

Work Plan of the New Financial Controller

财务总监工作计划纲要

1. Orientation and learning 适应与学习
 - 1.1 Local legal and economic environment 公司所在国家或地区的法律与经济环境
Especially foreign exchange policy, taxation policy, accounting policy and etc. 重点在外汇政策、税收政策和会计政策。
 - 1.2 Industry and business the company engages in. 公司所在的行业和从事的业务。
 - 1.3 Culture of the company 公司文化
Values and belief, operating philosophy, and a general view of decision making process. 价值观与信条, 经营理念和决策流程总览。
 - 1.4 Organization and management structure of the company. 公司组织架构和管理构架。
 - 1.5 General expectations of the company's principal stakeholders on the financial and accounting functionality. 公司主要利益相关方对财务会计工作的预期。
 - 1.6 Financial and accounting systems, team and team members' job descriptions. 财务会计系统、团队和团队成员工作职责。
 - 1.7 Company's IT infrastructure. 公司的 IT 系统资源。
2. Taking into consideration the possible gap between as-is status and to-be expectation on financial and accounting functionality, very likely the following items would be on the to-do list: 考虑财务会计工作的现状和未来发展要求, 下列项目列入未来工作清单:
 - 2.1 Calibrating managerial and financial accounting system 调校管理会计和财务会计系统
Establishing or improving corporate accounting directive and maintaining it; 建立或完善公司财务会计实务指南并贯彻执行;
Configuring the accounting resource and practice to fit with possible requirements of the capital market in the future; 配置会计资源和会计作业, 满足未来资本市场需要;
Synergizing financial department team and processes with the company's operations to create value; 通过增强财务会计团队、流程与公司营运活动的协同来创造价值。
Developing people to fulfill duties and execute processes in a qualitative and timely way; 培育发展团队人员能力, 有效履行工作职责, 准时、高效地执行工作流程;
Organizing accounts-closing periodically, preparing and presenting financial report and managerial report on deadlines. 依照会计核算分期及时进行结账处理, 按时编制和呈报财务会计和管理会计报表。
 - 2.2 Internal control and internal audit 内部控制和内部审计
Advocating internal control at corporate governance level and management level; 在公司治理和管理层面倡导和宣传内部控制;
Adopting COSO framework to direct internal control program; 采用 COSO 框架指导内部控制项目;

Using EPC (Event-Driven Process Chain) methodology to establish detailed internal control procedures; 使用 EPC (事件驱动流程链) 方法论来建立内部控制程序;
Integrating internal control into business management control activities; 内部控制与业务管理控制进行整合;

Sustaining internal control to 保持内部控制的有效性达到如下目的

Safeguard company's assets; 保护公司资产;

Increase the reliability of accounting records; 增加会记录可靠性;

Foster and enhance the compliance with company's policies; 培育和加强公司各项工作的合规性;

Promote operational efficiency. 提升运行效率。

Conducting internal audit to shore up internal control. 进行内部审计强化内部控制功能。

2.3 Planning and budgeting 计划与预算

Assisting the company to formulate multiple-tier plans and budgets. From head to end, they probably are strategic plan, annual plan, sales and operation plan, monthly plan and etc., as well as respective and corresponding budgets; 协助公司制定多层计划和预算。从上至下, 包括战略规划、年度经营计划、销售与运作计划、月度计划等, 以及与计划相对应的各层次预算。

Usually annual budget includes sales, operating budget, capex budget and financial budget(cash budget, budgeted balance sheet and cash flow budget). 通常年度预算包括销售预测, 经营预算、资本性支出预算和财务预算(现金预算、预计资产负债表和现金流量预算)。

By analyzing the variances between the planned (or budgeted) and actual, coming up with corrective actions to management. 通过分析计划与实际执行情况的差异, 提出纠正方案建议。

2.4 Treasury 货币资金管理

Knowing well the business operating cycle and business fund cycle; 充分了解公司的业务循环周期和资金循环周期;

Continuously improving the reliability and availability of business forecasting; 持续改进业务预测的可靠性和可利用程度;

Bewaring of liquidity risk, currency risk and interest risk; 关注流动性风险、货币兑换风险和利率风险;

Securing cost-efficient credit facility as well as financial flexibility; 获取低成本借贷资金并保持财务灵活性;

Sweating the idle money; 充分利用闲置资金创造价值;

Pooling cash for economic scale effect; 建立资金池产生经济规模效应;

