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### Updated accounting maturities of EU governments and EPSAS implementation cost

Paper by PwC on behalf of Eurostat - written consultation -

# Updated accounting maturities of EU governments and EPSAS implementation cost

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#### **Executive summary**

The present report provides an update to the accounting maturity scores of governments within the EU, and associated estimations of EPSAS implementation costs, which had been initially compiled in a PwC study made on behalf of the European Commission (Eurostat) and published in 2014.

The updated study highlights the progress made or being made in a number of Member States and the UK. Various governments are indeed on the path to a significant accounting reform and this is reflected by the increase in their accounting maturity score in 2018 compared to 2013. More concretely, in this period the (unweighted) estimated average accounting maturities have increased across all sub-sectors of government:

- Central governments from 51% up to 65%.
- State governments from 43% up to 54%.
- Local governments from 65% up to 73%.
- Social security funds from 54% up to 57%.

Those average accounting maturity scores are expected to increase further, for all sub-sectors of government, between 2018 and 2025.

Regarding the estimation of the total cost of EPSAS implementation, this study follows the same approach as the one developed in the 2014 study. It focusses on estimating the likely range of costs at the EU level. The updated ranges of cost estimates are in general somewhat lower than those estimated in the 2014 analysis, which partly reflects the increases in accounting maturity since then. However, the cost estimates are also influenced by other factors, making direct comparisons with the previous estimates difficult to interpret.

Depending on the scenario and the reform cost taken as a benchmark, the cost estimate scaled up at EU level ranges between € 0.8 billion and € 6.0 billion, which represents an average cost ranging from 0,006% to 0,045% of the GDP.

#### Background and methodology

#### **Background**

A key input to any future Impact Assessment on EPSAS would be the update to the accounting maturity scores of governments within the EU, and associated costs calculations, which had been compiled in a report by PwC made on behalf of the European Commission (Eurostat) in 2014.<sup>1</sup>

Indeed, a key element to estimate the cost of a future EPSAS reform within the EU is the accounting maturity of the governments in the scope of this reform. Using the methodology of the 2014 PwC study, such an accounting maturity reflects the estimated degree of compliance of the government's accounting rules with an IPSAS-based benchmark. Given that EPSAS do not exist yet, IPSAS have been taken as a proxy for EPSAS.

Taking into account that IPSAS has developed substantially since that time, and that accounting reforms and improvements have also taken place in several Member States, the European Commission (Eurostat) requested PwC to update the maturity scores and the related cost calculations based on current but also expected future accounting practices in case of on-going/ planned reforms where applicable.

The methodology that has been applied is the same as the one of the 2014 PwC study, both for the update of the accounting maturity scores and the estimation of the EPSAS implementation cost. The present document recalls only the main assumptions while making cross references to the other relevant parts of the study carried out in 2014.

#### Approach for updating the accounting and IT maturity scores

A survey has been conducted by PwC in autumn 2019, collecting data from all 28 Member States at that point and follow up work and analyses have been performed in the first half of 2020. The results presented in this study cover the EU-27<sup>2</sup> and the UK.

The research questionnaires of 2014, designed to capture an in-depth view of the accounting practices for all tiers of government in the EU, have been adapted to consider relevant new developments in the IPSAS standards since 2014. The questionnaires were sent out to all Member States' representatives at the EPSAS Working Group and the UK. Country representatives were asked to coordinate as necessary for the purposes of this exercise with experts or authorities from the different subsectors of General Government in their country.

The purpose of the questionnaires was to take stock of the accounting practices in the EU Member States and the UK across all sub-sectors of government at the end of 2018 and update the results of the 2014 survey. In addition, the exercise also covered the expected state of play of the EU-27 and the UK government accounting practices at the end of 2025, based on governments' expectations of planned reforms until that date.

<sup>&</sup>lt;sup>1</sup> Collection of information related to the potential impact, including costs, of implementing accrual accounting in the public sector and technical analysis of the suitability of individual IPSAS standards (Ref. 2013/S 107-182395) <a href="https://ec.europa.eu/eurostat/documents/1015035/4261806/EPSAS-study-final-PwC-report.pdf">https://ec.europa.eu/eurostat/documents/1015035/4261806/EPSAS-study-final-PwC-report.pdf</a>

<sup>&</sup>lt;sup>2</sup> EU-27 represents the European Union with 27 Member States after 1 February 2020.

Further detail as regards the approach can be found in Chapter 4 of the 2014 PwC Study in 4.2. Accounting Maturity and 4.3. IT Maturity. The accounting maturity has been measured for 10 different accounting areas, each of them being a cluster of IPSAS standards which are naturally related in terms of the type of transactions they cover. The accounting maturity score obtained is an effort-based score and gives an indication how much effort (cost) will be required to fully implement accrual accounting in compliance with IPSAS.

#### Approach for updating the estimated EPSAS implementation cost

It is important to remind that the objective of the present exercise is to estimate the costs of a future EPSAS reform at EU level. The scope of the reform includes all general government subsectors (central, State, local and social funds) across the EU-27 Member States and the UK. The reform costs are thus the estimated costs of EPSAS implementation that will be incurred by all levels of government in the different EU Member States and the UK. However, the present exercise is a high-level cost assessment only, which builds on certain working assumptions. The results are therefore indicative only and should be considered as establishing a trend at EU level rather than providing an accurate estimate of the EPSAS implementation cost for each government individually.

In short, actual costs of accrual accounting reforms have been gathered from various (mostly central) governments and taken as a benchmark in the costing exercise. Standard cost coefficients have been calculated, separately for non-IT and IT costs, with reference to these benchmarks. A standard cost coefficient indicates the cost (expressed in € million) which has been incurred, per € million of government expenditure, by benchmark governments to increase the accounting maturity by 1 point for a particular reform dimension (IT and non-IT).

Different scenarios and benchmark costs have been considered to address the specific circumstances of each government. The EPSAS cost for each level of government in each Member State and in the UK has been estimated by calculating the cost to reach 100% EPSAS compliance (effort-based scoring) and by multiplying it by the government expenditure as a proxy for the size for that government.

The estimated cost of the future EPSAS reform is measured by scaling up the benchmark countries reform costs to the European level. In other terms, the estimated EPSAS implementation cost of all levels of governments within all Member States have been added together.

We refer to Chapter 6 of the 2014 PwC study for more detail regarding the various aspects considered in the methodology to estimate the EPSAS implementation cost:

- the definition of the EPSAS compliance cost (6.1),
- PFM reform dimensions (6.2),
- the cost calculation approach (6.3),
- data collection and analysis (6.4),
- the identification of the cost drivers (6.5),
- the computation of the standard cost coefficients (6.6), and
- the scaling up of costs to the EU level (6.8).

The standard cost coefficients taken as a benchmark in the 2014 study have again been used.

The only modification relates to the 2013 government expenditures used in the formula of the standard cost coefficient. In 2014 PwC study, the government expenditure numbers were determined in accordance with ESA 95 rules whereas in the current exercise, these numbers have been recalculated in accordance with ESA 2010 rules. This has had an impact on the benchmark coefficients for Austria, Denmark and Switzerland as the government expenditures compiled in accordance with ESA 2010 are higher (and therefore the standard cost coefficients that compare the cost of the reforms to the total expenditures of the governments are lower).

#### Limitations and caveats

Following the analysis of cost data reported by the governments, certain limitations should be considered when interpreting the results of the scaling up calculations made to estimate the total EPSAS cost at the EU level.

- Data quality: cost information used as a benchmark as well as information collected through
  the questionnaires have been provided by the respondents. However, they have not been
  audited and therefore no assurance can be provided on the completeness and reliability of the
  collected data.
- Response bias: responses provided by governments in the accounting maturity questionnaires are judgmental, which may lead to slight inconsistencies in the way responses were provided. Some variations may also have happened in the judgment exercised when providing the answers in 2019 compared to the judgment that was made in 2014. In some cases, such variations may lead to classifying certain governments in a different accounting maturity bucket (below 40%, between 40 and 70%, above 70%) compared to 2014, which may significantly impact the cost assessment for these governments (especially for scenario 2 explained on pages 22 and 23).
- Scarcity of information: as only a limited number of countries reported on their prior reform experiences, the reference base for benchmarking the costs is limited. Furthermore, only four governments could provide sufficiently granular and reliable information and could be taken as benchmark.
- Government size: the use of the government expenditures as a proxy for the size is a simplification used as a proxy where input data could not be obtained for more targeted cost drivers (e.g. number of employees as a cost driver for training costs).
- IT infrastructure: information on IT infrastructure and maturity has been obtained for central governments only and is limited. For state and local governments and social security funds, virtually no information could be obtained because of the difficulty to have a good overview of the sophistication of the existing IT system due to the fragmentation of the IT landscape. An adapted accounting maturity has been taken as a proxy for IT-maturity.
- Scale effects: scale effects relating to the project size have not been considered, as no
  information is available on economies of scale and corresponding elasticity of the cost. Scale
  effects may also be expected in relation to the number of entities included in the scope as
  projects tend to have fixed cost elements which are independent of the size. These fixed costs
  would be incurred for each entity. For central governments, reform experiences show that the
  impact is on average limited, as these projects are often centrally coordinated and managed,
  hence avoiding the repetition of fixed costs.

For local governments, the degree of autonomy between entities would lead to a repetition of these costs for each project. However, no project standard fixed cost could be determined. Furthermore, a centralized approach within the same government level, and the use of standard tools (standard IT software, accounting manuals, etc.) and centralized training can reduce this effect of repetitive costs at entity level.

- Response rate: the response rate for central governments was excellent with a full coverage
  of the EU Member States and the UK. The response rate was lower for local governments and
  social funds, however. Where no response was received from one level of government, either
  the 2014 scoring for that government or the 2019 scoring for the central government has been
  taken as a proxy, in agreement with the Member State representative at the EPSAS Working
  Group.
- User of central government benchmarks: aside from the City of Essen, only central
  government reform experiences have been taken as a reference. It should be noted that
  central governments have different objectives and activities than state and local governments.
  Conversely, the use of Essen for central and state governments can be questioned as local
  governments do not have all functionalities of a central government.

The impact of this limitation is mitigated by the fact that the questionnaire used is an efforts-based questionnaire and the scoring for each level of government includes all key activities of that specific level of government. Questions that are not applicable to certain levels of government have been excluded from the accounting maturity scoring.

- Use of cash-to-accrual benchmarks: the benchmarks used are (modified) cash-to-accrual reforms. These benchmarks are relevant for governments transitioning from a (modified) cash basis to accrual accounting but could be less suitable for governments that are already on accruals basis and only need to adjust their current policies to "walk the last mile". For an accruals-to-EPSAS reform, the standard cost coefficient for both non-IT and IT-work streams might be lower, as both the accounting and IT-infrastructure to produce accrual accounting are in place. The use of a (modified) cash-to-accrual benchmark may therefore lead to an overstatement of the cost for governments, which are already operating in an accrual accounting environment.
- Determination of compliance cost: it was often difficult to separate the compliance cost from
  the total costs reported as the projects are not naturally structured along this line of
  separation. Judgment has been applied, in cooperation with governments concerned, to make
  this determination.
- Valuation of internal costs: valuation of internal costs is judgmental, and several cost methods can be used. For Austria, only direct salary costs (€323/day) were considered. The Swiss central government used a different approach to valuation which resulted in a considerably higher unit cost (€700/day).

#### Data validation

A total of 69 questionnaires were collected for this study from governments in the EU-27 Member States and the UK. In some cases, the respondents indicated that the accounting laws and practices in place at the central level apply equally to other levels of government. Central government questionnaires could thus be considered applicable (i.e. see reference of "central applies") for an additional 12 local governments and 1 social fund.

Where government accounting practices were not reported directly in the questionnaires, the results from the 2014 study were taken as a proxy for the other government sub-sectors in the same country.

**Table 1 - Response rate by country** 

	Central	State	Local	Social Fund
Austria	Questionnaire	Central applies	Central applies	2014 study
Belgium	Questionnaire	Questionnaire	Questionnaire	Questionnaire
Bulgaria	Questionnaire	n/a	Central applies	Central applies
Croatia	Questionnaire	n/a	Questionnaire	Questionnaire
Cyprus	Questionnaire	n/a	Questionnaire	Questionnaire
Czechia	Questionnaire	n/a	Central applies	Central applies
Denmark	Questionnaire	n/a	Questionnaire	Questionnaire
Estonia	Questionnaire	n/a	Central applies	Central applies
Finland	Questionnaire	n/a	Questionnaire	Questionnaire
France	Questionnaire	n/a	Questionnaire	Central proxy
Germany	Questionnaire	Questionnaire	2014 study	Questionnaire
Greece	Questionnaire	n/a	Questionnaire	2014 study
Hungary	Questionnaire	n/a	Central applies	Central applies
Ireland	Questionnaire	n/a	2014 study	2014 study
Italy	Questionnaire	n/a	Questionnaire	2014 study
Latvia	Questionnaire	n/a	Questionnaire	Questionnaire
Lithuania	Questionnaire	n/a	Central applies	Central applies
Luxembourg	Questionnaire	n/a	Questionnaire	Questionnaire
Malta	Questionnaire	n/a	Central applies	n/a
Netherlands	Questionnaire	n/a	2014 study	2014 study
Poland	Questionnaire	n/a	Central applies	Central applies

	Central	State	Local	Social Fund
Portugal	Questionnaire	Questionnaire	Questionnaire	Questionnaire
Romania	Questionnaire	n/a	Central applies	Central applies
Slovakia	Questionnaire	n/a	Central applies	Questionnaire
Slovenia	Questionnaire	n/a	Central applies	Central applies
Spain	Questionnaire	Questionnaire	Questionnaire	Questionnaire
Sweden	Questionnaire	n/a	Central applies	Central applies
United Kingdom	Questionnaire	n/a	Questionnaire	Central applies

#### The following approach has been used for Germany:

- Particular attention has been paid to the German Bundesländer (State level) given the large size of this government sub-sector. Questionnaires have been sent by the German central government to all 16 Länder: responses have been received for 11 of them (Bundesländer Baden-Württemberg, Hessen, Mecklenburg-Vorpommern, Bremen, Niedersachsen, Rheinland-Pfalz, Thüringen, Brandenburg, Hamburg, Sachsen-Anhalt and Bayern) representing 64% of the total State level government expenditure in 2018, therefore providing quite a comprehensive basis to assess the overall accounting landscape at the State level. All Länder were grouped in one of the following categories: 'cameralistic' (cash accounting), extended cameralistic and accrual accounting. The accounting maturity retained for the Länder for which no response was received is the weighted average accounting maturity calculated for the Länder of the same category which submitted a completed questionnaire.
- Regarding local governments, the same approach as in 2014 has been used: it has been
  considered that 70% of the local governments apply accrual accounting and 30% apply cash
  accounting.
- For social security funds, a weighted average score has been calculated for the following four systems: 'Unfallversicherung', 'Rentenversicherung', 'Krankenversicherung' and 'Pflegeversicherung'. This more refined approach led to lowering the accounting and IT maturity below 40%, heavily impacting the estimated cost for that level of government.

# Updated accounting and IT maturity in the EU-27 and the UK

The updated accounting and IT maturity scores reflect the current degree (as per 31 December 2018) of compliance of EU Member States' and the UK' accounting frameworks with an IPSAS-based benchmark, as a basis for determining the effort estimates and related costs in view of an EPSAS reform.

#### Table 2 - Weight of the different accounting areas in the accounting maturity scoring

The percentage attributed to the different accounting areas is a weighting factor, which indicates the relative weight of that specific area as compared to the total effort to move from a cash-based accounting environment to an IPSAS-based accounting environment. The score a government obtains in this questionnaire is an effort-based score rather than an accounting technical score. The current accounting maturity score that a government obtains indicates its starting point in respect of a future EPSAS reform.

Accounting area	IPSAS Standards	Central State Local		Social Funds	
		Scoring points	Weight	Scoring points	Weight
Reporting	IPSAS 1, IPSAS 2, IPSAS 3, IPSAS 18, IPSAS 20, IPSAS 22, IPSAS 24	12	12%	4	12%
Consolidation	IPSAS 34, IPSAS 35, IPSAS 36, IPSAS 37, IPSAS 38	7	7%	-	0%
Fixed assets	IPSAS 5, IPSAS 13, IPSAS 17, IPSAS 21, IPSAS 23, IPSAS 26, IPSAS 32	33	33%	-	0%
Intangible assets	IPSAS 31	2	2%	-	0%
Inventories	IPSAS 12	3	3%	-	0%
Revenue	IPSAS 9, IPSAS 23	14	14%	3	9%
Accruals and expenses	IPSAS 1	18	18%	18	55%
Employee benefits	IPSAS 39	5	5%	5	15%
Provisions	IPSAS 19	2	2%	-	0%
Financial instruments	IPSAS 28, IPSAS 29, IPSAS 30	4	4%	3	9%
Total		100	100%	33	100%

Compared to the 2014 study, no modification took place in terms of the methodological approach used for calculating the scoring and in the weights for each accounting area. Nonetheless, the applicable IPSAS standards have been updated to reflect IPSAS developments since the 2014 study.

The changes in the applicable standards can be summarised as follows:

Accounting area	IPSAS superseded	New IPSAS	
	Standard	Standard	Effective date
Employee benefits	IPSAS 25	IPSAS 39	01 January 2018
Consolidation	IPSAS 6, IPSAS 7, IPSAS 8	IPSAS 34, IPSAS 35, IPSAS 36, IPSAS 37, IPSAS 38	01 January 2017

Table 3 - Accounting maturity by country and government sector

The results of the accounting maturity assessment, based on the state of play of the accounting practices at the end of 2018, are provided below for general government and its sub-sectors. Detailed accounting and IT maturity scores per country, government level and accounting area are presented in Appendix D.

	Central	State	Local	Social	General government
Belgium	78%	66%	74%	59%	69%
Bulgaria	76%	-	76%	70%	74%
Czechia	83%	-	83%	72%	81%
Denmark	79%	-	71%	72%	75%
Germany	23%	31%	58%	31%	33%
Estonia	91%	-	91%	87%	90%
Ireland	57%	-	71%	-	58%
Greece	13%	-	68%	12%	16%
Spain	78%	79%	80%	65%	75%
France	90%	-	82%	92%	89%
Croatia	66%	-	69%	42%	60%
Italy	39%	-	55%	14%	35%
Cyprus	37%	-	82%	4%	33%
Latvia	88%	-	96%	85%	89%
Lithuania	91%	-	91%	75%	87%
Luxembourg	23%	-	11%	67%	36%
Hungary	71%	-	71%	57%	67%
Malta	24%	-	94%	-	25%
Netherlands	38%	-	58%	78%	55%
Austria	77%	45%	37%	61%	63%
Poland	72%	-	72%	59%	68%
Portugal	59%	49%	70%	64%	62%
Romania	71%	-	71%	36%	62%
Slovenia	72%	-	72%	34%	59%
Slovakia	78%	-	78%	44%	67%
Finland	77%	-	85%	63%	75%
Sweden	84%	-	84%	71%	82%
United Kingdom	96%	-	93%	-	95%

The evolution of the accounting maturity scores per government level compared to the 2014 study can be summarised as follows:

- Central government: the average accounting maturity has increased from 51% up to 65%.
- State government: the average accounting maturity has increased from 43% up to 54%.
- Local government: the average accounting maturity has increased from 65% up to 73%.
- Social security funds: the average accounting maturity has increased from 54% up to 57%.

This evolution reflects the accounting reforms that have been made or are currently undertaken by a number of governments.

#### Table 4 - IT maturity scoring by accounting area and government sector

The IT maturity reflects the degree of maturity of the IT systems and infrastructure of a government with respect to their capacity in supporting a full accrual accounting implementation with IPSAS being taken as a proxy for EPSAS.

