template can be added per type of Excel project with different layers in the structure of the Financial overview.

By clicking on the button 'Add category' a new template is added. An unlimited number of templates can be created. These can be given the correct name. It is also possible to put the templates in the right place in the financial overview by using the Move Up and Move Down buttons.

A Category/template may be deleted by selecting the Category and clicking on the recycle bin icon on the right.

This is only possible in case the Category/template is not used in open Financial Plans.

### 5.2.3 FINANCIAL STATEMENT STRUCTURE: EXCEL ENTITY LEVEL

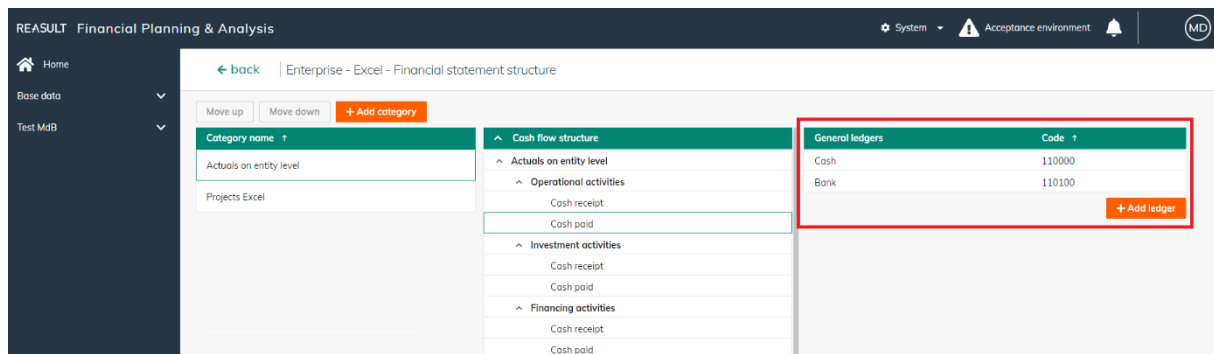
It is also possible to import cash flows at Entity level from Excel (see Section **Error! Reference source not found.**). These are cash flows that cannot be allocated to (property) projects. The import of these cash flows takes place at General Ledger level.

To do this, the structure of the Financial overview must first be determined by linking the General Ledgers.

Select the screen Excel – Financial statement Structure (see example below). The current Structure of the cash flow statement, Profit & Loss and Balance Sheet is shown. By clicking on a line at the lowest level in the structure, the right side of the screen offers the possibility to add 1 or more General Ledgers.

An unlimited number of General Ledgers can be added to a row. It is also possible to sort the General Ledgers in the financial overview by name or code.





EXAMPLE - SCREEN: SETTINGS ENTERPRISE - EXCEL – FINANCIAL STATEMENT STRUCTURE AT GENERAL LEDGER LEVEL

A General Ledger may be deleted by selecting the General Ledger and clicking on the recycle bin icon on the right.

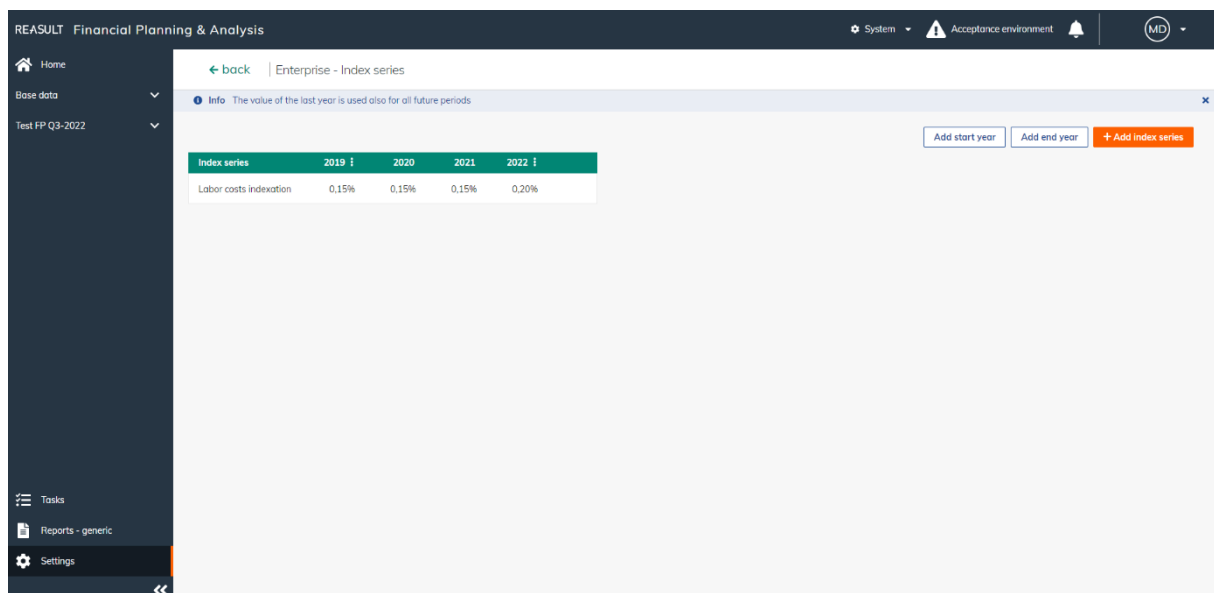
### 5.3 Index series (Enterprise)

The Global Administrator is able to define one or more Index Series that can be made available for every active entity in the Enterprise (see picture below). The amounts in Cash Flow prognosis are calculated based on a/o index percentages.

To create an Index Series, click the button Add Index Series. A row is added to the grid after which the series can be given a name. Next, index percentages can be added per year.

Add a new start year or end year where needed using the respective buttons. A start- or end year can be removed by clicking on the three dots next to the start- or end year header and choose Delete Year. An Index Series may be deleted by selecting the Index Series and clicking on the recycle bin icon on the right.

The index value of the last year is used for all future, undefined years.



EXAMPLE - SCREEN: SETTINGS ENTERPRISE – INDEX SERIES

### 5.4 Payment Schedules (Enterprise)

The Global Administrator is able to define one or more Payment Schedules that can be made available for every active entity in the Enterprise (see picture below).

To create a new Payment Schedule, click the button Add Schedule. A slide-in appears in which the Payment Schedule can be given a name and optional description. Next, relative numbers can be added per month. Yearly payments will be distributed over individual months according to these relative numbers.

Payment schedule	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<input type="checkbox"/> Yearly payment schedule Payment schedule for yearly payments	0	0	0	0	0	0	0	0	0	0	0	1
<input type="checkbox"/> Two monthly payment schedule	0	1	0	1	0	1	0	1	0	1	0	1
<input type="checkbox"/> Monthly payment schedule	1	1	1	1	1	1	1	1	1	1	1	1
<input type="checkbox"/> Half year payment schedule	0	0	0	0	0	1	0	0	0	0	0	1

EXAMPLE - SCREEN: SETTINGS ENTERPRISE – PAYMENT SCHEDULES

A Payment Schedule may be deleted by selecting the Payment Schedule and ticking the checkbox on the left and then click on the Delete button.

## 5.5 VAT Categories (Enterprise)

The Global Administrator defines VAT Categories and related percentages. Future year percentages can be added based on own insights (see picture below).

To create a VAT Category, click the button Add Category. A row is added to the grid after which the schedule can be given a name and description. Next, VAT percentages can be added per year. Add a new start year or end year where needed using the respective buttons.

A year can be removed by clicking on the three dots next to the year header and choose Delete Year.

The VAT percentage of the last year is used for all future, undefined years.

REASULT Financial Planning & Analysis

System | Acceptance environment | MID

Home | Base data | Test FP Q3-2022 | Tasks | Reports - generic | Settings

Enterprise - VAT categories

Info: The value of the last year is used also for all future periods

Buttons: Add year, Add category

VAT category	2018	2019	2020
Low VAT tariff	6.00%	9.00%	9.00%
General VAT tariff	21.00%	21.00%	21.00%

EXAMPLE - SCREEN: SETTINGS ENTERPRISE – VAT CATEGORIES

The amounts in Cash Flow prognosis are calculated based on a/o the VAT percentages.

A VAT Category may be deleted by selecting the VAT Category and clicking on the recycle bin icon on the right.

## 5.6 Corporate Income Tax (Enterprise)

The Global Administrator defines Taxable income brackets and related tax rates. Future year percentages can be added based on own insights (see picture below).

REASULT Financial Planning & Analysis

System | Acceptance environment | MID

Home | Base data | Test FP Q3-2022 | Tasks | Reports - generic | Settings

Enterprise - Corporate tax

Info: The value of the last year is used also for all future periods

Buttons: Add start year, Add end year, Add corporate income tax

Taxable income from	Taxable income up to and including	2019	2020	2021	2022
	200.000	19.00%	16.50%	15.00%	15.00%
200.001		25.00%	25.00%	21.70%	21.70%

EXAMPLE - SCREEN: SETTINGS ENTERPRISE – CORPORATE TAX

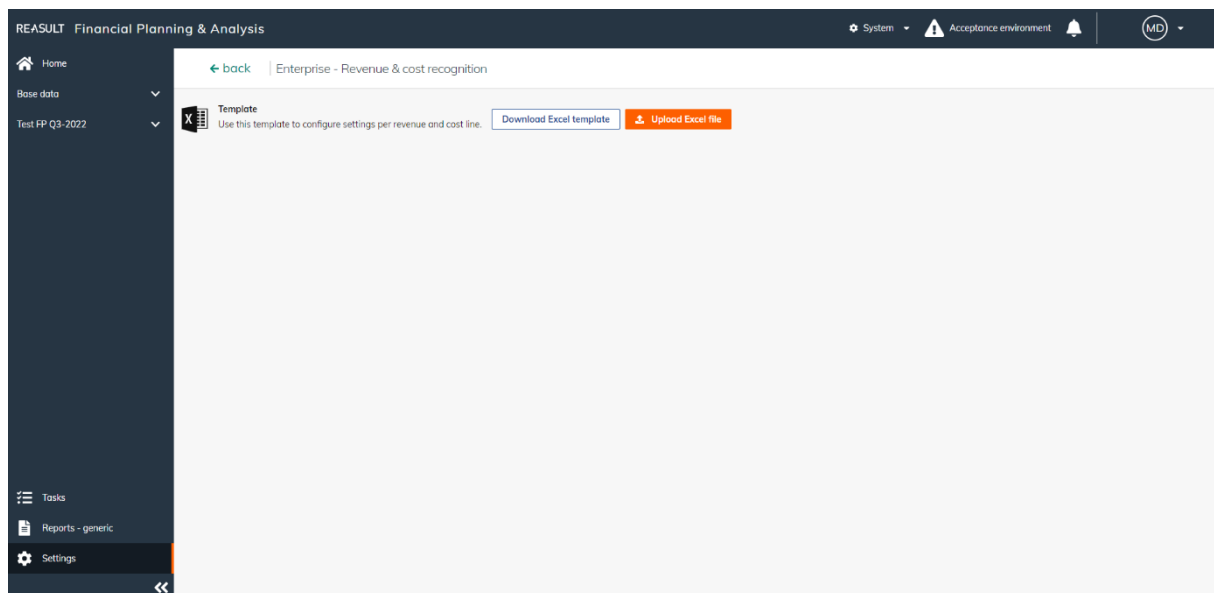
To create a tax bracket, click the button Add Corporate Tax. A row is added to the grid after which taxable income bracket and tax rate can be entered. Next, Tax rates can be added per year. Add a new start year or end year where needed using the respective buttons. A start- or end year can be removed by clicking on the three dots next to the start- or end year header and choose Delete Year. An Income Tax line may be deleted by selecting the Income Tax line and clicking on the recycle bin icon on the right.

The tax rates of the last year are used for all future, undefined years.

## 5.7 Revenue & Cost Recognition (Enterprise)

The section below only applies if Reaforce is used as the source system.

Using the template in Revenue & Cost Recognition, the translation from Cash Flow to Profit & Loss and Balance Sheet is defined (see picture below).



EXAMPLE - SCREEN: SETTINGS ENTERPRISE – REVENUE & COST RECOGNITION

Revenue and cost recognition settings can be entered at three levels: at Enterprise level, at Entity level and at Project level. Enterprise-level settings are overridden by Entity-level settings. Entity-level settings are in turn overridden by settings on the Project. After downloading and defining the data in the template, the file can be loaded into the application using the Upload button.

	A	B	C	D
1	<b>Percentage of Completion Group</b>	<b>Percentage of Completion Method</b>	<b>Capitalized</b>	<b>Start Moment Capitalization</b>
2	Land	Based on sales - sales planning	Yes	Start Project
3	Construction	Based on completed contracts	Yes	Start Development
4	Other	Based on sales - cashflow planning	No	
5	Default Group - 3	Based on costs	No	
6	Default Group - 4	Based on costs	No	
7	Default Group - 5	Based on costs	No	
8	Default Group - 6	Based on costs	No	
9	Default Group - 7	Based on costs	No	
10	Default Group - 8	Based on costs	No	
11	Default Group - 9	Based on costs	No	
12	Default Group - 10	Based on costs	No	

EXAMPLE - EXCEL FOR GROUPING REVENUE & COST RECOGNITION

Within the Configuration worksheet (see picture above), groups can be defined in column A. A Percentage of Completion method can be assigned to each group (column B), whereby Revenues and Costs are recognized in the Profit & Loss account. It is also possible to indicate per group whether and from what moment on costs should be activated (columns C and D).

There are four methods of Revenue & Cost Recognition possible.

The costs in the profit & loss account are always processed in accordance with the cash flow of the costs (of Reaforce and Excel projects).

The revenues (turnover) can be recognized in accordance with 1 of the following methods:

1. Based on costs  
For this method, the costs in the cash flow (from Reaforce and Excel projects) are leading. The turnover in the Profit & Loss account follows the costs from the cash flow.
2. Based on sales planning  
In this method, the sales planning is leading for the recognition in the Profit & Loss account. The revenues in the cash flow (from Reaforce and Excel projects) will appear as turnover in the Profit & Loss account in proportion to the sales planning.
3. Based on completed contracts  
Completion of the construction phase is leading here. At the time of construction completion, the revenues in the cashflow (from Reaforce and Excel projects) will appear as turnover in the Profit & Loss account for all sold units.  
For all units still unsold, the revenues in the cashflow will appear as turnover in the Profit & Loss account when these units are sold.
4. Based on sales – Cash flow planning  
For this method, the revenues in the cash flow (from Reaforce and Excel projects) are leading. The turnover in the Profit & Loss account follows the revenues from the cash flow.

The table below indicates which methods of revenue and cost recognition can be selected for each Reaforce project type.

