# 10. PREMIER’s department

## 10.1 Agency Expense Summary

|  |  |  |
| --- | --- | --- |
| Premier’s Department | Expenses(a) | Capital Expenditure |
| 2023-24 | 2024-25 |  | 2023-24 | 2024-25 |  |
| Revised | Budget | Change | Revised | Budget | Change |
|  | $m | $m | % | $m | $m | % |
| **Premier’s Department(b)** | 379.6 | 435.9 | 14.8 | 7.4 | 17.3 | 133.7 |
| Funding distribution to agencies  | 6.6 | 7.9 | 19.6 | … | … | … |
| **Total Principal Department** | **386.2** | **443.8** | **14.9** | **7.4** | **17.3** | **133.7** |
| ***Agencies*** |  |  |  |  |  |  |
| Natural Resources Commission  | 8.7 | 7.9 | (8.5) | 0.1 | 0.1 | 94.0 |
| **TOTAL Agencies** | **8.7** | **7.9** | **(8.5)** | **0.1** | **0.1** | **94.0** |
| ***Special Offices***Public Service Commission  | 36.5 | 31.3 | (14.2) | 0.4 | 0.3 | (24.2) |
| **Total Special Offices** | **36.5** | **31.3** | **(14.2)** | **0.4** | **0.3** | **(24.2)** |

1. This table shows expenses on an uneliminated basis.
2. The NSW Government Communications team was transferred from the Department of Customer Service to the Premier’s Department, as per *Administrative Arrangements (Administrative Changes— Miscellaneous) Order (No 6) 2023*, effective 1 January 2024.

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

## 10.2 Financial Statements

**Premier’s Department**

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |   |   |   |
|   | 2023-24 | 2024-25 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Expenses Excluding Losses** |   |   |   |
| Operating Expenses - |   |   |   |
| Employee Related | 187,293 | 162,507 | 198,478 |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 81,735 | 97,595 | 106,677 |
| Grants and Subsidies | 160,203 | 113,011 | 127,028 |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 11,430 | 12,730 | 11,599 |
| Finance Costs | 38 | 352 | 1 |
| Other Expenses | ... | ... | ... |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **440,698** | **386,195** | **443,783** |
| **Revenue** |   |   |   |
| Appropriation Revenue | 389,068 | 318,711 | 407,362 |
| Funding Distribution from Department | ... | ... | ... |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | 2,469 | 3,482 | 1,171 |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 7,436 | 15,249 | 11,700 |
| Grants and Contributions | 45,128 | 36,317 | 33,145 |
| Investment Revenue | ... | ... | ... |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | (0) | ... | 0 |
| **Total Revenue** | **444,101** | **373,758** | **453,377** |
| Gain/(Loss) on Disposal of Non Current Assets | ... | ... | ... |
| Other Gains/(Losses) | ... | 554 | ... |
| **Net Result** | **3,402** | **(11,883)** | **9,595** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |   |   |   |
|   | 2023-24 | 2024-25 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Assets** |   |   |   |
| **Current Assets** |   |   |   |
| Cash Assets | 112,750 | 64,714 | 70,326 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 9,442 | 8,244 | 8,244 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| **Total Current Assets** | **122,192** | **72,959** | **78,571** |
| **Non Current Assets** |   |   |   |
| Taxes Receivable | ... | ... | ... |
| Receivables | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - |   |   |   |
| Land and Building | 174,326 | 176,261 | 182,823 |
| Plant and Equipment | 30,412 | 22,717 | 17,352 |
| Infrastructure Systems | ... | (0) | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 1,310 | 682 | 437 |
| Intangibles | 12,198 | 10,868 | 15,658 |
| Other Assets | ... | ... | ... |
| **Total Non Current Assets** | **218,246** | **210,528** | **216,270** |
| **Total Assets** | **340,438** | **283,487** | **294,841** |
| **Liabilities** |   |   |   |
| **Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | 53,603 | 10,691 | 8,549 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 151 | 151 | 151 |
| Provisions | 12,019 | 11,089 | 11,089 |
| Other | 3,209 | 3,209 | 3,209 |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **68,981** | **25,140** | **22,998** |
| **Non Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | 1,510 | ... | 3,811 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 992 | 992 | 992 |
| Provisions | 7,056 | 7,057 | 7,147 |
| Other | 3,816 | 763 | 763 |
| **Total Non Current Liabilities** | **13,374** | **8,812** | **12,713** |
| **Total Liabilities** | **82,355** | **33,951** | **35,711** |
| **Net Assets** | **258,083** | **249,535** | **259,130** |
| **Equity** |   |   |   |
| Accumulated Funds | 193,907 | 177,850 | 187,445 |
| Reserves | 64,176 | 71,685 | 71,685 |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **258,083** | **249,535** | **259,130** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |   |   |   |
|   | 2023-24 | 2024-25 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |   |   |   |
| **Payments** |   |   |   |
| Employee Related | 184,824 | 159,639 | 197,307 |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | 160,203 | 113,011 | 127,028 |
| Finance Costs | ... | ... | ... |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 82,170 | 157,229 | 104,918 |
| **Total Payments** | **427,197** | **429,880** | **429,254** |
| **Receipts** |   |   |   |
| Appropriation | 389,068 | 318,711 | 407,362 |
| 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 | 7,436 | 15,244 | 11,698 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | ... | ... | ... |
| Grants and Contributions | 45,128 | 36,317 | 33,145 |
| Other Receipts | (0) | 12,080 | 2 |
| **Total Receipts** | **441,632** | **382,351** | **452,206** |
| **Net Cash Flows From Operating Activities** | **14,435** | **(47,528)** | **22,953** |
| **Cash Flows From Investing Activities** |   |   |   |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | (14,985) | (2,387) | (10,341) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | (6,363) | (5,033) | (7,000) |
| **Net Cash Flows From Investing Activities** | **(21,348)** | **(7,420)** | **(17,341)** |
| **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** | **(6,913)** | **(54,948)** | **5,612** |
| Opening Cash and Cash Equivalents | 119,663 | 119,663 | 64,714 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in(out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **112,750** | **64,714** | **70,326** |

**Natural Resources Commission**

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |   |   |   |
|   | 2023-24 | 2024-25 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Expenses Excluding Losses** |   |   |   |
| Operating Expenses - |   |   |   |
| Employee Related | 4,753 | 5,622 | 5,368 |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 1,891 | 2,826 | 2,463 |
| Grants and Subsidies | ... | ... | ... |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 153 | 214 | 99 |
| Finance Costs | ... | 5 | ... |
| Other Expenses | ... | ... | ... |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **6,798** | **8,668** | **7,931** |
| **Revenue** |   |   |   |
| Appropriation Revenue | ... | ... | ... |
| Funding Distribution from Department | 6,598 | 6,538 | 7,621 |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | 62 | 180 | 187 |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | ... | ... | ... |
| Grants and Contributions | ... | ... | ... |
| Investment Revenue | ... | ... | ... |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | ... | 1,823 | ... |
| **Total Revenue** | **6,660** | **8,541** | **7,809** |
| Gain/(Loss) on Disposal of Non Current Assets | ... | (6) | ... |
| Other Gains/(Losses) | ... | (5) | ... |
| **Net Result** | **(138)** | **(138)** | **(122)** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |   |   |   |
|   | 2023-24 | 2024-25 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Assets** |   |   |   |
| **Current Assets** |   |   |   |
| Cash Assets | 628 | 1,197 | 540 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 113 | 245 | 245 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| **Total Current Assets** | **741** | **1,442** | **785** |
| **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 | 227 | 209 | 58 |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | ... | ... | ... |
| Intangibles | ... | ... | ... |
| Other Assets | ... | ... | ... |
| **Total Non Current Assets** | **227** | **209** | **58** |
| **Total Assets** | **968** | **1,652** | **842** |
| **Liabilities** |   |   |   |
| **Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | 528 | 384 | 243 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | ... | ... | 0 |
| Provisions | 573 | 845 | 845 |
| Other | 0 | 616 | 70 |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **1,101** | **1,846** | **1,158** |
| **Non Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | ... | ... | ... |
| Provisions | 173 | 188 | 188 |
| Other | ... | ... | ... |
| **Total Non Current Liabilities** | **173** | **188** | **188** |
| **Total Liabilities** | **1,274** | **2,034** | **1,346** |
| **Net Assets** | **(306)** | **(382)** | **(504)** |
| **Equity** |   |   |   |
| Accumulated Funds | (306) | (382) | (504) |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **(306)** | **(382)** | **(504)** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |   |   |   |
|   | 2023-24 | 2024-25 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |   |   |   |
| **Payments** |   |   |   |
| Employee Related | 4,691 | 5,233 | 5,181 |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | ... | ... | ... |
| Finance Costs | ... | ... | ... |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 2,501 | 3,937 | 2,455 |
| **Total Payments** | **7,192** | **9,170** | **7,636** |
| **Receipts** |   |   |   |
| Appropriation | ... | ... | ... |
| Funding Distribution from Department | 6,598 | 6,538 | 7,621 |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | (671) | (54) | (546) |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | ... | ... | ... |
| Grants and Contributions | ... | ... | ... |
| Other Receipts | ... | 2,040 | ... |
| **Total Receipts** | **5,927** | **8,524** | **7,075** |
| **Net Cash Flows From Operating Activities** | **(1,266)** | **(646)** | **(561)** |
| **Cash Flows From Investing Activities** |   |   |   |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | ... | (50) | (97) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | ... | ... | ... |
| **Net Cash Flows From Investing Activities** | **...** | **(50)** | **(97)** |
| **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** | **(1,266)** | **(696)** | **(658)** |
| Opening Cash and Cash Equivalents | 1,894 | 1,894 | 1,197 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in(out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **628** | **1,197** | **540** |

