# 9. PREMIER’s department

## 9.1 Agency Expense Summary

|  |  |  |
| --- | --- | --- |
| Premier’s Department | Expenses(a) | Capital Expenditure |
| 2022-23 | 2023-24 |  | 2022-23 | 2023-24 |  |
| Est. Actual | Budget | Change | Est. Actual | Budget | Change |
|  | $m | $m | % | $m | $m | % |
| **Premier’s Department(b)** | 378.5 | 434.1 | 14.7 | 10.9 | 21.3 | 96.1 |
| Funding distribution to agencies  | 11.7 | 6.6 | (43.8) | … | … | … |
| **Total Principal Department** | **390.3** | **440.7** | **12.9** | **10.9** | **21.3** | **96.1** |
| ***Agencies*** |  |  |  |  |  |  |
| ***Agencies transferred from Environment and Planning***  |  |  |  |  |  |  |
| Natural Resources Commission(c)  | 7.8 | 6.8 | (12.8) | 0.1 | … | (100.0) |
| ***Special Offices***Public Service Commission  | 38.7 | 40.4 | 4.3 | 0.3 | 0.7 | 137.8 |
| **Total Agencies** | **46.5** | **47.2** | **1.5** | **0.4** | **0.7** | **75.0** |

1. This table shows expenses on an uneliminated basis.
2. The persons employed in the Strategic Emergency Management Policy and Coordination Branch of the Department of Communities and Justice was transferred to the Department of Premier and Cabinet (later renamed to the Premier’s Department), as per the *Administrative Arrangements (Administrative Changes – Miscellaneous) Order (No.10) 2022*, effective 16 December 2022.
3. Natural Resource Commission was transferred to the Department of Premier and Cabinet (later renamed to the Premier’s Department) as per the *Administrative Arrangements (Administrative Changes—Miscellaneous) Order (No 2) 2023*, effective 5 April 2023.

