# 7. REGIONAL NSW CLUSTER

## Agency Expense Summary

|  |  |  |
| --- | --- | --- |
| Regional NSW cluster | Expenses(a) | Capital Expenditure |
| 2021-22 | 2022-23 |  | 2021-22 | 2022-23 |   |
| Revised | Budget | Change | Revised | Budget | Change |
|   | $m | $m | % | $m | $m | % |
| **Department of Regional NSW**  | 1,411.8 | 3,218.5 | 128.0 | 44.6 | 95.4 | 113.9 |
| Cluster Grants  | 136.6 | 216.5 | 58.4 | … | … | … |
| **Total Principal Agency**  | **1,548.5** | **3,435.0** | **121.8** | **44.6** | **95.4** | **113.9** |
| ***Cluster Agencies*** |  |  |  |  |  |  |
| New South Wales Rural Assistance Authority | 282.6 | 318.3 | 12.6 | … | 0.1 | … |
| Northern Rivers Reconstruction Corporation(b) | … | 211.2 | … | … | … | … |
| Regional Growth NSW Development Corporation  | 9.9 | 111.5 | N/A | 69.4 | 321.1 | 362.4 |
| Local Land Services  | 285.5 | 244.1 | (14.5) | 24.2 | 14.8 | (38.7) |
| NSW Food Authority  | 19.4 | 20.9 | 7.4 | 1.0 | 1.1 | 13.4 |
| **Total Cluster Agencies(c)** | **597.4** | **906.0** | **51.7** | **94.6** | **337.1** | **256.3** |

1. This table shows expenses on an uneliminated basis.
2. On 19 April 2022, the Government announced the Northern Rivers Reconstruction Corporation (NRRC), to lead the long-term reconstruction of flood impacted areas across northern NSW, per the *Growth Centres (Development Corporations) Amendment (Northern Rivers Reconstruction Corporation) Order 2022*, effective from 1 July 2022.
3. This total excludes an additional $25.1 million and $31.2 million of expenses in other funds and trusts for 2021-22 and 2022-23, respectively.

Note: Some sub-totals in this table may not be exactly equal to the sum of agency totals due to rounding.