Accounting area	IPSAS Standards	Central State Local		Social Funds	
		Scoring points	Weight	Scoring points	Weight
Reporting	IPSAS 1, IPSAS 2, IPSAS 3, IPSAS 18, IPSAS 20, IPSAS 22, IPSAS 24	12	13%	4	13%
Consolidation	IPSAS 34, IPSAS 35, IPSAS 36, IPSAS 37, IPSAS 38	7	8%	-	0%
Fixed assets	IPSAS 5, IPSAS 13, IPSAS 17, IPSAS 21, IPSAS 23, IPSAS 26, IPSAS 32	33	37%	-	0%
Intangible assets	IPSAS 31	2	2%	-	0%
Inventories	IPSAS 12	3	3%	-	0%
Revenue	IPSAS 9, IPSAS 23	7	8%	2	5%
Accruals and expenses	IPSAS 1	18	20%	18	60%
Employee benefits	IPSAS 39	5	6%	5	17%
Provisions	IPSAS 19	-	0%	-	0%
Financial instruments	IPSAS 28, IPSAS 29, IPSAS 30	2	2%	2	5%
Total		89	100%	30	100%

As already mentioned, no change has been made to the methodology but the assessment reflects the developments in IPSAS standards since 2014.

Table 5 - IT maturity by country and government sector

	Central	State	Local	Social	General government
Belgium	80%	67%	75%	60%	71%
Bulgaria	80%	-	80%	75%	79%
Czechia	84%	-	84%	74%	83%
Denmark	81%	-	73%	75%	77%
Germany	19%	30%	58%	31%	32%
Estonia	92%	-	92%	89%	92%
Ireland	58%	-	73%	-	59%
Greece	10%	-	70%	12%	14%
Spain	78%	79%	79%	67%	75%
France	91%	-	83%	94%	91%
Croatia	69%	-	71%	43%	62%
Italy	40%	-	57%	11%	35%
Cyprus	37%	-	83%	4%	33%
Latvia	90%	-	96%	89%	91%
Lithuania	90%	-	90%	74%	86%
Luxembourg	21%	-	9%	69%	35%
Hungary	74%	-	74%	62%	71%
Malta	24%	-	94%	-	24%
Netherlands	39%	-	59%	81%	56%
Austria	79%	45%	37%	63%	65%
Poland	76%	-	76%	64%	72%
Portugal	61%	51%	72%	65%	63%
Romania	72%	-	72%	36%	63%
Slovenia	75%	-	75%	35%	61%
Slovakia	79%	-	79%	46%	69%
Finland	82%	-	86%	65%	79%
Sweden	83%	-	83%	72%	82%
United Kingdom	95%	-	92%	0%	95%

The evolution of the IT maturity scores per government level compared to the 2014 study can be summarised as follows:

- Central government: the average accounting maturity has increased from 60% up to 66 %.
- State government: the average accounting maturity has increased from 42% up to 55%.
- Local government: the average accounting maturity has increased from 63% up to 74 %.
- Social security funds: the average accounting maturity has increased from 54% up to 56%.

The evolution of the different sub-sectors at country level is fully aligned with the evolution of the accounting maturity in the corresponding sub-sectors and countries.

## Updated cost calculations in the EU-27 and the UK

The objective is to estimate the costs of a future EPSAS reform at EU level. The scope of the reform includes all sub-sectors of general government (central, state, local and social funds) across the EU-27 Member States and the UK.

#### Data collection and analysis

#### Table 6 - Cost data collected from benchmark governments (in € million)

The following government reforms have been used as benchmarks for cost estimation purposes: Austria (central government), Denmark (central government), Switzerland (central government) and the city of Essen (local government in Germany).

An overview of reform costs reported for each government in terms of IT and non-IT reform dimensions is presented in the below table. Only those 'compliance' costs considered directly attributable to the implementation of accrual accounting are included in the scaling-up calculation (estimate of the EPSAS cost at the EU level).

	Austria	Denmark (accrual reform)	Denmark (ERP implementation)	Germany (City of Essen)	Switzerland
Policies processes & people					
External cost	2.89			0.48	18
Internal Cost	10.48			3.52	20.73
A. Non-IT cost	13.37	21.85	-	4.00	38.73
Systems					
External cost	26.08			1.10	15.00
Internal Cost	7.07			1.75	17.27
B. IT cost	33.15	0.87	32.81	2.85	32.27
TOTAL COST (A+B)	46.52	22.72	32.81	6.85	71.00

The same benchmarks as in the 2014 PwC study have been used without modification.

#### Computation of standard cost coefficients

#### Table 7 - Computation of non-IT standard cost coefficients (in € million)

The non-IT costs of an accrual reform project encompass the efforts required in respect of the following dimensions of an accrual accounting reform: policies, processes and people.

The following formula is applied to determine the non-IT standard cost coefficients

Standard cost coefficient (non-IT) = reform cost (non-IT) (a) / (accounting maturity change \* budget).

	Austria	Denmark	Switzerland	Germany (City of Essen)
External cost	2.89		18.00	0.48
Internal Cost	10.48		20.73	3.52
A. Total cost	13.37	21.85	38.73	4.00
Less: Non-accounting reform cost	8.53		19.36	1.05
B. Compliance cost	4.84	21.85	19.36	2,95
Accounting maturity change	45	59	61	49
Budget (*)	112,671.6	108,226.3	54,454.2	2,394.1
Inflation adjustment	1.14	1.20	1.04	1,.18
Standard cost coefficient	0.0000011	0.0000042	0.0000060	0.0000293

<sup>(\*)</sup> Budget (government expenditure) has been remeasured in accordance with ESA 2010.

The standard cost coefficients have been determined on the same basis as in 2014. The historical project cost has been adjusted for inflation. The budget number in the denominator consists of the related government expenditure for the year 2013.

The underlying data have been slightly changed compared to the 2014 PwC study. The government expenditure (refer to the line "budget") of the benchmark countries, which was used as a reference, has been remeasured in accordance with ESA 2010 (in 2013 it was in accordance with ESA 95). ESA 2010 rules were published on 26 June 2013 and implemented in September 2014; from that date onwards the data transmission from Member States to Eurostat is following ESA 2010 rules.

#### **Table 8 - Computation of IT standard cost coefficients**

The following formula is applied to determine the IT standard cost coefficients:

Standard cost coefficient (IT) = reform cost (IT) (a) / (IT maturity change \* budget).

The formula used for IT cost is similar to the formula for non-IT cost. The only substantial difference is the use of a specific IT maturity.

The standard cost coefficients have been determined on the same basis as for the 2014 study. The historical project cost has been adjusted for inflation. The denominator consists of the related government expenditure for the year 2013, remeasured in accordance with ESA 2010 rules (in the 2014 PwC study, ESA 95 rules were still used).

	Austria	Denmark (system adaptation)	Denmark (ERP)	Switzerland	Germany (City of Essen)
External cost	26.08			15.00	1.10
Internal Cost	7.07			17.27	1.75
A. Total cost	33.16	0.87	32.81	32.27	2.85
Less: Non-accounting reform cost	20.01			16.13	0.75
B. Compliance cost	13.14	0.87	32.81	16.14	2.10
Accounting maturity change	39	56	56	59	47
Budget (*)	112,671.6	108,226.3	108,226.3	54,454.2	2,394.1
Inflation adjustment	1.14	1.20	1.20	1.04	1.18
Standard cost coefficient	0.0000034	0.0000002	0.0000067	0.0000052	0.0000217

<sup>(\*)</sup> Budget (government expenditure) has been remeasured in accordance with ESA 2010.

#### Results of the calculations

#### Table 9 - Scenario 1 benchmarks

The results of the scaling-up exercise at EU level and for the UK are provided below. Two different scenarios have been considered.

**Scenario 1** assumes that all governments have an IT infrastructure in place that is sophisticated enough to be capable of supporting an accrual-based accounting environment. Under this assumption, only (limited) adaptations to the existing IT infrastructure would be needed to achieve compliance with EPSAS.

**Scenario 2** assumes that it would be difficult for entities with a low accounting maturity and low IT maturity (below 40 %) to implement EPSAS without investing in a new system implementation. Under this scenario, the EPSAS compliance costs also include the cost of implementing a new IT system.

Within each scenario, two different benchmarks (the lowest and the highest) have been used to provide a range of possible costs in respect of the future EPSAS reform.

In interpreting the results, it should be noted that the estimated cost of EPSAS implementation will be spread over several years, therefore having a more limited impact on the government's expenditure of each year.

Finally, it could be argued that any cost incurred with the implementation of a new IT system should not be considered as a cost attributable to the EPSAS project, as article 3 of Directive 2011/85/EU already imposed to governments to have accounting systems in place that enable them to generate accrual data with a view to preparing the ESA reporting. Having in place such accounting systems is difficult without having at the same time the necessary IT infrastructure that can support accrual accounting. Nevertheless, we present scenario 2, which considers the cost of implementing a new IT system for governments with a low IT and accounting maturity because such implementation is likely to be necessary in practice, regardless of whether the cost is to be linked to the Budgetary Framework Directive or to the EPSAS project.

The same benchmarks are applicable as in the 2014 PwC study.

	Scenario 1A	Scenario 1B
Countries > = 70% maturity	Denmark (accrual reform central government)	Denmark (accrual reform central government)
Countries < 70% maturity	Austria (central government)	Switzerland (central government)

Member States with an advanced accounting /IT maturity (70% and more) have already achieved an important degree of compliance in the areas, which require the most important changes to the systems starting from a (modified) cash environment. For these, a scenario with minimal IT adaptations should be envisaged, which best corresponds with the accrual reform of the Danish central government. In Denmark, the central government could keep the changes to the IT environment to a minimum as it had already implemented a full ERP system (Navision) a few years before.

For Member States with a lower maturity, significant system adaptations can be expected. This corresponds with the Austrian scenario. Although Austria already had an ERP system (SAP) in place, new modules were to be implemented in order to capture and process the new data requirements. The Swiss reform has been used to calculate a variant.

#### Table 10 - Scenario 1 results (in € million)

#### Overall results of the cost calculation

Scenario 1	Non-IT costs	IT costs	Total
Scenario 1a	390,216	471,826	862,042
Scenario 1b	1.110,033	711,493	1.821,526

#### Table 11 - Scenario 2 benchmarks

The same assumptions have been retained as under scenario 1, except for countries with an accounting maturity below 40%. For these, a new system implementation has been considered necessary as the existing systems are developed to run a cash-based accounting system. The required changes to the systems are so significant that a new system implementation is the most likely scenario.

The same benchmarks as in the 2014 PwC study have been taken into account. See below.

	Scenario 1A	Scenario 1B
Countries > 70% maturity	Denmark (accrual reform central government)	Denmark (accrual reform central government)
Countries < 70% > 40% maturity	Austria (central government)	Switzerland (central government)
Countries < 40% maturity	Denmark (accrual reform + system implementation)	Essen (city - local government)

#### **Table 12 - Scenario 2 results (in € million)**

#### Overall results of the cost calculation

Scenario 2	Non-IT costs	IT costs	Total
Scenario 2a	759,693	753,993	1.513,686
Scenario 2b	3.920,433	2.134,972	6.055,405

Concerning the results, it has to be noted that the accounting and IT maturity and the size of the government are the cost drivers that most significantly influence the cost estimate. In practice, this means that under each scenario mostly Germany, Italy and the Netherlands are facing the highest implementation costs in nominal terms.

The costs estimates provided here are in general somewhat lower than those estimated in the 2014 analysis. While the reduced cost estimates partly reflect increases in accounting maturity since 2014, the costs estimates are also influenced by other factors, in particular the change in government expenditures from ESA 95 to ESA 2010, as mentioned above, making direct comparisons between them difficult to interpret. The costing methodology is intended to generate estimates of the range of likely reform costs - and for the EU as a whole rather than for each individual MS.

The tables on the following pages provide an overview by country and by government subsector under each scenario.

Table 13 - Scenario 1A detailed break-down by country and by sector (in € million)

Countries		Gove	rnments		Total
Countries	Central	State	Local	Social Fund	Total
Belgium	10.378	9.403	2.932	3.765	26.477
Bulgaria	1.297	-	0.401	0.300	1.999
Czechia	4.170	-	1.678	0.446	6.294
Denmark	9.489	-	10.553	0.201	20.242
Germany	108.185	78.711	39.040	56.294	282.230
Estonia	0.313	-	0.087	0.029	0.430
Ireland	10.686	-	0.727	-	11.413
Greece	19.780	-	0.516	4.651	24.947
Spain	19.568	11.475	4.334	7.915	43.292
France	21.696	-	12.928	4.570	39.194
Croatia	1.917	-	0.166	0.673	2.756
Italy	119.572	-	32.549	42.064	194.184
Cyprus	1.817	-	0.017	0.169	2.003
Latvia	0.306	-	0.040	0.047	0.393
Lithuania	0.534	-	0.143	0.190	0.866
Luxembourg	5.329	-	0.742	0.132	6.203
Hungary	5.167	-	0.960	0.827	6.954
Malta	1.215	-	0.001	-	1.215
Netherlands	44.657	-	11.520	2.252	58.428
Austria	10.987	7.933	8.384	3.361	30.664
Poland	12.296	-	7.774	6.672	26.742
Portugal	9.121	-	0.375	0.949	10.445
Romania	5.738	-	1.951	1.881	9.571
Slovenia	1.260	-	0.416	0.608	2.285
Slovakia	2.130	-	0.582	1.001	3.713
Finland	5.514		2.788	2.070	10.372
Sweden	8.860		7.594	1.059	17.514
EU-27 Total	441.982	107.522	149.196	142.127	840.827
United Kingdom	15.747	-	5.469	-	21.215
Total Incl. UK	457.729	107.522	154.665	142.127	862.042

Table 14 - Scenario 1B detailed break-down by country and by sector (in € million)

Countries		Govern	ments		Tatal
Countries	Central	State	Local	Social Fund	Total
Belgium	10,378	15,887	4,959	9,632	40,857
Bulgaria	1,297	-	0,401	0,300	1,999
Czechia	4,170	-	1,678	0,446	6,294
Denmark	9,489	-	10,553	0,201	20,242
Germany	274,094	197,627	74,192	143,112	689,025
Estonia	0,313	-	0,087	0,029	0,430
Ireland	27,450	-	0,727	-	28,177
Greece	50,086	-	1,336	11,865	63,287
Spain	19,568	11,475	4,334	20,517	55,895
France	21,696	-	12,928	4,570	39,194
Croatia	5,057	-	0,817	1,703	7,576
Italy	305,912	-	84,189	106,454	496,554
Cyprus	4,614	-	0,017	0,428	5,059
Latvia	0,306	-	0,040	0,047	0,393
Lithuania	0,534	-	0,143	0,190	0,866
Luxembourg	13,599	-	1,881	0,336	15,817
Hungary	5,167	-	0,960	2,199	8,326
Malta	3,098	-	0,001	-	3,098
Netherlands	115,405	-	29,569	2,252	147,227
Austria	10,987	20,400	21,559	8,776	61,722
Poland	12,296	-	7,774	8,062	28,132
Portugal	23,651	-	1,868	2,438	27,957
Romania	5,738	-	1,951	4,799	12,488
Slovenia	1,260	-	0,416	1,561	3,238
Slovakia	2,130	-	0,582	2,585	5,297
Finland	5,514	-	2,788	5,346	13,648
Sweden	8,860	-	7,594	1,059	17,514
EU-27 Total	942,668	245,389	273,346	338,907	1.800,311
United Kingdom	15,747	-	5,469	-	21,215
Total Incl. UK	958,415	245,389	278,815	338,907	1.821,526

Table 15 - Scenario 2A detailed break-down by country and by sector (in € million)

Countries		Governments				
Countries	Central	State	Local	Social Fund	Total	
Belgium	10,378	9,403	2,932	3,765	26,477	
Bulgaria	1,297	-	0,401	0,300	1,999	
Czechia	4,170	-	1,678	0,446	6,294	
Denmark	9,489	-	10,553	0,201	20,242	
Germany	261,430	189,375	72,621	136,260	659,686	
Estonia	0,313	-	0,087	0,029	0,430	
Ireland	10,686	-	0,727	-	11,413	
Greece	47,786	-	0,516	11,276	59,578	
Spain	19,568	11,475	4,334	7,915	43,292	
France	21,696	-	12,928	4,570	39,194	
Croatia	1,917	-	0,166	0,673	2,756	
Italy	206,528	-	32,549	101,593	340,669	
Cyprus	4,396	-	0,017	0,408	4,821	
Latvia	0,306	-	0,040	0,047	0,393	
Lithuania	0,534	-	0,143	0,190	0,866	
Luxembourg	12,922	-	1,794	0,132	14,848	
Hungary	5,167	-	0,960	0,827	6,954	
Malta	2,945	-	0,001	-	2,945	
Netherlands	108,961	-	11,520	2,252	122,733	
Austria	10,987	7,933	20,407	3,361	42,687	
Poland	12,296	-	7,774	6,672	26,742	
Portugal	9,121	-	0,375	0,949	10,445	
Romania	5,738	-	1,951	4,561	12,251	
Slovenia	1,260	-	0,416	1,479	3,156	
Slovakia	2,130	-	0,582	1,001	3,713	
Finland	5,514	-	2,788	2,070	10,372	
Sweden	8,860	-	7,594	1,059	17,514	
EU-27 Total	786,395	218,186	195,852	292,037	1.492,471	
United Kingdom	15,747	-	5,469	-	21,215	
Total Incl. UK	802,141	218,186	201,321	292,037	1.513,686	

Table 16 - Scenario 2B detailed break-down by country and by sector (in € million)

Countries		Governments				
Countries	Central	State	Local	Social Fund	Total	
Belgium	10,378	15,887	4,959	9,632	40,857	
Bulgaria	1,297	-	0,401	0,300	1,999	
Czechia	4,170	-	1,678	0,446	6,294	
Denmark	9,489	-	10,553	0,201	20,242	
Germany	1.243,912	895,833	283,828	649,767	3.073,340	
Estonia	0,313	-	0,087	0,029	0,430	
Ireland	27,450	-	0,727	-	28,177	
Greece	227,287	-	1,336	53,894	282,517	
Spain	19,568	11,475	4,334	20,517	55,895	
France	21,696	-	12,928	4,570	39,194	
Croatia	5,057	-	0,817	1,703	7,576	
Italy	967,339	-	84,189	483,046	1.534,574	
Cyprus	20,945	-	0,017	1,942	22,904	
Latvia	0,306	-	0,040	0,047	0,393	
Lithuania	0,534	-	0,143	0,190	0,866	
Luxembourg	61,773	-	8,539	0,336	70,648	
Hungary	5,167	-	0,960	2,199	8,326	
Malta	14,070	-	0,001	-	14,071	
Netherlands	525,068	-	29,569	2,252	556,889	
Austria	10,987	20,400	98,029	8,776	138,191	
Poland	12,296	-	7,774	8,062	28,132	
Portugal	23,651	-	1,868	2,438	27,957	
Romania	5,738	-	1,951	21,796	29,485	
Slovenia	1,260	-	0,416	7,098	8,775	
Slovakia	2,130	-	0,582	2,585	5,297	
Finland	5,514	-	2,788	5,346	13,648	
Sweden	8,860	-	7,594	1,059	17,514	
EU-27 Total	3.236,255	943,596	566,108	1.288,231	6.034,190	
United Kingdom	15,747	-	5,469	-	21,215	
Total Incl. UK	3.252,001	943,596	571,577	1.288,231	6.055,405	

Table 17 - Cost as a % of the Gross Domestic Product (GDP)

Countries	2018 GDP (in € billion)	Scenario 1A	Scenario 1B	Scenario 2A	Scenario 2B
Belgium	459.820	0,006%	0,009%	0,006%	0,009%
Bulgaria	56.087	0,004%	0,004%	0,004%	0,004%
Czechia	207.570	0,003%	0,003%	0,003%	0,003%
Denmark	301.341	0,007%	0,007%	0,007%	0,007%
Germany	3.344.370	0,008%	0,021%	0,020%	0,092%
Estonia	26.036	0,002%	0,002%	0,002%	0,002%
Ireland	324.038	0,004%	0,009%	0,004%	0,009%
Greece	184.714	0,014%	0,034%	0,032%	0,153%
Spain	1.202.193	0,004%	0,005%	0,004%	0,005%
France	2.353.090	0,002%	0,002%	0,002%	0,002%
Croatia	51.625	0,005%	0,015%	0,005%	0,015%
Italy	1.766.168	0,011%	0,028%	0,019%	0,087%
Cyprus	21.138	0,009%	0,024%	0,023%	0,108%
Latvia	29.056	0,001%	0,001%	0,001%	0,001%
Lithuania	45.264	0,002%	0,002%	0,002%	0,002%
Luxembourg	60.053	0,010%	0,026%	0,025%	0,118%
Hungary	133.782	0,005%	0,006%	0,005%	0,006%
Malta	12.366	0,010%	0,025%	0,024%	0,114%
Netherlands	774.039	0,008%	0,019%	0,016%	0,072%
Austria	385.712	0,008%	0,016%	0,011%	0,036%
Poland	496.361	0,005%	0,006%	0,005%	0,006%
Portugal	204.305	0,005%	0,014%	0,005%	0,014%
Romania	204.641	0,005%	0,006%	0,006%	0,014%
Slovenia	45.755	0,005%	0,007%	0,007%	0,019%
Slovakia	89.721	0,004%	0,006%	0,004%	0,006%
Finland	234.370	0,004%	0,006%	0,004%	0,006%
Sweden	471.207	0,004%	0,004%	0,004%	0,004%
EU-27 Total	13.484.822	0,006%	0,013%	0,011%	0,045%
United Kingdom	2.423.737	0,001%	0,001%	0,001%	0,001%
Total Incl. UK	15.908.559	0,005%	0,011%	0,010%	0,038%

The cost as a percentage of the GDP measures the capacity of the economy to finance the reform.

