

# CAPEX and Borrowing Template Manual

## **Guidelines and instructions**

- Before using the template please ensure that macros are enabled
- Fill in the SOE name and select appropriate SOE Schedule
- Only the cells in white should be used to input required information
- Cells in yellow will be calculated automatically
- Actual figures should be inputted in the Cells in green
- Cells in grey are locked and no information is required
- Cells that turn red indicate areas where inputs do not match up
- All figures are in millions

## **1. Sheet: Time Schedule**

- This sheet allows the user to change between corporate plan figures and the different quarters of the financial year as defined as:
  - Q1 (1<sup>st</sup> April to 30<sup>th</sup> June)
  - Q2 (1 July to 30 September)
  - Q3 (1 October to 31 December); and
  - Q4 (1<sup>st</sup> January to 31<sup>st</sup> March )

Depending on the reporting period click on the drop down list to select the period.

## **2. Sheet: Capex**

### **Corporate Plan Reporting Period**

Please use the information as contained in the Corporate Plan submitted on an annual basis to complete the cells.

#### **i. Consolidated Capex:**

The first table of the capex sheet provides the aggregate information for the total capex of the SOE projected over a 5 year period (minimum required 3 years), together with the latest available financial results as at 31 March of the ended financial year, which will be compared to the budgeted figure for that financial year.

- a. Input the budgeted figure for the financial year ended 31<sup>st</sup> March in Cell B5 and in Cell C5 input the actual figures for the financial year ended 31<sup>st</sup> March. The variance is automatically calculated in Cell D5 in the form of percentage achieved.
- b. Input the quarterly budgeted capex in each Cell from Cell F5 to I5. The total budgeted capex for the year will be automatically calculated in Cell E5.
- c. Reason for variance in budget compared to previous estimates is not required as the corporate plan is at the forecast stage.
- d. In Cell R5 to W5, the annual budgeted capex for each of the financial years will be inputted as per the Corporate Plan.

ii. **Breakdown of the major capital expenditure projects:**

In this section the breakdown of the 10 major capex projects (ranked according to order of importance e.g. monetary or developmental impact etc) and other projects are inputted. Other projects refer to any other projects not included as a major capex project.

- a. In the template complete as follows for each of the major capex projects:

<p><b>Project:</b> Name of project</p> <p><b>Type:</b> Use drop down list to select type of project e.g. expansionary</p> <p><b>Description:</b> Provide a short description of the project</p>
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- b. Input the budgeted figure for the financial year ended 31<sup>st</sup> March in Budget and in Actual input the actual figures for the latest financial year ended 31<sup>st</sup> March. The variance is automatically calculated under the percentage achieved cell.
- c. Input the quarterly budgeted capex in each cell in each quarter. The total budgeted capex for the year will be automatically calculated in the Cell for Continuous Annual Budget.
- d. Reason for variance in budget compared to previous estimates is not required as the corporate plan is at the forecast stage.

- e. Input the annual budgeted capex for each of the financial years as per the Corporate Plan.
- f. Under projected time of completion select month and year from the drop down lists applicable to the time of completion.
- g. Reason for change in completion date from previous estimate is not required as the corporate plan is at the forecast stage.
- h. Under other aggregate all capex projects not included as major capex projects and complete according to descriptions in b to e above.

**iii. Capex Funding:**

This section details the funding plan for the projected capex over a 5 year period. In addition it also provides capex budgeted and funded as at 31 March as per the latest available financial results (normally this will be sourced from the draft financials). Please note the capex budget and actual; Debt (foreign and domestic); and capex funding surplus/(shortfall) figures are automatically generated from inputted information.

- a. Input budget and actual figures for internally generated funds (cash generated from operations, sale of assets and other) and government support as at 31 March as per the latest available financial results (normally this will be sourced from the draft financials). Input the quarterly budgeted figures for internally generated funds (cash generated from operations, sale of assets and other) and government support in each Cell for each quarter. The total budget for internally generated funds (cash generated from operations, sale of assets and other) and government support for the year will be automatically calculated in the Cell for Continuous Annual Budget. Input the annual budget for internally generated funds (cash generated from operations, sale of assets and other) and government support for each of the financial years as per the Corporate Plan.
- b. In terms Interest During Construction (IDC) only annual figures are required for this item. Input budget and actual figures for IDC as at 31 March as per the latest available financial results (normally this will be sourced from the draft financials). Input the annual budget for IDC for each of the financial years as per the Corporate Plan.