## Financial Statements

### Department of Regional NSW

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |   |   |   |
|   | 2021-22 | 2022-23 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Expenses Excluding Losses** |   |   |   |
| Operating Expenses - |   |   |   |
| Employee Related | 488,485 | 466,873 | 620,315 |
| Personnel Services Expenses | 4,238 | ... | ... |
| Other Operating Expenses | 388,782 | 421,224 | 600,933 |
| Grants and Subsidies | 1,316,081 | 625,020 | 2,177,806 |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 41,802 | 33,153 | 30,725 |
| Finance Costs | 250 | 2,209 | 49 |
| Other Expenses | 3,813 | ... | 5,165 |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **2,243,451** | **1,548,479** | **3,434,993** |
| **Revenue** |   |   |   |
| Appropriation Revenue | 1,712,193 | 1,222,075 | 2,379,185 |
| Cluster Grant Revenue | ... | ... | ... |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | 14,671 | 15,522 | 13,698 |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 217,811 | 170,694 | 270,725 |
| Grants and Contributions | 443,558 | 363,604 | 856,162 |
| Investment Revenue | 3,141 | 9,116 | 4,745 |
| Retained Taxes, Fees and Fines | ... | 63,220 | ... |
| Other Revenue | 347 | 8,603 | 939 |
| **Total Revenue** | **2,391,721** | **1,852,835** | **3,525,454** |
| Gain/(Loss) on Disposal of Non Current Assets | ... | 220 | ... |
| Other Gains/(Losses) | ... | 7,431 | ... |
| **Net Result** | **148,270** | **312,007** | **90,461** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |   |   |   |
|   | 2021-22 | 2022-23 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Assets** |   |   |   |
| **Current Assets** |   |   |   |
| Cash Assets | 330,059 | 292,487 | 318,321 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 190,331 | 290,354 | 290,354 |
| Contract Assets | ... | ... | ... |
| Inventories | 166 | 7,150 | 7,150 |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| **Total Current Assets** | **520,555** | **589,991** | **615,825** |
| **Non Current Assets** |   |   |   |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | 4 | 4 | 4 |
| Inventories | 2,596 | 14,419 | 14,419 |
| Financial Assets at Fair Value | ... | 22,457 | 22,457 |
| Equity Investments | ... | 48 | 48 |
| Property, Plant and Equipment - |   |   |   |
| Land and Building | 366,222 | 337,963 | 373,225 |
| Plant and Equipment | 36,338 | 50,399 | 47,780 |
|  Infrastructure Systems | 187,290 | 90,842 | 141,484 |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 123,060 | (0) | 1,238 |
| Intangibles | 15,936 | 19,780 | 25,998 |
| Other Assets | 27,512 | ... | ... |
| **Total Non Current Assets** | **758,959** | **535,912** | **626,653** |
| **Total Assets** | **1,279,514** | **1,125,903** | **1,242,478** |
| **Liabilities** |   |   |   |
| **Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | 115,261 | 147,915 | 41,902 |
