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| Business Financial Planning Grant - Output ReportThis Report to be completed by client company and consultant on completion of the assignmentThe output of the consultancy assignment will provide detailed information on the company’s historical, current and projected financial position over the next 3 years. This template is not an application form. All headings below should be addressed. |

# Company Details

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| Registered Company Name | Click or tap here to enter text. |
| Company Registration Number | Click or tap here to enter text. |
| Company Business Address | Click or tap here to enter text. |
| Company Web Address | Click or tap here to enter text. |
| Project Number(Business Financial Planning Grant Project number can be found on the letter of offer from EI) | Click or tap here to enter text. |
| Company Telephone Number | Click or tap here to enter text. |
| Principal Business of the Applicant | Click or tap here to enter text. |
| Company Contact / Authorised Person | Click or tap here to enter text. |
| Job Title | Click or tap here to enter text. |
| Email Address | Click or tap here to enter text. |
| Company Advisors – Accountant / Solicitor | Click or tap here to enter text. |
| Company’s Primary Bank | Click or tap here to enter text. |
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| Consultant Name | Click or tap here to enter text. |
| Consultant Firm | Click or tap here to enter text. |

# Financial Information

(The following financial information should be shared as attachments with Enterprise Ireland by the consultant via a single email to FIFR@enterprise-ireland.com – The company name, CESID and Project Number (details can be found in the Letter of Offer) should be included in the subject line of the email)

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| Completed |  | Note |
|[ ]  Company financial plan | Soft copy of the company’s 3-year financial model that underpins the key business drivers and assumptions (and on which the Financial Data Sheet projections are based), to include Profit & Loss, Balance Sheet and Cashflow – monthly for the three-Year Plan. The forecast should build up from each individual product/service line where applicable. |
|[ ]  Completed & Verified Financial Data Sheet (FDS)  | Completed FDS which corresponds with the Audited/Management Accounts and company’s financial projections. Outline the assumptions behind the forecasts. A Completed FDS is required. |
|[ ]  Actual Cash Flow for previous 12 months | Actual Cashflow for the previous 12 months where applicable.Copy of last 6 months bank statements where applicable (to be made available on request). |
|[ ]  Audited Accounts | Copy of the latest signed audited accounts for the last three (3) years (consolidated if part of a Group) or where appropriate, statutory accounts (unabridged) for last three years. (Where small company exemption applies, unaudited accounts produced by the external accountant is sufficient). |
|[ ]  Latest Management Accounts (P&L Balance Sheet & Cash-flow) | Copy of the latest management accounts to include Profit & Loss, Balance Sheet and Cash-flow no more than three (3) months old. |
|[ ]  Projected sales pipeline | Indicate confirmed orders and confirmed status of pre-contract sales and prospects. |
|[ ]  Borrower commitments | Details of existing loan facilities and other financial commitments provided by banks or other financial institutions as well as any proposed financial commitments; securities/charges over assets/existing covenants in place. |
|[ ]  Current Trade Creditors / Debtors listing | A print-off listing and or excel template will suffice for both. |
|[ ]  COVID-19 Impacts  | * Evidence the business has been negatively impacted by the COVID-19 Virus resulting in a decrease in business turnover or profitability by a minimum of 15% or an increase in costs of a minimum 15%.

Impacts on the Business as a result of COVID-19 (See detail below).Proposed COVID-19 Mitigation strategy and financial impact (See detail below). |
|[ ]  Capitalisation Table | The fully diluted share capital table for the company  |
|[ ]  Organisation Chart | A diagram showing the structure of the company and the relationships between the parts (including names of senior management). |
|[ ]  Group Structure(if applicable) | A diagram outlining the companies in the group – showing the shareholding of each and the relationship.Indicate which company owns any IP and provide supporting evidence. |
|[ ]  Integrate the Plan  | Provide company with template for monthly reporting pack to include forecasts and variances at product/service level (if not already available). The purpose of this is to assist the directors manage the business by tracking actual results against expected results. This template should also include a cashflow template. |

Please address each of the following headings fully

# Historic Trading Position

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| Please outline how the company has performed against actual targets over the last 3 financial years?Comment on any issues relating to sales, cost structure, margin, profitability and any unusual aspect to the financials (e.g. outline the nature of any related party transactions). |
| * Click or tap here to enter text.
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# Forecast Trading Position

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| Please comment on the expected trading position to include sales, cost structure, margin and profitability specifically in relation to the business plan that will be implemented; Please detail all assumptions particularly around timing of recovery phrase and re-establishment of business phase after emerging from COVID-19 crisis.Provide details of the latest sales pipeline for the next 12 months, as an attachment to the report.Provide details on any COVID-19 impact on the company’s supply chain. |
| * Click or tap here to enter text.
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# Source and status of new funding