Projecttype	Method of Revenue and cost recognition based on			
	Costs	Sales planning	Completed contracts	Revenues
Building projects	✓	✓	✓	✓
Land projects	✓	n.a.	n.a.	✓
Construction projects	✓	n.a.	n.a.	✓

The Activated column determines whether expenses are recognized as costs in the Profit & Loss account. If Activated is set to Yes, costs will be activated from the defined start date. The costs are therefore recognized in the balance sheet as work in progress.

Work in progress will be released in proportion to the increase in turnover.

	A	B	C	D	E
1	Cost And Revenue Structure	Customer Code	System Code	Percentage of Completion Group	Provision for WIP
68	Architect	_13_01_00	_13_01_00	Building project	Yes
69	Constructor	_13_02_00	_13_02_00	Building project	Yes
70	Installation consultant	_13_03_00	_13_03_00	Building project	Yes
71	Construction costs consultant	_13_04_00	_13_04_00	Building project	Yes
72	Project management	_13_05_00	_13_05_00	Building project	Yes
73	Management	_13_06_00	_13_06_00	Building project	Yes
74	Supervision	_13_07_00	_13_07_00	Building project	Yes
75	Miscellaneous consultants	_13_08_00	_13_08_00	Building project	Yes
76	Charges, levies and insurance	_13_09_00	_13_09_00	Building project	No
77	Connection charges	_13_10_00	_13_10_00	Building project	No

EXAMPLE - EXCEL FOR CONNECTING CASH FLOW LINES TO GROUPS

Within the Method Selection worksheet, the financial structure is shown in columns A, B and C (see picture above). This data originates from the Reaforce as source system. At the time of download, the list will be updated from the source. This refreshes the columns A to C.

**WARNING:**

It is therefore always advisable to update the list when creating the financial plan. If the code is missing in the Excel, it will be added. If the code in Excel no longer exists in Reaforce, this code will simply remain in the list.

Using column D, the link is made between the cash flow line and the group. This groups the individual cash flow lines of the source for Revenue & Cost Recognition. In case a cash flow line is not linked to a group, it will be shown in the Profit & Loss account in accordance to the cash flow.

In column E, it can be recorded for each cash flow line whether or not a provision must be made for capitalized costs.

If a provision is made for certain cash flow lines, then the capitalized costs of these cash flow lines (which are visible in the balance sheet under Assets - Work in Progress) are still recognized as costs in the Profit and Loss account until the start date of construction.

The provision for Work In Progress is released in its entirety on the start date of construction.

After the template has been set up, it can be uploaded to make the settings active. Depending on the level at which the template is uploaded (Enterprise / Entity / Project), it will be applied within the open and new plans.

## **5.8 Definition of General Ledgers**

The Global Administrator enters a list of general ledgers in this table, in accordance with the list of general ledgers as set up in the administrative system.

Subsequently, these general ledgers are linked in the Excel – Structure Financial overview template to a category at the lowest level in the Balance Sheet or Profit and Loss (see chapter 5.2.3 in this document).

The purpose of this link at general ledger level is to import non-real estate related actuals into FP&A at entity level.

This means that general ledgers that are linked to Reaforce projects or Reaturn AM objects do not have to be recorded in this table. The actuals of these general ledgers are imported via a separate interface on the Reaforce projects or Return AM objects.

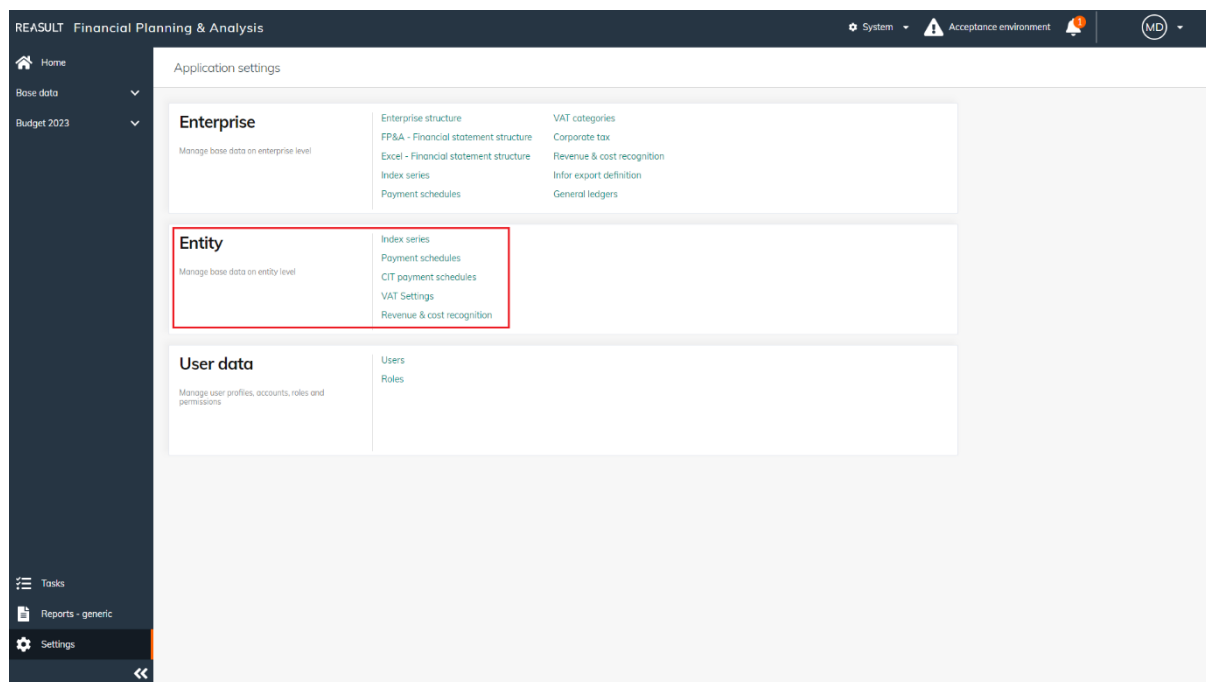
To add a general ledger, click the button Add general ledger. A row is added after which the code and description of the general ledger can be entered.

A general ledger may be deleted by selecting the general ledger and ticking the checkbox on the left and then click on the Delete button.

## 6. Entity level setup

Next to the settings for the Enterprise as a whole (by the Global Administrator), a number of data can be added for a specific Entity. The Administrator for the given Entity, also called the Local Administrator, takes care of these settings. This Chapter describes the possibilities for the Local Administrator to add the settings per Entity.

To do this, go to Settings in the navigation panel and then choose the Entity-level settings (see picture below).



EXAMPLE - SCREEN: SETTINGS ENTITY

### 6.1 Index Series (Entity)

In addition to Index Series for the whole Enterprise, the (Local) Administrator is able to define one or more Index Series that can only be used by the given Entity. For doing so, the (Local) Administrator navigates to the screen Index Series on Entity level and selects the appropriate Entity (see picture below). The amounts in Cash Flow prognosis are calculated based on a/o index percentages.

To create an Index Series, click the button Add Index Series. A row is added to the grid after which the series can be given a name. Next, index percentages can be added per year. Add a new start year or end year where needed using the respective buttons.

A start- or end year can be removed by clicking on the three dots next to the start- or end year header and choose Delete Year. An Index Series may be deleted by selecting the Index Series and clicking on the recycle bin icon on the right.

The index value of the last year is used for all future, undefined years.

Index series	2020	2021	2022	2023	2024	2025
Rental increase	2.00%	2.00%	3.00%	5.00%	5.00%	5.00%

EXAMPLE - SCREEN: SETTINGS ENTITY – INDEX SERIES

## 6.2 Payment Schedules (Entity)

In addition to Payment Schedules for the whole Enterprise, the (Local) Administrator is able to define one or more Payment Schedules that can only be used by the given Entity. For doing so, the (Local) Administrator navigates to the screen Payment Schedules on entity level and selects the appropriate Entity (see picture below).

To create a new Payment Schedule, click the button Add Schedule. A slide-in appears in which the Payment schedule can be given a name and optional description. Next, relative numbers can be added per month. Yearly payments will distributed over individual months according these relative numbers.

A Payment Schedule may be deleted by selecting the Payment Schedule and ticking the checkbox on the left and then click on the Delete button.

Payment schedule	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<input type="checkbox"/> Rental costs Each Quarter	0	0	1	0	0	1	0	0	1	0	0	1

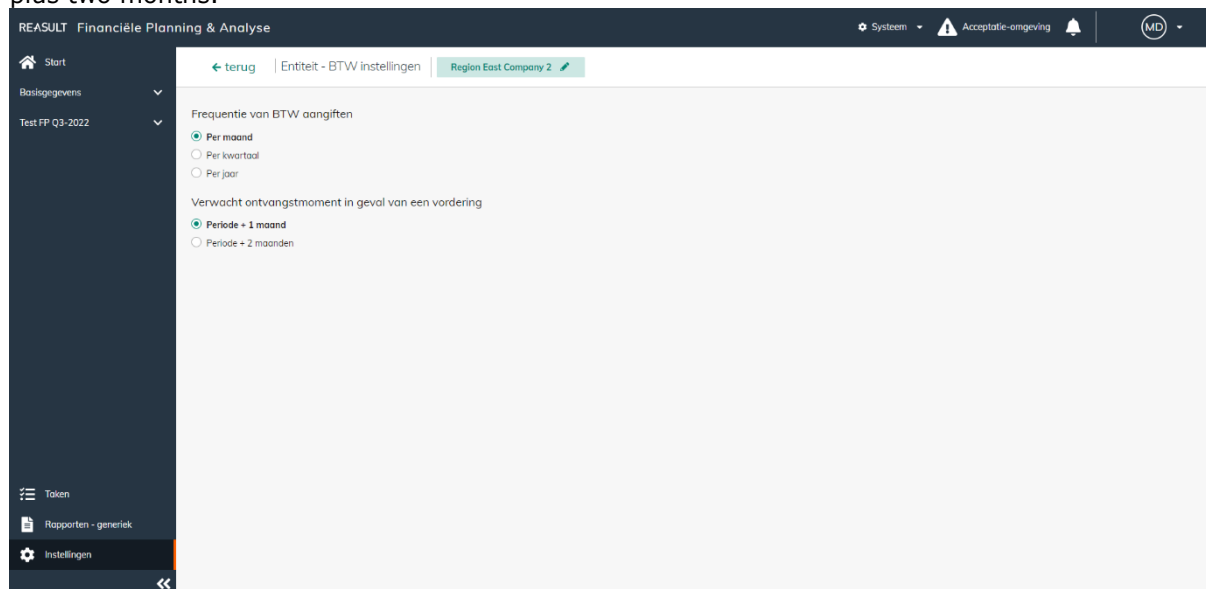
EXAMPLE - SCREEN: SETTINGS ENTITY – PAYMENT SCHEDULES



### 6.3 VAT Settings (Entity)

The Local Administrator can determine the VAT Settings per Entity. For doing so, he navigates to the screen Payment Schedules on entity level (see picture below) and selects the appropriate entity.

The Local Administrator indicates if VAT declarations are executed by month, quarter, or year. He can also specify whether he expects to receive a VAT-claim in the period plus one month or period plus two months.

The screenshot shows the 'Entiteit - BTW instellingen' (Entity - VAT settings) screen in the REASULT Financial Planning & Analyse application. The interface has a dark blue sidebar on the left with navigation options: 'Start', 'Basisgegevens', 'Test FP Q3-2022', 'Taken', 'Rapporten - generiek', and 'Instellingen' (highlighted). The main content area has a breadcrumb trail: '← terug' | 'Entiteit - BTW instellingen' | 'Region East Company 2'. The settings are divided into two sections. The first section, 'Frequentie van BTW aangiften' (Frequency of VAT returns), has three radio button options: 'Per maand' (selected), 'Per kwartaal', and 'Per jaar'. The second section, 'Verwacht ontvangstmoment in geval van een vordering' (Expected receipt moment in case of a claim), has two radio button options: 'Periode + 1 maand' (selected) and 'Periode + 2 maanden'.

EXAMPLE - SCREEN: SETTINGS ENTITY – VAT SETTINGS

The amounts in Cash Flow prognosis are calculated based on a/o these VAT settings.

### 6.4 CIT payment schedules (Entity)

The Administrator can determine the Corporate Income Tax payment schedules per Entity. For doing so, he navigates to the screen CIT Payment Schedules on entity level (see picture below) and selects the appropriate entity.

Payment schedules can be entered for either current year and next year. Relative numbers can be added per month. Yearly payments will be distributed over individual months according to these relative numbers.

Payment schedule	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Current year	0	0	0	0	0	0	0	0	0	0	0	1
Next year	0	0	1	0	0	1	0	0	1	0	0	1

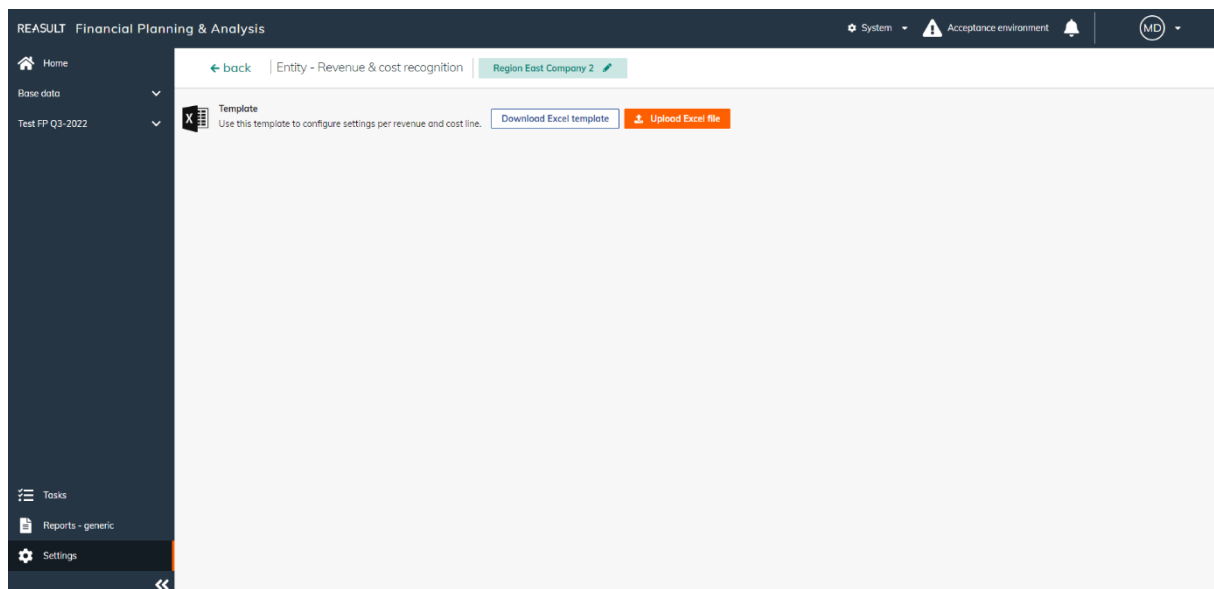
EXAMPLE - SCREEN: SETTINGS ENTITY – CIT PAYMENTS SCHEDULES

## 6.5 Revenue & Cost Recognition (Entity)

The section below only applies if Reaforce is used as the source system.