| Contract Liabilities | 3,484 | 2,835 | 2,835 |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 7,969 | (0) | 670 |
| Provisions | 36,260 | 42,802 | 42,802 |
| Other | 2,851 | 68,764 | 10,227 |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **165,826** | **262,316** | **98,436** |
| **Non Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 134,188 | 0 | 750 |
| Provisions | 3,715 | 4,715 | 4,138 |
| Other | 34,138 | 25,027 | 189,366 |
| **Total Non Current Liabilities** | **172,041** | **29,741** | **194,254** |
| **Total Liabilities** | **337,866** | **292,057** | **292,690** |
| **Net Assets** | **941,647** | **833,846** | **949,788** |
| **Equity** |   |   |   |
| Accumulated Funds | 946,250 | 805,165 | 921,107 |
| Reserves | (4,603) | 28,681 | 28,681 |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **941,647** | **833,846** | **949,788** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |   |   |   |
|   | 2021-22 | 2022-23 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |   |   |   |
| **Payments** |   |   |   |
| Employee Related | 475,033 | 485,604 | 607,884 |
| Personnel Services | 4,238 | ... | ... |
| Grants and Subsidies | 1,316,081 | 625,020 | 2,177,806 |
| Finance Costs | 246 | 2,209 | 45 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 391,381 | 690,722 | 605,622 |
| **Total Payments** | **2,186,978** | **1,803,555** | **3,391,357** |
| **Receipts** |   |   |   |
| Appropriation | 1,712,193 | 1,222,075 | 2,379,185 |
| Cluster Grant Revenue | ... | ... | ... |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | 217,811 | 183,726 | 270,725 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | 3,141 | 9,116 | 4,745 |
| Grants and Contributions | 443,558 | 363,518 | 856,162 |
| Other Receipts | 347 | 126,742 | 939 |
| **Total Receipts** | **2,377,050** | **1,905,178** | **3,511,756** |
| **Net Cash Flows From Operating Activities** | **190,072** | **101,623** | **120,399** |
| **Cash Flows From Investing Activities** |   |   |   |
| Proceeds from Sale of Property, Plant and Equipment | ... | 50 | ... |
| Purchases of Property, Plant and Equipment | (205,137) | (41,190) | (80,073) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | (22,457) | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | (1,529) | (2,095) | (15,282) |
| **Net Cash Flows From Investing Activities** | **(206,666)** | **(65,693)** | **(95,355)** |
| **Cash Flows From Financing Activities** |   |   |   |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | ... | (7,860) | ... |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| **Net Cash Flows From Financing Activities** | **...** | **(7,860)** | **...** |
| **Net Increase/(Decrease) in Cash** | **(16,594)** | **28,070** | **25,044** |
| Opening Cash and Cash Equivalents | 346,653 | 264,417 | 292,487 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | 790 |
| **Closing Cash and Cash Equivalents** | **330,059** | **292,487** | **318,321** |

