ILLUSTRATIVE SAMPLE Figures and scenario details are modified for illustration; this is not a report on an identifiable company.

CZECH PARTNER CHECK

An illustrative decision report

A worked example showing how Kodo connects Czech official records, original filed documents and local commercial evidence for one cross-border decision.

REPORT CONTEXT	ILLUSTRATIVE SCOPE
Client situation	A foreign manufacturer is considering a Czech distributor.
Decision	Continue negotiations, offer credit, or grant territorial exclusivity.
Territory	Czechia first; Slovakia only after separate evidence.
Review type	Public-source review; no company contact or paid credit file.

EXECUTIVE DECISION

Proceed to clarification and documentary verification. Do not grant two-country exclusivity or material credit yet.

The evidence supports a serious distributor discussion: an established operating entity, audited accounts, positive equity and visible retail activity. The same evidence shows inventory-heavy liquidity, weaker recent trading and important claims that still require documents.

The value of the report is not a label such as 'safe'. It is a documented decision path: what is verified, what remains a company claim, what should be requested next and what should stop the transaction.

01 / REPORT SECTION

Decision dashboard

A concise view for the export manager, owner or finance lead before reading the evidence.

RECOMMENDATION	EVIDENCE CONFIDENCE
Conditional go Continue only to verification and a limited pilot.	**Medium** Primary Czech sources are strong; commercial inputs are incomplete.

FINANCIAL CAUTION	EXCLUSIVITY READINESS
Material Profit remains positive, but cash conversion needs attention.	**Not yet** Territory rights and category capacity are not evidenced.

WHY THE DISCUSSION CAN CONTINUE

- The Czech entity, court file and representatives were traceable in official records.
- The latest filed package included an unmodified audit opinion and positive equity.
- The official VAT query did not show unreliable-payer status at the time checked.
- Independent local retailer evidence supported a real Czech and Slovak market footprint.

STOP CONDITIONS BEFORE A LARGER COMMITMENT

- No material unsecured credit until current financing and management accounts are reviewed.
- No two-country exclusivity without current rights, category data and territory-specific targets.
- No long-term stock commitment until ageing, ownership, returns and exit rules are documented.

Decision rule

A positive registry check allows the process to continue. It does not replace commercial verification, a current credit decision or contractual protection.

02 / REPORT SECTION

Verified identity and control

Czech company information reconciled across the official economic register and original filed documents.

ITEM	ILLUSTRATIVE FINDING	WHY IT MATTERS
Legal identity	Czech limited-liability company; operating for more than 15 years.	Confirms the contracting entity, not its future performance.
Court file	Regional court file and registration section identified.	Needed to obtain the current official extract and filed deeds.
Registered office	Official registered office matched the current main company pages.	Use the official record in contracts and onboarding.
Managing director	Named representative found; filed notes reported no change in the reviewed year.	A fresh extract should confirm who may sign and how.
Immediate owner	One corporate owner disclosed in the filed related-party material.	Immediate ownership is not the same as a full beneficial-owner investigation.
Registered capital	Material registered capital shown in the official record.	Registered capital is not available cash or a credit limit.
Operating footprint	Management, logistics and service locations identified from Czech filings and local pages.	Existence was supported; capacity was not independently tested.

WHY THIS IS HARD TO FIND FROM ABROAD

EVIDENCE GROUP	WHAT KODO CHECKS	COMMON MISREADING
Official identity records	Legal form, registered details and the person authorised to sign.	Treating registration as proof of commercial suitability.
Original filed documents	Accounts, notes, audit context and changes over time.	Reading headline profit and missing financing disclosures.
Commercial signals	Whether current public activity is consistent with the proposed role.	Treating a company's own claim as independent proof.

Kodo records the source and review date for each fact, then separates verified identity from assumptions about control, authority or creditworthiness.

03 / REPORT SECTION

Czech public-status checks

Point-in-time checks with the limits of each Czech government source stated explicitly.

CHECK	ILLUSTRATIVE RESULT	SUPPORTS	DOES NOT PROVE
VAT reliability	VAT ID returned; not classified as an unreliable payer at the review time.	Official status at the time queried.	No tax debt, solvency or general reliability.
Published accounts	More than ten bank accounts were published in the VAT response.	Accounts disclosed to the Czech tax administration.	That a payment instruction is authentic or currently authorised.
Insolvency	Current-proceedings query returned no matching result.	No matching current proceeding in that query.	No debts, enforcement, disputes or future insolvency.
Corporate filing	A recent annual-report package and related documents were filed.	Current original financial material was available.	Events after the filing preparation date.
Website identity	Current main pages aligned with the registry; one legacy language route was stale.	The current primary pages were consistent.	That all online information is current.