In addition to the Revenue & Cost Recognition accounts provided by the Global Administrator, the Local Administrator may also include those that are only usable by the entity (picture below).

Usage and operation is the same as the template described in the section on Enterprise Settings.



EXAMPLE - SCREEN: SETTINGS ENTITY – REVENUE & COST RECOGNITION

## 7. Create and edit Financial Plan

A financial plan is created by the Global Administrator for all entities within the company.

After creating a financial plan, various editing possibilities are there.

This chapter describes how to create and edit a financial plan.

### 7.1 Create a financial plan

From the Home screen, the Global Administrator is able to create a new Financial Plan by clicking on the Create Plan button. A slide-in appears in which the Global Administrator defines a number of characteristics for the plan (see picture below).

- Name: this name is shown on all screens and reports.
- The start month and the end month.
- The link with the underlying source system, including the relevant publication report.
- Home page notification: a notification to all users on the homepage related to this Financial Plan. Typically used for informing users about deadlines related to the plan.

When Reaforce is used as the source system, the link should be defined between the Financial Plan and the relevant Reaforce projects. This is done by selecting the appropriate publication categories and publications per project type (Land projects, Construction projects and/or Building projects).

Under the publication categories a choice can be made for:

- N/A: no Reaforce project for this project type will be made available for import.
- Period report or Phase Report: this is the publication category that will be made available for import for this project type, after which a specific publication will be selected from the picklist.

Note:

For construction projects there are no Phase reports available.

Under the import preferences, you can optionally select the following by ticking the checkboxes:

- Allow users to select other publications when importing. Here, one can also decide to allow Free Publications or not.

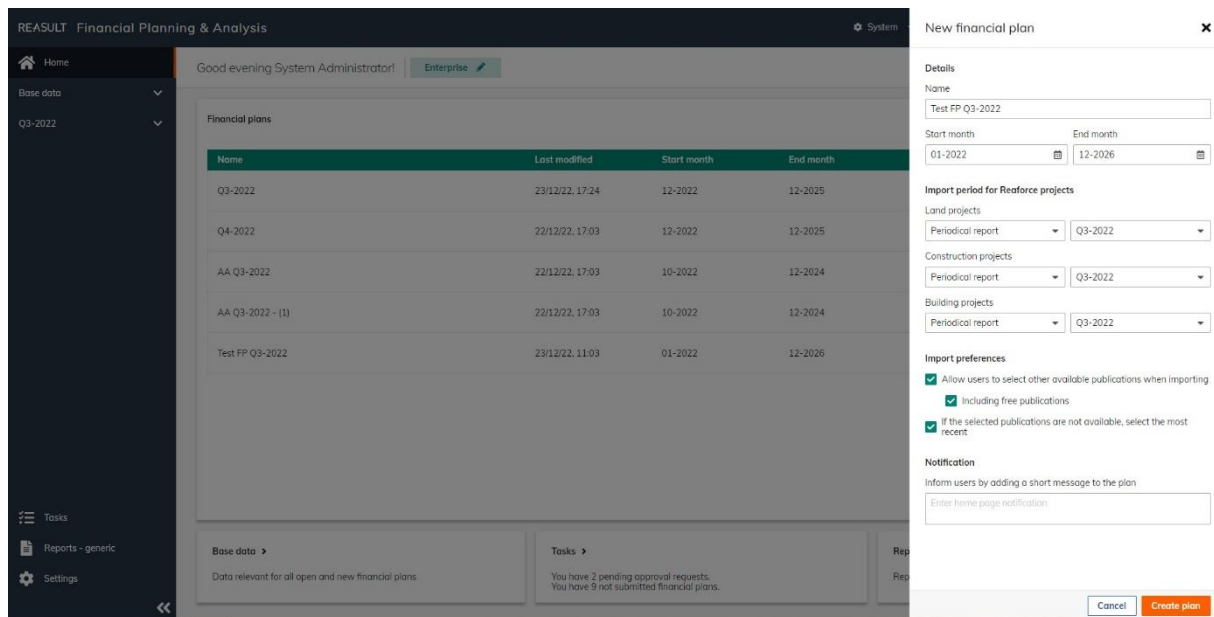
When opted for this, users are allowed to choose an alternative category and/or publication when they are in the source data Reaforce screen.

- If the selected publications are not available, use the most recent.

When opted for this, the system automatically selects the most recent publication from the selected category if the pre-defined publication is not available.

When Return AM is used as the source system, the link should be defined between the Financial Plan and the relevant Reaforce AM objects. This is done by selecting the appropriate year and publication.

A created financial plan has the Status Open.



EXAMPLE - SCREEN: CREATE A FINANCIAL PLAN

A Financial Plan with the Status Open can be edited, copied and deleted.

## 7.2 Edit a financial plan

It is possible to edit a Financial Plan by clicking on the start screen on the three dots in the relevant line of the Financial Plan and then selecting Edit plan (see picture below).

The editing is limited to changing the name, start and end date.



EXAMPLE - SCREEN: EDIT A FINANCIAL PLAN

## 7.3 Copy a financial plan

It is possible to copy a Financial Plan by clicking on the start screen on the three dots behind the Status in the relevant line of the Financial Plan and then selecting Copy plan (see picture below).

This makes an exact copy of the existing plan including imported projects, templates, manually entered amounts and workflow statuses.



EXAMPLE - SCREEN: COPY A FINANCIAL PLAN

## 7.4 Delete a financial plan

It is possible to delete a financial plan by clicking on the start screen on the three dots behind the Status in the relevant line of the Financial Plan and then selecting Delete plan (see picture below).

This permanently deletes the existing plan including imported projects, templates, manually entered amounts and workflow statuses.



EXAMPLE - SCREEN: DELETE A FINANCIAL PLAN

## 8. Base Data versus Financial Plan concepts

Financial transactions can be entered through the Base Data screens and through the Financial Plan screens. In case a financial transaction is listed under Base Data, the transaction is added to all open and future Financial Plans. In case a transaction is entered for a Financial Plan, the transaction will only be added for this plan. The following example illustrates this in more detail.

In the picture below the incoming Loan A is added to the Base Data.

Level	Name	Start month	End month	Amount	Payment frequency	Interest rate	Interest payment frequency
Base	Loan A	04-2022	10-2022	10,000	Month	2.00%	Quarter

Loan A	04-2022	05-2022	06-2022	07-2022	08-2022	09-2022	10-2022
Interest Payment	-	-	-	-44	-	-	-21
Principal	0	-1,667	-1,667	-1,667	-1,667	-1,667	-1,667
Additional repayment	-	-	-	-	-	-	-
Additional principal	-	-	-	-	-	-	-
Opening Balance	10,000	10,000	8,333	6,667	5,000	3,333	1,667
Ending Balance	10,000	8,333	6,667	5,000	3,333	1,667	0
Repayment	10,000	0	0	0	0	0	0
Interest accrual	-17	-15	-12	-10	-7	-4	0

EXAMPLE - ADDING A LOAN TO BASE DATA

Since the Loan is added to the Base Data, the Loan is visible also in all open Financial Plans. As can be seen in the picture below, Loan A is visible in the current Financial Plan: Test FP Q3-2022.

It is possible to add to Financial Plan: Test FP Q3-2022 another incoming Loan, in this example Loan B. Loan B is specific for this Financial Plan and will not be included in any other open or future plan. In the column named Level is indicated whether the transaction is a transaction on Base level or Financial Plan level.

Level	Name	Start month	End month	Amount	Payment frequency	Interest rate	Interest payment frequency
FP	Loan B	01-2023	12-2023	5,000	Month	1.50%	Month
Base	Loan A	04-2022	10-2022	10,000	Month	2.00%	Quarter

EXAMPLE - ADDING A LOAN TO A FINANCIAL PLAN

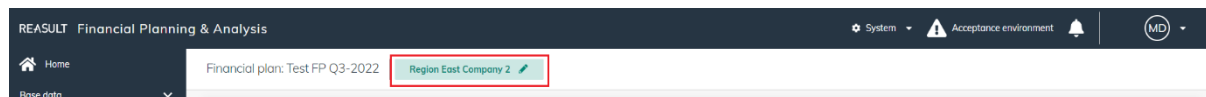
Using the button 'Go to Base Data' it is possible to switch in a simple way to the Base Data screen from the Financial Plan. Similarly, navigating back from the Base Data screen to the Financial Plan is possible by clicking 'Back to Financial Plan'.

The Base Data versus Financial Plan concept, explained in the above example, also applies to General Expenses, Loans incoming and outgoing, Dividend and Share Capital Transactions.

The next Chapter describes adding various types of transactions to a Financial Plan. Adding these types of transactions to Base Data instead works in a similar way.

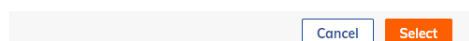
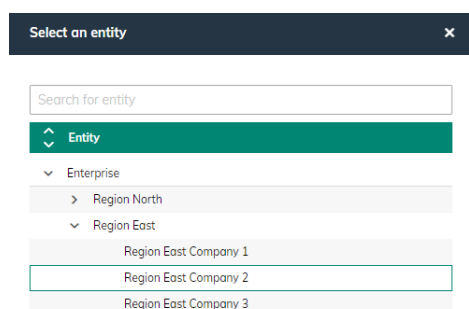
## 9. Financial Plan definition per Entity

For defining the Financial Plan of an Entity, the Financial Controller first selects the appropriate Financial Plan on the homepage. Next, the Financial Controller selects the correct Entity by clicking on the name of the currently selected Entity on the screen (see picture below).



EXAMPLE - SCREEN: FINANCIAL PLAN MENU AND SELECTION OF THE CORRECT ENTITY

A popup window shows the Enterprise structure and allows for searching and selecting the appropriate Entity (see picture below). By entering (parts of) the name of the Entity in the search box or by expanding the Enterprise Structure the Entity can be found.



EXAMPLE - SCREEN: SELECTING THE APPROPRIATE ENTITY

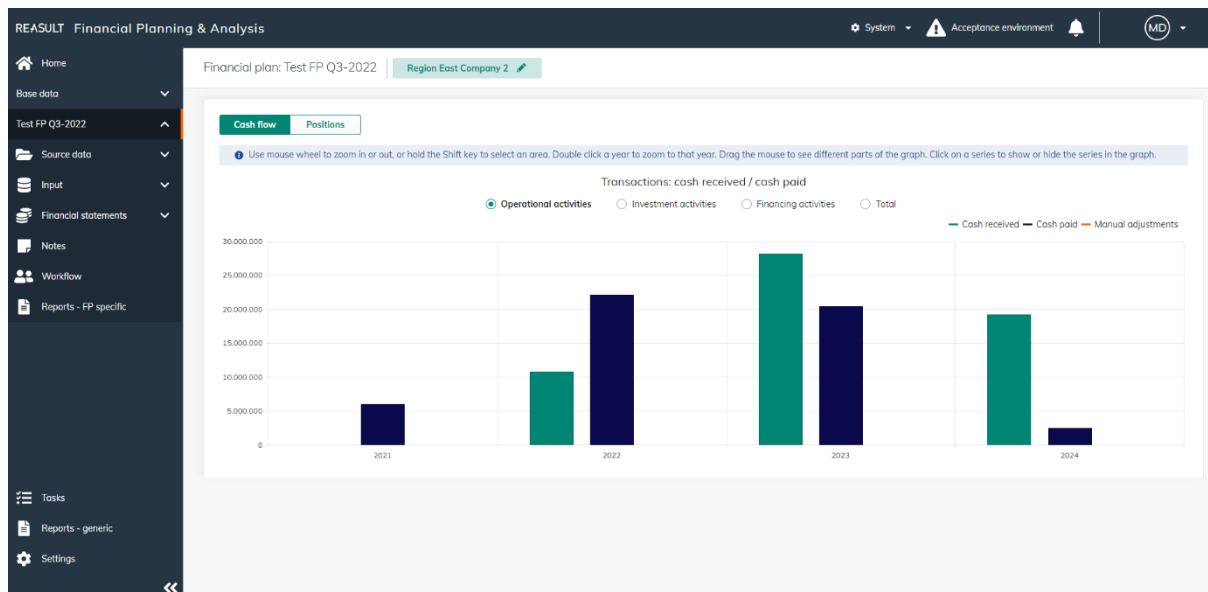
After selecting the Financial Plan and relevant Entity, the Financial Plan can be composed by running through and filling relevant data in the various sections in the navigation panel. The flow of entering data in these screens is depicted in the next sections.

### 9.1 Financial plan

The first screen (dashboard) shows two type of graphs in relation to the Financial Plan (see picture below). A choice can be made between 'Cashflow' and 'Positions'.

#### Cash flow:

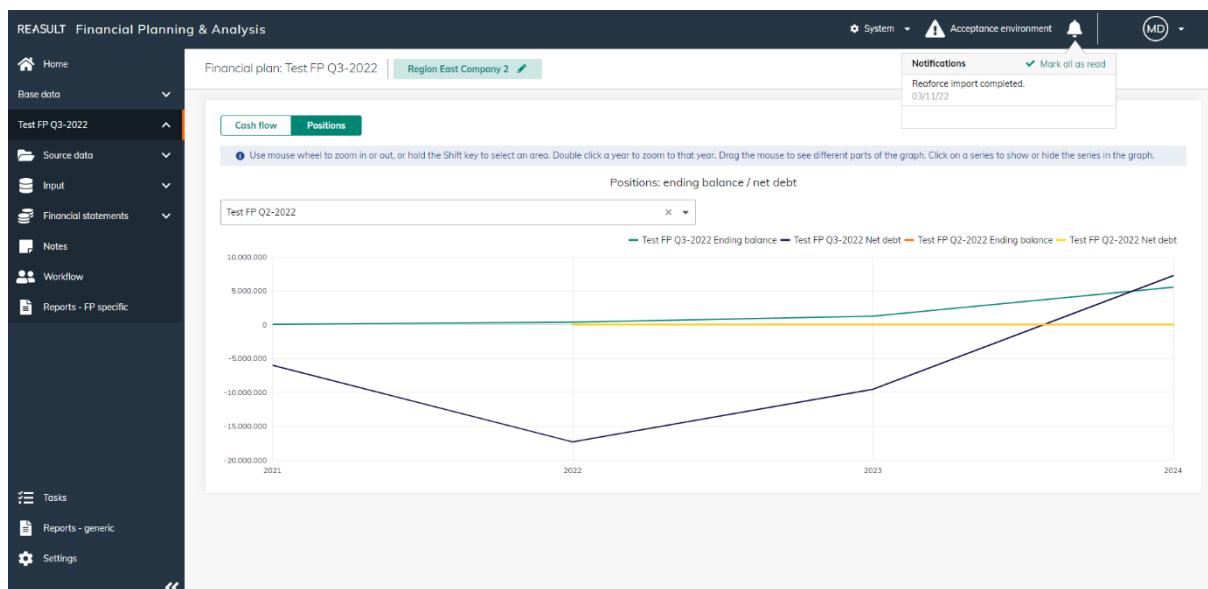
In viewing Cash flow for the selected Entity, a graph is shown (see picture below). This graph shows amounts and cash flow for a given period, in accordance with the cash flow statement. Operational Activities, Investment Activities, Financing Activities, and totals can be selected as depicted categories. You can also choose a display of only cash received or cash paid or both. The view is zoomable to month, quarter and year level.