### New South Wales Rural Assistance Authority

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |   |   |   |
|   | 2021-22 | 2022-23 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Expenses Excluding Losses** |   |   |   |
| Operating Expenses - |   |   |   |
| Employee Related | (0) | 158 | 1,147 |
| Personnel Services Expenses | 13,484 | 9,887 | 12,203 |
| Other Operating Expenses | 6,090 | 5,447 | 7,237 |
| Grants and Subsidies | 202,026 | 253,850 | 278,718 |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 9 | ... | 8 |
| Finance Costs | 12,823 | 13,232 | 18,972 |
| Other Expenses | ... | ... | ... |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **234,431** | **282,575** | **318,284** |
| **Revenue** |   |   |   |
| Appropriation Revenue | ... | ... | ... |
| Cluster Grant Revenue | 147,802 | 44,192 | 42,444 |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | ... | 158 | ... |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 619 | ... | 653 |
| Grants and Contributions | 74,649 | 219,363 | 256,759 |
| Investment Revenue | 23,803 | 21,765 | 19,936 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | 1,035 | 221 | 1,036 |
| **Total Revenue** | **247,907** | **285,699** | **320,828** |
| Gain/(Loss) on Disposal of Non Current Assets | ... | ... | ... |
| Other Gains/(Losses) | (1,020) | (1,347) | (1,020) |
| **Net Result** | **12,456** | **1,777** | **1,524** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |   |   |   |
|   | 2021-22 | 2022-23 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Assets** |   |   |   |
| **Current Assets** |   |   |   |
| Cash Assets | 10,835 | 46,793 | 48,274 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 4,127 | 3,693 | 3,693 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | 48,745 | 55,829 | 68,511 |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| **Total Current Assets** | **63,707** | **106,314** | **120,478** |
| **Non Current Assets** |   |   |   |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | 705,195 | 663,316 | 726,393 |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - |   |   |   |
| Land and Building | ... | ... | ... |
| Plant and Equipment | 92 | ... | 42 |
|  Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | ... | ... | ... |
| Intangibles | ... | 0 | ... |
| Other Assets | 10,609 | ... | 4,498 |
| **Total Non Current Assets** | **715,896** | **663,316** | **730,932** |
| **Total Assets** | **779,603** | **769,630** | **851,411** |
| **Liabilities** |   |   |   |
| **Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | 3,643 | 21,944 | 21,944 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 48,757 | 55,638 | 68,320 |
| Provisions | 591 | 11,309 | 15,807 |
| Other | ... | 879 | 879 |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **52,991** | **89,770** | **106,950** |
| **Non Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 717,857 | 677,112 | 740,189 |
| Provisions | 2 | 4 | 4 |
| Other | 0 | ... | (0) |
| **Total Non Current Liabilities** | **717,859** | **677,117** | **740,193** |
| **Total Liabilities** | **770,850** | **766,886** | **847,143** |
| **Net Assets** | **8,753** | **2,744** | **4,268** |
| **Equity** |   |   |   |
| Accumulated Funds | 8,753 | 2,744 | 4,268 |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **8,753** | **2,744** | **4,268** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |   |   |   |
|   | 2021-22 | 2022-23 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |   |   |   |
| **Payments** |   |   |   |
| Employee Related | (0) | ... | 1,147 |
| Personnel Services | 13,484 | 9,887 | 12,203 |
| Grants and Subsidies | 202,026 | 253,850 | 278,718 |
| Finance Costs | 11,549 | 8,148 | 13,768 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 56,873 | 3,151 | 7,237 |
| **Total Payments** | **283,932** | **275,036** | **313,073** |
| **Receipts** |   |   |   |
| Appropriation | ... | ... | ... |
| Cluster Grant Revenue | 147,802 | 44,192 | 42,444 |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | 619 | 879 | 653 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | 11,920 | 18,643 | 14,733 |
| Grants and Contributions | 74,649 | 219,363 | 256,759 |
| Other Receipts | 15 | 608 | 16 |
| **Total Receipts** | **235,005** | **283,684** | **314,605** |
| **Net Cash Flows From Operating Activities** | **(48,927)** | **8,648** | **1,532** |
| **Cash Flows From Investing Activities** |   |   |   |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | (50) | ... | (50) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | 69,830 | 99,945 | 59,124 |
| Advances made | (186,120) | (200,161) | (129,677) |
| Other Investing | ... | ... | ... |
| **Net Cash Flows From Investing Activities** | **(116,340)** | **(100,216)** | **(70,604)** |
| **Cash Flows From Financing Activities** |   |   |   |
| Proceeds from Borrowings and Advances | 188,745 | 127,629 | 144,367 |
| Repayment of Borrowings and Advances | (72,456) | (26,318) | (73,813) |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| **Net Cash Flows From Financing Activities** | **116,289** | **101,311** | **70,554** |
| **Net Increase/(Decrease) in Cash** | **(48,978)** | **9,743** | **1,482** |
| Opening Cash and Cash Equivalents | 59,813 | 37,050 | 46,793 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **10,835** | **46,793** | **48,274** |

