



**SOLUTION FOR “FRUITS AND VEGETABLE”**

**BALANCE SHEET (000 KM)**

	<b>2000</b>	<b>2001</b>
<b>ASSETS</b>		
Cash	46	52
Receivables	40	46
Inventory	100	145
Prepaid expenses	80	80
Other current assets	74	79
<b>Total current assets</b>	340	402
Gross fixed assets	640	784
Minus: Depreciation	(296)	(338)
<b>Net fixed assets</b>	344	446
<b>TOTAL ASSETS</b>	684	848
<b>LIABILITIES + EQUITY</b>		
Short-term loans	40	96
Payables	140	165
Calculated expenses	58	70
<b>Total current debt</b>	238	331
<b>Long-term debt</b>	70	75
<b>TOTAL DEBT</b>	308	406
Equity	60	60
Retained earnings	316	382
<b>TOTAL EQUITY</b>	376	442
<b>TOTAL LIABILITIES + EQUITY</b>	684	848

**INCOME STATEMENT (000 KM)**

	<b>2000</b>	<b>2001</b>
<b>SALES</b>	<b>4,800</b>	<b>5,236</b>
Cost of goods sold	3,672	4,028
<b>GROSS PROFIT</b>	<b>1,128</b>	<b>1,208</b>
<b>OPERAT. EXPENSES</b>		
<b>Variable expenses</b>		
Salaries	348	381
Vehicle expenses	42	46
Warehouse expenses	40	46
Office materials	14	12
Legal expenses	8	6
Utilities	10	12
Advertising	12	18
Sale and promotion	52	58
Packaging expenses	144	158
Uncollectible receivables.	48	52
Perishable goods	96	105
<b>Fixed expenses</b>		
Lease	36	36
Depreciation	36	42
Insurance	14	16
Tax on salaries	34	50
Pension fund	60	66
Regist. and permits	6	6
Interest	14	16
<b>TOTAL OP. EXPENSES</b>	<b>1,014</b>	<b>1,126</b>
<b>PROFIT BEFORE TAX</b>	<b>114</b>	<b>82</b>
Tax on profit	30	16
<b>NET PROFIT</b>	<b>84</b>	<b>66</b>

## CASH FLOW

1	Net profit before tax	66
2	Depreciation	42
3	+/- changes in account Receivables	-6
4	+/- changes in account Inventory	-45
5	+/- changes in other accounts of Current Assets	-5
6	+/- changes in account Payables	25
7	+/- changes in account Calculated Expenses	12
8	+/- changes in account Calculated and Delayed Profit Tax	
9	+/- changes in account Other Current Liabilities	
10	+/- changes in other accounts Non-Current Liabilities	
11	<b>Operative Cash Flow</b>	<b>89</b>
12	+/- changes in account Marketable Securities	
13	+/- changes in account Long-term Investments	
14	+/- changes in account Gross Fixed Assets	-144
15	Extraordinary profit (loss)	
16	+/- changes in account Intangible and Other Working Capital	
17	<b>Investment Cash flow</b>	<b>-144</b>
18	<b><i>Cash flow before financing (11 + 17)</i></b>	<b>-55</b>
19	+/- changes in account Short-term Bank Debt	56
20	+/- changes in account Long-term bank debt	5
21	+/- changes in account Subordinated debt	
22	+/- changes in account Investment Capital	
23	- Paid dividends	
24	+/- adjustments to Unallocated profit	
25	+/- changes in account Remaining Interest	
26	<b>Financial Cash Flow</b>	<b>61</b>
27	<b>TOTAL CASH FLOW (row 11+ row 17 + row 26)</b>	<b>6</b>
28	Initial cash	46
29	Plus Operative cash flow (row 11)	89
30	Investment cash flow (row 17)	-144
31	Financial cash flow (row 26)	61
32	Final cash balance	52