EXAMPLE - SCREEN: FINANCIAL PLAN – CASH FLOW

## Positions:

In viewing Positions for the selected Entity, the liquidity ending balance and/or net debt are depicted (see picture below). Again, the view is zoomable to month, quarter and year level. It is possible in the dropdown to select another Financial Plan, to make a comparison with the current plan; in the picture below this is Test Plan Q2-2022.



EXAMPLE - SCREEN: FINANCIAL PLAN – POSITIONS

## 9.2 Source Data

Reforce or Reaturn AM can be used as source systems to import projects or objects into FP&A. The following data can also be imported from Excel:

- Projects/Objects (which are not entered in Reforce or Reaturn AM)
- Actuals at Entity level

### 9.2.1 IMPORT REFORCE PROJECTS OR REATURN AM OBJECTS

Section 5.1 describes how to connect Reforce projects and Reaturn AM objects to FP&A.



After the creation and setup of the Financial Plan by the Global Administrator, the Financial Controller can import Reaforce (building-, land- and construction) projects or Reaturn AM objects. To do this, he selects in the navigation panel Source Data - Reaforce (see picture below) or Source Data - Reaturn AM.

Project type	Project	Status	Available publ. period	FP&A entity	Owner	Import date
<input type="checkbox"/> Building projects	2022-09-16 test publiceren tbv FP&A	Imported	Q3-2022	Region East Company 2	Marianne de Ble	03/11/22
<input type="checkbox"/> Building projects	2021-12-03 conversie BTW	No publication		Region East Company 2	Marianne de Ble	
<input type="checkbox"/> Building projects	2021-12-20 conversie netto cashflow	No publication		Region East Company 2	Marianne de Ble	
<input type="checkbox"/> Building projects	2021-12-20 conversie BKK	No publication		Region East Company 2	Marianne de Ble	
<input type="checkbox"/> Building projects	2021-12-20 conversie geschieden koopaanv	No publication		Region East Company 2	Marianne de Ble	
<input type="checkbox"/> Building projects	2021-12-20 Conversie BKK Swiss life	No publication		Region East Company 2	Marianne de Ble	
<input checked="" type="checkbox"/> Building projects	2022-03-07 test np tbv R&A	Available	Q3-2022	Region East Company 2	Marianne de Ble	
<input type="checkbox"/> Building projects	2021-11-26 Test BTW	No publication		Region East Company 2	Marianne de Ble	
<input type="checkbox"/> Building projects	2021-11-26 BTW BKK	No publication		Region East Company 2	Marianne de Ble	
<input type="checkbox"/> Land projects	2021-07-12 residueel rekenen	Available	Q2-2021	Region East Company 2	Marianne de Ble	
<input type="checkbox"/> Land projects	2021-10-15 test np 7.1	No publication		Region East Company 2	Marianne de Ble	
<input checked="" type="checkbox"/> Land projects	2022-07-01 Grond HD 8.0 tbv FP&A	Available	Q3-2022	Region East Company 2	Marianne de Ble	
<input type="checkbox"/> Construction projects	2021-08-19 test bouwproject	No publication		Region East Company 2	Marianne de Ble	
<input type="checkbox"/> Construction projects	2021-12-17 test np	No publication		Region East Company 2	Marianne de Ble	

EXAMPLE - SCREEN: FINANCIAL PLAN – SOURCE DATA REAFORCE

Per project/object, a status indicates the relation between a FP&A Entity and a Reaforce or Reaturn AM publication. Possible statuses are listed in the picture below.

- Imported = A publication has been imported for this project
- Imported = A publication has been imported for this project, but for another publication period
- Available = A publication is available for import for this project
- Available = A publication is available for import for this project, but for another publication period
- No publication = No Publication available or imported

Example - Statuses relevant for importing Reaforce projects

- Imported : The relevant publication has been imported
- Available : The relevant publication is available for import
- ✓ Update available : A different publication has been imported than the default publication in the financial plan
- ⊖ Disconnected : No publication available

Example - Statuses relevant for importing Reaturn AM objects

The Financial Controller can see which publications are available for import. By selecting these publication and clicking the Import button, the publications are imported, and cash flow forecasts are added to the Financial Plan.

It is also possible to remove imported publications from the Financial Plan, by ticking the checkbox per project for these publication(s) and click on the Delete button.

### For Reaforce projects, the following also applies:

Then, based on the applied revenue and cost recognition, the "translation" from cash flow to profit & loss account and balance sheet is defined (see Section **Error! Reference source not found.**).

Depending on the import preferences set when creating the financial plan, the user can choose an alternative publication category and/or publication.

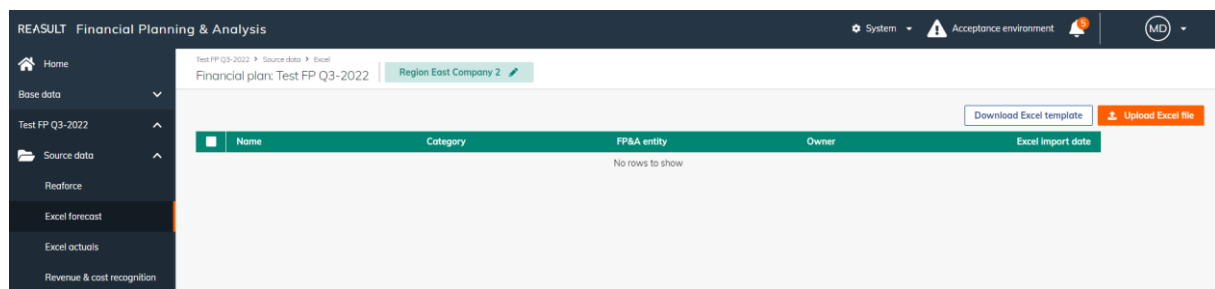
### 9.2.2 IMPORT (PROJECT)FORECASTS VIA EXCEL

Importing Excel files is possible for the cash flow statement, the profit and loss account and the balance sheet. This allows projects (which are not in Reaforce) or objects (which are not in Reaturn AM) to be loaded per Entity. Opening balances and adjustments can also be imported.

#### WARNING:

Before being able to import Excel Projects, the structure for these projects needs to be predefined (see section 5.2.2).

For importing projects from Microsoft Excel, the Financial Controller selects in the navigation panel Source Data – Excel forecast (see picture below) after which the following steps are followed:



EXAMPLE - SCREEN: FINANCIAL PLAN – SOURCE DATA EXCEL

#### Step 1. Creating an Excel template

Click on the button Download Excel template. The resulting Excel file can be stored locally for entering project data. The structure of the Excel file is predefined. Therefore, separate Tabs have been created for cash flow, profit and loss and balance sheet.

#### Step 2. Modifying the Excel file

The downloaded Excel file is ready for filling with data of one or more projects (see picture below). The following information needs to be entered on every Tab:

- The name of the Financial Plan. This is automatically added in when generating the Excel template.
- The name of the entity. This is automatically added when generating the Excel template.
- You need to fill in per Excel Project, per cash flow line:
  - o The project name
  - o The project owner
  - o The start position
  - o The amounts per month

B23															
1	Financial Plan:	Test FP Q3-2022													
2	Entity:	Region East Company 2													
3	Category:	Adjustments													
4	Financial statement type:	Cash flow													
5															
6	Name	Owner	CF level 1	CF level 2	Start position	Jan-2021	Feb-2021	Mar-2021	Apr-2021	May-2021	Jun-2021	Jul-2021	Aug-2021		
7	<Project Name 1>	<Owner name 1>	Operational activities	Cash receipt											
8	<Project Name 1>	<Owner name 1>	Operational activities	Cash paid											
9	<Project Name 1>	<Owner name 1>	Investment activities	Cash receipt											
10	<Project Name 1>	<Owner name 1>	Investment activities	Cash paid											
11	<Project Name 1>	<Owner name 1>	Financing activities	Cash receipt											
12	<Project Name 1>	<Owner name 1>	Financing activities	Cash paid											
13	<Project Name 2>	<Owner name 2>	Operational activities	Cash receipt											
14	<Project Name 2>	<Owner name 2>	Operational activities	Cash paid											
15	<Project Name 2>	<Owner name 2>	Investment activities	Cash receipt											
16	<Project Name 2>	<Owner name 2>	Investment activities	Cash paid											
17	<Project Name 2>	<Owner name 2>	Financing activities	Cash receipt											
18	<Project Name 2>	<Owner name 2>	Financing activities	Cash paid											

EXAMPLE - EXCEL IMPORT EXAMPLE – CASH FLOW DATA

It is not allowed to change the structure of the Excel file. This will lead to errors when importing the Excel file in FP&A at a later stage. It is possible though to copy rows in order to create cash flow lines according the same structure for other Excel projects. See the Project 2 lines in above picture, that are copied from the Project 1 lines.

### Step 3. Importing the Excel file

By clicking Import Excel file a pop-up will show up. Click on browse to search your local storage for the correct modified file, click on import to execute the import action. A validity check is executed on the background regarding the data in the Excel file. In case of validation errors, these errors will be visualized to the extent possible. In case of errors, the file is not imported. Modify the Excel data and attempt to reload the data into FP&A. A notification is generated when the Excel import is completed successfully (see picture below).

Excel upload

Import Excel file:

Region East Company 2 Excel template Eng..xlsx

Browse

Import successful

Excel file was imported successfully!

Close

EXAMPLE - SCREEN: FINANCIAL PLAN – SOURCE DATA EXCEL – ERROR MESSAGES

After loading and validating the Excel data, the data is processed in FP&A. Existing Excel Projects data in FP&A is deleted and overwritten, for all newly imported Excel Projects. An overview is shown of successfully imported data. The imported Excel cash flow data, profit and loss data and balance sheet data is also visible in the Financial Statements under the Excel Projects header (see Section 9.8).

Lastly, it is possible to remove imported Excel data. Choose Delete selected Projects to remove data for all Excel projects that are selected in FP&A.

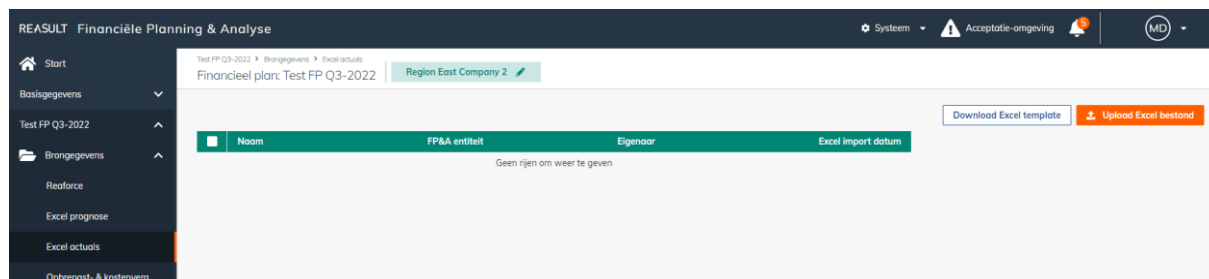
### 9.2.3 IMPORT OF (ENTITY)ACTUALS VIA EXCEL

Actuals at Entity level can be loaded via Excel per General Ledger.

## WARNING:

Before being able to import Actuals on Entity level, the structure of the Financial Statement needs to be defined by linking the General Ledgers (see section **Error! Reference source not found.**).

For importing Actuals on Entity level, the Financial Controller selects in the navigation panel Source Data – Excel actuals (see picture below) after which the following steps are followed:



Example - SCREEN: FINANCIAL PLAN – SOURCE DATA EXCEL ACTUALS

### Step 1. Creating an Excel template

Click on the button Download Excel template. The resulting Excel file can be stored locally for entering data later.

### Step 2. Modifying the Excel file

The downloaded Excel file is ready for filling with Actuals on Entity level (see picture below). The following information needs to be entered:

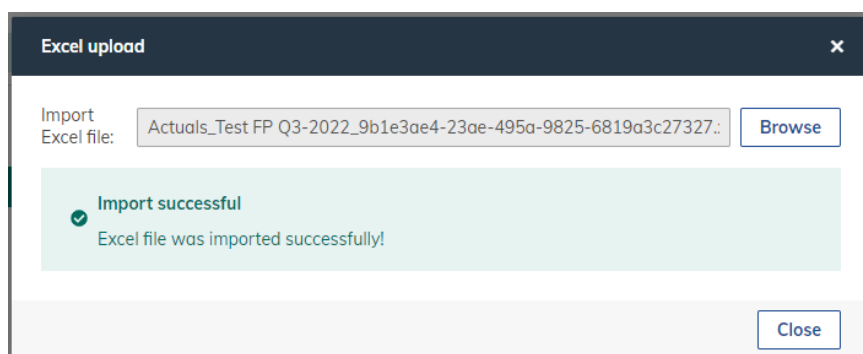
- The name of the Financial Plan. This is automatically added in when generating the Excel template.
- The date until which Actuals should be imported in the FP
- Then per line:
  - o The Entity code
  - o The General Ledger
  - o The date
  - o The amounts per month

B2	▼	:	✕	✓	<i>f<sub>x</sub></i>	01/07/2023						
	A	B	C	D	E	F	G	H	I	J	K	L
1	Financieel plan:	Test FP Q3-2022			cells that are mandatory							
2	Actuals tot en met:	Jul-2023		Let op: positieve getallen zijn altijd inkomsten, negatieve getallen zijn altijd uitgaven								
3												
4	Entiteit code	General ledger code	Date	Amount								
5	<Entity code 1>	<GL code 1>	Jun-2023	100								
6	<Entity code 2>	<GL code 2>	Jul-2023	200								
7												
8												
9												
10												

EXAMPLE - OF A EXCEL ACTUALS IMPORT FILE

### Step 3. Importing the Excel file

By clicking Import Excel file a pop-up will show up. Click on browse to search your local storage for the correct modified file, click on import to execute the import action. A validity check is executed on the background regarding the data in the Excel file. In case of validation errors, these errors will be visualized to the extent possible. In case of errors, the file is not imported. Modify the Excel data and attempt to reload the data into FP&A. A notification is generated when the Excel import is completed successfully (see picture below).