## Quarterly

### 1st April to 30th June Reporting Period

Please use the information as contained in the quarterly reports for the period ending 30<sup>th</sup> June to complete the cells (this should be in line with the corporate plan).

#### **i. Consolidated Capex:**

- a. The first table of the capex sheet provides the aggregate information for the total capex of the SOE projected over a 5 year period with the 1<sup>st</sup> projected year on a quarterly basis. The corporate plan line is automatically populated with the information that was already inputted from the corporate plan during the first completion of the template.
- b. For the 1<sup>st</sup> quarter (1<sup>st</sup> April to 30<sup>th</sup> June) input the actual capex figure spent in that period in Cell F6. In cell G6 to I6 input the revised budget estimates if any for the relevant quarters.
- c. Is a mandatory to provide the reason for the variance between the budget and actual for all the quarters (Q1 to Q4).

#### **ii. Breakdown of the major capital expenditure projects:**

In this section the breakdown of the 10 major capex projects (ranked according to order of importance e.g. monetary or developmental impact etc) and other projects are inputted. Other projects refer to any other projects not included as a major capex project.

- In the template complete as follows for each of the major capex projects:
  - a. The corporate plan line is automatically populated with the information that was already inputted from the corporate plan during the first completion of the template for the individual project.
  - b. For the 1<sup>st</sup> quarter (1<sup>st</sup> April to 30<sup>th</sup> June) input the actual capex figure spent in that period in Cell highlighted in green. In each cell for each quarter input the revised budget estimates if any for the relevant quarters for the individual project.
  - c. Provide the reason for the variance between the budget and actual (if any) for the 1<sup>st</sup> quarter (1<sup>st</sup> April to 30<sup>th</sup> June) in allocated Cell for the individual project.

- d. Input the revised annual budgets (if any) for total capex in each cell for each year.
  - e. Update the projected time of completion for the individual project (if any) and input the reason for the change in the completion date compared to the previous estimate (if any).
- Under other aggregate all capex projects not included as major capex projects and complete according to descriptions in (a) to (d) above.

**iii. Capex Funding:**

This section details the funding plan for the projected capex over a 5 year period with the 1<sup>st</sup> year projected on a quarterly basis.

- Please note the Capex budget and actual; Debt (foreign and domestic); and capex funding surplus/(shortfall) figures are automatically generated from inputted information.
- Input the actual figures for internally generated funds (cash generated from operations, sale of assets and other) for the 1<sup>st</sup> quarter (1<sup>st</sup> April to 30<sup>th</sup> June). In each cell for each quarter input the revised budget estimates for internally generated funds (cash generated from operations, sale of assets and other) if any for the relevant quarters. Input the revised annual budgets for internally generated funds (cash generated from operations, sale of assets and other) for each of the financial years.
- Input the actual figures for government support for the 1<sup>st</sup> quarter (1<sup>st</sup> April to 30<sup>th</sup> June). In each cell for each quarter input the revised budget estimates for government support if any for the relevant quarters. Input the revised annual budgets for government support for each of the financial years.
- In terms of Interest During Construction only annual figures are required for this item. Input the revised annual budget (if any) for the 1<sup>st</sup> projected year. Input the annual revised budgets (if any) for IDC for each of the financial years.

**1st July to 30th September Reporting Period**

Please use the information as contained in the quarterly reports for the period ending 30<sup>th</sup> September to complete the cells (this should be in line with the corporate plan).

i. **Consolidated Capex:**

- The first table of the capex sheet provides the aggregate information for the total capex of the SOE projected over a 5 year period with the 1st projected year on a quarterly basis. The corporate plan line is automatically populated with the information that was already inputted from the corporate plan during the first completion of the template.
- For the 2nd quarter (1st July to 30th September) input the actual capex figure spent in that period in Cell G7. In cell H7 to I7 input the revised budget estimates if any for the relevant quarters.
- Provide the reason for the variance between the budget and actual (if any) for the 2nd quarter (1st July to 30th September) in allocated Cell.

ii. **Breakdown of the major capital expenditure projects:**

In this section the breakdown of the 10 major capex projects (ranked according to order of importance e.g. monetary or developmental impact etc) and other projects are inputted. Other projects refer to any other projects not included as a major capex project.