The economic impact under scenario 1A is expected to be more important for Greece (0,014%), Italy (0,011%), Luxemburg (0,010%), Malta (0,010%), Cyprus (0,009%). The costs increase up to 0,153% of the GDP for Greece under scenario 2B.

Countries that already have reached an advanced stage of accrual accounting such as the three Baltic countries, Slovakia, Czechia, Sweden and France would only spend between 0,001% and 0,004% of the GDP on the future EPSAS reform. If if the costs were to be spread over five years, the cost would only range between 0,0002% (Latvia scenario 1A) and 0,0306% (Greece scenario 2B) of the GDP on a yearly basis.

#### **Table 18 - Cost per inhabitant**

The impact on the citizen in its capacity as taxpayer can be measured through the cost per inhabitant in each country.

Countries	Number of inhabitants	Scenario 1A	Scenario 1B	Scenario 2A	Scenario 2B
Belgium	11.427.000	2,32 €	3,58 €	2,32 €	3,58 €
Bulgaria	7.025.040	0,28 €	0,28 €	0,28 €	0,28 €
Czechia	10.626.430	0,59 €	0,59€	0,59 €	0,59 €
Denmark	5.794.000	3,49 €	3,49 €	3,49 €	3,49 €
Germany	82.906.000	3,40 €	8,31 €	7,96 €	37,07 €
Estonia	1.319.100	0,33 €	0,33 €	0,33 €	0,33 €
Ireland	4.860.650	2,35 €	5,80 €	2,35 €	5,80 €
Greece	10.732.890	2,32 €	5,90 €	5,55€	26,32 €
Spain	46.728.960	0,93 €	1,20 €	0,93 €	1,20 €
France	67.274.000	0,58 €	0,58 €	0,58 €	0,58 €
Croatia	4.090.870	0,67 €	1,85 €	0,67 €	1,85 €
Italy	60.458.700	3,21 €	8,21 €	5,63 €	25,38 €
Cyprus	870.070	2,30 €	5,81 €	5,54 €	26,32 €
Latvia	1.926.250	0,20 €	0,20 €	0,20 €	0,20 €
Lithuania	2.801.540	0,31 €	0,31 €	0,31 €	0,31 €
Luxembourg	608.810	10,19€	25,98 €	24,39 €	116,04 €
Hungary	9.775.560	0,71 €	0,85€	0,71 €	0,85 €
Malta	485.230	2,50 €	6,39 €	6,07 €	29,00 €
Netherlands	17.232.000	3,39 €	8,54 €	7,12 €	32,32 €
Austria	8.837.710	3,47 €	6,98 €	4,83 €	15,64 €
Poland	38.413.000	0,70 €	0,73 €	0,70 €	0,73 €
Portugal	10.283.800	1,02 €	2,72 €	1,02 €	2,72€
Romania	19.472.070	0,49 €	0,64 €	0,63 €	1,51 €
Slovenia	2.071.960	1,10 €	1,56 €	1,52 €	4,24 €
Slovakia	5.446.010	0,68 €	0,97 €	0,68 €	0,97 €
Finland	5.516.200	1,88 €	2,47 €	1,88 €	2,47 €
Sweden	10.175.210	1,72 €	1,72 €	1,72 €	1,72 €
EU-27 Total	447.159.060	1,88 €	4,03 €	3,34 €	13,49 €
United Kingdom	66.436.000	0,32 €	0,32 €	0,32€	0,32€
Total Incl. UK	513.595.060	1,68 €	3,55 €	2,95 €	11,79 €

The average cost of the EPSAS reform per inhabitant varies between €1,68 and €11,79. The highest costs per inhabitant under scenario 1A are for Luxemburg (€10,19), Denmark (€3,49), Germany (€3,40), Italy (€3,21), the Netherlands (€3,39) and Austria (€3,47). The highest cost under scenario 2B is for Luxembourg (€116,04).

For Member States with the highest accounting maturity (above 90%), e.g. Estonia, France, and Lithuania, the total cost per inhabitant would be less than €1.

Spread over five years, the cost per inhabitant (taking into account the most expensive scenario) would be less than €1 per year for more than a half of the Member States (19).

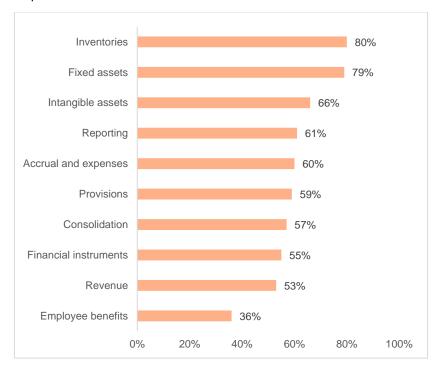
# Application of IPSAS by accounting area

This section presents the current state of play in respect of the application of IPSAS by the EU-27 Member States and the UK at the central government level. It establishes a baseline understanding of current government accounting and reporting rules across the EU-27 and the UK, analysed per accounting area.

The results presented focus solely on the central government level, as comprehensive data was received from all the EU-27 and the UK central governments to support the analysis at this level only. Information received from state and local governments as well as from social security funds, was not complete enough as to draw general conclusions for these levels.

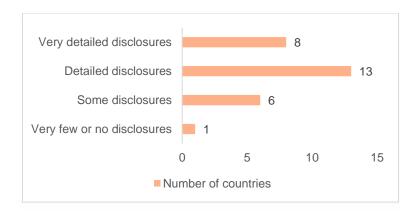
Figure 1 - Average accounting maturity per accounting area across the EU-27 and the UK

Figure 1 gives an overview of the average accounting maturity score per accounting area across the EU-27 governments and the UK; it highlights the areas which are more closely aligned with IPSAS requirements.



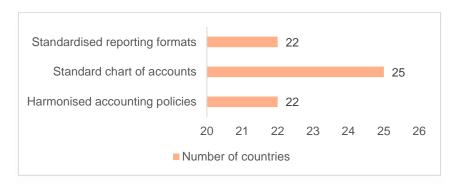
The same findings as in 2014 are made: accounting for inventories has reached highest score on average whereas employee benefits accounting has obtained the lowest accounting maturity as few governments apply the IPSAS 39 principles in respect of defined benefit accounting schemes.

Figure 2 - Disclosures included in the government's financial statements across the EU-27 and the UK



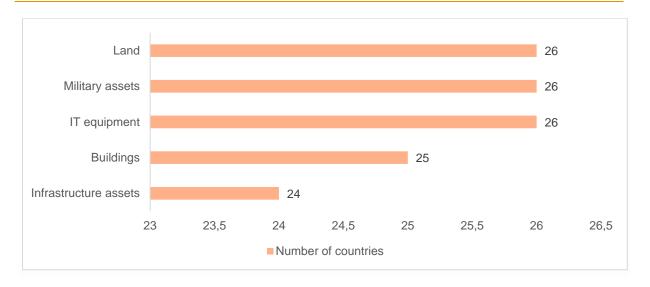
The volume of information presented as disclosures in the notes to the financial statements varies widely from country to country. 21 central governments declare to report detailed (13) or very detailed (8) disclosures compared to 20 governments in 2014 (+1). These governments are likely to be better prepared (better data availability, etc.) than those which declare providing no or only some disclosures in their financial statements.

Figure 3 - Harmonisation across entities in the EU-27 and the UK



Once the consolidation scope is defined, an efficient consolidation process that enables timely and reliable reporting by all entities in the consolidation scope needs to be put in place. As shown in Figure 3, best practices such as the use of standardised reporting formats (22 central governments / 2014: 22central governments), a standard chart of accounts (25 central governments/ 2014: 21 central governments), as well as harmonised accounting policies (22 central governments / 2014: 20 central governments) are already widely implemented.

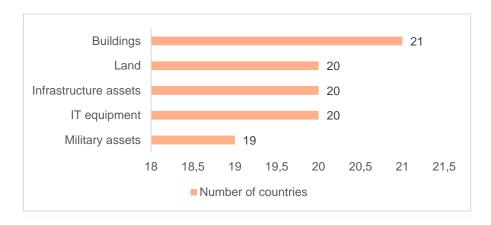
Figure 4 - Number of governments maintaining a physical inventory of fixed assets in the EU-27 and the UK



As shown in Figure 4, most central governments maintain a physical inventory of land, buildings, infrastructure assets, military assets and IT equipment. However, the effort and complexity of the data collection exercise across the EU-27 and the UK should not be underestimated, as there are still a number of countries, which do not keep a comprehensive inventory of assets:

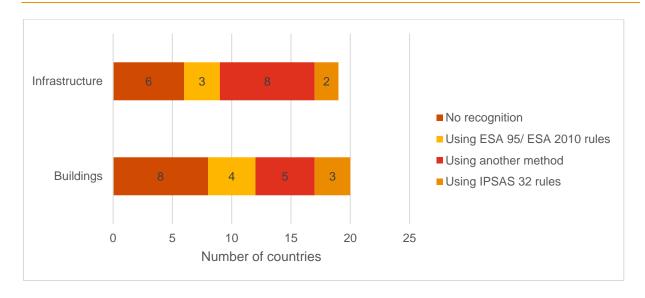
- 3 central governments (2014: 7) do not keep any inventory of infrastructure assets (the latter category being indicated as 'not applicable' by one (2014: zero) central government),
- 3 central governments (2014: 5) do not keep any inventory of buildings,
- 2 central governments (2014: 4) do not keep any inventory of land and
- 1 central government (2014: 4) does not keep any inventory of military assets (the latter category being indicated as 'not applicable' by 1 central government).

Figure 5 - Number of governments recognising fixed assets in the statement of financial position in the EU-27 and the UK



In addition, not all entities, which maintain a physical inventory of assets recognise those in their financial statements.

Figure 6 - Number of governments recognising assets held under service concession and/or PPP arrangements in the statement of financial position in the EU-27 and the UK



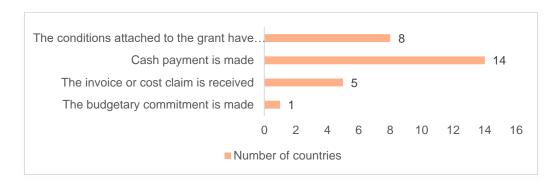
Overall almost 20 (2014: slightly more than 20) central governments report holding infrastructure assets and buildings under service concession arrangements and/or public to private partnerships (PPPs). Out of those, less than 5 (2014: 10) countries declare to recognise such assets in the statement of financial position using IPSAS 32 rules2 (2014: 8) in respect of infrastructure assets, 3 (2014: 7) in respect of buildings), which reflects a significant gap inside the EU in the application of IPSAS 32. Under IPSAS, recognition of the asset by the grantor (i.e. the public sector entity) is based on whether it controls that asset and not on whether it bears the risks and rewards related to it (as under ESA rules). All facts and circumstances of the arrangement should be considered in making this assessment.

Figure 7 - Timing of recognition of exchange transactions in the EU-27 and the UK



The accounting treatment of accruals and expenses varies widely from country to country. With regards to the timing of recognition of exchange transactions, 17 (2014:16) countries out of 28 recognise the accounting transaction when the service is carried out or the good received, as required by good accrual accounting practices.

Figure 8 - Timing of recognition of grants and other transfers in the EU-27 and the UK



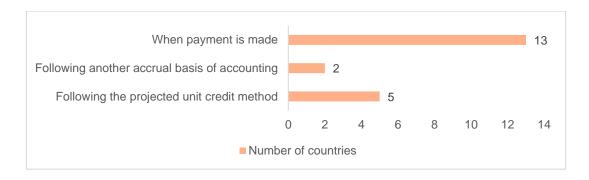
Concerning the timing of recognition of grants and other transfers, 8 (2014: 10) central governments out of 28 recognise the transaction when the conditions attached to the grant have been fulfilled by the recipient/beneficiary, as is required by IPSAS, whereas 5 (2014: 4) recognise it when the invoice or cost claim is received.

Figure 9 Timing of recognition of social benefits in the EU-27 and the UK



As regards the timing of recognition of social benefits, 9 (2014: 9) central governments out of 28 only consider the moment the right of individuals to receive the benefit is established, whereas 15 (2014:16) central governments take into account the moment the cash payment is made.

Figure 10 - Timing of recognition of pension expenses for defined benefit pension schemes in the EU-27 and the UK



20 (2014: 21) central governments out of 28 have confirmed that defined benefit pension schemes (or equivalent) have been granted to civil servants/government employees. Out of those 20 (2014: 21), only 7 (2014: 4) countries recognise defined benefit pension liabilities in the statement of financial position. 5 (2014: 3) EU central governments recognised defined benefit schemes following the projected unit credit method, 2 (2014: 1) follows another accrual basis of accounting.

Figure 11 - Timing of recognition of revenue from taxes in the EU-27 and the UK

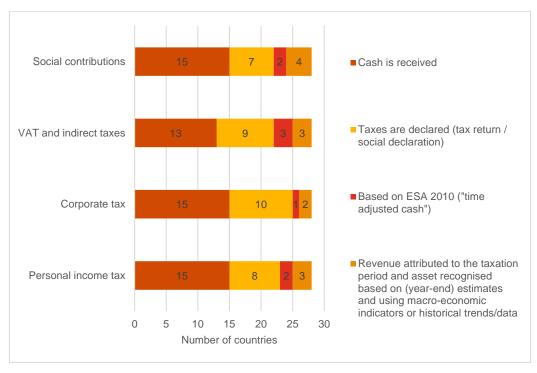


Figure 11 shows that most central governments recognise revenue from taxes (non-exchange transactions) when cash is received, and about 10 (2014: 10) out of 28 recognise it when taxes are declared (tax return/social declaration). Very few central governments base the recognition of revenue from taxes on the 'time adjusted cash' method, or attribute the revenue to the taxation period, with asset recognition based on (year-end) estimates and the use of macro-economic indicators or historical trends/data.

Transfers received from government

Grants received from international donors, the EU, etc.

Transfers received from other levels of government

20 25 30

0

10 15

Number of countries

Figure 12 - Timing of recognition of revenue from transfers in the EU-27 and the UK

When it comes to recognition of revenue from transfers, again most central governments consider the moment cash is received as timing of recognition.

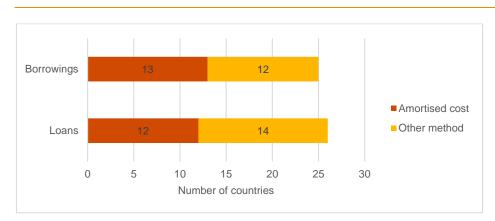
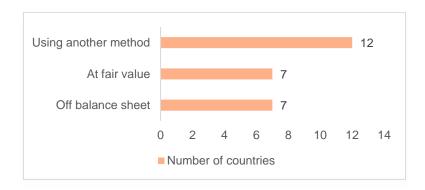


Figure 13 - Measurement of loans and borrowings in the EU-27 and the UK

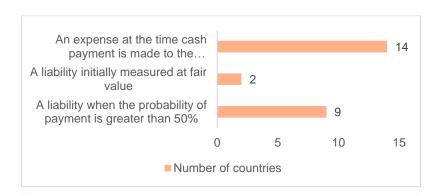
13 central governments account for borrowings (2014:15) and 12 for loans (2014:14) using the amortised cost method. The amortised cost method is the measurement method prescribed by IPSAS for loans and borrowings. It uses the effective interest rate, which is the rate that exactly discounts future cash payments or receipts through the expected life of the financial asset or liability.

Figure 14 - Measurement of derivatives in the EU-27 and the UK



Currently 26 (2014: 13) out of 28 central governments declare using derivatives; of these, only 19 (2014: 9) recognise them on the balance sheet and 7 (2014: 4) account for derivatives at fair value. 7 (2014: 4) central governments thus do not recognise derivatives in their balance sheet.

Figure 15 - Accounting for financial guarantees in the EU-27 and the UK



Under IPSAS, financial guarantee contracts that are treated as financial instruments, should be measured by the issuer at fair value on initial recognition. Only 2 (2014: 2) central governments account for financial guarantees as a liability initially measured at fair value. 14 (2014: 16) central governments do not reflect the risk associated with the guarantees issued in their financial position, even if the probability that they will need to pay is greater than 50%.

# Tables with provisional maturities for 2025

The following tables reflect and describe the degree of compliance of the EU-27 Member States' and the UK' accounting framework with an IPSAS-based benchmark for 2025, as a basis for estimating the efforts and related costs in the case of an EPSAS reform.

Table 19 - Accounting maturity by country and government sector

The results of the accounting maturity assessment are provided below.

	Central	State	Local	Social	General government
Belgium	79%	76%	74%	59%	72%
Bulgaria	76%	-	76%	70%	74%
Czechia	85%	-	85%	72%	83%
Denmark	80%	-	71%	72%	76%
Germany	23%	31%	58%	31%	33%
Estonia	91%	-	91%	87%	90%
Ireland	57%	-	71%	-	58%
Greece	88%	-	96%	12%	62%
Spain	78%	79%	80%	65%	75%
France	90%	-	82%	92%	89%
Croatia	66%	-	69%	42%	60%
Italy	76%	-	74%	14%	56%
Cyprus	89%	-	82%	87%	89%
Latvia	93%	-	98%	91%	94%
Lithuania	91%	-	91%	75%	87%
Luxembourg	23%	-	11%	67%	36%
Hungary	71%	-	71%	57%	67%
Malta	92%	-	94%	-	92%
Netherlands	38%	-	58%	78%	55%
Austria	77%	73%	73%	61%	72%
Poland	72%	-	72%	59%	68%
Portugal	100%	95%	99%	64%	91%
Romania	75%	-	75%	37%	65%
Slovenia	72%	-	72%	34%	59%
Slovakia	83%	-	83%	68%	78%
Finland	77%	-	85%	67%	77%
Sweden	84%	-	84%	71%	82%
United Kingdom	96%	0%	93%	0%	95%

The main evolutions since 2018 are the following:

- 1) Central government: the average accounting maturity has increased from 65% up to 76%. The following countries declare an expected significant increase: Greece (+74 percentage points p.p), Malta (+67 p.p.), Cyprus (+52 p.p.), Portugal (+41 p.p.) and Italy (+36 p.p.), reflecting the accounting reforms that are currently underway in these countries.
- 2) State government: the average accounting maturity has increased from 54% up to 59%.
- 3) Local government: the average accounting maturity has increased from 73% up to 77%.
- 4) Social fund: the average accounting maturity has increased from 57% up to 59%.