EXAMPLE - SCREEN: FINANCIAL PLAN – SOURCE DATA EXCEL – MESSAGE AFTER SUCCESSFUL IMPORT

After loading and validating the Excel data, the data is processed in FP&A. Existing Actuals are deleted in Entities and overwritten by new Actuals, for all newly imported Entities. An overview is shown of successfully imported Actuals. The imported Excel cash flow data, profit and loss data and balance sheet data is also visible in the Financial Statements under the Excel Actuals header (see Section 9.8).

Lastly, it is possible to remove imported Excel Actuals per Entity. Select the relevant Actuals files and click the Delete button.

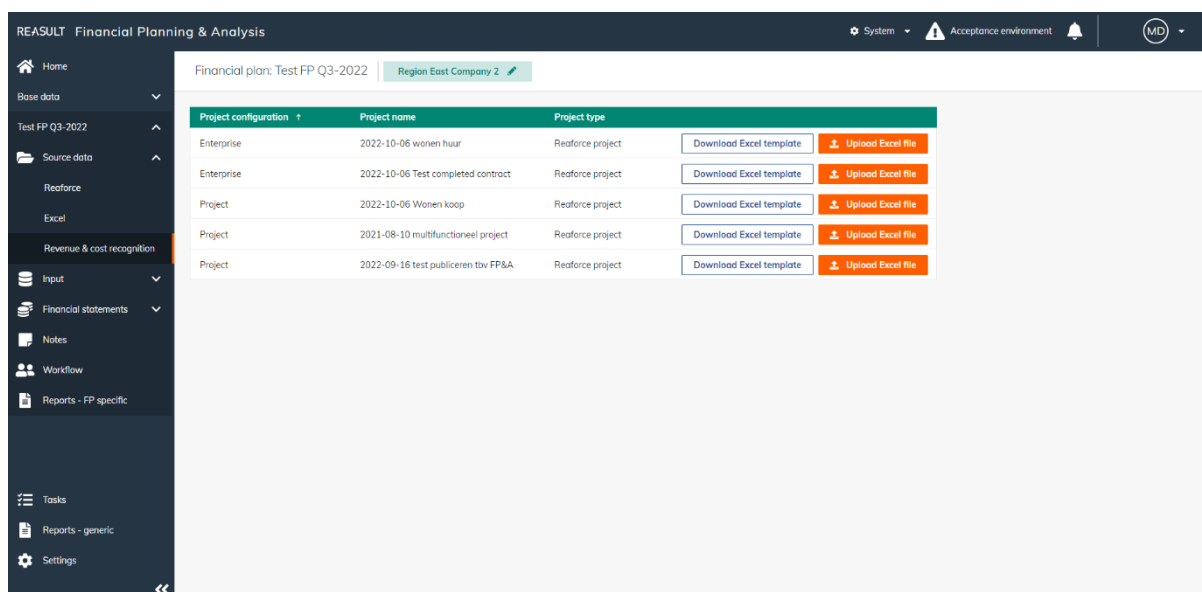
### 9.3 Revenue & Cost Recognition

The section below only applies if Reforce is used as the source system.

Within the Financial Plan, it is possible by the Financial Controller to deviate at Project level from the Revenue & Cost Recognition that has been defined at higher level (Enterprise or Entity).

Operation is the same as the template described in the section on Enterprise Base data (see Section 5.7)

At the level of the Entity, the templates used become visible. In the column "Project configuration" it is indicated at which level (company, entity or project) the template is active (see picture below).



EXAMPLE - SCREEN: FINANCIAL PLAN – REVENUE & COST RECOGNITION

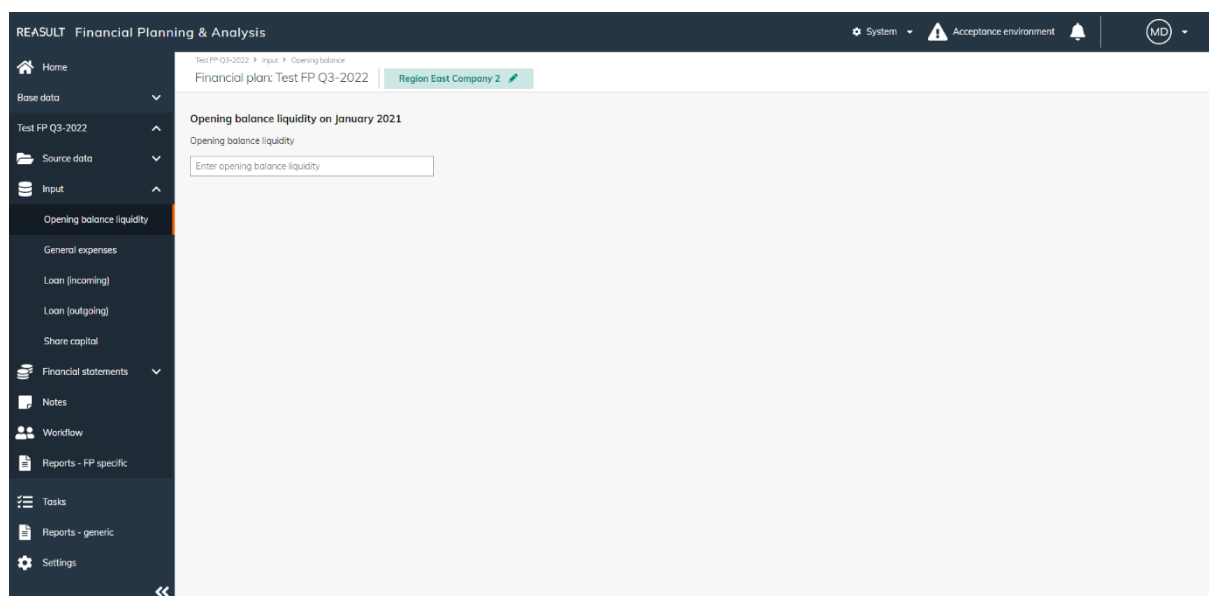
## WARNING:

By Uploading, the revenue and cost recognition will be applied for the selected project.

### 9.4 Opening Balance Liquidity

Within the Financial Plan, the Financial Controller can enter the Opening Balance Liquidity per Entity (see picture below). In this screen, the Opening Balance / bank balance per start date of the Financial Plan needs to be input therefore.

To do this, go to Input – Opening Balance Liquidity in the navigation panel.



EXAMPLE - SCREEN: FINANCIAL PLAN – OPENING BALANCE

### 9.5 General Expenses

Within the Financial Plan, the Financial Controller can enter General Expenses per Entity in accordance with the cash flow structure (see section 5.2.1).

To do this, go to Input – General Expenses in the navigation panel.

General Expenses input takes two steps:

#### Step 1. Definition of the General Expenses

Click on Add General Expense. A slide-in appears, in which he fills a number of fields characterizing the General Expense (see picture below):

- General Expense Name
- Selection of the right General Expense category
- The amount en whether the amount is per month, quarter or year
- Whether the amount in- or excludes VAT, or that VAT is not applicable (in the VAT field)
- The VAT tariff (if applicable, in the field VAT category)  
See section 5.5 for the definition of these categories
- Start Month and End Month
- Whether VAT is deductible or not (in the field Tax)
- Which Index Series is applicable  
See section 5.3 Index series (Enterprise) and section 6.1 Index Series (Entity) for the definition of these series.

The start month and end month of the General Expense period may deviate from the start date and the end date of the Financial Plan.

By entering an amount and using Indexation and Payment Schedules the system will calculate cash flow amounts per month.

New general expense

X

---

General (1/2)

Level i

Financial plan

Name

Rental costs office building

General expenses group

Kantoorkosten

Input

Amount

2.500,00

Per

Month

VAT

Excluding VAT

VAT category

General VAT tariff

Start month

January 2022

End month

December 2024

Tax & index series

Tax

Deductible tax

Index series

Huurindex

Cancel

Next

EXAMPLE - SCREEN: FINANCIAL PLAN – GENERAL EXPENSES, STEP 1

### Step 2. Payment Schedules for General Expenses

The user indicates which Payment Schedule to use for the General Expense (see picture below).

It is possible to choose for an existing Payment Schedule on Enterprise level (see section 5.4) or for a Payment Schedule on Entity level (see section 6.2).

It is also possible to enter a custom Payment Schedule for the General Expense. Choose Custom Schedule in the slide-in. Enter the Payment Schedule details as is similar to the definition of a standard Payment Schedule in the sections mentioned above.

## Payment schedule (2/2) ⓘ

Select a payment schedule

Monthly payment schedule ▼

Month	Payment ratio
January	1
February	1
March	1
April	1
May	1
June	1
July	1
August	1
September	1
October	1
November	1
December	1

[Previous](#)[Cancel](#)[Save](#)

## EXAMPLE - SCREEN: FINANCIAL PLAN – GENERAL EXPENSES, STEP 2

After creating a General Expense, a new line appears showing the General Expense details.

The system calculates the amounts per month based on the defined characteristics of the General Expense. Further details of a General Expense are shown at the bottom of the screen by clicking on the General Expense line in the Name column (see picture below).

An infinite number of General Expense lines can be added to a Financial Plan.

The General Expense lines can be edited by clicking on the line in the Name column which reopens the slide-in.

The General Expense lines can be deleted by ticking the checkbox at the beginning of the relevant line and then click on the Delete button.



REASULT Financial Planning & Analysis

System Acceptance environment MD

Test FP Q3-2022 > Input > General expenses

Financial plan: Test FP Q3-2022 Region East Company 2

Go to base data > + Add general expense

Level	Name	Input	Start month	End month	Amount per	Calculation basis	General expenses group	In...	VAT category
FP	Rental costs office building	2.500	01-2022	12-2024	Month	N/A	Kantoorkosten	Excl...	General VAT tariff

Rental costs office building	01-2022	02-2022	03-2022	04-2022	05-2022	06-2022	07-2022	08-2022	09-2022	10-2022	11-2022	12-2022	01-2023
Cash flow	-2.500	-2.500	-2.500	-2.500	-2.500	-2.500	-2.500	-2.500	-2.500	-2.500	-2.500	-2.500	-2.625
VAT paid	-525	-525	-525	-525	-525	-525	-525	-525	-525	-525	-525	-525	-551
Profit & loss	-2.500	-2.500	-2.500	-2.500	-2.500	-2.500	-2.500	-2.500	-2.500	-2.500	-2.500	-2.500	-2.625

EXAMPLE - SCREEN: FINANCIAL PLAN – GENERAL EXPENSES, OVERVIEW

## 9.6 Loan (incoming and outgoing)

Within the Financial Plan, the Financial Controller can enter loans (incoming and outgoing) per Entity. Incoming Loans means the Entity has a Loan where money is borrowed from another Entity. Outgoing Loans means the Entity has a Loan where money is lend to another Entity.

To do this, go to Input – Loan (incoming) or Loan (outgoing) in the navigation panel.

Since the definition of incoming and outgoing Loans is identical they are described together, using an outgoing Loan as an example.

By clicking on Add Loan, a new Loan is added. A slide-in appears in which the following Loan characteristics are added:

- Name of the Loan
- Start Month and End Month of the Loan
- The Loan amount
- The Payment Frequency of the principle (year, quarter, month, or period end)
- The Interest Rate percentage
- The Interest Payment Frequency (year, quarter, month, or period end).

REASULT Financial Planning & Analysis

System Acceptance environment

Home

Base data

Test FP Q3-2022

Source data

Input

Opening balance liquidity

General expenses

Loan (incoming)

Loan (outgoing)

Share capital

Financial statements

Notes

Workflow

Reports - FP specific

Tasks

Reports - generic

Settings

Test FP Q3-2022 > Input > Loan (outgoing)

Financial plan: Test FP Q3-2022

Region East Company 2

Info Click on a loan to see details. In the detailed overview you can add additional principals / repayments for the selected loan, on month level only.

Notifications

Mark all as read

Editing financial plan Test FP Q3-2022 is ready 23/12/22

Go to base data

+ Add loan

Level	Name	Start month	End month	Amount	Interest payment fre...	Payment frequency	Interest rate
<input type="checkbox"/>	FP						
<input type="checkbox"/>	Loan to Firma A	01-2022	12-2023	10.000	Quarter	Month	2,00%

Loan to Firma A	01-2022	02-2022	03-2022	04-2022	05-2022	06-2022	07-2022	08-2022	09-2022	10-2022	11-2022
Interest payment	-	-	-	49	-	-	42	-	-	36	-
Principal repayment	0	435	435	435	435	435	435	435	435	435	435
Additional repayment	-	-	-	-	-	-	-	-	-	-	-
Additional principal	-	-	-	-	-	-	-	-	-	-	-
Opening balance	-10.000	-10.000	-9.565	-9.130	-8.696	-8.261	-7.826	-7.391	-6.957	-6.522	-6.087
Ending Balance	-10.000	-9.565	-9.130	-8.696	-8.261	-7.826	-7.391	-6.957	-6.522	-6.087	-5.652
Principal	-10.000	0	0	0	0	0	0	0	0	0	0
Interest accrual	17	16	16	15	14	13	13	12	11	11	10

EXAMPLE - SCREEN: FINANCIAL PLAN – LOAN OUTGOING

After creating a Loan, a new line appears showing the Loan's details. The system calculates the amounts per month based on the defined characteristics of the Loan.

Further details of a Loan are shown at the bottom of the screen by clicking on the Loan line in the Name column (see picture above).

An infinite number of Loans can be added to a Financial Plan.

The Loan lines can be edited by clicking on the line in the Name column which reopens the slide-in. The Loan lines can be deleted by ticking the checkbox at the beginning of the relevant line and then click on the Delete button.

## 9.7 Dividend / Share Capital

Within the Financial Plan, the Financial Controller can enter Dividend or Share Capital transactions from a parent or subsidiary perspective. There are four transaction types that a Financial Controller can choose from (see picture below):

- A Dividend payment from this entity to a parent entity
- A Share Capital injection from a parent entity to this entity
- A Dividend receipt from a subsidiary to this entity
- An investment from this entity into a subsidiary

To do this, go to Input – Share Capital in the navigation panel.