- In the template complete as follows for each of the major capex projects:
  - a. The corporate plan line is automatically populated with the information that was already inputted from the corporate plan during the first completion of the template for the individual project.
  - b. For the 2nd quarter (1st July to 30th September) input the actual capex figure spent in that period in Cell highlighted in green. In each cell for each quarter input the revised budget estimates if any for the relevant quarters for the individual project.
  - c. Provide the reason for the variance between the budget and actual (if any) for the 2nd quarter (1st July to 30th September) in allocated Cell for the individual project.
  - d. Input the revised annual budgets (if any) for total capex in each cell for each year.

- e. Update the projected time of completion for the individual project (if any) and input the reason for the change in the completion date compared to the previous estimate (if any).
- Under other aggregate all capex projects not included as major capex projects and complete according to descriptions in (a) to (d) above.

**iii. Capex Funding:**

- This section details the funding plan for the projected capex over a 5 year period with the 1<sup>st</sup> year projected on a quarterly basis.
- Please note the Capex budget and actual; Debt (foreign and domestic); and capex funding surplus/(shortfall) figures are automatically generated from inputted information.
- Input the actual figures for internally generated funds (cash generated from operations, sale of assets and other) for the 2nd quarter (1st July to 30th September). In each cell for each quarter input the revised budget estimates for internally generated funds (cash generated from operations, sale of assets and other) if any for the relevant quarters. Input the revised annual budgets for internally generated funds (cash generated from operations, sale of assets and other) for each of the financial years.
- Input the actual figures for government support for the 2nd quarter (1st July to 30th September). In each cell for each quarter input the revised budget estimates for government support if any for the relevant quarters. Input the revised annual budgets for government support for each of the financial years.
- In terms of Interest during Construction only annual figures are required for this item. Input the revised annual budget (if any) for the 1<sup>st</sup> projected year. Input the annual revised budgets (if any) for IDC for each of the financial years.

**1st October to 31st December Reporting Period**

Please use the information as contained in the quarterly reports for the period ending 31st December to complete the cells (this should be in line with the corporate plan).

**i. Consolidated Capex:**

- The first table of the capex sheet provides the aggregate information for the total capex of the SOE projected over a 5 year period with the 1st projected year on a quarterly basis. The corporate plan line is automatically populated with the information that was already inputted from the corporate plan during the first completion of the template.
- For the 3rd quarter (1st October to 31<sup>st</sup> December) input the actual capex figure spent in that period in Cell H8. In cell I8 input the revised budget estimates if any for the relevant quarter.
- Provide the reason for the variance between the budget and actual (if any) for the 3rd quarter (1st October to 31<sup>st</sup> December) in allocated Cell.

**ii. Breakdown of the major capital expenditure projects:**

- In this section the breakdown of the 10 major capex projects (ranked according to order of importance e.g. monetary or developmental impact etc) and other projects are inputted. Other projects refer to any other projects not included as a major capex project.
- In the template complete as follows for each of the major capex projects:
  - a. The corporate plan line is automatically populated with the information that was already inputted from the corporate plan during the first completion of the template for the individual project.
  - b. For the 3rd quarter (1st October to 31<sup>st</sup> December) input the actual capex figure spent in that period in Cell highlighted in green. In the last quarter input the revised budget estimates if any for the individual project.
  - c. Provide the reason for the variance between the budget and actual (if any) for the 3rd quarter (1st October to 31<sup>st</sup> December) in allocated Cell for the individual project.
  - d. Input the revised annual budgets (if any) for total capex in each cell for each year.
  - e. Update the projected time of completion for the individual project (if any) and input the reason for the change in the completion date compared to the previous estimate (if any).

- Under other aggregate all capex projects not included as major capex projects and complete according to descriptions in (a) to (d) above.

**iii. Capex Funding:**

- This section details the funding plan for the projected capex over a 5 year period with the 1st year projected on a quarterly basis.
- Please note the Capex budget and actual; Debt (foreign and domestic); and capex funding surplus/(shortfall) figures are automatically generated from inputted information.
- Input the actual figures for internally generated funds (cash generated from operations, sale of assets and other) for the 3rd quarter (1st October to 31<sup>st</sup> December). In the last quarter input the revised budget estimates for internally generated funds (cash generated from operations, sale of assets and other) if any for the relevant quarter. Input the revised annual budgets for internally generated funds (cash generated from operations, sale of assets and other) for each of the financial years.
- Input the actual figures for government support for the 3rd quarter (1st October to 31<sup>st</sup> December). In the last quarter input the revised budget estimates for government support if any for the relevant quarter. Input the revised annual budgets for government support for each of the financial years.
- In terms of Interest during Construction only annual figures are required for this item. Input the revised annual budget (if any) for the 1st projected year. Input the annual revised budgets (if any) for IDC for each of the financial years.