LOCAL SIGNALS THAT A SIMPLE INTERNATIONAL DATABASE OFTEN MISSES

- The Czech unreliable-VAT-payer status must be interpreted as a narrow tax-administration signal, not a credit score.
- Published bank accounts can help payment control, but every invoice and account instruction still needs verification.
- The insolvency register distinguishes a current query from a broad claim that the company has no liabilities.
- Original filed notes may contain financing, security, arrears and related-party details not shown in summary databases.
- Old Czech and translated website routes can conflict with current registry data; Kodo records which source is treated as current.

ABSENCE OF A RECORD IS NOT PROOF OF ABSENCE

Every public check is dated. The report states what was queried, what came back and what still needs a specialist or a document from the company.

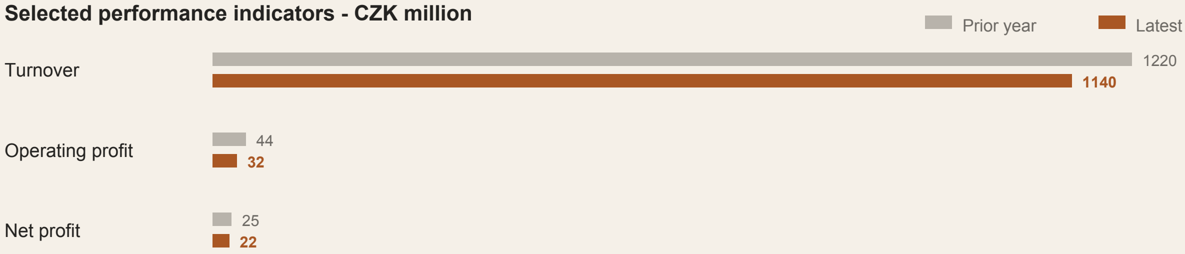
04 / REPORT SECTION

Financial performance from the original Czech filing

Illustrative figures are adjusted and rounded. The analytical relationships mirror the methodology test.

CZK MILLION	PRIOR YEAR	LATEST FILED YEAR	READING
Net turnover	1,220	1,140	Down about 7%; still a substantial distribution business.
Operating profit	44	32	Operating margin weakened to below 3%.
Net profit	25	22	Positive, but below the prior period.
Total assets	510	520	Broadly stable asset base.
Equity	170	195	Positive and strengthened by retained profit.
Inventory	235	325	Up nearly two fifths; the main working-capital concentration.
Trade receivables	212	128	Lower receivables partly offset the inventory increase.
Cash	34	26	Lower cash balance.
Bank borrowings	88	91	Financing remained material.
Operating cash flow	17	-3	Cash conversion weakened despite positive profit.

Selected performance indicators - CZK million



INTERPRETATION

The filing supports the view that the company remained a profitable operating distributor. It also shows weaker recent trading. For a supplier considering credit or launch stock, the direction of cash conversion matters more than the presence of accounting profit alone.

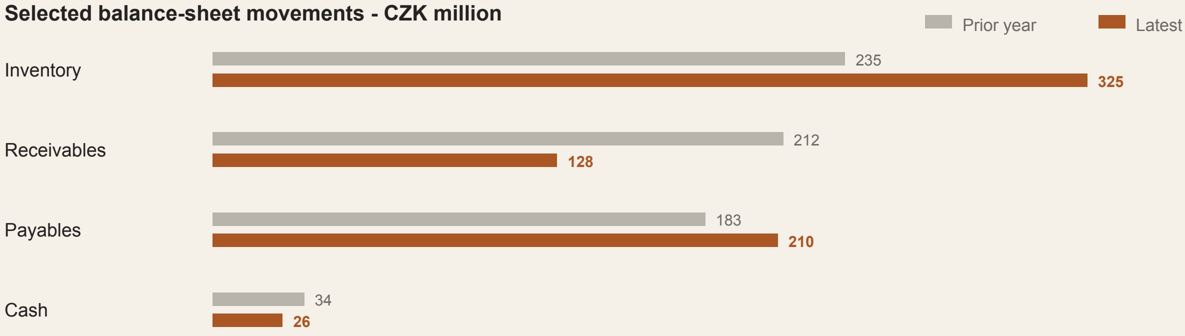
A foreign reader would rarely obtain this conclusion from a translated registry extract. It comes from the original Czech statements, notes and calculated relationships between them.

05 / REPORT SECTION

Liquidity and working capital

The balance sheet explains why a profitable company may still require conservative payment terms.

Selected balance-sheet movements - CZK million



CALCULATED DECISION-SUPPORT RATIOS

INDICATOR	ILLUSTRATIVE RESULT	WHAT KODO EXPLAINS
Current ratio	1.58	Current assets exceeded current liabilities.
Quick ratio	0.55	Liquidity depended materially on selling inventory.
Cash ratio	0.08	Cash alone covered only a small share of current liabilities.
Equity ratio	About 38%	A meaningful equity buffer, but not a payment guarantee.
Net bank debt / equity	About 0.34	Moderate on this simple measure; not a formal credit rating.
Operating profit / interest	About 4.4x	Positive accounting coverage while cash conversion weakened.
Net working capital	About CZK 188m	Positive, but concentrated in inventory.