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

## 9.2 Financial Statements

**Premier’s Department**

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |   |   |   |
|   | 2022-23 | 2023-24 |
|   | Budget | Est. Actual | Budget |
|   | $000 | $000 | $000 |
| **Expenses Excluding Losses** |   |   |   |
| Operating Expenses - |   |   |   |
| Employee Related | 196,137 | 184,888 | 187,293 |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 102,457 | 100,016 | 81,735 |
| Grants and Subsidies | 96,208 | 96,389 | 160,203 |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 11,432 | 8,076 | 11,430 |
| Finance Costs | 38 | 243 | 38 |
| Other Expenses | ... | 664 | ... |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **406,272** | **390,277** | **440,698** |
| **Revenue** |   |   |   |
| Appropriation Revenue | 417,245 | 402,308 | 389,068 |
| Funding Distribution from Department | ... | ... | ... |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | 3,693 | 6,586 | 2,469 |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 938 | 5,498 | 7,436 |
| Grants and Contributions | 5,467 | 15,680 | 45,128 |
| Investment Revenue | ... | ... | ... |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | 4 | ... | (0) |
| **Total Revenue** | **427,348** | **430,072** | **444,101** |
| Gain/(Loss) on Disposal of Non Current Assets | ... | (272) | ... |
| Other Gains/(Losses) | ... | 0 | ... |
| **Net Result** | **21,076** | **39,525** | **3,402** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |   |   |   |
|   | 2022-23 | 2023-24 |
|   | Budget | Est. Actual | Budget |
|   | $000 | $000 | $000 |
| **Assets** |   |   |   |
| **Current Assets** |   |   |   |
| Cash Assets | 73,345 | 119,663 | 112,750 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 11,657 | 9,564 | 9,442 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| **Total Current Assets** | **85,001** | **129,227** | **122,192** |
| **Non Current Assets** |   |   |   |
| Taxes Receivable | ... | ... | ... |
| Receivables | 47 | ... | ... |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - |   |   |   |
| Land and Building | 195,582 | 168,164 | 174,326 |
| Plant and Equipment | 27,028 | 30,731 | 30,412 |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 129 | 1,310 | 1,310 |
| Intangibles | 8,347 | 8,123 | 12,198 |
| Other Assets | ... | ... | ... |
| **Total Non Current Assets** | **231,132** | **208,328** | **218,246** |
| **Total Assets** | **316,134** | **337,555** | **340,438** |
| **Liabilities** |   |   |   |
| **Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | 103,517 | 55,599 | 53,603 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 358 | 151 | 151 |
| Provisions | 6,539 | 15,417 | 12,019 |
| Other | 1,904 | 3,209 | 3,209 |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **112,318** | **74,376** | **68,981** |
| **Non Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | 1,510 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 198 | 992 | 992 |
| Provisions | 7,295 | 7,235 | 7,056 |
| Other | 3,210 | 3,816 | 3,816 |
| **Total Non Current Liabilities** | **10,703** | **12,043** | **13,374** |
| **Total Liabilities** | **123,021** | **86,418** | **82,355** |
| **Net Assets** | **193,112** | **251,137** | **258,083** |
| **Equity** |   |   |   |
| Accumulated Funds | 73,262 | 186,961 | 193,907 |
| Reserves | 119,850 | 64,176 | 64,176 |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **193,112** | **251,137** | **258,083** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |   |   |   |
|   | 2022-23 | 2023-24 |
|   | Budget | Est. Actual | Budget |
|   | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |   |   |   |
| **Payments** |   |   |   |
| Employee Related | 192,445 | 180,264 | 184,824 |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | 96,208 | 96,389 | 160,203 |
| Finance Costs | ... | ... | ... |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 102,811 | 85,486 | 82,170 |
| **Total Payments** | **391,463** | **362,139** | **427,197** |
| **Receipts** |   |   |   |
| Appropriation | 417,245 | 402,308 | 389,068 |
| Funding Distribution from Department | ... | ... | ... |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | 938 | 5,403 | 7,436 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | ... | ... | ... |
| Grants and Contributions | 4,845 | 15,186 | 45,128 |
| Other Receipts | 4 | 9,203 | (0) |
| **Total Receipts** | **423,033** | **432,100** | **441,632** |
| **Net Cash Flows From Operating Activities** | **31,570** | **69,961** | **14,435** |
| **Cash Flows From Investing Activities** |   |   |   |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | (12,699) | (5,555) | (14,985) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | (7,273) | (4,247) | (6,363) |
| **Net Cash Flows From Investing Activities** | **(19,972)** | **(9,802)** | **(21,348)** |
| **Cash Flows From Financing Activities** |   |   |   |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | ... | (770) | ... |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| **Net Cash Flows From Financing Activities** | **...** | **(770)** | **...** |
| **Net Increase/(Decrease) in Cash** | **11,598** | **59,389** | **(6,913)** |
| Opening Cash and Cash Equivalents | 61,747 | 60,273 | 119,663 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in(out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **73,345** | **119,663** | **112,750** |