**1st January to 31st March Reporting period**

Please use the information as contained in the quarterly reports for the period ending 31st March to complete the cells (this should be in line with the corporate plan).

**i. Consolidated Capex:**

- The first table of the capex sheet provides the aggregate information for the total capex of the SOE projected over a 5 year period with the 1st projected year on a quarterly basis. The corporate plan line is automatically populated with the information that was already inputted from the corporate plan during the first completion of the template.

- For the 4th quarter (1st January to 31<sup>st</sup> March) input the actual capex figure spent in that period in Cell I9.
- Provide the reason for the variance between the budget and actual (if any) for the 4th quarter (1st January to 31<sup>st</sup> March) in allocated Cell.

**ii. Breakdown of the major capital expenditure projects:**

- In this section the breakdown of the 10 major capex projects (ranked according to order of importance e.g. monetary or developmental impact etc) and other projects are inputted. Other projects refer to any other projects not included as a major capex project.
- In the template complete as follows for each of the major capex projects:
  - a. The corporate plan line is automatically populated with the information that was already inputted from the corporate plan during the first completion of the template for the individual project.
  - b. For the 4th quarter (1st January to 31<sup>st</sup> March) input the actual capex figure spent in that period in Cell highlighted in green.
  - c. Provide the reason for the variance between the budget and actual (if any) for the 4th quarter (1st January to 31<sup>st</sup> March) in allocated Cell for the individual project.
  - d. Input the revised annual budgets (if any) for total capex in each cell for each year.
  - e. Update the projected time of completion for the individual project (if any) and input the reason for the change in the completion date compared to the previous estimate (if any).
- Under other aggregate all capex projects not included as major capex projects and complete according to descriptions in (a) to (d) above.

**iii. Capex Funding:**

- This section details the funding plan for the projected capex over a 5 year period with the 1st year projected on a quarterly basis.

- Please note the Capex budget and actual; Debt (foreign and domestic); and capex funding surplus/(shortfall) figures are automatically generated from inputted information.
- Input the actual figures for internally generated funds (cash generated from operations, sale of assets and other) for the 4th quarter (1st January to 31<sup>st</sup> March). Input the revised annual budgets for internally generated funds (cash generated from operations, sale of assets and other) for each of the financial years.
- Input the actual figures for government support for the 4th quarter (1st January to 31<sup>st</sup> March). In the last quarter input the revised budget estimates for government support if any for the relevant quarter. Input the revised annual budgets for government support for each of the financial years.
- In terms of Interest during Construction only annual figures are required for this item. Input the revised annual budget (if any) for the 1st projected year. Input the annual revised budgets (if any) for IDC for each of the financial years.

## **2. Sheet: Borrowings:**

This sheet captures the borrowing instruments used by the SOCs and DFIs. This sheet comprises of three sub-sections namely gross borrowings, redemptions and net borrowings.

The gross borrowings and redemptions sections require manual input of the values and the net borrowings sections will automatically be generated.

### **1st April to 30th June Reporting Period**

#### **Gross Borrowings**

For each borrowing instrument complete as follows:

- In the first table under column A use the drop down list to choose the relevant option i.e. domestic or foreign.
- In the first table under column B use the drop down list to choose the relevant type of instrument being used i.e. loan, bond, commercial paper etc.
- In the table under column C use the drop down list to choose the reason for borrowing i.e. CAPEX, Redemption, Operational or Other.
- Please note that the quarterly information required is based on a rolling quarterly budget. In the first quarter of the rolling budget actual figures for that quarter (1<sup>st</sup> April to 30<sup>th</sup> June)

should be inputted in Cell U7. Cell T7 will automatically be populated to include the new amounts inputted under actual borrowings for the quarter.