Table 20 - IT maturity by country and government sector

	Central	State	Local	Social	General government
Belgium	80%	77%	75%	59%	73%
Bulgaria	80%	-	80%	77%	79%
Czechia	87%	-	87%	75%	86%
Denmark	82%	-	73%	77%	78%
Germany	19%	30%	58%	31%	32%
Estonia	92%	-	92%	87%	91%
Ireland	58%	-	73%	-	59%
Greece	87%	-	96%	12%	62%
Spain	78%	79%	79%	68%	76%
France	91%	-	83%	94%	91%
Croatia	69%	-	71%	43%	62%
Italy	77%	-	75%	11%	56%
Cyprus	91%	-	83%	88%	90%
Latvia	94%	-	98%	89%	94%
Lithuania	90%	-	90%	75%	86%
Luxembourg	21%	-	9%	62%	33%
Hungary	74%	-	74%	64%	71%
Malta	92%	-	94%	-	92%
Netherlands	39%	-	59%	81%	56%
Austria	79%	73%	73%	63%	73%
Poland	76%	-	76%	64%	72%
Portugal	100%	96%	99%	69%	92%
Romania	77%	-	77%	40%	68%
Slovenia	75%	-	75%	36%	62%
Slovakia	86%	-	86%	72%	82%
Finland	82%	-	86%	69%	80%
Sweden	83%	-	83%	72%	82%
United Kingdom	95%	-	92%	0%	94%

The IT maturity has been updated for all subsectors of government in the EU-27 MSs and the UK. The main evolutions since 2019 are closely related to the evolutions noted in the accounting maturity scores:

- 1) Central government: the average IT maturity has increased from 66% up to 77%, with the most noticeable evolutions noted for Greece (+77 p.p.), Malta (+69 p.p.), Cyprus (+54 p.p.), Portugal (+39 p.p.) and Italy (+37 p.p.).
- 2) State government: the average IT maturity has increased from 54% up to 71%.
- 3) Local government: the average IT maturity has increased from 74% up to 78%.
- 4) Social fund: the average IT maturity has increased from 56% up to 61%.

# **Appendices**

### Appendix A - EPSAS impact assessment questionnaire (sample countries)

# **IPSAS Accounting Maturity Questionnaire**

### Thank you!

Thank you for taking the time to participate in the update of the study regarding the development of harmonised European Public Sector Accounting Standards currently being considered for application in the EU member states.

### Research objectives

The purpose of the questionnaire is to gather information on both the current state of accounting practices in the EU member states (taking the last annual financial statements as a reference point, i.e. the 2018 annual financial statements) and the expected state in 2025 taking into consideration any ongoing or planned reforms (or a later date if the ongoing or planned reform is expected to be completed after 2025). The current exercise is an update of the accounting maturity assessment that was conducted by means of a similar questionnaire end of 2013/early 2014 and whose results were published end September 2014. The data gathered will be used to update the assessment of the cost of implementing accrual-accounting in EU member states.

### Questionnaire design

The questionnaire has been designed to capture binary (yes/no) answers to the greatest extent possible. The objective is to assess the efforts still to be done to comply with the future EPSAS, taking IPSAS as a reference point. Respondents are asked to provide their best judgement in selecting the single option from the drop-down lists provided to best reflect the situation in their government(s). Where appropriate, respondents are encouraged to elaborate on these answers by using the 'explanatory comments' boxes to provide additional relevant details (e.g. to provide examples or note exceptions). Please indicate questions that are "not applicable" to your government or respond that "unknown" where information is not available or answers are otherwise unknown.

### How to proceed

Please refer to the Table of Contents tab for an overview of the sections included in the questionnaire and add your respondent details on the 'Respondent Information' page. Please complete all applicable sections of the questionnaire in Excel format and return the file electronically to be epsas.helpdesk@pwc.com along with any additional documentation you feel may be useful (e.g. financial statements, accounting manuals, IPSAS studies etc.).

### Questions?

Please contact the PwC EPSAS Team for assistance:

Email: be.epsas.helpdesk@pwc.com

Phone: +32 2 710 40 28 (Patrice Schumesch) or +32 2 710 9721 (Anton De Greef)

### **Table of Contents**

### A. Respondent information

### B. Government size and complexity

This section gathers general information and provides context in terms of the size and structure of the government. Please respond to the questions applicable for your level of government (central/state/local/social security funds). If additional levels of government fall under your purview, please also complete the questions in relation to these lower level government units (e.g. governemnt agencies or local government pension funds).

### C. Planned & Ongoing Reforms

### D. Government IT systems

This section gathers information on the IT systems in place to support the government finance functions (e.g. accounting fixed assets, treasury management, budgeting, etc.). If consolidated financial statements are prepared for your government, please also comment on the IT systems used for this purpose.

### E Accounting gap analysis

This section gathers detailed information on the current practices in 10 key accounting areas, taking IPSAS requirements as a basis for comparison. If a comparison of local practices to IPSAS has already been performed, please indicate this in the question box for each accounting area and describe any key findings in the comment boxes.

1. Reporting IPSAS: 1, 2, 3, 14, 18, 24, 20, 22

2. Consolidation IPSAS: 35, 36,37, 38, 40

Fixed assets
 IPSAS: 5, 10, 13, 16, 17, 21, 26, 32

4. Intangible assets IPSAS: 5, 21, 26, 31

5. Inventories IPSAS: 12

6. Revenue IPSAS: 9, 11, 23, 27

7. Accruals and expenses GAAP + IPSAS 42 8. Employee benefits IPSAS: 39

9. Provisions IPSAS: 19

10. Financial instruments IPSAS: 4, 15, 28, 30, 41

# A. Respondent identification 1 Country 2 Name 3 Position 4 Organisation 4 Level of government

5 Phone

6 Email

ntral Government											
1 Please indicate: a. The total number of ministries, agencies, and other central government entities. b. The total budget (in million EUF) FY2019 of all central government entities (included in 1.a) c. The total number of finance staff (for all entities included in 1.a)											
2 For each accounting lawfregulation please indicate: a. The name of the lawfregulation b. The Number of entities to which the lawfregulation applies c. The central government budget covered by the lawfregulation (in million EUF)	(recedestranis file far response fields)	Law/Regulati on \$1	Law/Regulati on \$2	Law/Regulati on \$3	Law/Regulati on \$4	Law/Regulati on \$5	Law/Regulati on \$6	Law/Regulati on \$7	Law/Regulati on \$8	Law/Regulati on #3	Law/Regu on \$10
te Government											
3 Please indicate:  a. The total number of ministries, agencies, and other state government entities.  b. The total budget 2019 (in million EUF) of all state government entities (included in 3.a)  c. The total number of finance staff (for all entities included in 3.a)					Law/Regulati						
4 For each accounting lawfrequilation please indicate: a. The name of the lawfregulation b. The number of entities to which the lawfregulation applies c. The state government budget covered by the lawfregulation (in million EUF)	(eso sloctranic filo far esepanes fielde)	on \$1	on \$2	on #3	on #4	on #5	on #6	on \$7	on #8	on #3	on \$10
al Government											
Sal Government  5 Please indicate:  a. The total number of local government entities  b. The total number of local government entities  c. The total number of finance staff (for all entities included in £a)											
5 Please indicate:  a. The total number of local government entities  b. The total number of local government entities  c. The total budget 2019 (in million EUF) of all local government entities (included in 5.a)	(productranic filo face responsibility)	Law/Regulati	Law/Regulati on \$2	Law/Regulati on 83	Law/Regulati on 84	Law/Regulati on 85	Law/Regulati on \$6	Law/Regulati	Law/Regulati on \$8	Law/Regulati on #3	
5 Please indicate:  a. The total number of local government entities  b. The total budget 2019 (in million EUF) of all local government entities (included in £ a)  c. The total number of finance staff (for all entities included in £ a)  6 For each accounting lawfregulation please indicate:  a. The name of the lawfregulation  b. The number of entities to which the lawfregulation applies											
5 Please indicate:  a. The total number of local government entities  b. The total number of local government entities  c. The total number of finance staff fror all entities included in £ a)  6 For each accounting lawfregulation please indicate:  a. The name of the lawfregulation  b. The number of entities to which the lawfregulation applies  c. The local government budget covered by the lawfregulation (in million EUF)											
5 Please indicate:  a. The total number of local government entities  b. The total number of local government entities  c. The total number of finance staff (for all entities included in £ a)  6 For each accounting lawfregulation please indicate:  a. The name of the lawfregulation  b. The number of entities to which the lawfregulation applies  c. The local government budget covered by the lawfregulation (in million EUF)  sial Security Funds  7 Please indicate:  a. The total number government social security and pension funds  b. The total number of finance staff (for all entities included in £ a)  c. The total number of finance staff (for all entities included in £ a)	facrospanie fielde)										Law/Regros #16
5 Please indicate:  a. The total number of local government entities  b. The total number of local government entities  c. The total number of finance staff (for all entities included in £ a)  8 For each accounting lawfrequilation please indicate:  a. The name of the lawfrequilation  b. The number of entities to which the lawfregulation applies  c. The local government budget covered by the lawfregulation (in million EUF)  stal Security Funds  7 Please indicate:  a. The total number government social security and pension funds  b. The total number of finance staff (for all entities included in ? a)  c. The total number of finance staff (for all entities included in ? a)		on \$1	on \$2	on #3	on \$4	on \$5	on \$6	on \$?	on \$8	on \$9	on \$1

	Ongoing or Planned Reforms	
		AS IS
1	Name of the ongoing/ planned reform:	
	reame or the origonist planned reform:	
,	What is the level of enforcement of the reform?	
-	a. Already ongoing or enacted in law?	
	b. Planned/communicated publicly but not yet ongoing or enacted	
	c. Planned but not yet communicated publicly	
3	If applicable, name of the new law and date of enactment of the law	
4	Financial Year new law/reform becomes effective	
•	Financial real new lawneroun becomes effective	
5	Timing of the reform project:	
	k End	
6	Total duration of the reform (in months):	
7	Key objectives of the reform:	
8	Scope of the reform (central government, state government, local government, social funds, related gov	vernment agencies and entities,
9	Number of reporting units involved:	
10	Percentage of government budget covered by the reform:	
11	Please describe the major changes in accounting policies by accounting area	
	1. Reporting:	
	2. Consolidation:	
	3. Fixed Assets:	
	4. Intangible Assets:	
	5. Inventories:	
	6. Revenue:	
	7. Accruals and expenses:	
	8. Employee Benefits:	
	9. Provisions:	
	10. Financial Instruments:	
12	Please provide the expected cost of the reform by dimension (policies, processes, IT-systems and peop	le) (in '000' CU)
		, ,
	1. Policies	
	2. Processes	
	3. Systems	
	A December 1	

Government IT Systems				ASIS							2025 *			
				A313				* A later year m reform that is e		n as a refere	nce to inclu		joing or pla	nned
ernment IT systems														
1 The following IT systems (rows) are in place to manage the government's	financial flows (colu	mns)												
a. Integrated ERP system	General accounting	Fixed assets	Procure- ment	Social Benefits	Inventory	Treasury	Budget	General accounting	Fixed assets	Procure- ment	Social Benefits	Inventory	Treasury	Budget
Mainframe operating system with interfaces to main modules/flows     Stand-alone IT tools/software packages     Mo IT system (manual spreadsheets, paper records)														
2 Approximately how many business applications does the government currently use (in total for all financial flows listed under 1 above)?														
Does the integrated ERP/ Mainframe operating sytems manage     Budgetary flows and reporting     Financial accounting     ESA - reporting														
4 Explanatory comments														
solidation														
5 The government's consolidation process is organised: (Select one response) a. Using specific consolidation software b. Manually or using spreadsheet (e.g. Excel)									]					
6 Explanatory comments														

# E1. Reporting, presentation and disclosures AS IS 2025 \* \* A later year may be taken as a reference to include any ongoing or planned reform that is 1 The government's financial statements include: expected to be completed after 2025 (Select all that apply) a. A statement of financial position (balance sheet) b. A statement of financial performance (income statement / P&L) c. A statement of cash flows d. A statement of changes in net assets e. A statement of comparison of budget and actual amounts (budget execution) 2 The government budget is prepared the following basis: (Select one response) a. Accrual basis b. Modified accrual c. Modified cash d. Cash 3 The government budget is made publicly available 4 The government prepares a reconciliation of the actual amounts on a budgetary basis (budget execution) and the amounts in the financial statements 5 Statements of financial position and financial performance are produced for each ministry ,agency, and other major entity included in the scope of the general government sector 6 The government's financial statements include: (Select one response) a. Very detailed disclosures b. Detailed disclosures c. Some disclosures d. Very few or no disclosures

7 The government has assessed and confirmed compliance with IPSAS 1 'Presentation of financial statements', IPSAS 2 'Cash flows statements', and other IPSAS disclosure requirements	
8 Explanatory comments	

		AS IS	2025 *
			" A later year may be
			taken as a reference to include any ongoing or
			planned reform that is
1	The government's consolidated financial statements include the following general government sector		expected to be
	entities in the scope of consolidation: (Select all that apply)		completed after 2025
	a. All government ministries / departments		
	b. All government agencies and other related entites		
	c. State governments (potential option for central governments)		
	d. Local governments (potential option for central governments and State governments) e. Social security funds		
	E. DUOD SECURITORS		
2	All entities included in the consolidated financial statements of the general government sector are		
	consolidated in full (assets, liabilities, revenues, expenses) (Select all that apply)		
	a. All government ministries / departments		
	b. All government agencies and other related entites		
	c. State governments (potential option for central governments)		
	d. Local governments (potential option for central governments and State governments) e. Social security funds		
	E. Duton Section y torons		
3	Other entities controlled by the government (though not necessarily part of the general government		
	sector - e.g. government business entities) are included in the government's consolidated financial (select one response)		
	a. Yes- in full (assets, liabilities, revenues, expenses)		
	b. Yes - at the net asset value		
	a. Yes-at cost		
	d. No - other entities are evoluded from the scope of consolidation		
4	The accounting policies of all entities included in the scope of the government consolidated financial		
	statements are harmonised		
5	The government uses standardised reporting formats to prepare consolidated financial statements		
c	Management and a state of the s		
٥	Most government entities use a standard chart of accounts		
7	The government applies a procedure to reconcile and eliminate intra-government transactions and		
	balances		
8	statements', IPSAS 36 'Investments in associates and joint ventures' and IPSAS 37 'Joint		
Ī	Arrangements'.		
	·		
9	The scope of the government's consolidated financial statements is prepared based on		
	a. IPSAS 35 Consolidated financial statements, IPSAS 36 Investments in associates and joint ventures, IPSAS 37 Joint control		
	h ESA 2010		
	c. Other reference framework		
10	Please list the major entities that are excluded from the scope of consolidation and the main reason for		
10	this exclusion		
	AC 10 (0 0040)		
	AS IS (Sept 2019)		
	In 5 years (Sept 2024)		
11	Explanatory comments		
11	Explanation comments		

## E3. Fixed assets

	AS IS						2025 "							
										be taken as a at is expecte				ing or
	Land	Buildings	Infrastructur e assets	Military assets	Heritage assets	IT equipment	Other	Land	Buildings	Infrastructur e assets	Military assets	Heritage assets	IT equipment	Other
Fixed asset regoognition and measurement														
1 The government maintains a physical inventory of fixed assets														
2 The government maintains a fixed assets register which records the acquisition cost of fixed assets														
3 Fixed assets are recognised in the statement of financial position (Select one response) a Yes - recognised in the statement of financial position b No - expensed in the statement of financial performance														
4 The acquisition cost of fixed assets includes the purchase price and all costs directly attributable to the acquisition														
5 Fixed assets are measured at: (Select one response) a Cost (cost model) b. Replacement cost c. Far value (revaluation model)														
6 Fixed assets are depreciated over their useful life														
7 Fixed assets are depreciated following the components approach i.e. major components are recognised as separate assets and depreciated over their respective useful lives (see glossary)						]								
8 The government constructs (some of) its fixed assets														
9 The book value of self-constructed fixed assets includes all direct and indirect construction/production costs												]		
10 The government has assessed and confirmed compliance with IPSAS 17 'Property, plant and equipment'?														
Assets held under leases														
11 The government holds assets under lease arrangements														
12 The government accounts for its financial leases on the balance sheet (local GAAP or IPSAS)														
13 The government has assessed and confirmed compliance with IPSAS 13 'Leases'														
Service concession arrangements and/or public private partnerships (PPPs)														
14 The government is involved in service concession arrangements and/or public-private partnership arrangements											]			
15 Infrastructure or other assets held under service concession and/or PPP arrangements are recognised in the statement of financial position (Select one response) a Yes-using EAA SESS 200 rules b. Yes-using EAA S. 22 rules c. Yes-using another method d. No.														
16 The government has assessed and confirmed compliance with IPSAS 32 'Concession arrangements: grantor''														
General														
17 The government applies an impairment procedure to ensure that impairment losses on fixed assets are recorded appropriately														
18. The government has assessed and confirmed compliance with IPSAS 21 'Impairment of non-cash generating assets''														
19 Please list the major categories of fixed assets that are not recognised as assets and explain the main reasons for the exclusion														
20 Explanatory comments														

# E4. Intangible assets

	4010	2025 +	
	ASIS	2025 *	
		* A later year may be taker to include any ongoing or	
		that is expected to be com	
Software and software licenses are recognised on the balance sheet as intangible assets			
	Internally Other	Internally Other	
	developed internal	developed internal	
	software developmen	software developmen	
2 Internally developed intangible assets are recognised in the statement of financial position			
(Select one response)			
a. Yes - recognised in the statement of financial position			
b. No - expensed in the statement of financial performance			
3 In recognising internally developed intangible assets, a distinction is made between research costs			
(expensed) and development costs (capitalised)			
4 Major licences are recognised as intangible assets in the statement of financial position			
4 major licences are recognised as intanguie assets in the statement of illiancial position			
5 Intangible assets are amortised over their useful life			
6 The government has assessed and confirmed compliance with IPSAS 31 'Intangible assets'			
o the government has assessed and committee compliance with a 575 of intangule assets			
7 Please list the major categories of intangibles that are not recognised as assets and explain the main reason	ns for this		
AS IS (Sept 2019)			
In 5 years (Sept 2024)			
8 Explanatory comments			
9 Please list the major categories of other intangibles not referred to above that are recognised as assets on	the balance sheet and explain the	e main reasons for this	
401010 10010			
AS IS (Sept 2019)			
In 5 years (Sept 2024)			
10 Explanatory comments			

	AS IS	2025 *
		* A later year may be taken as a reference include any ongoing or planned reform that is expected to be completed after 2025
1 The government maintains a physical stocktake of items of inventory		
2 The government maintains permanent inventory records (IT-system)		
3 The government maintains an inventory register which records the acquisition cost of inventory items		
The inventory acquisition cost includes the purchase price and all costs necessary to bring it in its current location and condition		
A procedure is applied to ensure that book value of slow moving items is reduced to net realisable value where appropriate		
The government has assessed and confirmed compliance with IPSAS 12 Inventory'		
7 Please list the major categories of inventories that are not recognised as assets and explain the main reasons for the exclusi	on	
AS IS (Sept 2019)		
In 5 years (Sept 2024)		
8 Explanatory comments		

