

Balance Sheet

A few points to keep in mind when completing your Balance Sheet:

- **Current Assets** represent cash or other items that will be converted to cash within a year. These include cash on hand, accounts receivable and the value of current inventory.
- **Fixed Assets** include the purchase costs of land and buildings (including fixtures), as well as equipment such as manufacturing machinery and vehicles. Subtract the depreciation on these assets since their purchase date to arrive at **Net Fixed Assets**.
- **Intangible Assets** include goodwill – which is the excess of the amount paid for a company or its shares (or other assets) over their net asset value – and prepaid expenses.
- **Current Liabilities** include any accounts, debts or taxes that you will have to pay within one year.
- **Long-Term Liabilities** include mortgages and other long-term debt, and should also include any loans made to the business by yourself or others.
- **Shareholders' Equity** describes assets that belong to the owner(s) of the business. This includes money you have invested in the business (excluding loans), the par value of shares issued to investors and **Retained Earnings** (net income kept in the business after payments to owners and investors, from the net income line of your income statement).

Balance Sheet

Year	20__	20__	20__	20__	20__
Current assets					
Cash	2	2	2	2	2
Accounts receivable	2	2	2	2	2
Inventory	2	2	2	2	2
Other	2	2	2	2	2
TOTAL CURRENT ASSETS					
Fixed assets					
Land (at cost)	2	2	2		
Building (at cost)	2	2			
Equipment (at cost)	2	2			
Less: accumulated depreciation	2	2			
TOTAL FIXED ASSETS	0	0	0	0	0
Intangible assets					
Goodwill					
Prepaid expenses					
TOTAL INTANGIBLE ASSETS					
TOTAL ASSETS	0	0	0	0	0
Liabilities					
Current liabilities					
Short-term bank debt	2	2			
Accounts payable					
Income taxes payable					
Long-term debt due within 1 year					
Long-term liabilities					
Long-term debt					
Other liabilities					
TOTAL LIABILITIES	0	0	0	0	0
Shareholders' equity					
Cash equity contribution					
Authorized stock or share capital					
Retained earnings					
TOTAL SHAREHOLDERS' EQUITY	0	0	0	0	0
TOTAL LIABILITIES & SHAREHOLDERS' EQUITY	0	0	0	0	0

Details of assets and liabilities

1) **Accounts receivable**

- a. List your three major clients with annual sales and trade terms established for each. Comment on any unusual arrangements.

Name of client	Annual sales	Payment terms offered
1.		
2.		
3.		

- b. An up-to-date, aged list of all trade accounts receivable is one of your most useful management tools. Any out-of country accounts, contra accounts and disputed accounts should be identified. Here is a formula to enable you to calculate your average receivable collection time.

$$\frac{\text{SALES}}{\text{ACCOUNTS RECEIVABLE}} = \text{ACCOUNTS RECEIVABLE TURNOVER}$$

$$\frac{365}{\text{A/R TURNOVER}} = \text{AVERAGE COLLECTION PERIOD (in days)}$$

- c. Please also provide brief details on the following:

Your normal selling terms:

What must a client do to qualify for credit? When is credit withdrawn?

Security, if any, taken for large accounts:

- d. Do you have bank references for any accounts which represent more than 15% of your total accounts outstanding?

2) **Inventory**

a. Current value of your inventory:

b. How is this value determined?

c. Date of last inventory count:

d. Description of inventories carried, with a breakdown by major product lines/types, or the mix of raw/in process/finished inventories on hand.

e. Detail your insurance coverage for your inventory storage locations.

f. Does your insurance coverage fully protect your investment at all times?

g. Do you carry goods on consignment, or have you consigned goods to any other party? If so, provide details:

3) **Real estate**

a. Do you have a copy of the most recent independent appraisal?

b. If an appraisal is not available:

What value do you place on your real estate?

Why?

Size and location of your lot, dimensions of building(s), ages and types of construction
(attach a lot plan or survey certificate if possible):

Does your insurance coverage fully protect your real estate?

Current zoning of your location:

Details of any restrictions:

4) **Equipment and rolling stock**

a. List the details of major pieces of equipment owned below:

Description	Make	Model name or number	Age	Useful life remaining
1.				
2.				
3.				
4.				
5.				

b. Is equipment technologically current or is more advanced equipment available?

c. How much insurance is carried?

d. List the details of vehicles or rolling stock below:

Description	Make	Model name or number	Age	Useful life remaining
1.				
2.				
3.				
4.				
5.				

5) Liabilities

Accounts payable:

a. How many suppliers do you use?

b. Alternative suppliers if needed:

c. Please attach an up-to-date, aged list of accounts payable with any contra accounts and unremitted statutory deductions identified.

d. List your five major suppliers in the table below, with annual purchases and trade terms provided each. Comment on any unusual arrangements.

Name of supplier	Annual purchases	Payment terms provided
1.		
2.		
3.		
4.		
5.		

Long-term debt

Details of any loans or mortgages against the company's assets

Asset	Amount owing	Lien-holder	Payments	Interest rate	Years remaining

Environmental matters

An extremely important consideration today is the impact of your assets on the environment, Please tell us about the following:

1) Land and buildings

- a. How long have you owned this site?

- b. What was the prior use of this site?

- c. Describe your water source and sewage disposal systems:

2) Neighbourhood

- a. Are there any watercourses, wetlands or other environmentally sensitive areas nearby? If so, provide particulars:

- b. Are homes nearby, or within one kilometre?

- c. Is your site in an industrial area?

3) Materials

- a. Describe any hazardous materials used on the site:

- b. How are these materials stored/handled?

4) Processes and operations

a. Describe any process which involves hazardous materials:

b. How are dangerous materials normally disposed of?

c. What plans are in place to deal with spills or releases of hazardous materials from your site?

5) Regulations and compliance

Attach details of environmental regulations applying to your site, and confirmation that you are in compliance with them. If your business has developed a 'Green Plan' to deal with environmental matters, please enclose a copy.

If you have any more details or comments, list them here:

6) Any other Environment Concerns:
