

Figure 2: Reconciliation Example

(based on Buzzi Unicem SpA, Italy, Year to 31/12/2000, selected at random)

Opening Balance Sheet		Income Statement		Cash Flow Statement		Closing Balance Sheet		
Equity/Liability [-] Asset [+]		Expense [-] Revenue [+]		Cash Receipts [-] Cash Payments [+]		Eq./Liab. [-] Asset [+]		
		Profit [-] Loss [+]						
Fixed Assets, net (FA)	803435	Depreciation Expense	-91298	211289	New Fixed Assets		923426	FA 339; DEP 136
Intangibles & Investments	244800			-21605	Sales of Investments		223195	
Long-term Assets (LA)	1048235	Depreciation (DEP)	-91298	189684	(NCE) Net Capital Expenditure		1146621	LA 391+389-376
Equity and Reserves (EQ)	-705433	Earnings (EAR)	-157611	-30974	(NDV) Net Dividend		-894018	EQ 305; EAR 625
Total Debt (TD)	-649512	Interest Charges	-30557	224833	Debt Repayments		-455236	TD 1301; INT 153
Total Cash (TC)	396855			-127192	Cash Movement		269663	TC 375
Net Debt (ND)	-252657	Interest (INT)	-30557	97641	(NFF) Net Financing Flow		-185573	
EQ + ND + LA	90145		-279466	256351			67030	
Current Assets (CA)	415092	Sales Revenue (SAL)	1334000	-1293740	(REC) Customer Receipts		455352	CA 376-375; SAL 104
Current Liabilities (CL)	-274145	Purchases (PUR)	-949686	949805	(PAY) Supplier Payments		-274026	CL 389-309; PUR 104-137-136
Non-Operating Provisions	-121489	Provisions (PRO)	24353	-22019	(SET) Settlements on Provisions		-119155	PRO 137-154-153
Taxation	-109603	Tax Charges (TXC)	-129201	109603	(TXP) Tax Payments		-129201	TXC 154-625
Provisions and Taxes (PT)	-231092		-104848	87584			-248356	
CA + CL + PT	-90145		279466	-256351			-67030	

Operating Accruals **OPAC** ≡ -FIAC Investment-Financing Accruals

(SAL + REC + PUR + PAY + PRO + SET + DEP) ≡ -(NCE + TXC + TXP + INT + NFF + EAR + NDV)