			Α	SIS			2025 *					
										ence to include ted after 2025	any ongoing	or planned
Revenue from taxes												
1 Revenue (and related assets) are recognised when:	Personal income tax	Corporate tax	VAT and indirect taxes	Social contributions	Other (specify here)	Other (specify here)	Personal income tax	Corporate tax	VAT and indirect taxes	Social contributions	Other (specify here)	Other (specify here)
a. Cash is received     b. Taxes are declared (tax return / social declaration)     c. Based on ESA 2010 (*time adjusted cash*)												
<ul> <li>Revenue attributed to the taxation period and asset recognised based on (year-end) estimates and using macro-economic indicators or historical trends/data</li> </ul>												
2 The government applies an impairment procedure to ensure that impairment losses and taxes recoverable are recorded appropriately												
Revenue from transfers (grants, etc.)												
3 An asset is recognised when: (Select one response) a. The right to receive the grant is established b. Cash is received c. Other method	Transfers received from other levels of government	Grants received from internation al donors, the EU, etc.	Other (specify here)				Transfers received from other levels of government	Grants received from internation al donors, the EU, etc.	Other (specify here)			
4 Revenue is recognised when: (Select one response) a. The right to receive the grant is established b. Cash is received c. The conditions attached to the grant are fulfilled d. Other method												
General												
5 a. The government has assessed and confirmed compliance with IPSAS 23 non-exchange transactions'  b. The government has assessed and confirmed compliance with IPSAS 9 'Rexchange transactions'  6 Please list the main reasons for recognising tax revenue on a cash basis (if	Revenue from											
7 Explanatory comments												

# E7. Accruals and expenses

Accidate and expenses		
	ASIS	2025 *
		* A later year may be taken as a reference to includ- any ongoing or planned reform that is expected to l completed after 2025
1 For exchange transactions (goods or services received in exchange for payment), expenses are recognised in the statement of financial performance when: (Select one response)		
a. The budgetary commitment is made b. The service is performed or good received c The invoice is received d. The payment is made		
2 For grants and other transfers (non-exchange transactions), expenses are recognised in the statement of financial		
performance when: (Select one response): a. The budgetary commitment is made b. The invoice or cost claim is received c. Cash payment is made d. The conditions attached to the grant have been fulfilled by the recipient/ beneficiary		
3 For social benefits (non-exchange transactions) that are not intended to be fully funded by contributions, expenses are recognised in the statement of financial performance when:		
(Select one response): a. The right of individuals to receive the next benefit is established b. The budgetary commitment is made c. Cash payment is made		
4 For social benefits (non-exchange transactions) that are intended to be fully funded by contributions, expenses are recognised in the statement of financial performance: (Select one response): a. When the right of individuals to receive the next benefit is established b. When the budgetary commitment is made c. When cash payment is made d. In accordance with the insurance approach (based on IFRS 17 or equivalent standards		
5 What process is in place to calculate year-end accruals? (Select one response):  a. Accounting transactions are posted through an ERP in which the workflows are designed for accruals accounting b. Data is collected outside the accounting system c. No specific process in place		
6 The process(es) in place collect information on year-end accruals do so in a comprehensive, timely and reliable manner a. Strongly agree b. Somewhat agree c. Disagree d. Strongly disagree		
7 The government has assessed and confirmed compliance with IPSAS 42 'Social Benefits'		
8 Please list the major categories of expenses that are not accounted for in the year-end cut-off (i.e. recognised as expenses in the period they occur) and the main reasons for the exclusion		
AS IS (Sept 2019)		
In 5 years (Sept 2024)		
8 Explanatory comments		

# E8. Employee benefits

. Employee senence		
	ASIS	2025 *  * A later year may be taken as a reference to include
		any ongoing or planned reform that is expected to be completed after 2025
1 The government has granted defined benefit pension schemes (or equivalent) to civil servants		
2 The government has provided the following other long term/post employment benefits:		
- Jubilee premiums - Post employment medical care and similar benefits		
Other significant long-term/post-employment benefits		
(specify here)		
3 Defined benefit pension liabilities (or assets) are recognised on the statement of financial position		
4 Pension expenses for defined benefit pension schemes are recognised: (Select one response)		
a. Following the projected unit credit method		
b. Following another accrual basis of accounting		
c. When payment is made		
5 Pensions are managed centrally (i.e. by one single government entity)		
6 The government uses uses an external actuary service to calculate pension obligations		
7 The government has assessed and confirmed compliance with IPSAS 39 'Employee Benefits'		
8 Please list the major categories of employee benefits (pensions or other benefits) that are not included in the actuarial valuation and the main reasons for the exclusion		
AS IS (Sept 2019)		
In 5 years (Sept 2024)		
9 Explanatory comments		

Trovidiono			
	AS IS	2025 *	
			as a reference to include any ongoing
		or planned reform that is e	xpected to be completed after 2025
1 The government has major obligations for dismantling assets, decommissioning/site restoration, and environmental clean-up			
2 Desiring and the state of the			
2 Provisions are recognised in the statement of financial position for these obligations			
3 The following recognition criteria apply for provisions (of any kind):			
(Select one response)			
a. A future charge is probable/possible, without necessarily the existence of an obligation as a result of a past event b. An obligation exists as a result of a past event and it is probable that the expense will be paid			
D. An obligation exists as a result of a past event and it is probable that the expense will be paid			
4 The government has assessed and confirmed compliance with IPSAS 19 'Provisions, contingent assets and contingent			
liabilities'			
5 Please list the major categories of provisions that are not recognised as liabilities the main reasons for the exclusion			
AS IS (Sept 2019)			
In 5 years (Sept 2024)			
iii 3 years (Sept 2024)			
6 Explanatory comments			

	AS IS	2025 *
		* A later year may be taken as a reference to include any ongoing or planned reform that is expected to be completed after 2025
Loans are accounted for using:		
(Selectione response) a. Amortised cost b. Other method		
Concessionary loans are accounted for a. Initially at fair value b. At a nominal amount		
Financial investments are accounted for using:		
(Select one response)		
a. Amortised cost b. Fair value		
a. Pair value		
In order to determine whether loans and financial investments are accounted for at either amortised cost or fair value, the government has assessed the financial asset meets the SPPI (solely payment of principal and interest) criteria and the business model (held to collect, held to collect and sell, trading) as required by IPSAS 41		
The government applies an impairment procedure to ensure that impairment losses on loans and financial assets are		
recorded in accordance with		
a. Espected credit loss model b. Incurred loss model c. Other		
Borrowings are accounted for using:		
(Select one response) a. Amortised cost b. Other method		
Financial quarantees are accounted for as:		
(Select one response) a. A liability when the probability of payment is greater than 50% b. A liability initially measured at fair value c. An expense at the time cash payment is made to the beneficiary		
Derivatives (primarily to hedge exposure to financial risk such as foreign currency exposure or interest rate risk) are:		
Select one response)  a Not used or use insignificant  b. Moderately used  c. Extensively used		
Derivatives are accounted for:		
(Select one response)		
a. Olf balance sheet b. At fair value c. Using another method		
Liabilities related to public private partnerships and/or service concession arrangements are recognised on the statement of financial position		
Liabilities related to public private partnerships or/or service concession arrangements are recognised based on: (Select one response) a ESA 35 / ESA 2000 rules b /PSAS		
a. Other method  The government has assessed and confirmed compliance with IPSAS 4, IPSAS 28, IPSAS 30, IPSAS 41 dealing with		
financial instruments accounting		
The government has assessed and confirmed compliance with IPSAS 32 dealing with concession arrangements (grantor)		
Please list the major categories of financial liabilities that are not recognised as liabilities in the statement of financial position and the main reasons for the exclusion		
AS IS (Sept 2019)		
In 5 years (Sept 2024)		

### F. Glossary

### Presentation and disclosure

IPSAS sets minimum requirements in terms of presentation and disclosures of your financial statements.

### Consolidation

Consolidation: the process of presenting financial statements of all entities that make up the economic entity on a consolidated basis, i.e. as if they were the financial statements of a single entity.

Examples: the consolidated financial statements of the Central Government includes all Ministeries and all central government ministries/agencies.

### Fixed assets

Property, Plant & Equipment: tangible items that are: (a) held for use in the production or supply of goods or services, for rental to others, or for administrative purposes; and (b) expected to be used during more than one reporting period. PP&E can either be acquired from third parties or constructed by the reporting entity.

### Examples:

- Land
- Buildings: specialized and non-specialised buildings, administrative buildings, stadiums, etc.
- Infrastructure Assets: g as/ electricity/ water supply, bridges, roads, or communication networks, road
- Military assets: submarines, aircraft & spacecraft, strategic missiles, specific buildings, vehicles & land
- Heritage assets: works of art, historical buildings, monuments, archaelogical sites, conservation areas, etc.
- IT equipment: computer hardware, servers, etc. (excludes software)
- Other: machinery, motor vehicles, fixtures and fittings, transport equipment, other technical equipment

Component accounting: when an asset includes major components with different useful lives, each of these components is considered a separate asset and is depreciated separately from the principal asset to which it relates.

Useful life: management determines its best estimate for an asset's useful life in accordance with the asset's expected utility to the entity. The expected useful life may be shorter than its economic useful life, which represents the maximum

Leased assets: an asset leased under a finance lease, which transfers substantially all the risks and rewards of ownership from the lessor to the lessee, is recognised on the statement of financial position (e.g. in the corresponding category of PP&E).

Public private partnerships: related to infrastructure and other assets built and/or operated in partnership with private sector or other public sector entities.

### Intangi<u>ble assets</u>

Intangible asset: is an identifiable non-monetary asset without physical substance. Intangible assets may be acquired from third parties or internally generated (i.e. through research and development projects).

### Examples

- IT software
- Certain types of development costs
- Large projects of new information systems
- Trademarks and licenses
- Military developments

### Inventories

Inventories: assets in the form of materials or supplies that are either to be consumed in the production process, or to be consumed or distributed in the rendering of services, or held for sale or distribution in the ordinary course of operations, or in the process of procudtion for sale or distribution.

### Examples:

- Consumables
- Ammunitions
- Stocks of unissued currency
- Reference materials
- Land/property held for sale
- Vaccines & medicines
- Other biological assets: forests, etc.
- Maintenance materials.
- Strategic stockpiles: energy reserves, fuel, etc.
- Postal service supplies held for sale
- Publications and supplies awaiting distribution
- Livestock
- Spare parts: aeronautics, equipments, etc.

### Revenue

Revenue: the gross inflow of economic benefits or service potential that results in an increase in net assets/equity,

Exchange - revenue from commercial transactions including the sale of goods and services, interest, royalties, and

Examples of non-exchange revenue:

Tax revenue :

- Corporate Income tax
- Personal income tax
- Value Added Taxes (VAT)
- Property taxes
- Social contributions paid
- Death taxes

### Transfers:

- Grants received
- Donated assets

### Accruals and expenses

Expenses: operational, administrative, and financial costs including grants and transfers.

Social benefits: cash transfers provided to (a) specific individuals and/or households who meet eligibility criteria, (b) mitigate the effects of social risks and (c) address the needs of the society as a whole.

Examples: State pensions, unemployment benefits, disability benefits and income support.

IPSAS implies recognition of the expense at the time of receipt of the good or services, or (in the case of social benefits) when the right to receive the next benefit is established, not when the invoice is received or payment is processed.

### Employee benefits

Employee benefits: an employee benefit is any form of consideration given by an entity in exchange for service Examples:

- Medical plans funded by the employer
- Government staff pension plans
- Post-employment life insurance
- Salaries, paid leave, employer-paid social contributions

### Provisions

Provision: a liability of uncertain timing or amount. Provisions are recognised when an entity has a present obligation as Examples:

- Provisions for legal claims
- Restructuring obligations
- Dismantling costs (in respect of PP&E assets)
- Warranties
- Environmental provisions

### Financi<u>al instruments</u>

Financial assets: assets that are (a) cash, (b) and equity instrument of another entity, of (c) a contractual right to

- Examples: - Loans
  - Investments in notes
  - Bonds
  - Structured debt instruments

- Receivables
- Commercial papers
- Shares
- Derivatives that have a positive fair value

Financial liabilities: any liability that is a contractual obligation: (i) to deliver cash or another financial asset; or (ii) to Examples:

- Accounts payable
- Borrowings
- Derivatives that have a negative fair value
- Financial guarantees that are treated as financial instruments

# **Appendix B - Accounting and IT maturity scoring**

The detailed accounting and maturity scoring, as presented below, relates to the questionnaire submitted to EU countries for the purpose of this study. The following table reflects the maximum score attributed to each accounting area, per government level, when assessing the accounting maturity and the IT maturity of the governments in scope of this reform.

Number	Questions	Central,	Central,	Only	Only social
Number	Questions	State,	State,	social	funds
		Local	Local	funds	Scoring
		Scoring	Scoring	Scoring	points
		points	points	points	IT maturity
		Accounting	IT maturity	Accountin	
Description		maturity	40.00	g maturity	4.40
Reporting		12.00	12.00	4.10	4.10
E1.1	The government's financial statements include:				
	a. A statement of financial position (balance sheet)	2.00	2.50	0.80	0.80
	b. A statement of financial performance (income statement /	1.50	1.50	0.50	0.50
	P&L)	1.00	1.00	0.50	0.50
	c. A statement of cash flows	1.00	1.00	0.50	0.50
	d. A statement of changes in net assets	-	-	-	-
	e. A statement of comparison of budget and actual amounts (budget execution)	1.00	1.00	-	-
E1.2	The government budget is prepared the following basis:	-	-	-	-
	a. Accrual basis b. Modified accrual				
	c. Modified cash d. Cash				
E1.3	The government budget is made publicly available.	-	-	-	-
E1.4	The government prepares a reconciliation of the actual amounts on a budgetary basis (budget execution) and the amounts in the	0.50	-	0.3	0.3
E1.5	financial statements Statements of financial position and financial performance are produced for each ministry, agency and other	2.00	2.00	-	-
	major entity included in the scope of the general government sector				
E1.6	The government's financial statements include a certain amount of disclosures	3.50	3.50	2.00	2.00
E1.7	The government has assessed and confirmed compliance with IPSAS 1 'Presentation of financial statements', IPSAS 2 'Cash flows statements', and other IPSAS disclosure requirements	0.50	0.50	-	-
Consolidatio		7.00	7.00	_	_
E2.1	The government's consolidated financial statements include the following general government sector entities in the scope of consolidation:				
	a. All government ministries / departments     b. All government agencies and other related entities	-	-	-	-

Number	Questions	Central,	Central,	Only	Only social
Number	Questions	State,	State,	social	funds
		Local	Local	funds	Scoring
		Scoring	Scoring	Scoring	points
		points Accounting	points	points Accountin	IT maturity
		maturity	TT maturity	g maturity	
E2.2	All entities included in the	2.00	2.50	-	-
	consolidated financial statements of				
	the general government sector are				
	consolidated in full (assets, liabilities, revenues, expenses):				
	a. All government ministries /				
	departments				
	b. All government agencies and				
E2.3	other related entities Other entities controlled by the	0.50	0.50	_	
L2.3	government (though not necessarily	0.30	0.30	-	_
	part of the general government				
	sector - e.g. government business				
	entities) are included in the				
	government's consolidated financial statements				
E2.4	The accounting policies of all	0.50	0.50	-	-
	entities included in the scope of the				
	government consolidated financial statements are harmonised				
E2.5	The government uses standardised	1.00	1.00	-	
22.0	reporting formats to prepare	1.00	1.00		
	consolidated financial statements				
E2.6	Most government entities use a	0.50	0.50	-	-
E2.7	standard chart of accounts  The government applies a	1.50	2.00		
L2.1	procedure to reconcile and	1.50	2.00	-	-
	eliminate intra-government				
	transactions and balances				
E2.8	The government has assessed and confirmed compliance with IPSAS	-	-	-	-
	35 'Consolidated financial				
	statements', IPSAS 36 'Investments				
	in associates and joint ventures'				
E2 0	and IPSAS 37 'Joint Arrangements'.	1.00			
E2.9	The scope of the government's consolidated financial statements is	1.00	-	-	-
	prepared based on:				
	a. IPSAS 35 Consolidated financial				
	statements, IPSAS 36 Investments				
	in associates and joint ventures, IPSAS 37 Joint control				
	b. ESA 2010				
	c. Other reference framework				
Fixed assets		33.00	33.00	-	-
E3.1	The government maintains a	7.25	8.00	-	-
E3.2.	physical inventory of fixed assets  The government maintains a fixed	7.50	9.75		
LU.Z.	asset register which records the	1.50	J.13	•	•
	acquisition cost of fixed assets				
E3.3.	Fixed assets are recognised in the	1.00	1.00	-	-
E3.4	statement of financial position	1.00	1.00		
E3. <del>4</del>	The acquisition cost of fixed assets includes the purchase price and all	1.00	1.00	_	-
	costs directly attributable to the				
	acquisition				
E3.5	Fixed assets are measured at:	5.00	-	-	-
	<ul><li>a. Cost (cost model)</li><li>b. Replacement cost</li></ul>				
	c. Fair value (revaluation model)				
	,				

Number	Questions	Central, State,	Central, State,	Only social	Only social funds
		Locaĺ	Locaĺ	funds	Scoring
		Scoring points	Scoring points	Scoring points	points IT maturity
		Accounting	IT maturity	Accountin	TT maturity
F2.6	Fixed coasts are depresinted ever	maturity	2.00	g maturity	
E3.6	Fixed assets are depreciated over their useful life	2.00	2.00	-	-
E3.7.	Fixed assets are depreciated following the components approach	2.00	5.00	-	-
E3.8.	The government constructs (some of) its fixed assets	-	-	-	-
E3.9.	The book value of self-constructed fixed assets includes all direct and indirect construction/production costs	1.25	1.25	-	-
E3.10	The government has assessed and confirmed compliance with IPSAS 17 'Property, plant and equipment'?	-	-	-	-
E3.11.	The government holds assets under lease arrangements	-	-	-	-
E3.12	The government accounts for its financial leases on the balance sheet (local GAAP or IPSAS)	1.00	-	-	-
E3.13	The government has assessed and confirmed compliance with IPSAS 13 'Leases'	-	-	-	-
E3.14	The government is involved in service concession arrangements and/or public-private partnership arrangements	-	-	-	-
E3.15	Infrastructure or other assets held under service concession and/or PPP arrangements are recognised in the statement of financial position	4.00	4.00	-	-
E3.16	The government has assessed and confirmed compliance with IPSAS 32 'Concession arrangements: grantor"	-	-	-	-
E3.17	The government applies an impairment procedure to ensure that impairment losses on fixed assets are recorded appropriately	1.00	1.00	-	-
E3.18	The government has assessed and confirmed compliance with IPSAS 21 'Impairment of non-cash generating assets"	-	-	-	-
Intangible assets		2.00	2.00	-	-
E4.1	Software and software licenses are recognised on the balance sheet as intangible assets	0.50	0.50	-	-
E4.2	Internally developed intangible assets are recognised in the statement of financial position	0.50	0.50	-	-
E4.3	In recognising internally developed intangible assets, a distinction is made between research costs (expensed) and development costs (capitalised)	0.25	-	-	-
E4.4	Major licences are recognised as intangible assets in the statement of financial position	0.25	0.50	-	-
E4.5	Intangible assets are amortised over their useful life	0.50	0.50	-	-