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| Outline where the funding will come from to implement the current business plan e.g. bank loan, additional equity from promoters/existing shareholders or from other sources and the ability to secure the funding. |
| Provider | Facility Type | ProposedFacility (€) | Proposed Equity (€) | Proposed Interest Rate | ProposedTerm | Proposed Security |
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| Detail any revisions negotiated/proposed to existing facilities from banks, VCs, etc.Click or tap here to enter text.What alternative options have been considered if the above is not successful?Click or tap here to enter text.If Enterprise Ireland’s Sustaining Enterprise Fund is included as a source of funding please detail the breakdown of funding across salaries, Capex, other. Click or tap here to enter text.Outline how each source of funding will be utilised as part of the liquidity need identified in the business and financial plan. Click or tap here to enter text. |

# Repayment Capacity

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| Where appropriate, clearly demonstrate the company’s repayment capacity on existing and proposed debt in the 3-year plan, noting assumptions. |
| * Click or tap here to enter text.
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# Business Assets (premises and equipment)

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| Location of business premises including value / debt etc.…If premises are rented, detail the amount and lease details. Key equipment used for the business, detailing its age/expected life, value and how it is funded. |
| * Click or tap here to enter text
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# Directors / Promoters Remuneration

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| Please provide details of all remuneration paid to Directors/Shareholders either directly or indirectly (i.e. through related companies or minority interests).Do the Directors / Promoters / Shareholders receive payments from the company? (e.g. dividends, salaries, pension, bonus payments, rent, royalty payments, patent income, loan repayment etc.). Please give details and quantify as appropriate. |
| * Click or tap here to enter text.
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# The Business

**Turnover and Employee Numbers:**

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| Turnover for latest financial year & first 6 months of current period |
|  | **12 Months ended:** | **6 Months ended:** |
| **Latest Period Ended:**(amend year/period end as appropriate) | **31/12/2019** | **30/06/2020** |
| **Turnover - € ‘000’s** | **Click or tap here to enter text.** | **Click or tap here to enter text.** |

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| Employee Numbers at latest financial year end & as at 30/06/2020 |
|  | **12 Months ended:** | **6 Months ended:** |
| **Latest Period Ended:**(amend year end as appropriate) | **31/12/2019** | **30/06/2020** |
| **Employee Numbers** | **Click or tap here to enter text.** | **Click or tap here to enter text.** |

## Business History:

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| Please give a brief outline of the business history.  |
| * Click or tap here to enter text.
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## Current Business Position:

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| Please give a brief outline of the current business position. Please briefly summarise the current product/service, market / priority export markets, competitors and R&D activity where relevant? You may wish to consider some of the following;* Key customers and location (Ireland/UK/Europe/Rest of World)
* Key competitors?
* Competitive Advantage
* Channels to markets?
* Pricing model to achieve sales revenue.
* Future direction of company
* Industry/quality standards required
* What Innovation / R&D (if any) is the business undertaking?
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| * Click or tap here to enter text.
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## Impacts on the Business as a result of COVID-19

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| Identify and quantify the impacts on the business of COVID-19 to date. e.g. Impact on revenue, costs, staff shortages, supply chain, sourcing, customs & logistics, currency, regulation and standards and competition.Identify and quantify any potential further negative impacts on the business due to COVID-19 over the coming months |
| * Click or tap here to enter text.
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## Proposed COVID-19 Mitigation strategy

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| Describe any actions to date undertaken to mitigate the impact of COVID-19?Detail other Government supports received to date and expected in the future. (e.g. SBCI Loan, Revenue, Department Social Protection)Describe further proposed initiatives to address COVID-19 Impact.Outline the actions to be implemented that will contribute to the achievement of business continuity until emerge from COVID-19 Survival phrase?What significant milestones will mark progress? |
| * Click or tap here to enter text.
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## Sectoral Impact of COVID-19:

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| Identify Impact of COVID-19 on your Sector and any related sectors which impact your businessDo you expect your business to return to its normal trading position after COVID-19 or will there be a continuing impact? |
| * Click or tap here to enter text.
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## Key Strategic Issues impacting the business:

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| Identify and quantify the key strategic issues facing the business? e.g. inability to recruit key staffOutline the business strategy that will contribute to the overall achievement of business transition and viability over the 3-year plan.  |
| * Click or tap here to enter text.
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## Risks:

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| Identify risks and key dependencies and risk mitigation of the overall business plan (e.g. cost cuts if revenue targets fail to materialise) |
| Click or tap here to enter text. |

## Management:

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| What are the key skills and track record of the management team and advisers?What are the financial capabilities/resources and systems in place with the company?Is the current organisation structure and management capability appropriate to for the business?Are there gaps in the current management team, please outline?Is succession planning an issue for your company? |
| * Click or tap here to enter text.
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## Actions:

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| Please outline the key actions to be taken within the next 12 months in order of priority. |
| * Action
 | * Owner
 | * Timeline
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