WHY INVENTORY CHANGES THE DECISION

Inventory represented roughly three fifths of total assets in the illustrative dataset. The Czech notes offered an operational explanation: larger purchases after supply interruptions and goods still in transit. That explanation is relevant, but it does not remove the need to request stock ageing, current management accounts and financing confirmation.

06 / REPORT SECTION

What the Czech notes disclose

Information hidden behind headline financials can change the terms of a transaction.

DISCLOSURE	ILLUSTRATIVE FINDING	DECISION IMPACT
Audit opinion	Unmodified opinion issued by a licensed Czech auditor.	Supports reliance on the filed package, not future performance.
Receivables past due	A small share of trade receivables was disclosed as overdue.	Favourable signal, but ageing and post-year-end collections remain unknown.
Payables past due	A very small share of trade payables was disclosed as overdue.	No material arrears were visible in the filing.
Tax and insurance	The notes stated that specified Czech tax and insurance liabilities were not overdue.	A useful filed statement, not a current official debt certificate.
Dividend	No dividend was paid; profit was intended for retained earnings.	Supports the increase in equity.
Bank facilities	Material short-term facilities were secured by receivables and/or inventory.	Current renewal or repayment must be confirmed before extending credit.
Subsequent events	No adjusting material event was reported before preparation of the accounts.	Does not cover developments after the preparation date.
Current-year trading	Revenue to the preparation date was described as broadly comparable year on year.	Useful context, but not a substitute for current management accounts.

DOCUMENTS TO REQUEST BEFORE MATERIAL CREDIT

- Current management accounts and an aged receivables/payables report.
- Evidence that the facilities maturing after the filed year were renewed or repaid.
- Current stock ageing, slow-moving inventory and ownership of launch stock.
- A separately approved credit limit from the client's insurer, accountant or credit provider.

Kodo translates the Czech filing into commercial questions. It does not issue a credit rating or replace an accountant, bank reference or trade-credit insurer.

07 / REPORT SECTION

Commercial and operational fit

The company must fit the client's product, channel, territory and service expectations - not merely exist.

EVIDENCE AREA	PUBLIC EVIDENCE FOUND	WHAT REMAINS UNKNOWN
Product relevance	A broad electrical-accessories portfolio and active B2B proposition.	Sales and margin for the client's exact category.
Business model	Filed goods sales and wholesale activity were consistent with distribution.	Priority given to the proposed new brand.
Czech footprint	Management, logistics, service and local retail availability were visible.	Actual warehouse throughput, service SLA and account capacity.
Slovak footprint	Products appeared on independent Slovak retailer pages.	Revenue split, local resources and direct contractual relationships.
After-sales service	A service location and service claims were publicly described.	Staffing, response time, spare parts and warranty capacity.
Retail relationships	Relevant products appeared in major local channels.	Whether the distributor has a direct, current contract with every named retailer.
Brand rights	The company described representation of international brands.	Current authorisation, territory, scope and expiry.

LOCAL EVIDENCE KODO CONNECTS

- Czech-language product and contact pages that are more current than legacy translated routes.
- Independent Czech and Slovak retailer pages, used only for the narrow fact they support.
- Operating-location disclosures found in Czech financial notes and related-party documents.
- Consistency between registered activity, filed goods sales and the public catalogue.

FIT CONCLUSION

The public footprint justifies a serious distributor discussion. It does not justify immediate Czech-and-Slovak exclusivity. Each territory should have separate targets, reporting and exit conditions.

08 / REPORT SECTION

Claim-to-evidence matrix

Company statements are useful context, but they remain separate from verified facts and independent evidence.

CLAIM OR PROPOSITION	EVIDENCE FOUND	STATUS	REQUIRED VERIFICATION
Established Czech operating company	Official identity, filing history and audited annual report.	Confirmed at entity level	Fresh extract before signing.
Relevant distribution model	Filed goods sales, product catalogue and B2B materials.	Supported	Exact category sales and resources.
Czech market presence	Current local pages and independent retailer availability.	Supported	Live references and channel plan.
Slovak market coverage	Products visible through Slovak retail channels.	Partly supported	Revenue, personnel and direct relationships.
Exclusive rights for named brands	Company statement only.	Not independently verified	Current authorisation documents.
Service and logistics capacity	Locations and operating claims supported in part by filings.	Partly supported	SLA, staffing, throughput and site evidence.
Suitable for material credit	Profit and equity positive; liquidity inventory-heavy.	Not established	Current accounts, facility status and separate credit decision.
All English contact data current	Main route current; one older language route stale.	Mixed	Use official current data and request correction.