Mumbar	Ougstiens	Control	Control	Only	Only social
Number	Questions	Central, State,	Central, State,	Only social	Only social funds
		Local	Local	funds	Scoring
		Scoring	Scoring	Scoring	points
		points	points	points	IT maturity
		Accounting		Accountin	
		maturity	,	g maturity	
E4.6	The government has assessed and	-	-	-	-
	confirmed compliance with IPSAS				
	31 'Intangible assets'			-	
Inventories		3.00	3.00	-	-
E5.1	The government maintains a	1.00	1.50	-	-
	physical stocktake of items of inventory				
E5.2	The government maintains	0.50	-	-	-
	permanent inventory records (IT-system)				
E5.3	The government maintains an	0.50	0.50	-	-
_0.0	inventory register which records the	0.00	0.00		
	acquisition cost of inventory items				
E5.4	The inventory acquisition cost	0.50	0.50	-	-
	includes the purchase price and all				
	costs necessary to bring it in its				
Fr r	current location and condition	0.50	0.50		
E5.5	A procedure is applied to ensure that book value of slow-moving	0.50	0.50	-	-
	items is reduced to net realisable				
	value where appropriate				
E5.6	The government has assessed and	-	-	-	-
20.0	confirmed compliance with IPSAS				
	12 Inventory'				
Revenue		14.00	14.00	3.00	3.00
E6.1	Revenue (and related assets) are	10.50	10.50	2.00	2.00
20.1	recognised	10.00	10.00	2.00	2.00
E6.2	The government applies an	1.50	1.50	0.50	0.50
	impairment procedure to ensure				
	that impairment losses and taxes				
	recoverable are recorded				
	appropriately				
E6.3	An asset is recognised	1.00	1.00	0.25	0.25
E6.4	Revenue is recognised	1.00	1.00	0.25	0.25
E6.5 a	-				
E0.5 a	The government has assessed and confirmed compliance with IPSAS	-	-	-	-
	23 'Revenue from non-exchange				
	transactions'				
E6.5 b	The government has assessed and	-	-	-	-
	confirmed compliance with IPSAS 9				
	'Revenue from exchange				
	transactions'				
Accruals and		18.00	18.00	18.00	18.00
expenses	For evolungs transportions (see 1-				
E7.1	For exchange transactions (goods or services received in exchange for	5.00	5.00	5.00	5.00
	payment), expenses are recognised				
	in the statement of financial				
	performance				
E7.2	For grants and other transfers (non-	2.00	2.00	2.00	2.00
	exchange transactions), expenses	- <del>-</del>			
	are recognised in the statement of				
	financial performance				
E7.3	For social benefits (non-exchange	2.50	5.00	2.50	2.50
	transactions) are not intended to be				
	fully funded by contributions,				
	expenses are recognised in the				
	statement of financial performance				

Number	Questions	Control	Control	Only	Only social
Number	Questions	Central, State,	Central, State,	Only social	funds
		Local	Local	funds	Scoring
		Scoring	Scoring	Scoring	points
		points	points	points	IT maturity
		Accounting	IT maturity	Accountin	
		maturity		g maturity	
E7.4	For social benefits (non-exchange	2.50	-	2.50	2.50
	transactions) are intended to be				
	fully funded by contributions,				
	expenses are recognised in the				
	statement of financial performance	0.00	0.00	0.00	0.00
E7.5	What process is in place to	2.00	2.00	2.00	2.00
E7.6	calculate year-end accruals? The process(es) in place collect	4.00	4.00	4.00	4.00
L1.0	information on year-end accruals do	4.00	4.00	4.00	4.00
	so in a comprehensive, timely and				
	reliable manner				
E7.7	The government has assessed and	-	-	-	-
	confirmed compliance with IPSAS				
	42 'Social Benefits '				
Employee		F 00	F 00	F 00	F 00
benefits		5.00	5.00	5.00	5.00
E8.1	The government has granted	-	-	-	-
	defined benefit pension schemes				
	(or equivalent) to civil				
	servants/government employees				
E8.2	The government has provided the	-	1.00	-	-
	following other long term/ post-				
	employment benefits: Jubilee				
	premiums, Post employment medical care and similar benefits,				
	Other significant long-term/post-				
	employment benefits				
E8.3	Defined benefit pension liabilities	1.00	-	1.00	1.00
20.0	(or assets) are recognised on the	1.00		1.00	1.00
	statement of financial position				
	·				
E8.4	Pension expenses for defined	2.00	2.00	2.00	2.00
	benefit pension schemes are				
	recognised				
E8.5	Pensions are managed centrally	1.00	1.00	1.00	1.00
	(i.e. by one single government				
<b>F</b> 00	entity)	4.00	1 00	4 00	4.00
E8.6	The government uses an	1.00	1.00	1.00	1.00
	internal/external actuary service to calculate pension obligations				
E8.7	The government has assessed and			_	
_0.7	confirmed compliance with IPSAS	_	_		
	25 'Employee Benefits'				
Provisions	1	2.00	2.00	_	_
	The manage and the control of the co	2.00	2.00	_	
E9.1	The government has major	-	-	-	-
	obligations for dismantling assets, decommissioning/site restoration,				
	and environmental clean-up				
E9.2	Provisions are recognised in the	1.00	1.00	_	-
_0.2	statement of financial position for	1.00	1.00		
	these obligations				
E9.3	The following recognition criteria	1.00	1.00	-	-
	apply for provisions (of any kind):				
	a. A future charge is				
	probable/possible, without				
	necessarily the existence of an				
	obligation as a result of a past event				
	b. An obligation exists as a result of				
	a past event and it is probable that				
	the expense will be paid				

Number	Questions	Central, State, Local Scoring points Accounting maturity	Central, State, Local Scoring points IT maturity	Only social funds Scoring points Accountin g maturity	Only social funds Scoring points IT maturity
E9.4	The government has assessed and confirmed compliance with IPSAS 19 'Provisions, contingent assets and contingent liabilities'	-	-	-	-
Financial instruments		4.00	4.00	3.00	3.00
E10.1	Loans are accounted for	0.50	0.50	0.50	0.50
E10.2	Concessionary loans are accounted for	-	-	-	-
E10.3	Financial investments accounted for	0.50	0.50	0.50	0.50
E10.4	In order to determine whether loans and financial investments are accounted for at either amortised cost or fair value, the government has assessed the financial asset meets the SPPI (solely payment of principal and interest) criteria and the business model (held to collect, held to collect and sell, trading) as required by IPSAS 41	-	-	-	-
E10.5	The government applies an impairment procedure to ensure that impairment losses on loans and financial assets are recorded appropriately	0.50	0.50	0.50	0.50
E10.6	Borrowings are accounted for	0.50	1.00	0.50	0.50
E10.7	Financial guarantees are accounted for	0.50	0.50	-	-
E10.8	Derivatives (primarily to hedge exposure to financial risk such as foreign currency exposure or interest rate risk)	-	-	-	-
E10.9	Derivatives are accounted for	1.00	1.00	0.50	0.50
E10.10	Liabilities related to public private partnerships and/or service concession arrangements are recognised on the statement of financial position	_	-	-	_
E10.11	Liabilities related to public private partnerships or/or service concession arrangements are recognised based on: a. ESA 95 / ESA 2010 rules b. IPSAS c. Other method	0.50	-	0.50	0.50
E10.12	The government has assessed and confirmed compliance with IPSAS 4, IPSAS 28, IPSAS 30, IPSAS 41 dealing with financial instruments accounting	-	-	-	-
E10.13	The government has assessed and confirmed compliance with IPSAS 32 dealing with concession arrangements (grantor)	-	-	-	-

# Appendix C - Accounting and IT maturity scores per country, government level and accounting area

					Steel	(Ac 100:	sted from	10	(Acros:	sted from			
EVEL:			Centra	d	otate	(As reque Austria		Local	(As reque Austria		s	iocial (As	2014)
Accounti	ng Maturity	~	Points	Max Points	_ %	Points	Max Points	- %	Points	Max Points	_ %	Points	Max Poir
Ξ1	Reporting	100%	12.0	12.0	45%	5.4	12.0	37%	4.4	12.0	100%	4.0	4
2	Consolidation	82%	5.75	7.00	45%	3.15	7.00	37%	2.59	7.00	0%	-	
3	Fixed assets	93%	26.33	28.33	45%	14.85	33.00	37%	12.21	33.00	0%	-	
4	Intangible assets	63%	1.25	2.00	45%	0.90	2.00	37%	0.74	2.00	0%	-	
5	Inventories	83%	2.50	3.00	45%	1.35	3.00	37%	1.11	3.00	0%	-	
6	Revenue	52%	6.25	12.00	45%	6.30	14.00	37%	5.18	14.00	0%	-	3.
7	Accruals and expenses	72%	13.00	18.00	45%	8.10	18.00	37%	6.66	18.00	72%	13.00	18.
8	Employee benefits	0%	-	4.00	45%	2.25	5.00	37%	1.85	5.00	20%	1.00	5.
9	Provisions	100%	2.00	2.00	45%	0.90	2.00	37%	0.74	2.00	0%	-	
E10	Financial instruments	42/	1.25	3.00	45%	1.80	4.00	37%	1.48	4.00	67%	2.00	3.
TOTAL		77%	70.3	91.3	45%	45.0	100.0	37%	37.0	100.0	61%	20.0	33.
2	Consolidation	82%	5.75	7.00	45%	3.15	7.00	37%	2.59	7.00	0%	-	
T Maturit E1	Reporting	100%	12.0	12.0	45%	5.4	12.0	37%	4.4	12.0	100%	4.0	-
	Consolidation	82%				3.15						-	
3	Fixed assets	93%	26.33	28.33	45%	14.85	33.00	37%	12.21	33.00	0%	-	
4	Intangible assets	63%	1.25	2.00	45%	0.90	2.00	37%	0.74	2.00	0%	-	
5	Inventories	83%	2.50	3.00	45%	1.35	3.00	37%	1.11	3.00	0%	-	
E6	Revenue	52%	3.13	6.00	45%	3.15	7.00	37%	2.59	7.00	0%	-	1
<b>-7</b>	Accruals and expenses	72%	13.00	18.00	45%	8.10	18.00	37%	6.66	18.00	72%	13.00	18.
<b>-8</b>	Employee benefits	0%	-	4.00	45%	2.25	5.00	37%	1.85	5.00	20%	1.00	5.
<b>E9</b>	Provisions	0%	-	-	0%	-		0%	-	-	0%	-	
E10	Financial instruments	42%	0.63	1.50	45%	0.90	2.00	37%	0.74	2.00	67%	1.00	1.
TOTAL		79%	64.6	81.8	45%	40.1	89.0	37%	32.9	89.0	63%	19.0	30

COUNTRY:	Belgium
LEVEL:	
Accounting	g Maturity
E1	Reporting
E2	Consolidation
E3	Fixed assets
E4	Intangible assets
E5	Inventories
E6	Revenue
E7	Accruals and expenses
E8	Employee benefits
E9	Provisions
E10	Financial instruments
TOTAL	

	Central					
7.	Points	Max Points				
75%	9.0	12.0				
89%	6.25	7.00				
86%	24.75	28.75				
100%	2.00	2.00				
83%	2.50	3.00				
63%	6.50	10.25				
89%	16.00	18.00				
20%	1.00	5.00				
50%	1.00	2.00				
70%	1.75	2.50				
78%	70.8	90.5				

Fla	Flanders (State)			
- %	Points	Max Points		
83%	10.0	12.0		
57%	4.00	7.00		
79%	21.03	26.60		
71%	1.25	1.75		
50%	1.50	3.00		
45%	1.25	2.75		
58%	9.00	15.50		
0%	-	-		
0%	-	-		
57%	2.00	3.50		
69%	50.0	72.1		

Br	Brussels (State)			
%	Points	Max Point:		
74%	8.5	11.5		
89%	6.25	7.00		
92%	23.60	25.60		
60%	0.75	1.25		
0%	-	1.00		
63%	1.25	2.00		
69%	9.00	13.00		
0%	-	-		
0%	-	1.00		
92%	2.75	3.00		
80%	52.1	65.4		

	Wallonia (State) (As 2014)			
Points	Max Points			
8.5	12.0			
2.50	7.00			
16.25	23.97			
0.50	2.00			
1.50	3.00			
1.50	2.75			
7.00	13.00			
-	2.00			
-	2.00			
0.50	1.50			
38.3	69.2			
	8.5 2.50 16.25 0.50 1.50 7.00 - - 0.50			

IT Maturity	
E1	Reporting
E2	Consolidation
E3	Fixed assets
E4	Intangible assets
E5	Inventories
E6	Revenue
E7	Accruals and expenses
E8	Employee benefits
E9	Provisions
E10	Financial instruments
TOTAL	

75%	9.0	12.0	83%	10.0	L
89%	6.25	7.00	57%	4.00	L
86%	24.75	28.75	79%	21.03	L
100%	2.00	2.00	71%	1.25	Г
83%	2.50	3.00	50%	1.50	Г
63%	3.25	5.13	45%	0.63	Г
89%	16.00	18.00	58%	9.00	L
20%	1.00	5.00	0%	-	L
0%	-	-	0%	-	L
70%	0.88	1.25	57%	1.00	L
80%	65.6	82.1	70%	48.4	

81%	50.1	61.9
92%	1.38	1.50
0%	-	-
0%	-	-
69%	9.00	13.00
63%	0.63	1.00
0%	í	1.00
60%	0.75	1.25
92%	23.60	25.60
89%	6.25	7.00
74%	8.5	11.5

57%	37.3	65.1
33%	0.25	0.75
0%	-	-
0%	-	2.00
54%	7.00	13.00
55%	0.75	1.38
50%	1.50	3.00
25%	0.50	2.00
68%	16.25	23.97
36%	2.50	7.00
71%	8.5	12.0

COUNTRY:	Belgium
LEVEL:	
Accounting	g Maturity
E1	Reporting
E2	Consolidation
E3	Fixed assets
E4	Intangible assets
E5	Inventories
E6	Revenue
E7	Accruals and expenses
E8	Employee benefits
E9	Provisions
E10	Financial instruments
TOTAL	
TOTAL	

Wallonia (Local) (As 2014)				
%	Points	Max Point		
96%	11.5	12.0		
100%	6.50	6.50		
89%	23.18	26.18		
75%	1.50	2.00		
100%	3.00	3.00		
47%	3.50	7.50		
0%	-	18.00		
100%	5.00	5.00		
50%	1.00	2.00		
83%	2.50	3.00		
68%	57.7	85.2		

Flanders (Local) as 2019			
%	Points	Max Points	
96%	11.5	12.0	
6%	0.25	4.00	
99%	26.18	26.35	
71%	1.25	1.75	
100%	3.00	3.00	
61%	5.00	8.25	
86%	12.00	14.00	
0%	-	5.00	
100%	1.00	1.00	
67%	2.00	3.00	
79%	62.2	78.4	

	Brussels (Local) as 2019			
	%	Points	Max Points	
	70%	7.0	10.0	
	0%	-	-	
	84%	18.60	22.10	
	0%	-	1.25	
	0%	-	3.00	
	62%	2.00	3.25	
	61%	11.00	18.00	
	40%	2.00	5.00	
	0%	-	1.00	
	57%	2.00	3.50	
١	63%	42.6	67.1	

	Social		
_	7.	Points	Max Points
	75%	3.0	4.0
Г	0%	-	-
	0%	-	-
	0%	-	-
	0%	-	-
	0%	-	0.50
Г	58%	9.00	15.50
	0%	-	-
Г	0%	-	-
	50%	1.25	2.50
	59%	13.3	22.5

IT Maturity	,
E1	Reporting
E2	Consolidation
E3	Fixed assets
E4	Intangible assets
E5	Inventories
E6	Revenue
E7	Accruals and expenses
E8	Employee benefits
E9	Provisions
E10	Financial instruments
TOTAL	

69%	53.7	77.9
83%	1.25	1.50
0%	-	-
100%	5.00	5.00
0%	-	18.00
47%	1.75	3.75
100%	3.00	3.00
75%	1.50	2.00
89%	23.18	26.18
100%	6.50	6.50
96%	11.5	12.0

80%	57.7	71.7
67%	1.00	1.50
0%	-	-
0%	-	5.00
86%	12.00	14.00
61%	2.50	4.13
100%	3.00	3.00
71%	1.25	1.75
99%	26.18	26.35
6%	0.25	4.00
96%	11.5	12.0

65%	40.6	62.7	60%	12.6	2
57%	1.00	1.75	50%	0.63	
0%	-	-	0%	-	
40%	2.00	5.00	0%	-	
61%	11.00	18.00	58%	9.00	15
62%	1.00	1.63	0%	-	
0%	-	3.00	0%	-	
0%	-	1.25	0%	-	
84%	18.60	22.10	0%	-	
0%	-	-	0%	-	
70%	7.0	10.0	75%	3.0	

COUNTRY:	Bulgaria
LEVEL:	

_	- %	Points	4ax Point
]	79%	9.5	12.0
]	79%	5.50	7.00
]	88%	28.25	32.25
	100%	2.00	2.00
]	100%	3.00	3.00
]	30%	4.25	14.00
1	89%	16.00	18.00

%	Points	์ dax Points
79%	9.5	12.0
79%	5.50	7.00
88%	28.25	32.25
100%	2.00	2.00
100%	3.00	3.00
30%	4.25	14.00
89%	16.00	18.00
50%	1.00	2.00
100%	2.00	2.00
50%	2.00	4.00
76%	73.5	96.3

Local (As Central)

<b>%</b>	Points	Max Points
69%	2.8	4.0
0%	-	-
0%	-	-
0%	-	-
0%	-	-
0%	-	3.00
89%	16.00	18.00
50%	1.00	2.00
0%	-	-
42%	1.25	3.00
70%	21.0	30.0

Social (As Central)

Accounting Maturity		
E1	Reporting	
E2	Consolidation	
E3	Fixed assets	
E4	Intangible assets	
E5	Inventories	
E6	Revenue	
E7	Accruals and expenses	
E8	Employee benefits	
E9	Provisions	
E10	Financial instruments	
TOTAL		
	•	

Reporting

Consolidation

Fixed assets

Inventories

Revenue

Provisions

Intangible assets

Accruals and expenses

Employee benefits

Financial instruments

IT Maturity E1

E2

E3

E4

E5

E6

E7

E8

E9

E10

TOTAL

79%	9.5	12.0
79%	5.50	7.00
88%	28.25	32.25
100%	2.00	2.00
100%	3.00	3.00
30%	4.25	14.00
89%	16.00	18.00
50%	1.00	2.00
100%	2.00	2.00
50%	2.00	4.00
76%	73.5	96.3

Central

79%	9.5	12.0
79%	5.50	7.00
88%	28.25	32.25
100%	2.00	2.00
100%	3.00	3.00
30%	2.13	7.00
89%	16.00	18.00
50%	1.00	2.00
0%	-	-
50%	1.00	2.00
80%	68.4	85.3

79%	9.5	12.0
79%	5.50	7.00
88%	28.25	32.25
100%	2.00	2.00
100%	3.00	3.00
30%	2.13	7.00
89%	16.00	18.00
50%	1.00	2.00
0%	-	-
50%	1.00	2.00
80%	68.4	85.3
00%	00.4	05.5

69%	2.8	4.0
0%	-	-
0%	-	-
0%	-	-
0%	-	-
0%	-	1.50
89%	16.00	18.00
50%	1.00	2.00
0%	-	-
42%	0.63	1.50
75%	20.4	27.0