### Northern Rivers Reconstruction Corporation

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |   |   |   |
|   | 2021-22 | 2022-23 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Expenses Excluding Losses** |   |   |   |
| Operating Expenses - |   |   |   |
| Employee Related | ... | ... | ... |
| Personnel Services Expenses | ... | ... | 15,464 |
| Other Operating Expenses | ... | ... | 1,007 |
| Grants and Subsidies | ... | ... | ... |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | ... | ... | ... |
| Finance Costs | ... | ... | ... |
| Other Expenses | ... | ... | 194,763 |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **...** | **...** | **211,234** |
| **Revenue** |   |   |   |
| Appropriation Revenue | ... | ... | ... |
| Cluster Grant Revenue | ... | ... | 78,634 |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | ... | ... | ... |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | ... | ... | ... |
| Grants and Contributions | ... | ... | 132,600 |
| Investment Revenue | ... | ... | ... |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | ... | ... | ... |
| **Total Revenue** | **...** | **...** | **211,234** |
| Gain/(Loss) on Disposal of Non Current Assets | ... | ... | ... |
| Other Gains/(Losses) | ... | ... | ... |
| **Net Result** | **...** | **...** | **0** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |   |   |   |
|   | 2021-22 | 2022-23 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Assets** |   |   |   |
| **Current Assets** |   |   |   |
| Cash Assets | ... | ... | ... |
| Taxes Receivable | ... | ... | ... |
| Receivables | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| **Total Current Assets** | **...** | **...** | **...** |
| **Non Current Assets** |   |   |   |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - |   |   |   |
| Land and Building | ... | ... | ... |
| Plant and Equipment | ... | ... | ... |
|  Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | ... | ... | ... |
| Intangibles | ... | ... | ... |
| Other Assets | ... | ... | ... |
| **Total Non Current Assets** | **...** | **...** | **...** |
| **Total Assets** | **...** | **...** | **...** |
| **Liabilities** |   |   |   |
| **Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | ... | ... | ... |
| Provisions | ... | ... | ... |
| Other | ... | ... | ... |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **...** | **...** | **...** |
| **Non Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | ... | ... | ... |
| Provisions | ... | ... | ... |
| Other | ... | ... | ... |
| **Total Non Current Liabilities** | **...** | **...** | **...** |
| **Total Liabilities** | **...** | **...** | **...** |
| **Net Assets** | **...** | **...** | **...** |
| **Equity** |   |   |   |
| Accumulated Funds | ... | ... | … |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **...** | **...** | **…** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |   |   |   |
|   | 2021-22 | 2022-23 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |   |   |   |
| **Payments** |   |   |   |
| Employee Related | ... | ... | ... |
| Personnel Services | ... | ... | 15,464 |
| Grants and Subsidies | ... | ... | ... |
| Finance Costs | ... | ... | ... |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | ... | ... | 195,770 |
| **Total Payments** | **...** | **...** | **211,234** |
| **Receipts** |   |   |   |
| Appropriation | ... | ... | ... |
| Cluster Grant Revenue | ... | ... | 78,634 |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | ... | ... | ... |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | ... | ... | ... |
| Grants and Contributions | ... | ... | 132,600 |
| Other Receipts | ... | ... | ... |
| **Total Receipts** | **...** | **...** | **211,234** |
| **Net Cash Flows From Operating Activities** | **...** | **...** | **0** |
| **Cash Flows From Investing Activities** |   |   |   |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | ... | ... | ... |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | ... | ... | ... |
| **Net Cash Flows From Investing Activities** | **...** | **...** | **...** |
| **Cash Flows From Financing Activities** |   |   |   |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | ... | ... | ... |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| **Net Cash Flows From Financing Activities** | **...** | **...** | **...** |
| **Net Increase/(Decrease) in Cash** | **...** | **...** | **0** |
| Opening Cash and Cash Equivalents | ... | ... | ... |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **...** | **...** | **0** |