Using low risk fund to support high risk project (i.e. equity fund for new or long-term investment) and vice versa; 使用低风险资金支撑高风险业务(例如, 使用股权融资满足新建项目和长期项目的资金需求), 防止风险误配;

Reconciling bank statements and physically checking cash periodically. 编制银行调节表并对现金进行周期性盘点。

2.5 Capital gearing 资本结构

Analyzing cost of capital; 分析资金成本;

Optimizing capital gearing to maximize shareholder's value. 优化资本结构, 利用财务杠杆促进股东利益最大化。

2.6 Assets management 资产管理

Recording all operating assets the company is accountable for, including freehold, leasehold; other assets held by loan/rent /consignment and etc. 对所有经营性资产进行记录, 包括自有和租用不动产; 其他借入、租用和受托资产。

Checking those assets periodically, qualitatively and quantitatively. 对上述资产的质量和数量进行周期性检查。

2.7 Credit management 客户信用管理

Rating customers; 客户评级;

Granting credit to a customer based on its capital, credibility, capability and cooperativeness; 根据客户的资金、信誉、能力和合作深度确定信用额度;

Periodically accounts reviewing, reminding and collecting. 周期性评估、提醒和催收。

2.8 Cost accounting 成本核算

Clearly defining cost objects; 确定明确的成本对象;

Demarcating work centers as well as cost centers; 划分工作中心和成本中心;

Introducing activity-based costing; 引入作业成本核算方法;

Minimizing public or sharing cost/expense pool; 使公共或分摊成本、费用池最小化;

Turning fixed cost into variable cost based on facts and as much as possible; 基于事实最大限度将固定成本变动化;

Presenting costing results for business decision-making. 呈报成本核算结果用于经营决策。

2.9 Financial analysis 财务分析

Profitability analysis; 盈利能力分析;

Debt paying ability analysis; 偿债能力分析;

Operation efficiency analysis; 营运效率分析;

Development ability analysis. 发展能力分析。

2.10 Financial performance appraisal 财务绩效评价

Demarcating responsibility centers; 划分责任中心;

Analyzing financial performance in a multiple-tier manner, i.e. corporate, business division, subsidiary, project, service, and drilling down when necessary; 多层次分析财务绩效, 例如, 公司级、事业部级、子分公司级、项目级和服务级, 以及视需要进行进一步细分;

Once process management becomes mature, financial performance of a core business process also can be analyzed. 在公司的流程管理成熟时, 可以对某一核心流程的财务绩效进行分析和评价。

2.11 Investor relationship 投资者关系

Communicating financials periodically with investors pursuant to the company's policy. 依照公司政策，同投资者进行财务方的沟通和交流。

2.12 Due diligence and investment analysis 尽职调查和投资分析

When an acquisition is to occur, conducting due diligence especially in financial aspect on the target; 在进行企业或业务收购时，对目标企业和收购对象进行财务方面的尽职调查。

Running investment analysis and valuation for decision-making. 进行投资分析和价值评估。

2.13 Tax strategy 税收战略

Securing tax preferential treatments; 争取税收优惠;

Properly accelerating deductions; 适时加快减项计入;

Taking all available tax credits; 尽可能获得税务抵减项目;

Avoiding nondeductible expenses; 避免非扣减项目发生;

Increasing tax deferrals; 增加纳税递延;

Seeking non-taxable income; 寻找免税收入;

Using transfer pricing and intercompany transactions to lower tax burden. 通过转移定价和关联交易降低税收负担。

2.14 Related affairs in subsidiaries 子公司相关事项

Upon the maturity of subsidiaries, deploying and maintaining universe policies step by step; 按照子公司的成熟程度，在子公司分步部署公司统一政策;

With conditions allowing, integrating part or whole administrative functionality among parent company and other operations; 在条件许可的情况下，将母公司和其他运营单位部分或全部管理性职能进行整合;

Processing accounting transactions on unique IT mainframe, also ERP if technically workable. 在统一的 IT 中央平台上处理会计业务，如果技术上可行 ERP 亦同。

3. Internal counsel service where applicable 如能力提供如下内部咨询服务

3.1 Process management 流程管理

3.2 Risk management 风险管理

3.3 Project management 项目管理

3.4 Strategic management 战略管理

3.5 Balanced Scorecard 平衡记分卡

3.6 Kaizen (Continuous Improvement) 持续改进

3.7 Application of TOC 约束理论应用

3.8 ERP and IT system audit ERP 和 IT 系统审计