A new transaction is created by clicking the Add transaction button. A slide-in appears in which the desired transaction type is selected and the fields below are filled in:

- Transaction name
- Amount
- Period (month) in which the transaction takes place

For transaction types:

- A. Dividend payment to parent
- D. Investment in subsidiary

you can opt for an internal or external Counterpart Entity.

If you select Internal, the transaction is automatically processed at the Counterpart Entity as well. To do this, select the correct Entity from the drop-down list.

If you select External, the transaction will only be processed in the Entity itself. Free text can be added to this.

For transaction type:

- A. Dividend payment to mother

you can, in addition to a one-time payment, also choose to apply a Dividend Schedule by ticking the checkbox (see picture below).

In the Dividend Schedule it can be determined per month of the calendar year what percentage of the distributable profit must be paid as Dividend and over which period. The Dividend payment is then automatically calculated by the system and plotted in the Financial Plan.

Add transaction ✕

---

**General**

Level i

Financial plan

Name

Dividend to Region East

Transaction type

☒ A. Dividend to parent

☐ B. Share capital from parent

☐ C. Dividend from subsidiary

☐ D. Investment in subsidiary

Parent

A ↑ ↓ B

Region East Com...

C ↑ ↓ D

Subsidiary

Counterpart entity

☒ Internal Region East

☐ External External

**Payment**

Amount Period

Enter an amount November 2022

☒ Use dividend schedule

Cancel
Next

Add transaction ✕

---

**Dividend schedule definition**

Start month End month

January 2022 December 2023

Pay-out	Pay-out per...	Period from	Period to
January	100,00%	Current month...	Current month...
February	-		
March	-		
April	-		
May	-		
June	-		
July	50,00%	-3 Months	-1 Month
August	-		
September	-		
October	-		
November	-		
December	-		

Previous
Cancel
Save

EXAMPLE - SCREEN: FINANCIAL PLAN – SHARE CAPITAL TRANSACTION TYPES

After the Dividend Payment has been created, it will appear in a new line on the screen. Further details of the Dividend payment to parent are shown at the bottom of the screen by clicking on the Dividend payment line in the Name column. In that screen it is also possible to make manual adjustments in the Dividend adjustment line (see picture below).

REASULT Financial Planning & Analysis

System Acceptance environment MID

Test FP Q3-2022 > Input > Share capital

Financial plan: Test FP Q3-2022 Region East Company 2

Go to Base data > + Add transaction

Level	Name	Transaction type	Period	Amount	Payment type	Creator entity	Counterparty entity
FP	Dividend to Region East	A. Dividend to parent			Schedule	Region East Company 2	Region East
FP	Dividend from external daughter	C. Dividend from subsidiary	09-2022	6.000	Period	Region East Company 2	Extern
FP	Share Capital from Region East	B. Share capital from parent	07-2022	50.000	Period	Region East Company 2	Extern
FP	Inv. from Region East into Region East Comp. 2	B. Share capital from parent	02-2022	7.500	Period	Region East	Region East Company 2

Selected: Dividend to Region East

Profit & loss	01-2022	02-2022	03-2022	04-2022	05-2022	06-2022	07-2022	08-2022	09-2022	10-2022	11-2022
Unrealised result	-	-	-	-	-	-	-	-	-	-	-
Net earnings	842	-798	-653	-696	-644	-687	-636	-631	-675	10	-1
Distributable income	842	-	-	-	-	-	-2.028	-	-	-	-
<b>Dividend calculation</b>											
Pay-out percentage	100.00%	-	-	-	-	-	50.00%	-	-	-	-
Period	Jan-Jan						Apr-Jun				
Calculated payment	-842	-	-	-	-	-	1.014	-	-	-	-
Dividend adjustment	-	-	-	-	-	-	-	-	-	-	-
<b>Dividend payment</b>	<b>-842</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.014</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

EXAMPLE - SCREEN: FINANCIAL PLAN – SHARE CAPITAL TRANSACTIONS

Also after creating other transaction types in Dividend or Share Capital, these appear on the screen in a new line.

An infinite number of transactions can be added to a Financial Plan.

Transactions, initiated from the selected Entity, can be edited by clicking in the Name column in the line which reopens the slide-in.

Transactions, initiated from the selected Entity, can be deleted by ticking the checkbox at the beginning of the line on the relevant line and then click on the Delete button.

**WARNING:**

This means that internal transactions can only be edited/deleted from within the paying entity.

Transactions, where the selected Entity is the counterparty, are shown in a gray line and cannot be changed. The user is notified of this when hovering over the line.

## 9.8 Financial Statements

The financial statement consists of Cash flow, Profit & Loss and the Balance Sheet.

**WARNING:**

Profit & loss and Balance sheet are only visible if these components have been purchased.

### 9.8.1 CASHFLOW

At the screen Financial Statements – Cash flow (see picture below) calculated Financial Plan amounts are listed over time for the Entity according to the financial structure.

REASULT Financial Planning & Analysis

System Acceptance environment MD

Home Base data Test FP Q3-2022 Source data Input Financial statements Cash flow Profit & loss Balance sheet Notes Workflow Reports - FP specific Tasks Reports - generic Settings

Test FP Q3-2022 Financial statements Cash flow Financial plan: Test FP Q3-2022 Region East Company 2

Region East Company 2 Filter... Entity only 5 levels Y Q M

Region East Company 2	Start position	2021	2022	2023	2024	2025	2026	2027
Opening balance total	-	-	-1.060.399	-3.084.726	-1.470.368	6.393.404	9.000.229	9.000.229
Mutations total	-	-1.060.399	-2.024.327	1.614.358	7.663.772	2.606.825	-	-
Ending balance	-	-1.060.399	-3.084.726	-1.470.368	6.393.404	9.000.229	9.000.229	9.000.229
External debt mutations	-	-	424.452	12.790.413	6.579.176	-19.794.041	-	-
External debt total	-	-	-424.452	-13.214.865	-19.794.041	0	0	0
Net debt	-	-1.060.399	-3.509.178	-14.685.233	-13.400.638	9.000.229	9.000.229	9.000.229
Operational activities	-	-1.060.399	-2.448.780	-11.176.055	1.284.596	22.400.866	-	-
Investment activities	-	-	-	-	-	-	-	-
Financing activities	-	-	424.452	12.790.413	6.579.176	-19.794.041	-	-

EXAMPLE - SCREEN: FINANCIAL PLAN – CASHFLOW (COLLAPSED VIEW)

The time axis can be zoomed in and out by two ways:



zooming in from 1 specific year to quarter and thereafter to month level



zooming out from 1 specific month to quarter and thereafter to year level



zooming in and out all periods up to year, quarter or month level in one go

Next to that, also the Financial Structure can be fully expanded or collapsed in one go to the selected level (up to 10 levels available) using the buttons in the first column. See picture below.

REASULT Financial Planning & Analysis

System Acceptance environment MD

Home Base data Test FP Q3-2022 Source data Input Financial statements Cash flow Profit & loss Balance sheet Notes Workflow Reports - FP specific Tasks Reports - generic Settings

Test FP Q3-2022 Financial statements Cash flow Financial plan: Test FP Q3-2022 Region East Company 2

Region East Company 2 Filter... Entity only 5 levels Y Q M

Region East Company 2	Start position	2021	2022	2023	2024	2025	2026	2027
-----------------------	----------------	------	------	------	------	------	------	------

The picture below shows an expanded time horizon (up to quarterly level) and Financial Structure (till level 5).

REASULT Financial Planning & Analysis																																																																																																																																																																																																																	
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<div> <div>Home</div> <div>Base data</div> <div>Test FP Q3-2022</div> <div>Source data</div> <div>Input</div> <div>Financial statements</div> <div>Cash flow</div> <div>Profit &amp; loss</div> <div>Balance sheet</div> <div>Notes</div> <div>Workflow</div> <div>Reports - FP specific</div> <div>Tasks</div> <div>Reports - generic</div> <div>Settings</div> </div>																																																																																																																																																																																																																	
<div> <div>Test FP Q3-2022</div> <div>Financial statements</div> <div>Cash flow</div> <div>Financial plan: Test FP Q3-2022</div> <div>Region East Company 2</div> <div>Export</div> </div>																																																																																																																																																																																																																	
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EXAMPLE - SCREEN: FINANCIAL PLAN – CASHFLOW (EXPANDED VIEW)

For both Reaforce Projects/Reaturn AM objects and Excel Projects, by clicking on the project it is possible to open a new screen showing the cash flow forecast for the specific project. The picture below shows the possibility to drill down, the next picture the screen after drill down.

REASULT Financial Planning & Analysis																																																																																																																																																																																																																											
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EXAMPLE - SCREEN: FINANCIAL PLAN – CASHFLOW (DRILL DOWN ON A PROJECT)

REASULT Financial Planning & Analysis

Test FP Q3-2022 > Financial statements > Cash flow  
Financial plan: Test FP Q3-2022

Region East Company 2

Region East Company 2 > 632100 2022-07-01 Gebouw HD 8.0 tbv FP&A

632100 2022-07-01 Gebouw HD 8.0 tbv FP&A	Start position	2022	2023	2024	2025	2026	2027
Operational activities	-	-424.452	-1.014.619	3.452.130	-	-	-
Cash receipt	-	26.620	2.286.384	4.334.869	-	-	-
Revenues	-	26.620	2.286.384	4.334.869	-	-	-
Sales revenue	-	-	1.958.208	4.245.382	-	-	-
Sales value	-	-	1.958.208	4.245.382	-	-	-
Land revenue	-	-	927.022	934.055	-	-	-
Building revenues	-	-	1.031.186	3.311.327	-	-	-
Additional revenues	-	10.000	271.220	73.956	-	-	-
Contract variations buyer	-	-	29.122	4.832	-	-	-
Contract variations tenants	-	-	52.500	-	-	-	-
Revenues from furnishing	-	10.000	100.220	8.502	-	-	-
Exploitation revenues	-	-	50.411	49.589	-	-	-
Temporary exploitation revenues	-	-	38.967	11.033	-	-	-
EN Exploitationeibrenngsten	-	12.000	-	-	-	-	-
Non-payable VAT	-	4.620	56.956	15.531	-	-	-
Cash paid	-	-451.072	-3.301.002	-882.740	-	-	-
Investment costs	-	-451.072	-3.301.002	-882.740	-	-	-
Subtotal investment costs	-	-412.265	-2.828.738	-719.803	-	-	-
Land costs	-	-200.805	-749.597	-1.597	-	-	-
Acquisition costs	-	-200.805	-749.597	-1.597	-	-	-
Acquisition land and/or pre...	-	-200.000	-700.000	-	-	-	-

EXAMPLE - SCREEN: FINANCIAL PLAN – CASHFLOW (DRILLED DOWN ON A PROJECT)

By clicking on the Entity name at the top left of the screen it is possible to return to the Cash flow screen of the Entity.

REASULT Financial Planning & Analysis

Test FP Q3-2022 > Financial statements > Cash flow  
Financial plan: Test FP Q3-2022

Region East Company 2

Region East Company 2 > 632100 2022-07-01 Gebouw HD 8.0 tbv FP&A

It is also possible to view the financial statements taking into account the underlying subsidiaries or as without taking into account these subsidiaries.

REASULT Financial Planning & Analysis

Test FP Q3-2022 > Financial statements > Cash flow  
Financial plan: Test FP Q3-2022

Region East Company 2

Region East Company 2 > 632100 2022-07-01 Gebouw HD 8.0 tbv FP&A

Entity only

Consolidated including subsidiaries

Consolidated excluding subsidiaries

Entity only

Region East Company 2	Start position	2021	2022	2023	2024	2025	2026	2027
Opening balance total	-	-	-1.060.399	-3.084.726	-	-	9.000.229	9.000.229
Opening balance	-	-	-	-	-	-	-	-

Choices are:

- Consolidated including subsidiaries; subsidiaries (underlying entities) are included in the figures. In the Enterprise structure, you can drill through per project type to the underlying Entities and associated projects.

REASULT Financial Planning & Analysis

Test FP Q3-2022 > Financial statements > Cash flow  
Financial plan: Test FP Q3-2022

Enterprise

Enterprise

Consolidated including subsidiaries

5 levels

Y Q M

Enterprise	Start position	2021	2022	2023	2024	2025	2026	2027
Operational activities	-	-1.060.399	1.196.585	-12.644.157	-921.136	25.230.701	-	-
Cash receipt	-	100.000	26.124.715	9.395.551	33.572.716	31.872.223	-	-
Projects Reaforce Building	-	-	23.369.611	5.033.323	27.804.553	26.996.196	-	-
Entities	-	-	26.620	3.933.657	27.804.553	26.996.196	-	-
Region East (100%)	-	-	26.620	3.933.657	27.804.553	26.996.196	-	-
333 Demo Project	-	-	23.342.991	1.099.667	-	-	-	-

- Consolidated excluding subsidiaries; subsidiaries (underlying entities) are included in the figures. Per project type, you can drill through to the underlying projects (per Entity).

REASULT Financial Planning & Analysis

Test FP Q3-2022 > Financial statements > Cash flow

Financial plan: Test FP Q3-2022

Enterprise

Enterprise	Start position	2021	2022	2023	2024	2025	2026	2027
Operational activities	-	-1.060.399	1.196.585	-12.644.157	-921.136	25.230.701	-	-
Cash receipt	-	100.000	26.124.715	9.395.551	33.572.716	31.872.223	-	-
Projects Reaforce Building	-	-	23.369.611	5.033.323	27.804.553	26.996.196	-	-
Projects Reaforce Construction	-	-	427.416	908.334	464.062	187	-	-
Projects Reaforce Land	-	100.000	-	2.813.673	553.790	-	-	-

- Entity only; subsidiaries (underlying entities) are not included in the figures.

At Entity level, you can also select the view.

Choices are:

- Traditional view; shows the financial statements without aggregated values (values are shown per entity per project)
- Controller view; shows the financial statements with aggregated values at underlying cash flow levels of all projects, objects and Excel imports.

## 9.8.2 PROFIT & LOSS

At the screen Financial Statements – Profit & Loss (see picture below) the calculated amounts from the Financial Plan for the Entity are plotted over time and shown according to the accrued structure.

The grid has the same functionality as the Cash Flow view .