### Regional Growth NSW Development Corporation

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |   |   |   |
|   | 2021-22 | 2022-23 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Expenses Excluding Losses** |   |   |   |
| Operating Expenses - |   |   |   |
| Employee Related | ... | ... | ... |
| Personnel Services Expenses | 2,080 | 2,188 | 5,441 |
| Other Operating Expenses | 14,328 | 7,710 | 102,635 |
| Grants and Subsidies | ... | ... | ... |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 5,187 | ... | 3,442 |
| Finance Costs | ... | ... | ... |
| Other Expenses | ... | ... | ... |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **21,595** | **9,898** | **111,518** |
| **Revenue** |   |   |   |
| Appropriation Revenue | ... | ... | ... |
| Cluster Grant Revenue | 2,500 | ... | ... |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | ... | ... | ... |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | ... | ... | ... |
| Grants and Contributions | 114,155 | 75,484 | 428,489 |
| Investment Revenue | ... | 183 | ... |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | ... | ... | ... |
| **Total Revenue** | **116,655** | **75,667** | **428,489** |
| Gain/(Loss) on Disposal of Non Current Assets | ... | ... | ... |
| Other Gains/(Losses) | ... | ... | ... |
| **Net Result** | **95,060** | **65,769** | **316,971** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |   |   |   |
|   | 2021-22 | 2022-23 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Assets** |   |   |   |
| **Current Assets** |   |   |   |
| Cash Assets | 1,985 | 4,965 | 4,832 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 18,990 | 230 | 230 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| **Total Current Assets** | **20,975** | **5,194** | **5,061** |
| **Non Current Assets** |   |   |   |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - |   |   |   |
| Land and Building | ... | 23,040 | 80,540 |
| Plant and Equipment | ... | ... | ... |
|  Infrastructure Systems | 115,093 | 83,580 | 343,226 |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | ... | ... | ... |
| Intangibles | ... | ... | ... |
| Other Assets | ... | ... | ... |
| **Total Non Current Assets** | **115,093** | **106,620** | **423,766** |
| **Total Assets** | **136,068** | **111,814** | **428,827** |
| **Liabilities** |   |   |   |
| **Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | 12,423 | 16,159 | 16,200 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | ... | ... | ... |
| Provisions | 400 | ... | ... |
| Other | ... | ... | ... |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **12,823** | **16,159** | **16,200** |
| **Non Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | ... | ... | ... |
| Provisions | ... | ... | ... |
| Other | ... | ... | ... |
| **Total Non Current Liabilities** | **...** | **...** | **...** |
| **Total Liabilities** | **12,823** | **16,159** | **16,200** |
| **Net Assets** | **123,245** | **95,656** | **412,627** |
| **Equity** |   |   |   |
| Accumulated Funds | 123,245 | 95,656 | 412,627 |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **123,245** | **95,656** | **412,627** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |   |   |   |
|   | 2021-22 | 2022-23 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |   |   |   |
| **Payments** |   |   |   |
| Employee Related | ... | (0) | ... |
| Personnel Services | 2,080 | 2,188 | 5,441 |
| Grants and Subsidies | ... | ... | ... |
| Finance Costs | ... | ... | ... |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 14,328 | 19,263 | 102,108 |
| **Total Payments** | **16,408** | **21,451** | **107,549** |
| **Receipts** |   |   |   |
| Appropriation | ... | ... | ... |
| Cluster Grant Revenue | 2,500 | ... | ... |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | ... | 0 | ... |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | ... | 183 | ... |
| Grants and Contributions | 114,155 | 75,484 | 428,489 |
| Other Receipts | ... | 15,750 | ... |
| **Total Receipts** | **116,655** | **91,417** | **428,489** |
| **Net Cash Flows From Operating Activities** | **100,247** | **69,965** | **320,940** |
| **Cash Flows From Investing Activities** |   |   |   |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | (100,240) | (76,856) | (321,073) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | ... | ... | ... |
| **Net Cash Flows From Investing Activities** | **(100,240)** | **(76,856)** | **(321,073)** |
| **Cash Flows From Financing Activities** |   |   |   |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | ... | ... | ... |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| **Net Cash Flows From Financing Activities** | **...** | **...** | **...** |
| **Net Increase/(Decrease) in Cash** | **7** | **(6,891)** | **(133)** |
| Opening Cash and Cash Equivalents | 1,978 | 11,856 | 4,965 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **1,985** | **4,965** | **4,832** |

