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COURSE BROCHURE

# Advanced Budgeting and IFRS Training Course

19 – 30 July 2027
Vienna

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Registered in the United Kingdom and Saudi Arabia

# Advanced Budgeting and IFRS Training Course

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Advanced Budgeting and IFRS is a 2-week training course for budget managers, financial controllers and reporting accountants who prepare annual plans and the statements that later report against them, and who leave with an IFRS-reconciled budget that bridges planned figures to reported results line by line. When budgets ignore revenue, lease and impairment rules, boards see gaps that no variance commentary can explain. Advanced Budgeting and IFRS is delivered by Jupiter Prime Training.

## Why Budgeting and IFRS Matters Now

Two pressures pull budgeting and IFRS closer together. Investors and lenders compare guidance with published results, so a plan built on a cash or management basis creates surprises when revenue timing, right-of-use assets or write-downs appear in the statements. Planning cycles have also shortened, with rolling forecasts replacing a single annual round. Organisations that budget on the reporting basis defend their guidance and set credible targets; those that do not spend each quarter explaining differences. The course rests on International Financial Reporting Standards IFRS issued by the International Accounting Standards Board IASB, in particular IFRS 15 on revenue, IFRS 16 on leases and IAS 36 on impairment of assets.

## Who Gains Most from Budgeting and IFRS

- Budget managers who run the annual planning calendar and consolidate departmental submissions
- Financial controllers who sign off budget assumptions and the monthly budget-to-actual report
- Reporting accountants who apply recognition and measurement rules in the published statements
- Capital expenditure coordinators who screen project requests and track approved spending
- Planning analysts who maintain rolling forecasts and scenario versions of the plan

A finance department that sends its planning and reporting staff together gains most, because one group writes the plan and the other reports against it, and both must use the same rules.

## Budgeting and IFRS Capabilities

Participants learn to build plans whose every line can be traced to the way the same item will later be recognised, measured and disclosed.

- Build an operating budget that phases revenue on IFRS 15 performance obligations — the sales director agreeing targets
- Design a capital budget with depreciation, lease and impairment effects modelled — the capital committee
- Apply IFRS 16 to convert planned rental costs into right-of-use and lease liability lines — the treasury function
- Calculate rolling forecast updates with driver changes and reforecast triggers — the executive team
- Specify a budget-to-reported bridge separating timing, measurement and performance variances — the audit committee
- Communicate impairment exposure in the plan using IAS 36 indicators — the board

## Key Budgeting and IFRS Terms

- Performance obligation — a promise in a customer contract to transfer a distinct good or service, the unit IFRS 15 uses to time revenue
- Right-of-use asset — the lessee's asset representing its right to use a leased item over the lease term under IFRS 16
- Recoverable amount — the higher of an asset's fair value less costs of disposal and its value in use, tested under IAS 36
- Rolling forecast — a forecast updated at fixed intervals that always looks a set number of periods ahead
- Budget-to-reported bridge — a reconciliation explaining each difference between the approved budget and the published figures
- Zero-based budgeting — a method in which every cost line is justified from nothing rather than from last year's spend

## Budgeting and IFRS Day by Day

## Day 1: Planning and Reporting on One Basis

- Budget Purposes Across Control, Motivation and Guidance — Choosing the Plan's Role
- IASB Framework Elements and Recognition Criteria — Budget Line Definitions
- Management Basis Versus Reporting Basis Plans — Sources of Later Gaps
- Annual Planning Calendar and Submission Templates — Consistent Departmental Inputs
- Budget Assumptions Register — Traceable Drivers for Auditors and Boards

## Day 2: Operating Budget Construction

- Sales Volume and Price Drivers — Building the Top Line From Contracts
- Zero-Based and Incremental Cost Budgeting — Choosing Method by Cost Pool
- Headcount and Payroll Planning Models — Linking Hiring Plans to Cost
- Overhead Allocation Keys — Fair Charging of Shared Services
- Budgeted Income Statement Assembly — Balancing Ambition and Realism

## Day 3: Revenue Planning Under IFRS 15

- Five-Step Model Applied to Budgeted Contracts — Phasing Revenue Correctly
- Variable Consideration and Discounts — Constraining Planned Revenue
- Over-Time Versus Point-in-Time Recognition — Project and Product Revenue Plans
- Contract Assets and Deferred Revenue Forecasts — Working Capital Effects
- Multi-Element Bundles and Allocation of Price — Product Mix Targets