COUNTRY	/: Croatia											
LEVEL:		[		Centra	I		Local		]		Social	
			.,	D-1-4-	W D-1-1-	•	D-i-v-	<b>M</b>		,	D-:	W D-:
	ng Maturity	г	%	Points	Max Points	<u> </u>	Points	Max Points	_	<u>/-</u>	Points	Max Points
E1	Reporting	- 1	67%	8.0	12.0	55%	5.5	10.0	. —	1%	-	4.0
E2	Consolidation	ŀ	86%	6.00	7.00	89%	4.00	4.50		1%	-	-
E3	Fixed assets	ŀ	88%	28.00	32.00	86%	22.12	25.62		ľ.		-
E4	Intangible assets	ŀ	63%	1.25	2.00	63%	1.25	2.00		ľ.	-	
E5	Inventories	ŀ	100%	3.00	3.00	100%	3.00	3.00		ľ.	-	
E6	Revenue	ŀ	42%	5.25 10.00	12.50	13%	0.25	2.00		ľ.		0.50
E7	Accruals and expenses	ŀ	56%		18.00	56%	10.00	18.00		8%	10.00	18.00
E8	Employee benefits	ŀ	20%	1.00	5.00	0%	_	-		0%. 1%.	2.00	5.00
E9 E10	Provisions	ŀ	29%	1.00	2.00 3.50	33%	1.00	3.00		5%.	0.50	2.00
TOTAL	Financial instruments	ŀ	66%	64.5	97.0	69%	47.1	68.1		2%	12.5	29.5
TOTAL		L	00%	04.5	31.0	03%	41.1	00.1	<u> </u>	۷٠.	12.3	23.3
E1	Reporting	Г	67%	8.0	12.0	55%	5.5	10.0	1 🗔	<u>ار</u>	-	4.0
E2	Consolidation	Ī	86%	6.00	7.00	89%	4.00	4.50		١٧.	-	-
E3	Fixed assets	- 1	88%	28.00	32.00	86%	22.12	25.62		١٧.	-	-
E4	Intangible assets	Ī	63%	1.25	2.00	63%	1.25	2.00		١٧.	-	-
E5	Inventories	Ī	100%	3.00	3.00	100%	3.00	3.00		٧.	-	-
E6	Revenue	ı	42%	2.63	6.25	13%	0.13	1.00		ν.	-	0.25
E7	Accruals and expenses	- 1	56%	10.00	18.00	56%	10.00	18.00	51	B%.	10.00	18.00
E8	Employee benefits	- [	20%	1.00	5.00	0%	-	-	41	0%	2.00	5.00
E9	Provisions	- [	0%	-	-	0%	-	-		١٧.	-	-
E10	Financial instruments	- [	29%	0.50	1.75	33%	0.50	1.50	2!	5%.	0.25	1.00
TOTAL		- [	69%	60.4	87.0	71%	46.5	65.6	4:	3%	12.3	28.3
COUNTR LEVEL:	Y: Cyprus	-  -		Cent	al		Loca	ıl			Social	
Account	ing Maturity	_	×	Poin	ts ¶ax Points		Point	s dax Point	5	<u> </u>	Points	Max Points
Account E1	ing Maturity Reporting	]	% 0%	$\overline{}$	ts ¶ax Points	<b>. %</b>			. —	% )%	Points	Max Points
	<del></del>	]					. 8.	5 10.0				
E1	Reporting	]	0%		- 12.0 - 7.00	85:	6 8. 6 2.0	5 10.0 0 5.00		)%	-	4.0
E1 E2	Reporting Consolidation		0% 0%	24.1	- 12.0 - 7.00	85: 40:	. 8. . 2.0 . 22.6	5 10.0 0 5.00 8 22.68	0	)% )%	-	-
E1 E2 E3	Reporting Consolidation Fixed assets		0% 0% 85%	24.1	- 12.0 - 7.00 00 28.25	85: 40: 100:	: 8. : 2.0 : 22.6 : 1.2	5 10.0 0 5.00 8 22.68 5 1.25	0	0% 0% 0%		4.0 - -
E1 E2 E3 E4	Reporting Consolidation Fixed assets Intangible assets		0% 0% 85% 0%	24.1	- 12.0 - 7.00 00 28.25 - 2.00 50 3.00	85: 40: 100: 100:	. 8. . 2.0 4 22.6 4 1.2 4 3.0	5 10.0 0 5.00 8 22.68 5 1.25 0 3.00	( ( ( (	0% 0% 0% 0%	- - -	4.0 - - -
E1 E2 E3 E4 E5	Reporting Consolidation Fixed assets Intangible assets Inventories		0% 0% 85% 0% 50%	24.1	- 12.0 - 7.00 00 28.25 - 2.00 50 3.00 25 12.00	85: 40: 100: 100:	( 8. ( 2.0 ( 22.6 ( 1.2 ( 3.0 ( 2.0	5 10.0 0 5.00 8 22.68 5 1.25 0 3.00 0 3.25	( ( ( (	0% 0% 0% 0%	- - - -	4.0 - - -
E1 E2 E3 E4 E5	Reporting Consolidation Fixed assets Intangible assets Inventories Revenue		0% 0% 85% 0% 50% 44%	24.1 1.9 5.3	- 12.0 - 7.00 00 28.25 - 2.00 50 3.00 25 12.00 00 18.00	85: 40: 100: 100: 100: 62:	( 8. ( 2.0 ( 22.6 ( 1.2 ( 3.0 ( 12.0	5 10.0 0 5.00 8 22.68 5 1.25 0 3.00 0 3.25 0 15.50	( ( ( ( (	0% 0% 0% 0% 0%	- - - -	4.0 - - - - 2.50
E1 E2 E3 E4 E5 E6	Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses		0% 0% 85% 0% 50% 44% 6%	24.1 1.9 5.3 1.0	- 12.0 - 7.00 00 28.25 - 2.00 50 3.00 25 12.00 00 18.00	85: 40: 100: 100: 100: 62: 77:	4 8. 4 2.0 4 22.6 4 1.2 4 3.0 4 2.0 4 12.0 6 3.0	5 10.0 0 5.00 8 22.68 5 1.25 0 3.00 0 3.25 0 15.50 0 5.00	() () () () () ()	0% 0% 0% 0% 0% 0%	- - - - - 1.00	4.0 - - - - 2.50 18.00
E1 E2 E3 E4 E5 E6 E7	Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits		0% 0% 85% 0% 50% 44% 6% 20%	24.1 1.9 5.3 1.0	- 12.0 - 7.00 00 28.25 - 2.00 50 3.00 25 12.00 00 18.00 00 5.00 	85: 40: 100: 100: 100: 62: 77: 60:	4 8. 4 20.6 4 22.6 4 12. 4 3.0 4 2.0 4 3.0 4 2.0 4 2.0	5 10.0 0 5.00 8 22.68 5 1.25 0 3.00 0 3.25 0 15.50 0 5.00 0 2.00	() () () () () () ()	0% 0% 0% 0% 0% 0% 0%	- - - - - 1.00	4.0 - - - - 2.50 18.00
E1 E2 E3 E4 E5 E6 E7 E8 E9 E10	Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions		0% 0% 85% 0% 50% 44% 6% 20% 0%	24.0 1.9 5.3 1.0 0.3	- 12.0 - 7.00 28.25 - 2.00 50 3.00 25 12.00 00 18.00 25 1.50	85; 40; 100; 100; 100; 62; 77; 60; 100; 38;	4 8. 4 20.6 4 12.6 4 12.0 4 3.0 6 12.0 6 3.0 7 2.0 7 3.0 8 2.0 9 3.0 9 3.0	5 10.0 0 5.00 8 22.68 5 1.25 0 3.00 0 3.25 0 15.50 0 5.00 0 2.00 5 2.00		0% 0% 0% 0% 0% 0% 0% 0%	- - - - - 1.00	4.0 - - - 2.50 18.00 - - 0.50
E1 E2 E3 E4 E5 E6 E7 E8 E9	Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments		0% 0% 85% 0% 50% 44% 6% 20%	24.1 1.9 5.1 1.0	- 12.0 - 7.00 28.25 - 2.00 50 3.00 25 12.00 00 18.00 25 1.50	85: 40: 100: 100: 100: 62: 77: 60:	4 8. 4 20.6 4 12.6 4 12.0 4 3.0 6 12.0 6 3.0 7 2.0 7 3.0 8 2.0 9 3.0 9 3.0	5 10.0 0 5.00 8 22.68 5 1.25 0 3.00 0 3.25 0 15.50 0 5.00 0 2.00 5 2.00		0% 0% 0% 0% 0% 0% 6%	- - - - - 1.00	4.0 - - - - 2.50 18.00
E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL	Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments		0% 0% 85% 0% 50% 44% 6% 20% 0%	24.1 1: 5 1.1 0	- 12.0 - 7.00 28.25 - 2.00 50 3.00 25 12.00 00 18.00 25 1.50	85; 40; 100; 100; 100; 62; 77; 60; 100; 38;	( 8, 2.0 (2.0 (2.0 (2.0 (2.0 (2.0 (2.0 (2.0	5 10.0 0 5.00 8 22.68 5 1.25 0 3.00 0 3.25 0 15.50 0 5.00 0 2.00 5 2.00 2 <b>69.7</b>		0% 0% 0% 0% 0% 0% 0% 0%	- - - - - 1.00	4.0 - - - 2.50 18.00 - - 0.50
E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL	Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments		0% 0% 85% 0% 50% 44% 6% 20% 0% 17% 37%	24.1 1: 5 1.1 0 33.	- 12.0 - 7.00 00 28.25 - 2.00 50 3.00 25 12.00 00 18.00 00 5.00 25 1.50 0 88.8	85: 40: 100: 100: 100: 62: 77: 60: 100: 38: 82:	( 8, 2.0 (2.0 (2.0 (2.0 (2.0 (2.0 (2.0 (2.0	5 10.0 0 5.00 8 22.68 5 1.25 0 3.00 0 3.25 0 15.50 0 2.00 5 2.00 2 69.7	( ) ( ) ( ) ( ) ( ) ( ) ( ) ( ) ( ) ( )	0% 0% 0% 0% 0% 0% 0% 0% 0%	- - - - - 100 - - - 1.0	4.0 - - - 2.50 18.00 - - 0.50 25.0
E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL	Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments		0% 0% 85% 0% 50% 44% 6% 20% 0% 17% 37%	24.1 1: 5 1.1 0 33.	- 12.0 - 7.00 20.28.25 - 2.00 50 3.00 25 12.00 18.00 00 5.00 - 25 1.50 0 88.8	85: 40: 100: 100: 100: 62: 77: 60: 100: 38: 82:	( 8, 20, 20, 20, 20, 20, 20, 20, 20, 20, 20	5 10.0 0 5.00 8 22.68 5 1.25 0 3.00 0 3.25 0 15.50 0 2.00 5 2.00 2 69.7		00% 00% 00% 00% 00% 00% 00% 00% 00%	- - - - 100 - - - 1.0	4.0 - - - - 2.50 18.00 - - 0.50 25.0
E1 E2 E3 E4 E5 E6 E7 E8 E9 E10	Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  Reporting Consolidation Fixed assets		0% 0% 85% 0% 50% 44% 6% 20% 0% 17% 37%	24.1 1.9 5.0 1.0 0.0 33.	- 12.0 - 7.00 00 28.25 - 2.00 50 3.00 28.5 12.00 00 18.00 00 5.00 - 1.50 0 88.8 - 12.0 - 7.00 00 28.25	85: 40: 100: 100: 100: 62: 77: 60: 100: 38: <b>82:</b>	( 8, 20, 20, 20, 20, 20, 20, 20, 20, 20, 20	5 10.0 0 5.00 8 22.68 5 1.25 0 3.00 0 3.25 0 15.50 0 5.00 0 2.00 5 2.00 2 69.7		00000000000000000000000000000000000000	- - - - 100 - - - 1.0	4.0 - - - 2.50 18.00 - - 0.50 25.0
E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL IT Maturi E1 E2 E3	Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  Reporting Consolidation		0% 0% 85% 0% 50% 44% 6% 20% 0% 17% 37%	24.1 1.9 5 1.1 0 33.	- 12.0 - 7.00 20.28.25 - 2.00 50 3.00 25 12.00 18.00 5.00  5.5 1.50 0 88.8	85: 40: 100: 100: 100: 62: 77: 60: 100: 38: 82: 40: 100:	( 8, 20, 20, 20, 20, 20, 20, 20, 20, 20, 20	5 10.0 0 5.00 8 22.68 5 1.25 0 3.00 0 3.25 0 15.50 0 2.00 5 2.00 2 69.7 5 10.0 0 5.00 8 22.68 5 1.25		00% 00% 00% 00% 00% 00% 00% 00% 00% 00%	- - - - 100 - - 1.0	4.0 - - - 2.50 18.00 - 0.50 25.0

Revenue

Provisions

Accruals and expenses

Employee benefits

Financial instruments

E6

E7

E8

E9

E10

TOTAL

44%

6%

20%

0%

17%

37%

2.63

1.00

1.00

0.13

30.3

6.00

18.00

5.00

0.75

82.0

62%

77%

60%

0%

38%

83%

1.00

12.00

3.00

0.38

53.8

1.63

15.50

5.00

1.00

65.1

0%

6%

0%

0%

0%

4%

1.25

18.00

0.25

23.5

1.00

1.0

COUNTRY:	Czech Republic
LEVEL:	

ounting Maturity

Accounting Maturity			
E1	Reporting		
E2	Consolidation		
E3	Fixed assets		
E4	Intangible assets		
E5	Inventories		
E6	Revenue		
E7	Accruals and expenses		
E8	Employee benefits		
E9	Provisions		
E10	Financial instruments		
TOTAL			

%	Points	Max Points
71%	8.5	12.0
93%	6.50	7.00
96%	26.18	27.18
100%	1.75	1.75
100%	3.00	3.00

Central

			•			
83%	75.9	91.9		83%	75.9	91.9
57%	2.00	3.50		57%	2.00	3.50
100%	2.00	2.00		100%	2.00	2.00
40%	2.00	5.00		40%	2.00	5.00
89%	16.00	18.00		89%	16.00	18.00
64%	8.00	12.50		64%	8.00	12.50
100%	3.00	3.00		100%	3.00	3.00
100%	1.75	1.75		100%	1.75	1.75
96%	26.18	27.18		96%	26.18	27.18
93%	6.50	7.00		93%	6.50	7.00
71%	8.5	12.0		71%	8.5	12.0

%	Points	Max Points
71%	8.5	12.0
93%	6.50	7.00
96%	26.18	27.18
100%	1.75	1.75
100%	3.00	3.00
64%	8.00	12.50
89%	16.00	18.00
40%	2.00	5.00
100%	2.00	2.00
57%	2.00	3.50

ts	%	Points	Max Point
)	69%	2.8	4.0
)	0%	-	-
3	0%	-	-
5	0%	-	-
)	0%	-	-
)	50%	1.50	3.00
)	89%	16.00	18.00
)	40%	2.00	5.00
)	0%	-	-
)	50%	1.25	2.50
1	72%	23.5	32.5

Local (As Central) Social (As Central)

IT	Maturity	
•••	maturity	

E1	Reporting		
E2	Consolidation		
E3	Fixed assets		
E4	Intangible assets		
E5	Inventories		
E6	Revenue		
E7	Accruals and expenses		
E8	Employee benefits		
E9	Provisions		
E10	Financial instruments		
TOTAL			

71%	8.5	12.0
93%	6.50	7.00
96%	26.18	27.18
100%	1.75	1.75
100%	3.00	3.00
64%	4.00	6.25
89%	16.00	18.00
40%	2.00	5.00
0%	-	-
57%	1.00	1.75
84%	68.9	81.9

71%	8.5	12.0
93%	6.50	7.00
96%	26.18	27.18
100%	1.75	1.75
100%	3.00	3.00
64%	4.00	6.25
89%	16.00	18.00
40%	2.00	5.00
0%	1	-
57%	1.00	1.75
84%	68.9	81.9

69%	2.8	4.0
0%	-	-
0%	-	-
0%	-	-
0%	-	-
50%	0.75	1.50
89%	16.00	18.00
40%	2.00	5.00
0%	-	-
50%	0.63	1.25
74%	22.1	29.8

COUNTRY: Denmark

LEVEL:

Central		

Local	

Social
Jocial

Accounting Maturity		
E1	Reporting	
E2	Consolidation	
E3	Fixed assets	
E4	Intangible assets	
E5	Inventories	
E6	Revenue	
E7	Accruals and expenses	
E8	Employee benefits	
E9	Provisions	
E10	Financial instruments	
TOTAL		

%	Points	Max Points
88%	10.5	12.0
38%	2.25	6.00
93%	28.00	30.00
100%	2.00	2.00
100%	3.00	3.00
56%	7.00	12.50
89%	16.00	18.00
20%	1.00	5.00
100%	1.00	1.00
79%	2.75	3.50
79%	73.5	93.0

%	Points	Max Points
75%	9.0	12.0
50%	2.00	4.00
78%	19.62	25.10
71%	1.25	1.75
83%	2.50	3.00
51%	6.25	12.25
67%	12.00	18.00
100%	5.00	5.00
100%	1.00	1.00
71%	2.50	3.50
71%	61.1	85.6

%	Points	Max Points
69%	2.8	4.0
0%	-	-
0%	-	-
0%	-	-
0%	-	-
42%	1.25	3.00
88%	14.00	16.00
0%	-	1.00
0%	-	-
40%	1.00	2.50
72%	19.0	26.5

### IT Maturity

E1	Reporting
E2	Consolidation
E3	Fixed assets
E4	Intangible assets
E5	Inventories
E6	Revenue
E7	Accruals and expenses
E8	Employee benefits
E9	Provisions
E10	Financial instruments
TOTAL	

88%	10.5	12.0
38%	2.25	6.00
93%	28.00	30.00
100%	2.00	2.00
100%	3.00	3.00
56%	3.50	6.25
89%	16.00	18.00
20%	1.00	5.00
0%	-	-
79%	1.38	1.75
81%	67.6	84.0

75%	9.0	12.0
50%	2.00	4.00
78%	19.62	25.10
71%	1.25	1.75
83%	2.50	3.00
51%	3.13	6.13
67%	12.00	18.00
100%	5.00	5.00
0%	-	-
71%	1.25	1.75
73%	55.7	76.7

69%	2.8	4.0
0%	-	1
0%	-	-
0%	-	-
0%	-	-
42%	0.63	1.50
88%	14.00	16.00
0%	-	1.00
0%	-	-
40%	0.50	1.25
75%	17.9	23.8