### Local Land Services

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |   |   |   |
|   | 2021-22 | 2022-23 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Expenses Excluding Losses** |   |   |   |
| Operating Expenses - |   |   |   |
| Employee Related | 126,280 | 126,785 | 119,902 |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 104,845 | 109,373 | 84,143 |
| Grants and Subsidies | 28,503 | 36,012 | 30,753 |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 8,344 | 12,706 | 9,167 |
| Finance Costs | 562 | 595 | 106 |
| Other Expenses | 0 | ... | (0) |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **268,535** | **285,472** | **244,070** |
| **Revenue** |   |   |   |
| Appropriation Revenue | ... | ... | ... |
| Cluster Grant Revenue | 99,795 | 80,935 | 91,694 |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | 4,723 | 4,803 | 5,373 |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 92,562 | 137,181 | 47,776 |
| Grants and Contributions | 23,532 | 4,935 | 18,000 |
| Investment Revenue | 361 | 30 | 174 |
| Retained Taxes, Fees and Fines | 47,237 | 52,664 | 59,175 |
| Other Revenue | 7,435 | 9,547 | 14,118 |
| **Total Revenue** | **275,646** | **290,096** | **236,310** |
| Gain/(Loss) on Disposal of Non Current Assets | ... | 45 | ... |
| Other Gains/(Losses) | ... | 1,062 | ... |
| **Net Result** | **7,111** | **5,731** | **(7,761)** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |   |   |   |
|   | 2021-22 | 2022-23 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Assets** |   |   |   |
| **Current Assets** |   |   |   |
| Cash Assets | 35,007 | 35,890 | 26,943 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 21,724 | 21,823 | 17,823 |
| Contract Assets | ... | ... | ... |
| Inventories | 2,382 | 2,369 | 2,369 |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | 102 | ... | ... |
| **Total Current Assets** | **59,215** | **60,082** | **47,135** |
| **Non Current Assets** |   |   |   |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - |   |   |   |
| Land and Building | 879,061 | 877,860 | 860,703 |
| Plant and Equipment | 9,426 | 6,596 | 4,020 |
|  Infrastructure Systems | 26,778 | 115,362 | 113,845 |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 24,725 | 6,580 | 6,137 |
| Intangibles | 11,053 | 9,102 | 10,349 |
| Other Assets | ... | ... | ... |
| **Total Non Current Assets** | **951,042** | **1,015,500** | **995,053** |
| **Total Assets** | **1,010,257** | **1,075,582** | **1,042,187** |
| **Liabilities** |   |   |   |
| **Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | 27,125 | 7,604 | 8,200 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 4,278 | 2,796 | 1,838 |
| Provisions | 17,792 | 19,125 | 19,125 |
| Other | 805 | 2,926 | 2,926 |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **50,000** | **32,451** | **32,089** |
| **Non Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 23,569 | 2,435 | 2,644 |
| Provisions | 1,613 | 1,495 | 1,495 |
| Other | 259 | 101 | 101 |
| **Total Non Current Liabilities** | **25,441** | **4,030** | **4,239** |
| **Total Liabilities** | **75,441** | **36,481** | **36,328** |
| **Net Assets** | **934,816** | **1,039,102** | **1,005,860** |
| **Equity** |   |   |   |
| Accumulated Funds | 532,499 | 631,247 | 598,005 |
| Reserves | 402,318 | 407,855 | 407,855 |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **934,816** | **1,039,102** | **1,005,860** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |   |   |   |
|   | 2021-22 | 2022-23 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |   |   |   |
| **Payments** |   |   |   |
| Employee Related | 121,557 | 121,982 | 114,529 |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | 28,503 | 36,012 | 30,753 |
| Finance Costs | 562 | 595 | 106 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 104,049 | 135,348 | 83,346 |
| **Total Payments** | **254,672** | **293,938** | **228,733** |
| **Receipts** |   |   |   |
| Appropriation | ... | ... | ... |
| Cluster Grant Revenue | 99,795 | 80,935 | 91,694 |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | 92,363 | 131,976 | 47,576 |
| Retained Taxes, Fees and Fines | 47,237 | 52,664 | 53,800 |
| Interest Received | 361 | 30 | 174 |
| Grants and Contributions | 23,532 | 4,935 | 18,000 |
| Other Receipts | 7,635 | 29,927 | 23,493 |
| **Total Receipts** | **270,923** | **300,467** | **234,737** |
| **Net Cash Flows From Operating Activities** | **16,251** | **6,530** | **6,004** |
| **Cash Flows From Investing Activities** |   |   |   |
| Proceeds from Sale of Property, Plant and Equipment | ... | 41 | ... |
| Purchases of Property, Plant and Equipment | (21,347) | (18,375) | (9,871) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | (1,500) | ... | (1,800) |
| **Net Cash Flows From Investing Activities** | **(22,847)** | **(18,334)** | **(11,671)** |
| **Cash Flows From Financing Activities** |   |   |   |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | (5,156) | (4,850) | (2,490) |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| **Net Cash Flows From Financing Activities** | **(5,156)** | **(4,850)** | **(2,490)** |
| **Net Increase/(Decrease) in Cash** | **(11,752)** | **(16,654)** | **(8,157)** |
| Opening Cash and Cash Equivalents | 46,758 | 52,544 | 35,890 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | (790) |
| **Closing Cash and Cash Equivalents** | **35,007** | **35,890** | **26,943** |

