

Balance Sheet

Account	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Assets	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Liabilities	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Equity	100	100	100	100	100	100	100	100	100	100	100	100	100	100

Process Owner
Corporate Financial Function

D&PS Expert
Marie-Line Ardito

General Description

Detailed table containing the Actual of various elements of the Balance Sheet from Inventories to Equity Share Value

Possibility to add other phases : Historical and/or Budget or Budget Y+1 (when available) and/or BFR

Target Users

- Comex
- Controlling
- Finance

Authorization & Rights

All the accesses must be validated by:

Corporate Finance - point 1 and 3

GBU Finance Director + copy to Corporate Finance - point 2

- Lead FD Role (specific role)
- GBU / Legal Entities (of the GBU)
- Multi GBUs / Legal Entities

[Access form](#)

Balance Sheet Indicators

Phases Details

Actual	Current Year's results
Historical	Previous Year's (Y-1) Official results published
Budget	Official forecast for Current Year defined in October Previous Year (Y-1)
BFR	4 re-forecast for Current Year : BFR03/BFR06/BFR09/BFR12 = (Official forecast for Current Year defined in October Previous Year - Total Actual Q1+Q2+Q3)

Balance Sheet Calculation

Name KPI	BFC Description	BFC
Inventories	Total Inventories	ST-STOCK
Account receivables & advance	Total Receivable - Advances received from customers	ST-CLT - L41160
Account payables & advance	Total Payable - Advances paid to suppliers	ST-FRN - A40160
Industrial working capital	Total Inventories + (Total Receivable - Advances received from customers) - (Total Payable - Advances paid to suppliers)	ST-STOCK + (ST-CLT - L41160) - (ST-FRN - A40160)
Industrial working capital % Total sales	Total Inventories + (Total Receivable - Advances received from customers) - (Total Payable - Advances paid to suppliers) / Net sales & other revenues on activities	(ST-STOCK + (ST-CLT - L41160) - (ST-FRN - A40160)) / ST-R111
Adjust for CROI calculation purpose	Adjustment to replace industrial working capital	X34041
Industrial working capital considered in CFROI calculation	Total Inventories + (Total Receivable - Advances received from customers) - (Total Payable - Advances paid to suppliers) + Adjustment to replace industrial working capital	(ST-STOCK + (ST-CLT - L41160) - (ST-FRN - A40160)) + X34041
Gross tangible assets	Tangible Assets - Gross Value	ST-VB-CORP
Tangible assets - Amort & deprec.s	Tangible Assets - Amortizations & Depreciations	ST-AM-CORP
Net tangible assets	Tangible Assets - Net Value	ST-VNC-CORP
Adjust for CROI calculation purpose	Adjustment to replace tangible assets - Gross value	X21000
Gross tangible assets considered in CFROI calculation	Tangible Assets - Gross Value + Adjustment to replace tangible assets - Gross value	ST-VB-CORP + X21000
Gross intangibles assets	Intangible Assets - Gross value	ST-VB-INCOR
Intangible assets - Amort & deprec.s	Intangible Assets - Amortizations & Depreciations	ST-AM-INCOR
Net intangible assets	Intangible Assets - Net Value	ST-VNC-INCOR
Adjust for CROI calculation purpose	Adjustment to replace intangible assets - Gross value	X20000
Gross intangible assets considered in CFROI calculation	Intangible Assets - Gross value + Adjustment to replace intangible assets - Gross value	ST-VB-INCOR + X20000
Gross goodwills	Goodwill	A20200
Goodwills - Amort & deprec.s	(Goodwills Amortization & Depreciation + Goodwill - Depreciation + Goodwill - Impairment)	(A20024 + A29020 + A29920)
Net goodwills	"Gross goodwills" + (Goodwills Amortization & Depreciation + Goodwill - Depreciation + Goodwill - Impairment)	A20200_I + (A20024 + A29020 + A29920)
Goodwills considered in CFROI calculation	Adjustment to replace investments and goodwill (Investments in associated companies + Goodwill on associated companies & JV (Equity methods) + Equity Goodwill - Amortization + Goodwill on associated companies - Impairment + Investments in associates)	X20225 (A24000 + A20400 + A29040 + A29940 + A24100)
Equity shares value		[F99]

BFC Flows

F99	CLOSING BALANCE
F99AJ	Adjusted

FA99EX	Exceptional
RS99	Closing RSB
RS80	Foreign exchange Gain/Loss
F20	INCREASE
F23	CAPITALIZED INTERESTS
F53	INTERNALLY GENERATED FIXED ASSETS
F15	VARIATION
RS100	RSB - Dec Tx Current Month
F06	DIVIDENDS PAID
RS50	RECLASSIFICATION
C04	NET BOOK VALUE (NBV)
Annualized	
<ul style="list-style-type: none"> • [01] = 12 x [01]; • [02] = 6 x ([01] + [02]); • [03] = 4 x ([M-2] + [M-1] + [M]) 	

Sources	
BFC	All except below listed managed by Corporate Finance
Manual Files	<ul style="list-style-type: none"> • BFR – quarterly basis • WACC Corporate – updated by the Corporate Finance • WACC GBUs – updated by the Corporate Finance • Tax Rate – updated by the Corporate Finance • Maintenance rate – updated by the Corporate Finance • Free cash flow – updated by the Corporate Finance. Actual by month, Historical by quarter, budget of the Year and BFR by month : <ul style="list-style-type: none"> ◦ Delta working capital others ◦ Tax cash out ◦ Provisions cash out ◦ Others & Disc. opFree cash flow