- In Cell V7 to Y7, Input the quarterly budgeted gross borrowings for the 2<sup>nd</sup> quarter (1st July to 30<sup>th</sup> September), 3<sup>rd</sup> quarter (1<sup>st</sup> October to 31<sup>st</sup> December) and the 4<sup>th</sup> quarter (1<sup>st</sup> January to 31<sup>st</sup> March) of the current financial year. Then input the budgeted gross borrowings of the 1<sup>st</sup> quarter (1<sup>st</sup> April to 30 June) of the next financial year as per the latest available information.
- In Cell Z7 to AE7, the annual budgeted borrowings for each of the financial years will be inputted.
- The following items will be consolidated and automatically calculated as per the inputs provided:
  - Domestic
  - Foreign
  - Capex
  - Redemptions
  - Operational

### **Redemptions**

For each of the following instruments, complete as follows:

- In the Redemptions table under column A use the drop down list to choose the relevant option i.e. domestic or foreign.
- In the Redemptions table under column B use the drop down list to choose the relevant type of instrument being redeemed i.e. loan, bond, commercial paper etc.
- Please note that the quarterly information required is based on a rolling quarterly budget. In the first quarter of the rolling budget actual redemption figures for that quarter (1<sup>st</sup> April to 30<sup>th</sup> June) should be inputted in Cell U39. Cell T39 will automatically be populated to include the new amounts inputted under actual redemptions for the quarter.
- In Cell V39 to Y39, Input the quarterly budgeted redemptions for the 2<sup>nd</sup> quarter (30<sup>th</sup> June to 30<sup>th</sup> September), 3<sup>rd</sup> quarter (1<sup>st</sup> October to 31<sup>st</sup> December) and the 4<sup>th</sup> quarter (1<sup>st</sup> January to 31<sup>st</sup> March) of the current financial years. Then input budgeted redemptions of the 1<sup>st</sup> quarter (1<sup>st</sup> April to 30 June) of the next financial year as per the latest available information.

- In Cell Z7 to AE7, the annual budgeted redemptions for each of the financial years will be inputted.
- The total redemptions for each borrowing instrument will be consolidated and automatically calculated as per the inputs provided.

### **Net Borrowings**

This Last section is automatically calculated from the inputs provided under gross borrowings and redemptions and as such, no further inputs are required.

### **1st July to 30th September Reporting Period**

#### **Gross Borrowings**

For each borrowing instrument complete as follows:

- In the first table under column A use the drop down list to choose the relevant option i.e. domestic or foreign.
- In the first table under column B use the drop down list to choose the relevant type of instrument being used i.e. loan, bond, commercial paper etc.
- In the table under column C use the drop down list to choose the reason for borrowing i.e. CAPEX, Redemption, Operational or Other.
- Please note that the quarterly information required is based on a rolling quarterly budget. In the second quarter of the rolling budget actual figures for that quarter (1<sup>st</sup> July to 30<sup>th</sup> September) should be inputted in Cell U7. Cell T7 will automatically be populated to include the new amounts inputted under actual borrowings for the quarter.
- In Cell V7 to Y7, Input the quarterly budgeted gross borrowings for the 3rd quarter (1<sup>st</sup> October to 31<sup>st</sup> December) and 4<sup>th</sup> quarter (1<sup>st</sup> January to 31<sup>st</sup> March) of the current financial year. Then input the budgeted gross borrowings for the 1<sup>st</sup> quarter (1<sup>st</sup> April to 30<sup>th</sup> June) and the 2<sup>nd</sup> quarter (1<sup>st</sup> July to 30<sup>th</sup> September) of the next financial year as per the latest available information.
- In Cell Z7 to AE7, the annual budgeted borrowings for each of the financial years will be inputted.

- The following items will be consolidated and automatically calculated as per the inputs provided:
  - Domestic
  - Foreign
  - Capex
  - Redemptions
  - Operational

### **Redemptions**

For each of the following instruments, complete as follows:

- In the Redemptions table under column A use the drop down list to choose the relevant option i.e. domestic or foreign.
- In the Redemptions table under column B use the drop down list to choose the relevant type of instrument being redeemed i.e. loan, bond, commercial paper etc.
- Please note that the quarterly information required is based on a rolling quarterly budget. In the second quarter of the rolling budget actual redemption figures for that quarter (1<sup>st</sup> July to 30<sup>th</sup> September) should be inputted in Cell U39. Cell T39 will automatically be populated to include the new amounts inputted under actual redemptions for the quarter.
- In Cell V39 to Y39, Input the quarterly budgeted redemptions for the 3rd quarter (1<sup>st</sup> October to 31<sup>st</sup> December) and 4<sup>th</sup> quarter (1<sup>st</sup> January to 31<sup>st</sup> March) of the current financial year. Then input the budgeted redemptions of the 1<sup>st</sup> quarter (1<sup>st</sup> April to 30<sup>th</sup> June) and the 2<sup>nd</sup> quarter (1<sup>st</sup> July to 30<sup>th</sup> September) of the next financial year as per the latest available information.
- In Cell Z7 to AE7, the annual budgeted redemptions for each of the financial years will be inputted.
- The total redemptions for each borrowing instrument will be consolidated and automatically calculated as per the inputs provided.