### NSW Food Authority

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |   |   |   |
|   | 2021-22 | 2022-23 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Expenses Excluding Losses** |   |   |   |
| Operating Expenses - |   |   |   |
| Employee Related | 2 | ... | 2 |
| Personnel Services Expenses | (0) | ... | (0) |
| Other Operating Expenses | 18,636 | 17,516 | 19,319 |
| Grants and Subsidies | 574 | 897 | 604 |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 995 | 995 | 927 |
| Finance Costs | ... | ... | ... |
| Other Expenses | ... | ... | ... |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **20,208** | **19,408** | **20,852** |
| **Revenue** |   |   |   |
| Appropriation Revenue | ... | ... | ... |
| Cluster Grant Revenue | 9,714 | 9,714 | 9,673 |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | ... | ... | ... |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 2,368 | 1,638 | 2,228 |
| Grants and Contributions | (0) | ... | 0 |
| Investment Revenue | 409 | 7 | 431 |
| Retained Taxes, Fees and Fines | 8,341 | 8,366 | 8,521 |
| Other Revenue | ... | 5 | ... |
| **Total Revenue** | **20,831** | **19,730** | **20,853** |
| Gain/(Loss) on Disposal of Non Current Assets | ... | ... | ... |
| Other Gains/(Losses) | ... | ... | ... |
| **Net Result** | **624** | **322** | **2** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |   |   |   |
|   | 2021-22 | 2022-23 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Assets** |   |   |   |
| **Current Assets** |   |   |   |
| Cash Assets | 12,204 | 11,926 | 11,941 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 1,645 | 1,169 | 1,111 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| **Total Current Assets** | **13,849** | **13,095** | **13,052** |
| **Non Current Assets** |   |   |   |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - |   |   |   |
| Land and Building | 7,859 | 8,720 | 8,393 |
| Plant and Equipment | 199 | 73 | 273 |
|  Infrastructure Systems | 912 | 970 | 970 |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | ... | ... | ... |
| Intangibles | 4,021 | 2,910 | 3,210 |
| Other Assets | ... | ... | ... |
| **Total Non Current Assets** | **12,991** | **12,673** | **12,846** |
| **Total Assets** | **26,840** | **25,768** | **25,899** |
| **Liabilities** |   |   |   |
| **Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | 16,926 | 4,925 | 4,925 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | (0) | ... | 0 |
| Provisions | ... | ... | ... |
| Other | ... | ... | ... |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **16,926** | **4,925** | **4,925** |
| **Non Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | ... | ... | ... |
| Provisions | ... | ... | ... |
| Other | ... | ... | 128 |
| **Total Non Current Liabilities** | **...** | **...** | **128** |
| **Total Liabilities** | **16,926** | **4,925** | **5,053** |
| **Net Assets** | **9,914** | **20,844** | **20,845** |
| **Equity** |   |   |   |
| Accumulated Funds | 5,837 | 16,403 | 16,404 |
| Reserves | 4,077 | 4,441 | 4,441 |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **9,914** | **20,844** | **20,845** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |   |   |   |
|   | 2021-22 | 2022-23 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |   |   |   |
| **Payments** |   |   |   |
| Employee Related | 2 | ... | 2 |
| Personnel Services | (0) | ... | (0) |
| Grants and Subsidies | 574 | 897 | 604 |
| Finance Costs | ... | ... | ... |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 18,636 | 15,713 | 19,191 |
| **Total Payments** | **19,213** | **16,610** | **19,796** |
| **Receipts** |   |   |   |
| Appropriation | ... | ... | ... |
| Cluster Grant Revenue | 9,714 | 9,714 | 9,673 |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | 2,368 | 1,225 | 2,228 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | 409 | 7 | 431 |
| Grants and Contributions | (0) | ... | 0 |
| Other Receipts | 8,341 | 8,464 | 8,579 |
| **Total Receipts** | **20,831** | **19,410** | **20,911** |
| **Net Cash Flows From Operating Activities** | **1,619** | **2,800** | **1,115** |
| **Cash Flows From Investing Activities** |   |   |   |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | (200) | (970) | (200) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | (900) | ... | (900) |
| **Net Cash Flows From Investing Activities** | **(1,100)** | **(970)** | **(1,100)** |
| **Cash Flows From Financing Activities** |   |   |   |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | ... | ... | ... |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| **Net Cash Flows From Financing Activities** | **...** | **...** | **...** |
| **Net Increase/(Decrease) in Cash** | **519** | **1,830** | **15** |
| Opening Cash and Cash Equivalents | 11,685 | 10,096 | 11,926 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **12,204** | **11,926** | **11,941** |