REASULT Financial Planning & Analysis

Test FP Q3-2022 > Financial statements > Profit & loss

Financial plan: Test FP Q3-2022

Region East Company 2

Region East Company 2	Start position	2021	2022	2023	2024	2025	2026	2027
Net sales	-	1.365.840	3.382.724	22.412.242	31.995.666	1.704.582	-	-
Projects Reaforce Building	-	-	1.596.950	21.235.029	31.257.237	1.704.374	-	-
Projects Reaforce Construction	-	-	393.176	814.954	391.663	207	-	-
Projects Reaforce Land	-	1.365.840	1.392.598	362.259	346.766	0	-	-
Costs of sales	-	-1.135.909	-2.832.826	-18.163.873	-27.198.795	-1.476.154	-	-
Projects Reaforce Building	-	-	-1.253.568	-17.213.279	-26.594.052	-1.475.961	-	-
Projects Reaforce Construction	-	-	-324.370	-651.555	-320.382	-193	-	-
Projects Reaforce Land	-	-1.135.909	-1.254.889	-299.039	-284.361	0	-	-
Gross Profit	-	229.931	549.898	4.248.369	4.796.871	228.428	-	-
Gross Profit	-	229.931	549.898	4.248.369	4.796.871	228.428	-	-
Operating expenses	-	-	-	-	-	-	-	-
Earnings Before Interest And Tax	-	229.931	549.898	4.248.369	4.796.871	228.428	-	-
Interest	-	-	-	-	-	-	-	-
Earnings Before Tax	-	229.931	549.898	4.248.369	4.796.871	228.428	-	-
Corporate income tax	-	-24.490	-69.990	-439.837	-494.687	-24.264	-	-
Result from subsidiaries	-	-	-	-	-	-	-	-
Net Earnings	-	205.441	479.908	3.808.532	4.302.184	204.163	-	-

EXAMPLE - SCREEN: FINANCIAL PLAN – PROFIT & LOSS

## 9.8.3 BALANCE SHEET

At the screen Financial Statements – Balance Sheet (see picture below) the selected Entity's assets and liabilities are presented.

The grid has the same functionality as the Cash Flow view.



Region East Company 2	Start position	2021	2022	2023	2024	2025	2026	2027
Assets	-	-1.060.399	-3.084.726	-1.424.873	6.393.404	9.000.229	9.000.229	9.000.229
Non current assets	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-
Work in progress	-	-	-	-	-	-	-	-
Other current assets	-	-	-	45.495	-	-	-	-
Cash and cash equivalents	-	-1.060.399	-3.084.726	-1.470.368	6.393.404	9.000.229	9.000.229	9.000.229
Liabilities and Stockholders' equity	-	-1.060.399	-3.084.726	-1.424.873	6.393.404	9.000.229	9.000.229	9.000.229
Stockholders' equity	-	205.441	1.109.801	7.656.392	14.537.592	9.000.229	9.000.229	9.000.229
Long-term debt	-	-	-	10.052.354	14.052.515	-	-	-
Short-term debt	-	-1.265.840	-4.194.528	-19.133.620	-22.196.703	0	0	0

Example - Screen: Financial Plan – Profit & loss

## 9.9 Notes

It is possible to store Notes connected to the Financial Plan, per Entity. First select the appropriate Financial Plan and Entity and then navigate to Notes screen (see picture below).

EXAMPLE - SCREEN: FINANCIAL PLAN – NOTES

Notes can be stored with relevant formatting, similar to working with a text processing application. It is also possible to copy and paste text from other applications. At this time, it is not yet possible to paste pictures or the formatting of tables.

After entering the Notes, click the Save button to store the entered text.

## 10. Review and approval of Financial Plans

After composing the Financial Plan for a given Entity, the plan can be submitted for approval by the Financial Controller. An appointed reviewer (defined by User Roles by Entity) analyzes the plan and thereafter approves or rejects it. This creates a workflow in which all Financial Plans in the Enterprise are submitted and approved, step by step from bottom to top. The final step in this process is to conclude the Financial Plan at Enterprise level. This chapter describes this entire workflow.

### Step 1. Submitting a Financial Plan for approval

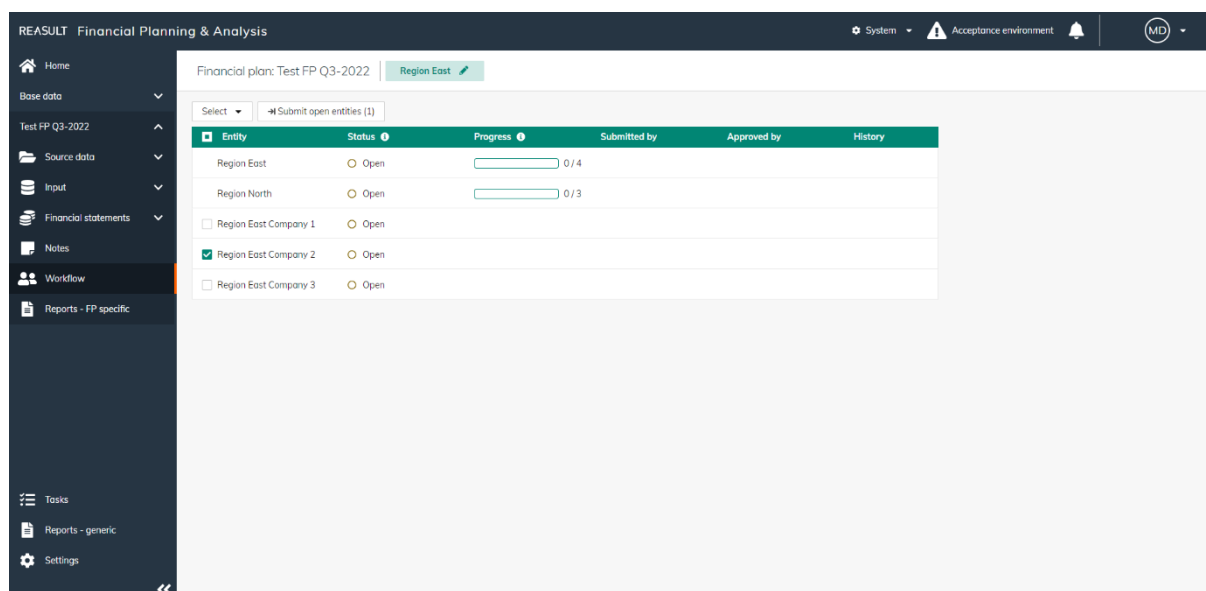
Submitting Financial Plans per Entity starts at the lowest level Entities within the Enterprise.

To do this, the Financial Controller goes in the navigation panel to the appropriate Financial Plan and selects Workflow (see picture below).

The status of each entity is shown on the Workflow screen. Lowest level Entities in the enterprise with Open status can now be submitted, by ticking the checkbox for these entity(ies), followed by the Submit open entities button.

#### WARNING:

It is not possible to submit parent entity Financial Plans until the subsidiary plans have been approved.



EXAMPLE - SCREEN: FINANCIAL PLAN – WORKFLOW – SUBMIT

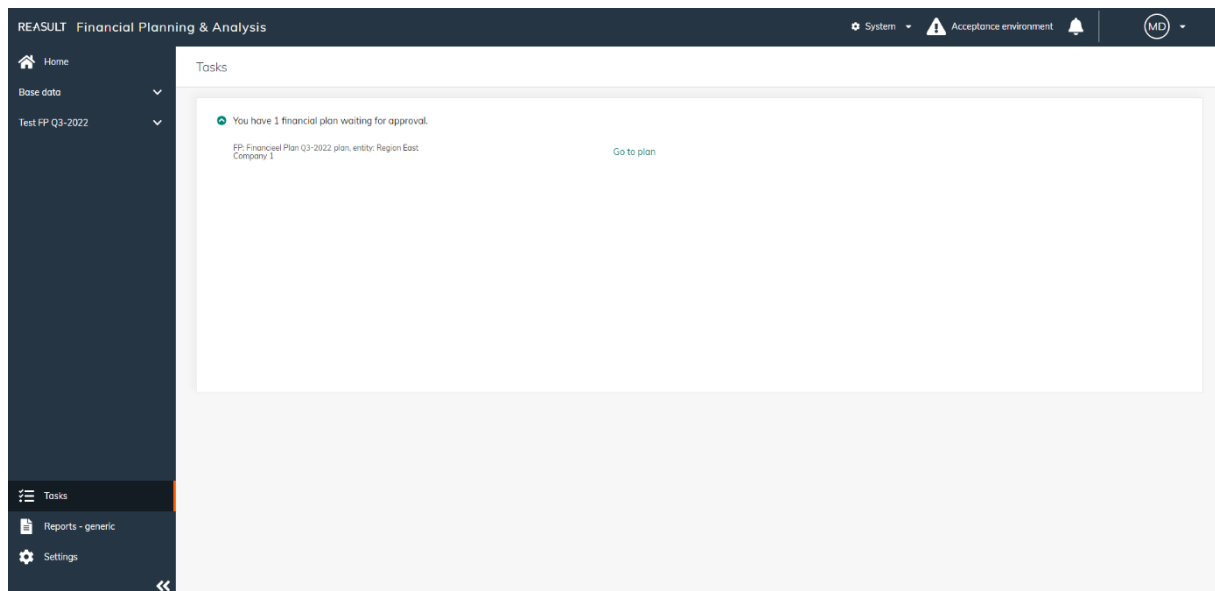
An optional note can be added when submitting (see picture below). This note pertains to all the Financial Plans that are submitted in this action. In case a separate note is needed for each individual Financial Plan, every plan needs to be submitted separately.

After confirming the submission, the Financial Plan for this Entity can no longer be modified.

EXAMPLE - POP-UP: FINANCIAL PLAN – WORKFLOW – SUBMIT

After the submission of Financial Plans, these plans need to be approved by a Reviewer. Multiple users may be assigned the Reviewer role for a single Entity. In that case, only one of these Reviewers will have to review and approve the Financial Plan.

The Reviewer can see the number of his pending (approval) tasks when he selects the homepage or Tasks in the navigation panel (see picture below). At the same Workflow screen where Financial Plans are submitted, plans can also be approved.



EXAMPLE - SCREEN: TASKS

## Step 2. Approving the Financial Plan

The Reviewer can approve or reject Financial Plans that have the status Submitted. To do this, he selects Workflow in the navigation panel and ticking the checkbox for the entity(ies), followed by the button Review submitted entities, followed by the action Approve or Reject.

The Reviewer is able to add a comment to his review action. Similarly to storing Notes when submitting, only one Note is stored when multiple Financial Plans are approved or rejected in one go. To store individual Notes per Financial Plan, the plans need to be reviewed separately.

The comments added by submission or to the approval step can be viewed by clicking in the column History on the Details.

In case the Reviewer has rejected the Financial Plan of a given Entity, the Financial Controller can again rework the plan. The process of submitting and reviewing starts all over, while comments and status transitions are being tracked.

After approval of all Subsidiary Financial Plans, the Financial Plan of the Parent Entity can be submitted for approval. The Financial Controller of the Parent Entity can submit the plan similar to the process described above in Step 1.

## 11. Close and archive financial plan






When all Financial Plans within the Enterprise have been approved (see chapter 10), the Financial Plan can be closed and archived on Enterprise level.

This chapter describes how to close and archive a financial plan.

### 11.1 Close a financial plan

When all Financial Plans within the Enterprise have been approved, the Financial Plan can be closed by the Global Administrator.

This is done by going in the navigation panel to the homepage and selecting the relevant financial plan and clicking on the three dots and choose Close Plan (see picture below). The Financial Plan then gets the status Closed.

Test FP Q3-2022	23/12/22, 11:03	01-2022	12-2026	Open	
					<div> Edit plan</div> <div> Duplicate plan</div> <div> Delete plan</div> <div> Close plan</div>

EXAMPLE - SCREEN: HOMEPAGE – CLOSE THE PLAN

### 11.2 Reopen a closed financial plan

If needed, a closed Financial Plan can be reopened by the Global Administrator.

This is done by going in the navigation panel to the homepage and selecting the relevant financial plan and clicking on the three dots and choose Reopen Plan (see picture below). The Financial Plan then gets the status Open.

Test FP Q3-2022	23/12/22, 11:03	01-2022	12-2026	Closed	
					<div> Delete plan</div> <div> Reopen plan</div> <div> Archive plan</div>

EXAMPLE - SCREEN: HOMEPAGE – REOPEN THE PLAN

### 11.3 Archive a closed financial plan

A closed Financial Plan can be archived by the Global Administrator.

The financial plan will still be listed on the home page and will be retained in the database, but the contents of the plan will no longer be accessible (on screens and in reports).

This is done by going in the navigation panel to the homepage and selecting the relevant financial plan and clicking on the three dots and choose Archive Plan (see picture below). The Financial Plan then gets the status Archived.

Test FP Q3-2022	23/12/22, 11:03	01-2022	12-2026	Closed	
					<div> Delete plan</div> <div> Reopen plan</div> <div> Archive plan</div>

EXAMPLE - SCREEN: HOMEPAGE – ARCHIVE THE PLAN

#### WARNING:

If necessary, an archived plan can be restored by the Global Administrator. The plan then receives the status Closed, which means that the contents of the plan can be viewed again.

The plan can then no longer be reopened, which means that changes to the financial plan are no longer possible.

## 12. Tasks

Dependent on the role(s) of the user, different tasks may be of relevance. The FP&A application visualizes these tasks on the homepage in the Tasks tile (see picture below).

The screenshot shows the REASULT Financial Planning & Analysis homepage. The left sidebar contains navigation links: Home, Base data, Test FP Q3-2022, Tasks, Reports - generic, and Settings. The main content area displays a 'Financial plans' table with columns: Name, Last modified, Start month, End month, and Status. The table lists several plans, all with a status of 'Open'. Below the table, there are three tiles: 'Base data', 'Tasks', and 'Reports'. The 'Tasks' tile is highlighted with a red box and contains the text: 'You have one pending approval request. You have 23 not submitted financial plans.'

Name	Last modified	Start month	End month	Status
Budget 2023	Not available	01-2023	12-2023	Open
AA 02 2022-Q3 Submit until NOV-05	Not available	10-2022	12-2025	Open
AA 02 2022-Q3 - (I) Submit until NOV-05	Not available	10-2022	12-2025	Open
Financieel Plan Demo Voorbeeld	Not available	10-2022	12-2027	Open
Financieel Plan Q1 2022 Demo	Not available	10-2022	12-2027	Open
Test FP Q2-2022	Not available	01-2022	12-2026	Open
Test FP Q3-2022	07/11/22, 22:32	01-2021	12-2026	Open

EXAMPLE - SCREEN: HOMEPAGE WITH TASKS

By clicking on the homepage on the Tasks, the user navigates to the Tasks screen where all relevant tasks are listed (see picture below). All tasks can be viewed and reached with a single click. In this way, clicking on an approval task the user navigates to the correct Financial Plan, to the correct Entity, ready to review the plan.