EVIDENCE LABELS USED THROUGHOUT THE CLIENT REPORT

VERIFIED FACT

Primary source

A dated official record or original filed document.

SUPPORTED

Multiple signals

Consistent evidence, but not complete proof of the wider claim.

COMPANY CLAIM

Not independent

Useful context that requires a document or reference.

NOT ESTABLISHED

Decision gap

Do not rely on the proposition until evidence is supplied.

09 / REPORT SECTION

Decision risks and transaction structure

Each identified risk is linked to a practical control rather than converted into an unexplained score.

RISK AREA	LEVEL	EVIDENCE	PROPOSED CONTROL
Entity and authority	Low / medium	Official identity clear; fresh signing authority still needed.	Fresh extract and signatory verification.
Recent trading	Medium	Turnover and operating profit declined.	Current management accounts and category data.
Cash conversion	Medium / high	Inventory rose while operating cash flow became negative.	Stock ageing, conservative credit and phased orders.
Financing continuity	Medium / high	Short-term facilities were important and post-filing status unknown.	Renewal or repayment evidence before material exposure.
Territorial rights	High	Public sources did not prove the claimed rights.	Current written authorisations by brand and territory.
Operational capacity	Medium	Footprint visible; capacity and SLA not tested.	Pilot volume, service metrics and references.
Two-country exclusivity	High	Slovak presence visible but commercial depth not proven.	Separate targets, milestones and termination rights.

RECOMMENDED TRANSACTION STRUCTURE

- Start with a limited, non-exclusive Czech pilot rather than immediate two-country exclusivity.
- Use conservative payment terms until current financing and management accounts are reviewed.
- Define stock ownership, forecasts, returns, compliance, warranty handling and channel conflicts in writing.
- Measure Czechia and Slovakia separately; expansion follows demonstrated performance.
- Include reporting duties, review dates, narrowing triggers and clear exit rights.

PROPOSED NEXT GATE

Proceed only when the contracting entity, rights, financing and category economics have been documented. If those answers are incomplete or inconsistent, pause before credit, stock allocation or exclusivity.

10 / REPORT SECTION

Questions before signing

A focused agenda for the next commercial discussion with the Czech partner.

01	Which legal entity will sign, who may sign for it and who is the current ultimate owner?
02	What happened to the material bank facilities after the filed reporting date?
03	Can current management accounts, stock ageing and an aged receivables/payables report be supplied?
04	Which brands and categories may the company distribute in Czechia and Slovakia, and can the current authorisations be shown?
05	What are recent sales, margins, returns and staffing for the comparable category in each territory?
06	Which two current customers or suppliers may be contacted as relevant references, with permission?
07	What stock, launch, compliance, warranty, service and reporting commitments will each party make?
08	Which measurable targets narrow or end exclusivity when performance is not achieved?

SPECIALIST HAND-OFF

SPECIALIST	WHEN THE CLIENT SHOULD USE THEM
Czech lawyer	Exclusivity, competition law, territory, warranty allocation, governing law and termination.
Tax adviser	VAT and cross-border invoicing.
Credit specialist / accountant	Current credit limit, post-filing trading and financing continuity.
Product-compliance specialist	Conformity, producer responsibility and market-specific obligations.

11 / REPORT SECTION

Client handover and next steps

An illustrative action register turns open questions into clear decision gates.

OPEN ITEM	EVIDENCE TO REQUEST	OWNER	DECISION UNTIL RECEIVED
Signing authority	Fresh evidence of who may bind the Czech entity.	Prospective partner	Do not sign until authority is confirmed.
Territorial rights	Written authorisations by brand and country.	Prospective partner	No Czech or Slovak exclusivity yet.
Financing	Current accounts and status of short-term facilities.	Partner / finance adviser	Keep credit exposure conservative.
Stock and service	Stock ageing, launch-stock ownership and service results.	Prospective partner	Limit the first order to a measured pilot.
Slovak coverage	Local sales, staffing and direct channel relationships.	Prospective partner	Assess Slovakia separately from Czechia.

PRIVATE EVIDENCE TRAIL FOR THE CLIENT

The commissioned report identifies the records and documents used, their review dates, what each supports and where the evidence stops. Those references are delivered to the client; they are omitted from this public illustration. Findings distinguish verified facts, supported propositions, company claims and Kodo interpretation.

WHAT THIS REVIEW DOES NOT INCLUDE

A paid credit report, enforcement-register search, sanctions review beyond the agreed scope, comprehensive litigation search, customer interviews, bank references, site visit, contract review, legal or tax opinion, or a guarantee of future payment and performance.

CZECH PARTNER CHECK

One Czech legal entity. One commercial decision.

EUR 790 excluding VAT / standard delivery in 5-7 working days after complete inputs.

The assignment starts only after Kodo confirms that the request fits the fixed scope.