**Natural Resources Commission**

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |   |   |   |
|   | 2022-23 | 2023-24 |
|   | Budget | Est. Actual | Budget |
|   | $000 | $000 | $000 |
| **Expenses Excluding Losses** |   |   |   |
| Operating Expenses - |   |   |   |
| Employee Related | 4,423 | 4,571 | 4,753 |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 1,543 | 3,048 | 1,891 |
| Grants and Subsidies | ... | ... | ... |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 153 | 169 | 153 |
| Finance Costs | ... | 5 | ... |
| Other Expenses | ... | ... | ... |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **6,120** | **7,793** | **6,798** |
| **Revenue** |   |   |   |
| Appropriation Revenue | ... | ... | ... |
| Funding Distribution from Department | 5,870 | 5,936 | 6,598 |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | 59 | 191 | 62 |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | ... | ... | ... |
| Grants and Contributions | ... | ... | ... |
| Investment Revenue | ... | ... | ... |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | ... | 1,563 | ... |
| **Total Revenue** | **5,930** | **7,690** | **6,660** |
| Gain/(Loss) on Disposal of Non Current Assets | ... | 1 | ... |
| Other Gains/(Losses) | ... | (11) | ... |
| **Net Result** | **(190)** | **(113)** | **(138)** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |   |   |   |
|   | 2022-23 | 2023-24 |
|   | Budget | Est. Actual | Budget |
|   | $000 | $000 | $000 |
| **Assets** |   |   |   |
| **Current Assets** |   |   |   |
| Cash Assets | 176 | 1,894 | 628 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 309 | 113 | 113 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| **Total Current Assets** | **485** | **2,007** | **741** |
| **Non Current Assets** |   |   |   |
| Taxes Receivable | ... | ... | ... |
| Receivables | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - |   |   |   |
| Land and Building | ... | ... | ... |
| Plant and Equipment | 329 | 380 | 227 |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | ... | ... | ... |
| Intangibles | ... | ... | ... |
| Other Assets | ... | ... | ... |
| **Total Non Current Assets** | **329** | **380** | **227** |
| **Total Assets** | **814** | **2,387** | **968** |
| **Liabilities** |   |   |   |
| **Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | 355 | 1,138 | 528 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | (0) | ... | ... |
| Provisions | 493 | 573 | 573 |
| Other | ... | 671 | 0 |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **847** | **2,382** | **1,101** |
| **Non Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | ... | ... | ... |
| Provisions | 146 | 173 | 173 |
| Other | ... | ... | ... |
| **Total Non Current Liabilities** | **146** | **173** | **173** |
| **Total Liabilities** | **994** | **2,555** | **1,274** |
| **Net Assets** | **(180)** | **(168)** | **(306)** |
| **Equity** |   |   |   |
| Accumulated Funds | (180) | (168) | (306) |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **(180)** | **(168)** | **(306)** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |   |   |   |
|   | 2022-23 | 2023-24 |
|   | Budget | Est. Actual | Budget |
|   | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |   |   |   |
| **Payments** |   |   |   |
| Employee Related | 4,364 | 4,223 | 4,691 |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | ... | ... | ... |
| Finance Costs | ... | ... | ... |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 1,909 | 3,993 | 2,501 |
| **Total Payments** | **6,273** | **8,216** | **7,192** |
| **Receipts** |   |   |   |
| Appropriation | ... | ... | ... |
| Funding Distribution from Department | 5,870 | 5,936 | 6,598 |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | ... | 664 | (671) |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | ... | ... | ... |
| Grants and Contributions | ... | ... | ... |
| Other Receipts | ... | 2,094 | ... |
| **Total Receipts** | **5,870** | **8,694** | **5,927** |
| **Net Cash Flows From Operating Activities** | **(403)** | **478** | **(1,266)** |
| **Cash Flows From Investing Activities** |   |   |   |
| Proceeds from Sale of Property, Plant and Equipment | ... | 1 | ... |
| Purchases of Property, Plant and Equipment | ... | (77) | ... |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | ... | ... | ... |
| **Net Cash Flows From Investing Activities** | **...** | **(77)** | **...** |
| **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** | **(403)** | **401** | **(1,266)** |
| Opening Cash and Cash Equivalents | 579 | 1,492 | 1,894 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in(out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **176** | **1,894** | **628** |