The screenshot shows the REASULT Financial Planning & Analysis Tasks screen. The left sidebar contains navigation links: Home, Base data, Test FP Q3-2022, Tasks, Reports - generic, and Settings. The main content area displays a list of tasks. The first task is 'You have 1 financial plan waiting for approval.' with a 'Go to plan' link. The second task is 'You have 23 financial plans that are not submitted for approval yet.' with a 'Go to plan' link. Below these are several other tasks, each with a 'Go to plan' link.

- You have 1 financial plan waiting for approval.  
FP: Test FP Q3-2022 plan, entity: Region East Company 1  
Go to plan
- You have 23 financial plans that are not submitted for approval yet.  
FP: Financial Plan Q1 2022 plan, entity: Region East Company 1  
Go to plan
- FP: Financial Plan Q1 2022 plan, entity: Region East Company 2  
Go to plan
- FP: Financial Plan Q1 2022 plan, entity: Region North Company 2  
Go to plan
- FP: Financial Plan Demo plan, entity: Region East Company 1  
Go to plan
- FP: Financial Plan Demo plan, entity: Region East Company 2  
Go to plan
- FP: Financial Plan Demo plan, entity: Region North Company 2  
Go to plan
- FP: Budget 2023 plan, entity: Region East Company 1  
Go to plan
- FP: Budget 2023 plan, entity: Region East Company 2  
Go to plan

EXAMPLE - SCREEN: TASKS

## 13. Reporting

FP&A has reporting on two levels:

- Overall, general reports (see picture below). This output relates to the whole application (for example user roles) or to multiple Financial Plans.  
To do this, go to Reports – Generic in the navigation panel.

Name	Type	Area	View	Comparison	
Ending balance delta Differences in ending balance between two financial plans	Report	Cash flow	-	No	Open >
User and roles Overview of users and roles for all entities	Report	Settings	-	No	Open >
Biggest projects Overview of biggest projects based on various filters	Excel pivot	Cash flow	-	No	Download
Consolidated cash flow Cash flow per period and cumulative (consolidated)	Excel pivot	Cash flow	Consolidated	No	Download
Cash flow per entity Cash flow per period and cumulative (entity)	Excel pivot	Cash flow	Entity only	No	Download
Fp comparison: cash flow per entity Comparison of the cash flows of two financial plans (entity only)	Excel pivot	Cash flow	Entity only	Yes	Download
FP comparison: Consolidated Cash Flow Comparison of cash flows between two financial plans (consolidated)	Excel pivot	Cash flow	Consolidated	Yes	Download
Ending balance and net debt position, consolidated Overview of the ending balance and net debt position, taking into account the posit...	Excel pivot	Cash flow	Consolidated	No	Download
FP comparison: ending balance and net debt position, consolidated Comparison of the ending balance and net debt position of two financial plans, taki...	Excel pivot	Cash flow	Consolidated	Yes	Download
Ending balance and net debt position, entity only Overview of the ending balance and net debt position, not taking into account the p...	Excel pivot	Cash flow	Entity only	No	Download

EXAMPLE - SCREEN: REPORTING – GENERAL

- Reporting related to a single Financial Plan (see picture below).  
To do this, go to Reports – FP specific in the navigation panel in the relevant financial plan.

Name	Type	Area	View	Comparison	
Consolidated cash flow Cash flow per period and cumulative (consolidated)	Excel	Cash flow	Consolidated	No	Download
Profit & Loss Reafforce projects Detailed view of the Profit & Loss overview per Reafforce project	Report	Profit & loss	Entity only	No	Open >
VAT report Calculation of VAT amounts	Report	VAT	Entity only	No	Open >
Share capital Comparison of entered values on parent entities and subsidiary entities	Report	Cash flow	Entity only	No	Open >
Notes Financial controller notes for all the entities within the financial plan	Report	Share capital	Entity only	No	Open >
Workflow status Workflow status per entity	Report	Workflow	Entity only	No	Open >
Financial ratio analysis Financial ratio analysis	Report	Cash flow	Entity only	No	Open >
Vertical analysis Vertical analysis	Report	Profit & loss	Consolidated	No	Open >
Horizontal analysis Horizontal analysis	Report	Profit & loss	Consolidated	No	Open >
Infor export P&L financial plan Export of profit & loss w.r.t. Infor	Excel	Profit & loss	Consolidated	No	Download

EXAMPLE - SCREEN: REPORTING – FINANCIAL PLAN

Different reporting outputs are distinguished:

1. Application reports: predefined reports with fixed filtering possibilities. These reports are shown within the FP&A application and can be exported to amongst others to PDF and Excel.
2. Excel workbook: data in an Excel worksheet. The user can shape these worksheets into meaningful reports or pivot tables.
3. Excel pivot tables: data in an Excel pivot table in which the user is free to determine the rows, columns and filters. The pivots generated by the application have a default layout that can be altered and stored for future use. In most pivots there is a need to select a single Financial Plan to avoid double counting.
4. Dashboards: management dashboards in PowerBI with predefined drill-down possibilities. This reporting possibility is not available in FP&A 4.2 yet but will be part of future releases.

The reports available in FP&A will be briefly explained below.

### 13.1 Reports - Generic

Ending Balance delta	
General report	Report type: Application report
Differences in Ending Balance between two Financial Plans	

Users and Roles	
General report	Report type: Application report
This report shows an overview of all Users and related User Roles per Entity, for the selected Entities. Filtering is possible on both Users and User Roles.	

Biggest Projects	
General report	Report type: Excel pivot
The report lists the top projects based on various criteria.	

Consolidated Cash Flow	
General report	Report type: Excel pivot
This report shows the structure of the Cash Flows both per period and cumulatively (consolidated).	

Cash Flows per Entity	
General report	Report type: Excel pivot
This report shows the structure of the Cash Flows both per period and cumulatively (single).	



FP comparison: Cash Flow per Entity	
General report	Report type: Excel pivot
This report shows the Cash Flow amounts per Entity (per period or cumulative) and allows for comparing these figures for different Financial Plans.	

FP comparison: Consolidated Cash Flow	
General report	Report type: Excel pivot
This report shows the Cash Flow amounts per Entity (consolidated) and allows for comparing these figures for different Financial Plans.	

Ending Balance and Net Debt Position, consolidated	
General report	Report type: Excel pivot
This report provides an overview of the Ending Balance liquidity and Net Debt Position for all Entities.	

FP comparison: Ending Balance and Net Debt Position, consolidated	
General report	Report type: Excel pivot
This report provides an overview of the Ending Balance liquidity and Net Debt Position for all Entities, and allows for comparing these figures for different Financial Plans. The report takes into account the positions of the underlying Entities.	

Ending Balance and Net Debt Position, Entity only	
General report	Report type: Excel pivot
This report provides an overview of the Ending Balance liquidity and Net Debt Position for all Entities, not taking into account the positions of the underlying Entities.	

FP comparison: Ending Balance and Net Debt Position, Entity only	
General report	Report type: Excel pivot
This report provides an overview of the Ending Balance liquidity and Net Debt Position for all Entities, and allows for comparing these figures for different Financial Plans. This report does not take into account the positions of the underlying Entities.	

Profit & Loss per Entity	
General report	Report type: Excel pivot
Profit & Loss per period and cumulative (entity)	

Consolidated Profit & Loss	
General report	Report type: Excel pivot
Profit & Loss per period and cumulative (consolidated)	

FP Comparison: Profit & Loss per Entity	
General report	Report type: Excel pivot
Comparison of Profit & Loss of two Financial Plans per Entity	

FP Comparison: Consolidated Profit & Loss	
General report	Report type: Excel pivot
Comparison of Profit & Loss of two Financial Plans consolidated	

Balance sheet per Entity	
General report	Report type: Excel pivot
Balance sheet per period and cumulative (entity)	

Consolidated balance sheet	
General report	Report type: Excel pivot
Balance sheet per period and cumulative (consolidated)	

FP Comparison: Balance sheet per Entity	
General report	Report type: Excel pivot

Comparison of Balance sheet of two Financial Plans per Entity
---

FP Comparison: Consolidated Balance sheet	
General report	Report type: Excel pivot
Comparison of Balance sheet of two Financial Plans consolidated	

### 13.2 Reports – Financial Plan Specific

Consolidated cash flow	
Financial Plan report	Report type: Excel pivot
This report shows the structure of the Cash Flows both per period and cumulatively (consolidated).	

Profit and Loss Reaforce projects	
Financial Plan report	Report type: Application report
This report provides an overview of Net Sales amounts and Costs of Sales amounts per year, quarter or month per Reaforce project and how these amounts are built up from the various cost lines.	

VAT report	
Financial Plan report	Report type: Application report
This report provides an overview of the VAT amounts per year, quarter or month and how these amounts are built up from the various cost lines.	

Share Capital	
Financial Plan report	Report type: Application report
This report provides an overview of entered amounts on Share Capital or Dividend. The report compares amounts for Subsidiary and Parent Entities and indicates when expected amounts do not match (missing or incorrect amounts).	

Notes	
Financial Plan report	Report type: Application report
This report provides an overview of the Notes entered on all selected Entities.	

Workflow status rapport	
Financial Plan report	Report type: Application report
This reports shows the workflow status for all Financial Plans of Entities within the Enterprise.	

Financial ratio-analysis	
Financial Plan report	Report type: Excel pivot
This reports shows the KPIs related to the Cash Flow, Profit & Loss account and the Balance Sheet for the Financial Plan. An explanation of the KPIs can be found in section 13.3	

Vertical analysis	
Financial Plan report	Report type: Excel pivot
This report shows the relative mutual relationships between the Balance Sheet and the Profit & Loss items.	

Horizontal analysis	
Financial Plan report	Report type: Excel pivot
This report shows the relative interrelations of the years for the Balance Sheet and the Profit & Loss items.	

### 13.3 Explanation of KPI's

Below is an explanation of the KPIs shown in the Financial Ratio Analysis report.

1. **Liquidity** indicates to what extent a company can meet its current payment obligations.
  - a. **Current ratio** provides insight into whether the (short-term) debts can be paid from the current assets. The calculation is as follows:
 
$$\text{Current ratio} = \text{Current assets} / \text{Short-term liabilities}$$

$$\text{Current assets} = \text{Inventories} + \text{Work in progress} + \text{Other current assets} + \text{Cash and cash equivalents.}$$

$$\text{Short-term liabilities} = \text{Short-term debt} + \text{Dividends payable}$$
  - b. **Quick ratio.** The quick ratio also indicates the extent to which a company is able to pay (short-term) debts from its current assets. Only in the case of the quick ratio, the inventories do not count, because you cannot immediately (entirely) convert them into money. The calculation is as follows:

Quick ratio = (Current assets - Inventories) / Short-term liabilities

Current assets = Inventories + Work in progress + Other current assets + Cash and cash equivalents.

Short-term liabilities = Short-term debt + Dividends payable

- c. **Cash ratio** provides insight into whether the (short-term) debts can be paid from the cash and cash equivalents. The calculation is as follows:

Cash ratio = Cash and cash equivalents / Short-term liabilities

Short-term liabilities = Short-term debt + Dividends payable

- d. **Net working capital to assets** = Net working capital is the capital you work with on a daily basis. It is the difference between the current assets and the Short-term liabilities on the balance sheet of a company. This amount is divided by the total assets. The calculation is as follows:

Net working capital = (Current assets -/- Short-term liabilities)/Assets

Current assets = Inventories + Work in progress + Other current assets + Cash and cash equivalents.

Short-term liabilities = Short-term debt + Dividends payable

- e. **Operating cash flow ratio** = The operating cash flow ratio indicates how many times the short-term debt can be paid off with the cash flow from operating activities. The calculation is as follows:

Operating cash flow ratio = Cash flow from operating activities / Short-term liabilities

Short-term liabilities = Short-term debt + Dividends payable

2. **Solvency** of a company provides insight into the extent to which a company can meet its payment obligations in the long(er) term. This ratio also shows the extent to which a company is dependent on creditors. Solvency is actually the ratio between your equity and the capital you need.

- a. **Total debt ratio** = This ratio represents the ratio between Total Debt and Total Assets. The calculation is as follows:

Total debt ratio = (Assets -/- Equity)/Assets

- b. **Debt-equity ratio** = This ratio shows the ratio between Total Debt and Equity. You calculate this ratio as follows:

Debt equity ratio = Total Debt / Equity

Total Debt = Dividends payable + Long-term Debt + Short-term debt

- c. **Equity multiplier** = This ratio represents the ratio between Total Assets and Equity. The calculation is as follows:

$$\text{Equity multiplier} = \text{Assets} / \text{Equity}$$

- d. **Long-term debt ratio** = This ratio indicates the ratio between Long-term debt and Total assets. You calculate this ratio as follows:

$$\text{Long-term debt ratio} = \text{Long-term debt} / (\text{Long-term debt} + \text{Equity})$$

- e. **Interest coverage ratio** = This ratio shows the ratio between EBIT and Financing Interest. The calculation is as follows:

$$\text{Interest coverage ratio} = \text{EBIT} / \text{Interest}$$

$$\text{EBIT} = \text{Earnings before interest and taxes}$$

**3. Turnover** = The Turnover shows the total amount of the sales.

- a. **Asset turnover** = This ratio shows the ratio between the Net sales and the Assets. The calculation is as follows:

$$\text{Asset turnover} = \text{Net sales} / \text{Assets}$$

**4. Profitability ratios** = The profitability ratios show whether a company is financially healthy or not.

- a. **Gross (Profit) Margin%** = Here the Gross Profit (added value) is compared to the turnover. The calculation is as follows:

$$\text{Gross Profit Margin} = (\text{Added value} / \text{Net sales}) \times 100\%$$

$$\text{Added value} = \text{Net sales} - \text{Cost of sales}$$

- b. **Operating Margin %** = Here the EBIT is compared to the Net sales. The calculation is as follows:

$$\text{Operating Margin} = (\text{EBIT} / \text{Net sales}) \times 100\%$$

- c. **Profit margin %** = Provides insight into how well a company can convert net sales into profit. The net profit (Result after tax) is set off against the Net sales. The calculation is as follows:

$$\text{Net Earnings margin} = (\text{Net Earnings} / \text{Net sales}) \times 100\%$$

$$\text{Net Earnings} = \text{Net sales} - \text{Cost of sales} - \text{Operating expenses} - \text{Interest} - \text{Corporate Income Tax}.$$

- d. **Return on Assets (ROA)%** =  $(\text{Net Earnings} / \text{Assets}) \times 100\%$

- e. **Return on Equity (ROE) %** =  $(\text{Net Earnings} / \text{Equity}) \times 100\%$