### **Net Borrowings**

This Last section is automatically calculated from the inputs provided under gross borrowings and redemptions and as such, no further inputs are required.

## **1st October to 31st December Reporting Period**

### **Gross Borrowings**

For each borrowing instrument complete as follows:

- In the first table under column A use the drop down list to choose the relevant option i.e. domestic or foreign.
- In the first table under column B use the drop down list to choose the relevant type of instrument being used i.e. loan, bond, commercial paper etc.
- In the table under column C use the drop down list to choose the reason for borrowing i.e. CAPEX, Redemption, Operational or Other.
- Please note that the quarterly information required is based on a rolling quarterly budget. In the third quarter of the rolling budget actual figures for that quarter (1<sup>st</sup> October to 31<sup>st</sup> December) should be inputted in Cell U7. Cell T7 will automatically be populated to include the new amounts inputted under actual borrowings for the quarter.
- In Cell V7 to Y7, Input the quarterly budgeted gross borrowings for the 4th quarter (1<sup>st</sup> January to 31<sup>st</sup> March) of the current financial year. Then input the budgeted gross borrowings of the 1<sup>st</sup> quarter (1<sup>st</sup> April to 30<sup>th</sup> June), 2<sup>nd</sup> quarter (1<sup>st</sup> July to 30<sup>th</sup> September) and 3<sup>rd</sup> quarter (1<sup>st</sup> October to 31<sup>st</sup> July) of the next financial year as per the latest available information.
- In Cell Z7 to AE7, the annual budgeted borrowings for each of the financial years will be inputted.
- The following items will be consolidated and automatically calculated as per the inputs provided:
  - Domestic
  - Foreign
  - Capex
  - Redemptions
  - Operational

## **Redemptions**

For each of the following instruments, complete as follows:

- In the Redemptions table under column A use the drop down list to choose the relevant option i.e. domestic or foreign.
- In the Redemptions table under column B use the drop down list to choose the relevant type of instrument being redeemed i.e. loan, bond, commercial paper etc.
- Please note that the quarterly information required is based on a rolling quarterly budget. In the third quarter of the rolling budget actual redemption figures for that quarter (1<sup>st</sup> October to 31<sup>st</sup> December) should be inputted in Cell U39. Cell T39 will automatically be populated to include the new amounts inputted under actual redemptions for the quarter.
- In Cell V7 to Y7, Input the quarterly budgeted redemptions for the 4th quarter (1<sup>st</sup> January to 31<sup>st</sup> March) of the current financial year. Then input budgeted redemptions for the 1<sup>st</sup> quarter (1<sup>st</sup> April to 30<sup>th</sup> June), 2<sup>nd</sup> quarter (1<sup>st</sup> July to 30<sup>th</sup> September) and 3<sup>rd</sup> quarter (1<sup>st</sup> October to 31<sup>st</sup> July) of the next financial year as per the latest available information.
- In Cell Z7 to AE7, the annual budgeted redemptions for each of the financial years will be inputted.
- The total redemptions for each borrowing instrument will be consolidated and automatically calculated as per the inputs provided.

## **Net Borrowings**

This Last section is automatically calculated from the inputs provided under gross borrowings and redemptions and as such, no further inputs are required.

### **1st January to 31st March Reporting Period**

#### **Gross Borrowings**

For each borrowing instrument complete as follows:

- In the first table under column A use the drop down list to choose the relevant option i.e. domestic or foreign.
- In the first table under column B use the drop down list to choose the relevant type of instrument being used i.e. loan, bond, commercial paper etc.

- In the table under column C use the drop down list to choose the reason for borrowing i.e. CAPEX, Redemption, Operational or Other.
- Please note that the quarterly information required is based on a rolling quarterly budget. In the fourth quarter of the rolling budget actual figures for that quarter (1<sup>st</sup> January to 31<sup>st</sup> March) should be inputted in Cell U7. Cell T7 will automatically be populated to include the new amounts inputted under actual borrowings for the quarter.
- In Cell V7 to Y7, Input the quarterly budgeted gross borrowings for the 1<sup>st</sup> quarter (1<sup>st</sup> April to 30<sup>th</sup> June), 2<sup>nd</sup> quarter (1<sup>st</sup> July to 30<sup>th</sup> September) and 3<sup>rd</sup> quarter (1<sup>st</sup> October to 31<sup>st</sup> July) and the 4th quarter (1<sup>st</sup> January to 31<sup>st</sup> March) of the next financial year as per the latest available information.
- In Cell Z7 to AE7, the annual budgeted borrowings for each of the financial years will be inputted.
- The following items will be consolidated and automatically calculated as per the inputs provided:
  - Domestic
  - Foreign
  - Capex
  - Redemptions
  - Operational