## Day 4: Lease Planning Under IFRS 16

- Lease Identification in Planned Contracts — Service Versus Lease Decisions
- Right-of-Use Asset and Lease Liability Projection — Budgeted Balance Sheet Lines
- Depreciation and Interest Replacing Rent — EBITDA and Operating Profit Targets
- Lease Term Options and Reassessments — Renewal Choices in the Plan
- Short-Term and Low-Value Exemptions — Simplifying Budget Treatment

## Day 5: Capital Budgeting and Impairment

- Capital Request Templates and Screening Criteria — Prioritising Project Spending
- Depreciation Schedules for Planned Additions — Useful Life and Residual Assumptions
- IAS 36 Impairment Indicators in Budget Reviews — Early Warning of Write-Downs
- Value-in-Use Cash Flow Projections — Consistency With the Approved Plan
- Cash-Generating Unit Mapping — Aligning Budget Units With Testing Units

## Day 6: Budgeted Balance Sheet and Cash Flow

- Three-Statement Budget Linkage — Ensuring the Plan Balances
- Receivables, Inventory and Payables Days in the Plan — Funding Requirements
- Budgeted Cash Flow Statement — Financing Needs by Quarter
- Provisions and Accruals Forecasting — Avoiding Year-End Surprises
- Tax Charge Estimation in the Plan — Effective Rate Assumptions

## Day 7: Rolling Forecasts and Scenarios

- Rolling Forecast Horizon and Cadence — Replacing the Single Annual Round
- Driver-Based Reforecast Models — Updating Only What Moved
- Scenario Versions for Demand and Cost Shocks — Contingency Choices
- Forecast Accuracy Tracking — Bias Detection in Submissions
- Reforecast Triggers and Approval Rules — When Targets Change

## Day 8: Variance Analysis on the Reporting Basis

- Price, Volume and Mix Variances — Explaining Revenue Gaps
- Efficiency and Spending Variances — Cost Centre Accountability
- Timing Versus Permanent Differences — Separating Accounting From Performance
- Flexed Budget Comparisons — Fair Targets at Actual Activity
- Variance Commentary Standards — Clear Explanations for Executives

## Day 9: Reconciling Budget to Reported Results

- Budget-to-Reported Bridge Design — Line-by-Line Reconciling Items
- Revenue and Lease Reclassifications — Aligning Plan Lines to Statement Lines
- Impairment and Remeasurement Adjustments — Isolating Non-Recurring Effects
- Guidance Versus Actuals Communication — Investor and Lender Messages
- Audit Committee Pack on Plan Quality — Evidence for Assumptions

## Day 10: Practising the IFRS-Reconciled Budget

- Revenue and Lease Lines Rebuilt on the Reporting Basis — Applying Days 3 and 4
- Capital and Impairment Schedules — Applying Day 5 Methods
- Retail Chain and Airline Cases — Peer Challenge of Forecast Drivers
- Variance and Bridge Results — Applying Days 8 and 9
- IFRS-Reconciled Budget — Plan, Bridge and Commentary Ready for Approval

## Applying Budgeting and IFRS After the Course

- Rebuild next year's revenue and rental budget lines on IFRS 15 and IFRS 16 bases and agree them with the reporting team
- Introduce a budget-to-reported bridge in the next quarterly pack that separates timing, measurement and performance variances

## Budgeting and IFRS Questions FAQ

### What is Advanced Budgeting and IFRS and why does it matter now?

Advanced Budgeting and IFRS is the practice of building budgets and forecasts on the same recognition and measurement rules used in published statements. It matters now because investors compare guidance with results and shorter planning cycles leave no time to explain basis differences.

### Which roles gain most from Budgeting and IFRS?

Budget managers, financial controllers, reporting accountants, capital expenditure coordinators and planning analysts gain most. Cases from a retail chain with many store leases and an airline with long customer contracts show where plans and statements usually diverge.

### How does Advanced Budgeting and IFRS differ from a general IFRS update course?

It applies IFRS inside the planning cycle rather than surveying every standard. A general update course explains new requirements for preparers; here you phase revenue, model leases and test impairment within budgets and forecasts.

## What do you bring back from Budgeting and IFRS?

You bring back a budget built on the reporting basis with a bridge to reported results. It includes revenue and lease schedules, capital and impairment assumptions and variance commentary ready for your controller.

## Budgeting and IFRS: The Way Forward

The IFRS-reconciled budget turns the annual plan into figures that later appear in the statements without unexplained gaps. Its first decision is which revenue and lease lines are rebuilt before the next planning round, and controllers use it to brief the audit committee. After the first full year, revisit impairment indicators and forecast drivers against actual reported results.