**Public Service Commission**

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |   |   |   |
|   | 2023-24 | 2024-25 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Expenses Excluding Losses** |   |   |   |
| Operating Expenses - |   |   |   |
| Employee Related | 21,473 | 20,425 | 20,707 |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 18,222 | 15,604 | 10,064 |
| Grants and Subsidies | ... | ... | ... |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 696 | 487 | 548 |
| Finance Costs | ... | ... | ... |
| Other Expenses | ... | ... | ... |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **40,390** | **36,517** | **31,319** |
| **Revenue** |   |   |   |
| Appropriation Revenue | 30,644 | 26,962 | 21,608 |
| Funding Distribution from Department | ... | ... | ... |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | 501 | 477 | 518 |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 3,082 | 3,099 | 3,047 |
| Grants and Contributions | 5,671 | 5,672 | 5,813 |
| Investment Revenue | ... | ... | ... |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | 212 | ... | (0) |
| **Total Revenue** | **40,110** | **36,210** | **30,986** |
| Gain/(Loss) on Disposal of Non Current Assets | ... | (64) | ... |
| Other Gains/(Losses) | ... | ... | ... |
| **Net Result** | **(281)** | **(371)** | **(333)** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |   |   |   |
|   | 2023-24 | 2024-25 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Assets** |   |   |   |
| **Current Assets** |   |   |   |
| Cash Assets | 5,436 | 5,370 | 5,315 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 1,439 | 953 | 953 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| **Total Current Assets** | **6,875** | **6,323** | **6,268** |
| **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 | 1,703 | 1,634 | 1,356 |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | ... | ... | ... |
| Intangibles | ... | ... | ... |
| Other Assets | ... | ... | ... |
| **Total Non Current Assets** | **1,703** | **1,634** | **1,356** |
| **Total Assets** | **8,578** | **7,957** | **7,624** |
| **Liabilities** |   |   |   |
| **Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | 2,899 | 2,360 | 2,360 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | ... | ... | ... |
| Provisions | 2,025 | 2,356 | 2,356 |
| Other | 100 | ... | ... |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **5,024** | **4,716** | **4,716** |
| **Non Current Liabilities** |   |   |   |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | ... | ... | ... |
| Provisions | 411 | 410 | 410 |
| Other | 100 | ... | ... |
| **Total Non Current Liabilities** | **511** | **410** | **410** |
| **Total Liabilities** | **5,536** | **5,126** | **5,126** |
| **Net Assets** | **3,042** | **2,831** | **2,498** |
| **Equity** |   |   |   |
| Accumulated Funds | 3,042 | 2,831 | 2,498 |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **3,042** | **2,831** | **2,498** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |   |   |   |
|   | 2023-24 | 2024-25 |
|   | Budget | Revised | Budget |
|   | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |   |   |   |
| **Payments** |   |   |   |
| Employee Related | 20,972 | 19,948 | 20,189 |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | ... | ... | ... |
| Finance Costs | ... | ... | ... |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 18,524 | 16,351 | 10,064 |
| **Total Payments** | **39,496** | **36,300** | **30,253** |
| **Receipts** |   |   |   |
| Appropriation | 30,644 | 26,962 | 21,608 |
| 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 | 3,082 | 3,099 | 3,047 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | ... | ... | ... |
| Grants and Contributions | 5,671 | 5,672 | 5,813 |
| Other Receipts | 412 | 566 | (0) |
| **Total Receipts** | **39,809** | **36,299** | **30,468** |
| **Net Cash Flows From Operating Activities** | **313** | **(1)** | **215** |
| **Cash Flows From Investing Activities** |   |   |   |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | (666) | (356) | (270) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | ... | ... | ... |
| **Net Cash Flows From Investing Activities** | **(666)** | **(356)** | **(270)** |
| **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** | **(353)** | **(357)** | **(55)** |
| Opening Cash and Cash Equivalents | 5,789 | 5,728 | 5,370 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in(out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **5,436** | **5,370** | **5,315** |