### **Redemptions**

For each of the following instruments, complete as follows:

- In the Redemptions table under column A use the drop down list to choose the relevant option i.e. domestic or foreign.
- In the Redemptions table under column B use the drop down list to choose the relevant type of instrument being redeemed i.e. loan, bond, commercial paper etc.
- Please note that the quarterly information required is based on a rolling quarterly budget. In the fourth quarter of the rolling budget actual redemption figures for that quarter (1<sup>st</sup> January to 31<sup>st</sup> March) should be inputted in Cell U39. Cell T39 will automatically be populated to include the new amounts inputted under actual redemptions for the quarter.

- In Cell V7 to Y7, Input the quarterly budgeted redemptions for the 1<sup>st</sup> quarter (1<sup>st</sup> April to 30<sup>th</sup> June), 2<sup>nd</sup> quarter (1<sup>st</sup> July to 30<sup>th</sup> September) and 3<sup>rd</sup> quarter (1<sup>st</sup> October to 31<sup>st</sup> July) and the 4<sup>th</sup> quarter (1<sup>st</sup> January to 31<sup>st</sup> March) of the next financial year as per the latest available information.
- In Cell Z7 to AE7, the annual budgeted redemptions for each of the financial years will be inputted.
- The total redemptions for each borrowing instrument will be consolidated and automatically calculated as per the inputs provided.

### **Net Borrowings**

This Last section is automatically calculated from the inputs provided under gross borrowings and redemptions and as such, no further inputs are required.

## **3. Sheet: Risk matrix and Job creation**

In this section information pertaining to the risks of the project as well as the total jobs created as result of the capital expenditure is captured.

### **Corporate Plan Reporting Period**

#### a. Risk matrix

- Under project description, information inputted in the CAPEX sheet under major capital expenditure projects, will automatically be populated and as such need not be inputted again.
- The top five risks pertaining to this project need to be completed under the risk column.
- From the drop down list select the appropriate probability associated with the specific risk.
- Input the estimated cost associated with the risk of the project under the range of estimated cost of the risk column.
- Thereafter input the steps to be taken by management to reduce/eliminate the risk associated with the projects under the mitigating steps column.

#### b. Job Creation

- Under the permanent column input the number of jobs that will be created as a result of the projects, broken down into direct and indirect jobs (refer to definitions below).

- Under the temporary column input the number of jobs that will be created as a result of the projects, broken down into direct and indirect jobs (refer to definitions below).
- No inputs are required under the total columns as this will automatically be calculated.

### **1st April to 30th June Reporting Period**

Please use the information as contained in the actual quarterly reports for the period ending 30<sup>th</sup> June to complete the cells (this should be in line with the corporate plan). Kindly note that the corporate plan information will automatically be populated and as such need not be inputted again.

#### a. Risk matrix

- Input the top five risks pertaining to this project under the risk column. (If these risks are still the same as was inputted previously kindly input them again and if there have been additional risks identified during this quarter that are significant kindly input them)
- From the drop down list select the appropriate probability associated with the specific risk.
- Input the estimated cost associated with the risk of the project under the range of estimated cost of the risk column.
- Thereafter input the steps to be taken by management to reduce/eliminate the risk associated with the project under the mitigating steps column.

#### b. Job Creation

- Under the permanent column input the actual number of jobs that have been created as a result of the projects, broken down into direct and indirect jobs (refer to definitions below).
- Under the temporary column input the actual number of jobs that have been created as a result of the projects, broken down into direct and indirect jobs (refer to definitions below).
- Thereafter input the revised estimated job creation numbers in the subsequent columns.
- No inputs are required under the total columns as this will automatically be calculated.

### **1st July to 30th September Reporting Period**

Please use the information as contained in the actual quarterly reports for the period ending 30<sup>th</sup> September to complete the cells (this should be in line with the corporate plan). Kindly note that the corporate plan information and quarter 1 (1<sup>st</sup> April to 30<sup>th</sup> June) will automatically be populated and as such need not be inputted again.