**Public Service Commission**

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |   |   |   |
|   | 2022-23 | 2023-24 |
|   | Budget | Est. Actual | Budget |
|   | $000 | $000 | $000 |
| **Expenses Excluding Losses** |   |   |   |
| Operating Expenses - |   |   |   |
| Employee Related | 21,913 | 19,509 | 21,473 |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 17,949 | 18,638 | 18,222 |
| Grants and Subsidies | ... | 15 | ... |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 868 | 569 | 696 |
| Finance Costs | ... | ... | ... |
| Other Expenses | ... | ... | ... |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **40,731** | **38,731** | **40,390** |
| **Revenue** |   |   |   |
| Appropriation Revenue | 33,124 | 33,099 | 30,644 |
| Funding Distribution from Department | ... | ... | ... |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | 479 | 792 | 501 |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 3,042 | 3,192 | 3,082 |
| Grants and Contributions | 2,897 | 2,886 | 5,671 |
| Investment Revenue | ... | ... | ... |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | (0) | 201 | 212 |
| **Total Revenue** | **39,542** | **40,171** | **40,110** |
| Gain/(Loss) on Disposal of Non Current Assets | ... | (102) | ... |
| Other Gains/(Losses) | ... | 1,012 | ... |
| **Net Result** | **(1,189)** | **2,350** | **(281)** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |   |   |   |
|   | 2022-23 | 2023-24 |
|   | Budget | Est. Actual | Budget |
|   | $000 | $000 | $000 |
| **Assets** |   |   |   |
| **Current Assets** |   |   |   |
| Cash Assets | 5,727 | 5,789 | 5,436 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 294 | 1,439 | 1,439 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| **Total Current Assets** | **6,021** | **7,228** | **6,875** |
| **Non Current Assets** |   |   |   |
| Taxes Receivable | ... | ... | ... |
| Receivables | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - |   |   |   |
| Land and Building | ... | ... | ... |
| Plant and Equipment | 1,416 | 1,733 | 1,703 |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | ... | ... | ... |
| Intangibles | ... | ... | ... |
| Other Assets | ... | ... | ... |
| **Total Non Current Assets** | **1,416** | **1,733** | **1,703** |
| **Total Assets** | **7,437** | **8,961** | **8,578** |
| **Liabilities** |   |   |   |
| **Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | 784 | 2,899 | 2,899 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | ... | ... | ... |
| Provisions | 3,153 | 2,327 | 2,025 |
| Other | 292 | ... | 100 |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **4,230** | **5,227** | **5,024** |
| **Non Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | ... | ... | ... |
| Provisions | 59 | 411 | 411 |
| Other | 800 | ... | 100 |
| **Total Non Current Liabilities** | **859** | **411** | **511** |
| **Total Liabilities** | **5,089** | **5,638** | **5,536** |
| **Net Assets** | **2,348** | **3,323** | **3,042** |
| **Equity** |   |   |   |
| Accumulated Funds | 2,348 | 3,323 | 3,042 |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **2,348** | **3,323** | **3,042** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |   |   |   |
|   | 2022-23 | 2023-24 |
|   | Budget | Est. Actual | Budget |
|   | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |   |   |   |
| **Payments** |   |   |   |
| Employee Related | 21,434 | 18,748 | 20,972 |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | ... | 15 | ... |
| Finance Costs | ... | ... | ... |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 17,949 | 20,614 | 18,524 |
| **Total Payments** | **39,384** | **39,376** | **39,496** |
| **Receipts** |   |   |   |
| Appropriation | 33,124 | 33,099 | 30,644 |
| Funding Distribution from Department | ... | ... | ... |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | 3,042 | 3,192 | 3,082 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | ... | ... | ... |
| Grants and Contributions | 2,897 | 2,886 | 5,671 |
| Other Receipts | 1,000 | 2,274 | 412 |
| **Total Receipts** | **40,063** | **41,452** | **39,809** |
| **Net Cash Flows From Operating Activities** | **679** | **2,076** | **313** |
| **Cash Flows From Investing Activities** |   |   |   |
| Proceeds from Sale of Property, Plant and Equipment | ... | (102) | ... |
| Purchases of Property, Plant and Equipment | (1,270) | (280) | (666) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | ... | ... | ... |
| **Net Cash Flows From Investing Activities** | **(1,270)** | **(382)** | **(666)** |
| **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** | **(591)** | **1,693** | **(353)** |
| Opening Cash and Cash Equivalents | 6,318 | 4,096 | 5,789 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in(out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **5,727** | **5,789** | **5,436** |