

The Extraction Map

Decide what the surplus is for before deciding how to move it. Work through the steps in order, then bring the completed map to the planning discussion.

1 | What the business needs to function

Item	Amount (R)
Working cash required for payroll, suppliers, tax and short-term commitments	
Planned and committed spending over the next 12 months	
Total operating cash required (A)	

2 | Set the reserve as a number

Item	Amount / detail
Monthly operating costs	
Reserve period chosen (a common starting point is three to six months)	_____ months
Reserve target (B)	
Reason for the chosen buffer and date last reviewed	

3 | Find the true surplus

Item	Amount (R)
Total cash and near-cash in the company (C)	
Less: total operating cash required (A)	
Less: reserve target (B)	
True surplus: C less A less B	

4 | Give the surplus a job

Purpose	Amount (R)	Notes
Near-term personal spending		
Resilience outside the company		
Long-term wealth, local or offshore		
A defined purpose inside the business - name it		

5 | Compare the routes against the job

Route	Fits which purpose?	Question to model
Dividend		
Remuneration or bonus		
Repayment of a genuine, documented shareholder loan		
Retirement-fund contribution within the applicable limits		
A combination sequenced over two or three years		

What this leaves you with: a surplus number and a clear purpose map. It does not choose the extraction route. Tax, timing, liquidity and control still need to be modelled against the same purpose.