#### a. Risk matrix

- Input the top five risks pertaining to this project under the risk column. (If these risks are still the same as was inputted previously kindly input them again and if there have been additional risks identified during this quarter that are significant kindly input them)
- From the drop down list select the appropriate probability associated with the specific risk.
- Input the estimated cost associated with the risk of the project under the range of estimated cost of the risk column.
- Thereafter input the steps to be taken by management to reduce/eliminate the risk associated with the project under the mitigating steps column.

#### b. Job Creation

- Under the permanent column input the actual number of jobs that have been created as a result of the projects, broken down into direct and indirect jobs (refer to definitions below).
- Under the temporary column input the actual number of jobs that have been created as a result of the projects, broken down into direct and indirect jobs (refer to definitions below).
- Thereafter input the revised estimated job creation numbers in the subsequent columns.
- No inputs are required under the total columns as this will automatically be calculated.

### **1st October to 31st December Reporting Period**

Please use the information as contained in the actual quarterly reports for the period ending 31<sup>st</sup> December to complete the cells (this should be in line with the corporate plan). Kindly note that the corporate plan information, quarter 1 (1<sup>st</sup> April to 30<sup>th</sup> June) and quarter 2 (1<sup>st</sup> July to 30<sup>th</sup> September) will automatically be populated and as such need not be inputted again.

a. Risk matrix

- Input the top five risks pertaining to this project under the risk column. (If these risks are still the same as was inputted previously kindly input them again and if there have been additional risks identified during this quarter that are significant kindly input them)
- From the drop down list select the appropriate probability associated with the specific risk.
- Input the estimated cost associated with the risk of the project under the range of estimated cost of the risk column.
- Thereafter input the steps to be taken by management to reduce/eliminate the risk associated with the project under the mitigating steps column.

b. Job Creation

- Under the permanent column input the actual number of jobs that have been created as a result of the projects, broken down into direct and indirect jobs. ( refer to definitions below).
- Under the temporary column input the actual number of jobs that have been created as a result of the projects, broken down into direct and indirect jobs. ( refer to definitions below).
- Thereafter input the revised estimated job creation numbers in the subsequent columns.
- No inputs are required under the total columns as this will automatically be calculated.

**1st January to 31st March Reporting Period**

Please use the information as contained in the actual quarterly reports for the period ending 31<sup>st</sup> March to complete the cells (this should be in line with the corporate plan). Kindly note that the corporate plan information, quarter 1 (1<sup>st</sup> April to 30<sup>th</sup> June), quarter 2 (1<sup>st</sup> July to 30<sup>th</sup> September) and quarter 3 (1<sup>st</sup> October to 31<sup>st</sup> December) will automatically be populated and as such need not be inputted again.

a. Risk matrix

- Input the top five risks pertaining to this project under the risk column. (If these risks are still the same as was inputted previously kindly input them again and if there have been additional risks identified during this quarter that are significant kindly input them)
- From the drop down list select the appropriate probability associated with the specific risk.

- Input the estimated cost associated with the risk of the project under the range of estimated cost of the risk column.
- Thereafter input the steps to be taken by management to reduce/eliminate the risk associated with the project under the mitigating steps column.

b. Job Creation

- Under the permanent column input the actual number of jobs that have been created as a result of the projects, broken down into direct and indirect jobs (refer to definitions below).
- Under the temporary column input the actual number of jobs that have been created as a result of the projects, broken down into direct and indirect jobs (refer to definitions below).
- Thereafter input the revised estimated job creation numbers in the subsequent columns.
- No inputs are required under the total columns as this will automatically be calculated.

### **Definitions:**

**Other projects** – This relates to projects over and above the top ten projects already listed in the template.

**Permanent employment** – Permanent employees are employees appointed on an open-ended contract with no stipulated termination date, and who are entitled to benefits such as paid leave and medical aid contributions paid by employers. This excludes the self-employed at work

**Temporary employment** – Temporary employees are employees appointed on a short-term contract basis for periods normally not exceeding one year. Such contract would typically stipulate a termination date, but could be renewed by mutual agreement between the employer and the employee. This excludes the self-employed with an enterprise but temporarily not at work.

**Direct employment** - This relates to jobs actually created by the SOE

**Indirect employment** – This relating to work outsourced to other companies by the SOE.

**Abbreviations:**

**Capex** – capital expenditure

**IDC** – interest during construction