COUNTR	Y: Estonia									
LEVEL:			Centra	I	Lo	cal (As Ce	entral)	So	cial (As C	entral)
Accounti	ing Maturity	- %	Points	Max Points	- %	Points	Max Points	- %	Points	Max Points
E1	Reporting	83%	10.0	12.0	83%	10.0	12.0	75%	3.0	4.0
E2	Consolidation	86%	6.00	7.00	86%	6.00	7.00	0%	-	-
E3	Fixed assets	100%	29.50	29.50	100%	29.50	29.50	0%	-	-
E4	Intangible assets	88%	1.75	2.00	88%	1.75	2.00	0%	-	-
E5	Inventories	100%	3.00	3.00	100%	3.00	3.00	0%	-	-
E6	Revenue	68%	8.50	12.50	68%	8.50	12.50	50%	1.50	3.00
E7	Accruals and expenses	100%	15.50	15.50	100%	15.50	15.50	100%	15.50	15.50
E8	Employee benefits	80%	4.00	5.00	80%	4.00	5.00	80%	4.00	5.00
E9	Provisions	100%	1.00	1.00	100%	1.00	1.00	0%	-	-
E10	Financial instruments	100%	4.00	4.00	100%	4.00	4.00	83%	2.50	3.00
TOTAL		91%	83.3	91.5	91%	83.3	91.5	87%	26.5	30.5
IT Maturit	ty									
E1	Reporting	83%	10.0	12.0	83%	10.0	12.0	75%	3.0	4.0
E2	Consolidation	86%	6.00	7.00	86%	6.00	7.00	0%	-	-
E3	Fixed assets	100%	29.50	29.50	100%	29.50	29.50	0%	-	-
E4	Intangible assets	88%	1.75	2.00	88%	1.75	2.00	0%	-	-
E5	Inventories	100%	3.00	3.00	100%	3.00	3.00	0%	-	-
E6	Revenue	68%	4.25	6.25	68%	4.25	6.25	50%	0.75	1.50
E7	Accruals and expenses	100%	15.50	15.50	100%	15.50	15.50	100%	15.50	15.50
E8	Employee benefits	80%	4.00	5.00	80%	4.00	5.00	80%	4.00	5.00
E9	Provisions	0%	-	- 1	0%	-	- 1	0%	-	_
E10	Financial instruments	100%	2.00	2.00	100%	2.00	2.00	83%	1.25	1.50
TOTAL		92%	76.0	82.3	92%	76.0	82.3	89%	24.5	27.5
COUNTRY	Y: Finland								24.0	
COUNTRY LEVEL:	y: Finland		Centra			Local			Social Pul	
LEVEL:	Y: Finland	~ %	Centra Points		у.	•	Max Points			
LEVEL:		% 96%				Local			Social Pul	blic
LEVEL:	ng Maturity		Points	Max Points	, ×	Local Points	Max Points	× ×	Social Pul Points	blic Max Points
LEVEL: Accounti E1	ng Maturity Reporting	96%	Points 11.5	Max Points	% 100%	Local Points 11.5	Max Points	% 73%	Social Pul Points 2.8	Max Points
LEVEL: Accounti E1 E2	ng Maturity Reporting Consolidation	96% 79%	<b>Points</b> 11.5 5.50	<b>Max Points</b> 12.0 7.00	% 100% 60%	Points 11.5 3.00	<b>Max Points</b> 11.5 5.00	% 73% 0%	Social Pul Points 2.8	Max Points 3.8
Accounti E1 E2 E3	ng Maturity Reporting Consolidation Fixed assets	96% 79% 92%	Points 11.5 5.50 26.68	Max Points 12.0 7.00 23.00	% 100% 60% 83%	Points 11.5 3.00 22.43	Max Points 11.5 5.00 26.93	2 73% 0% 0%	Social Pul Points 2.8 -	Max Points 3.8 -
Accounti E1 E2 E3	ng Maturity Reporting Consolidation Fixed assets Intangible assets	96% 79% 92% 100%	Points 11.5 5.50 26.68 2.00	Max Points 12.0 7.00 29.00 2.00	% 100% 60% 83% 100%	Points 11.5 3.00 22.43 2.00	Max Points 11.5 5.00 26.93 2.00	73% 0% 0% 0%	Social Pul Points 2.8 - -	Max Points 3.8
Accounti E1 E2 E3 E4 E5	ng Maturity Reporting Consolidation Fixed assets Intangible assets	96% 79% 92% 100% 83%	Points 11.5 5.50 26.68 2.00 2.50	Мак Points 12.0 7.00 29.00 2.00 3.00	200% 60% 83% 100% 100%	Points 11.5 3.00 22.43 2.00 3.00	Мак Points 11.5 5.00 26.93 2.00 3.00	73% 0% 0% 0% 0% 0%	Social Pul Points 2.8	Max Points 3.8
Accounti E1 E2 E3 E4 E5 E6	ng Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue	96% 79% 92% 100% 83% 44%	Points 11.5 5.50 26.68 2.00 2.50 5.25	Мак Points 12.0 7.00 29.00 2.00 3.00 12.00	2 100% 60% 83% 100% 100% 53%	Points 11.5 3.00 22.43 2.00 3.00 4.00	Max Points 11.5 5.00 26.93 2.00 3.00 7.50	2 73% 0% 0% 0% 0% 0%	Social Pul Points 2.8	Max Points 3.8 2.50
Accounti E1 E2 E3 E4 E5 E6 E7	ng Maturity  Reporting  Consolidation  Fixed assets  Intangible assets  Inventories  Revenue  Acoruals and expenses	96% 79% 92% 100% 83% 44% 83%	Points 11.5 5.50 26.68 2.00 2.50 5.25 15.00	Мак Points 12.0 7.00 23.00 2.00 3.00 12.00 18.00	2 100% 60% 83% 100% 100% 53% 94%	Points 11.5 3.00 22.43 2.00 3.00 4.00 17.00	Мак Points 11.5 5.00 26.93 2.00 3.00 7.50 18.00	2 73% 0% 0% 0% 0% 0% 0%	Points	Max Points 3.8 2.50 18.00
Accounti E1 E2 E3 E4 E5 E6 E7 E8	ng Maturity  Reporting Consolidation Fixed assets Intangible assets Inventies Revenue Accruals and expenses Employee benefits	96% 79% 92% 100% 83% 44% 83% 40%	Points 11.5 5.50 26.68 2.00 2.50 5.25 15.00 2.00	Max Points  12.0  7.00  29.00  2.00  3.00  12.00  18.00  5.00	x 100% 60% 83% 100% 100% 53% 34% 80%	Points 11.5 3.00 22.43 2.00 3.00 4.00 17.00 4.00	Max Points 11.5 5.00 26.93 2.00 3.00 7.50 18.00 5.00	2 73% 0% 0% 0% 0% 0% 0% 75% 40%	Points 2.8 13.50 2.00	Max Points 3.8 2.50 18.00
Accounti E1 E2 E3 E4 E5 E6 E7 E8	ng Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions	96% 79% 92% 100% 83% 44% 83% 40% 0%	Points 11.5 5.50 26.68 2.00 2.50 5.25 15.00 2.00	Max Points 12.0 7.00 29.00 2.00 3.00 12.00 18.00 5.00 2.00	200% 60% 83% 100% 100% 53% 94% 80% 100%	Points 11.5 3.00 22.43 2.00 3.00 4.00 17.00 4.00 1.00	Max Points 11.5 5.00 26.93 2.00 3.00 7.50 18.00 5.00 1.00	73% 0% 0% 0% 0% 0% 0% 40% 0%	Points 2.8 13.50 2.00	Max Points  3.8  2.50 18.00
Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL	ng Maturity  Reporting  Consolidation  Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments	96% 73% 92% 100% 83% 44% 83% 40% 0%	Points 11.5 5.50 26.68 2.00 2.50 5.25 15.00 2.00 - 1.75	Max Points 12.0 7.00 29.00 2.00 3.00 12.00 18.00 5.00 2.00 3.50	% 100% 60% 83% 100% 100% 53% 94% 80% 100% 75%	Points 11.5 3.00 22.43 2.00 3.00 4.00 4.00 1.00 2.25	Max Points  11.5  5.00  26.93  2.00  3.00  7.50  18.00  5.00  1.00  3.00	73% 0% 0% 0% 0% 0% 0% 75% 40% 0% 75%	Points 2.8 13.50 2.00 - 0.75	Max Points  3.8  2.50 18.00 5.00 - 1.00
Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL	ng Maturity  Reporting  Consolidation  Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments	96% 79% 92% 100% 83% 44% 83% 40% 0% 50% 77%	Points 11.5 5.50 26.68 2.00 2.50 5.25 15.00 2.00 - 1.75 72.2	Max Points  12.0 7.00 29.00 2.00 3.00 12.00 18.00 5.00 2.00 3.50 93.5	24 100% 60% 83% 100% 100% 53% 94% 80% 100% 75% 85%	Points 11.5 3.00 22.43 2.00 3.00 4.00 17.00 4.00 2.25 70.2	Max Points 11.5 5.00 26.93 2.00 3.00 7.50 18.00 5.00 1.00 3.00 82.9	73% 0% 0% 0% 0% 0% 0% 75% 40% 0% 75% 63%	Points  2.8  13.50 2.00 - 0.75 19.0	Max Points  3.8  2.50 18.00 - 1.00 30.3
Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL	ng Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments	96% 79% 92% 100% 83% 44% 83% 40% 0% 50% 77%	Points 11.5 5.50 26.68 2.00 2.50 5.25 15.00 2.00 - 1.75 72.2	Max Points  12.0 7.00 29.00 2.00 3.00 12.00 18.00 5.00 2.00 3.50 93.5	24 100% 60% 83% 100% 100% 53% 94% 80% 100% 75% 85%	Points 11.5 3.00 22.43 2.00 3.00 4.00 17.00 4.00 1.00 5.70.2	Max Points 11.5 5.00 26.93 2.00 3.00 7.50 18.00 5.00 1.00 3.00 82.9	73% 0% 0% 0% 0% 0% 0% 75% 40% 0% 75% 63%	Points  2.8  13.50 2.00 0.75 19.0	Max Points  3.8  2.50 18.00 5.00 - 1.00 30.3
LEVEL:  Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL  IT Maturit E1 E2	ng Maturity  Reporting Consolidation Fixed assets Intangible assets Inventies Revenue Accruals and expenses Employee benefits Provisions Financial instruments	96% 79% 92% 100% 83% 44% 83% 40% 0% 50% 77%	Points 11.5 5.50 26.68 2.00 2.50 5.25 15.00 2.00 - 1.75 72.2	Max Points  12.0  7.00  29.00  2.00  3.00  12.00  18.00  5.00  2.00  3.50  93.5	2 100% 60% 83% 100% 100% 53% 94% 80% 100% 75% 85%	Points 11.5 3.00 22.43 2.00 3.00 4.00 17.00 4.00 1.00 2.25 70.2	Max Points  11.5  5.00  26.93  2.00  7.50  18.00  5.00  1.00  3.00  82.9	73% 0% 0% 0% 0% 0% 0% 75% 40% 0% 75% 63%	Points 2.8 13.50 2.00 - 0.75 19.0	Max Points  3.8  2.50 18.00 5.00 - 1.00 30.3
LEVEL:  Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL  IT Maturit E1 E2 E3	ng Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  9 Reporting Consolidation Fixed assets	96% 79% 92% 100% 83% 44% 83% 40% 0% 50% 77%	Points 11.5 5.50 26.68 2.00 2.50 5.25 15.00 2.00 - 1.75 72.2	Max Points  12.0  7.00  29.00  2.00  3.00  12.00  18.00  5.00  2.00  3.50  93.5	200% 60% 83% 100% 100% 53% 94% 80% 100% 75% 85%	Points 11.5 3.00 22.43 2.00 3.00 17.00 4.00 100 2.25 70.2	Max Points  11.5  5.00  26.93  2.00  3.00  7.50  18.00  5.00  1.00  3.00  82.9	73% 0% 0% 0% 0% 0% 0% 75% 40% 0% 75% 63%	Points 2.8 13.50 2.00 - 0.75 19.0	Max Points  3.8  2.50 18.00 5.00 - 1.00 30.3
Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL  IT Maturit E1 E2 E3 E4	ng Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  9  Reporting Consolidation Fixed assets Intangible assets	96½ 79½ 92½ 100½ 83½ 44½ 83½ 40½ 0½ 50½ 77½ 96½ 73½ 92½ 100½	Points 11.5 5.50 26.68 2.00 2.50 5.25 15.00 2.00 - 1.75 72.2  11.5 5.50 26.68 2.00	Max Points  12.0  7.00  29.00  2.00  3.00  12.00  18.00  5.00  2.00  3.50  93.5	200% 60% 83% 100% 100% 53% 94% 80% 100% 75% 85% 100% 60% 83% 100%	Points 11.5 3.00 22.43 2.00 3.00 4.00 17.00 4.00 1.00 2.25 70.2	Max Points  11.5  5.00  26.93  2.00  3.00  7.50  18.00  5.00  1.00  3.00  82.9	73% 0% 0% 0% 0% 0% 0% 75% 40% 0% 75% 63%	Points 2.8 13.50 2.00 - 0.75 19.0	Max Points  3.8  2.50  18.00  5.00  - 1.00  30.3
Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL  IT Maturit E1 E2 E3 E4 E5	ng Maturity  Reporting  Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  Provisions Financial instruments  Provisions Financial instruments  Intangible assets Intangible assets Inventories	96½ 79½ 92½ 100½ 83½ 44½ 83½ 40½ 0½ 50½ 77½ 96½ 79½ 92½ 100½ 83¾	Points 11.5 5.50 26.68 2.00 2.50 5.25 15.00 2.00 - 1.75 72.2  11.5 5.50 26.68 2.00 2.50	Max Points  12.0  7.00  29.00  2.00  3.00  12.00  18.00  5.00  2.00  3.50  93.5   12.0  7.00  29.00  2.00  3.00	200% 60% 83% 100% 100% 53% 94% 80% 100% 75% 85%	Points 11.5 3.00 22.43 2.00 3.00 4.00 17.00 1.00 2.25 70.2	Max Points  11.5 5.00 26.93 2.00 3.00 7.50 18.00 5.00 1.00 3.00 82.9	73% 0% 0% 0% 0% 0% 0% 75% 40% 0% 75% 63%	Points  2.8  13.50 2.00 - 0.75 19.0	Max Points  3.8  2.50 18.00 5.00 - 1.00 30.3
Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL  IT Maturit E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 E1 E1 E1 E2 E3 E4 E5 E6	ng Maturity  Reporting  Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  y  Reporting Consolidation Fixed assets Intangible assets Intangible assets Inventories Revenue	96½ 79½ 92½ 100½ 83½ 44½ 83½ 40½ 0½ 50½ 77½  96½ 79½ 92½ 100½ 83½ 44½	Points  11.5 5.50 26.68 2.00 2.50 5.25 15.00 - 1.75 72.2  11.5 5.50 26.68 2.00 2.50 2.50 2.63	12.0 7.00 29.00 2.00 3.00 12.00 18.00 5.00 2.00 3.50 93.5	100% 60% 83% 100% 100% 53% 94% 80% 100% 75% 85% 100% 60% 83% 100% 100% 53%	Points 11.5 3.00 22.43 2.00 3.00 4.00 17.00 1.00 2.25 70.2	Max Points  11.5 5.00 26.93 2.00 3.00 7.50 18.00 5.00 1.00 3.00 82.9	73% 0% 0% 0% 0% 0% 0% 75% 40% 0% 75% 63% 73% 0% 0% 0% 0%	Points  2.8  13.50 2.00 - 0.75 19.0	Max Points  3.8  2.50 18.00 5.00 - 1.00 30.3
LEVEL:  Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL  IT Maturit E1 E2 E3 E4 E5 E6 E7	ng Maturity  Reporting  Consolidation  Fixed assets Intangible assets Inventories  Revenue  Accruals and expenses  Employee benefits  Provisions  Financial instruments    Provisions  Financial instruments  Provisions  Financial instruments   y  Reporting  Consolidation  Fixed assets Intangible assets Inventories  Revenue  Accruals and expenses	96½ 79½ 92½ 100½ 83¾ 44½ 83¾ 40½ 0½ 50½ 77½  96½ 73½ 90½ 83½ 44½ 83½	Points  11.5 5.50 26.88 2.00 2.50 5.25 15.00 - 1.75 72.2  11.5 5.50 26.88 2.00 2.50 2.50 2.63 15.00	12.0 7.00 29.00 2.00 3.00 12.00 18.00 2.00 3.50 93.5	100% 60% 83% 100% 100% 53% 94% 80% 100% 75% 85% 100% 60% 83% 100% 53% 94%	Local	Max Points  11.5 5.00 26.93 2.00 3.00 7.50 18.00 5.00 1.00 3.00 82.9	73% 0% 0% 0% 0% 0% 0% 75% 40% 0% 75% 63%	Points  2.8  13.50  0.75  19.0	Max Points  3.8  2.50 18.00 5.00 - 1.00 30.3
LEVEL:  Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL  IT Maturit E1 E2 E3 E4 E5 E6 E7 E8	ng Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  Y  Reporting Consolidation Fixed assets Intangible assets Intengible assets Inventories Revenue Accruals and expenses Employee benefits	96½ 79½ 92½ 100½ 83½ 44½ 83½ 40½ 0½ 50½ 77½  96½ 79½ 100½ 83½ 44½ 83½ 44½ 83½ 40½	Points  11.5 5.50 26.88 2.00 2.50 5.25 15.00 - 1.75 72.2  11.5 5.50 26.88 2.00 2.50 2.63 15.00 2.00	12.0 7.00 29.00 2.00 3.00 12.00 18.00 2.00 3.50 93.5	100% 60% 83% 100% 100% 53% 94% 80% 100% 75% 85% 100% 60% 83% 100% 100% 53% 94% 80%	Local	Max Points  11.5 5.00 26.93 2.00 3.00 7.50 18.00 5.00 1.00 3.00 82.9  11.5 5.00 26.93 2.00 3.00 3.75 18.00 5.00	73% 0% 0% 0% 0% 0% 0% 75% 40% 0% 75% 63%	Points  2.8  13.50 2.00  2.8  - 13.50 2.00  2.8  - 13.50 2.00	Max Points  3.8  2.50 18.00 - 1.00 30.3  3.8 1.25 18.00 5.00
LEVEL:  Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL  IT Maturit E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 E7 E8 E9 E10	ng Maturity  Reporting Consolidation Fixed assets Intangible assets Inventives Revenue Accruals and expenses Employee benefits Provisions Financial instruments  y Reporting Consolidation Fixed assets Intangible assets Intendible assets Inventories Revenue Accruals and expenses Employee benefits Provisions	96% 79% 92% 100% 83% 44% 83% 40% 77% 96% 73% 96% 73% 92% 100% 83% 44% 83% 40% 0%	Points 11.5 5.50 26.68 2.00 2.50 5.25 15.00 2.00 - 1.75 72.2  11.5 5.50 26.68 2.00 2.63 15.00 2.00	12.0 7.00 23.00 2.00 3.00 12.00 18.00 5.00 2.00 3.50 93.5	200% 60% 83% 100% 53% 94% 80% 100% 75% 85% 100% 60% 83% 100% 100% 53% 94% 80% 90%	Points 11.5 3.00 22.43 2.00 3.00 17.00 4.00 17.00 2.25 70.2  11.5 3.00 22.43 2.00 3.00 2.00 17.00 4.00	Max Points  11.5  5.00  26.93  2.00  7.50  18.00  5.00  1.00  3.00  82.9  11.5  5.00  26.93  2.00  3.75  18.00  5.00  -	73% 0% 0% 0% 0% 0% 0% 75% 40% 0% 63% 73% 0% 0% 0% 0% 0% 0% 63%	Points 2.8 13.50 2.00 - 0.75 19.0	Max Points  3.8  2.50 18.00 5.00 - 1.00 30.3  3.8 1.25 18.00 5.00
LEVEL:  Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL  IT Maturit E1 E2 E3 E4 E5 E6 E7 E8	ng Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  Y  Reporting Consolidation Fixed assets Intangible assets Intengible assets Inventories Revenue Accruals and expenses Employee benefits	96½ 79½ 92½ 100½ 83½ 44½ 83½ 40½ 0½ 50½ 77½  96½ 79½ 100½ 83½ 44½ 83½ 44½ 83½ 40½	Points  11.5 5.50 26.88 2.00 2.50 5.25 15.00 - 1.75 72.2  11.5 5.50 26.88 2.00 2.50 2.63 15.00 2.00	12.0 7.00 29.00 2.00 3.00 12.00 18.00 2.00 3.50 93.5	100% 60% 83% 100% 100% 53% 94% 80% 100% 75% 85% 100% 60% 83% 100% 100% 53% 94% 80%	Local	Max Points  11.5 5.00 26.93 2.00 3.00 7.50 18.00 5.00 1.00 3.00 82.9  11.5 5.00 26.93 2.00 3.00 3.75 18.00 5.00	73% 0% 0% 0% 0% 0% 0% 75% 40% 0% 75% 63%	Points  2.8  13.50 2.00  2.8  - 13.50 2.00  2.8  - 13.50 2.00	Max Points  3.8  2.50 18.00 - 1.00 30.3  3.8 1.25 18.00 5.00

COUNTRY LEVEL:	f: France		Central			Local		Social (As 2	014)		Central (As 2	014)	
Accountin	ng Maturity	×	Points Ma	x Points	%	Points ¶ax l	Points	% Points	Max Points				
E1	Reporting	90%	9.0	10.0	68%	6.5		100% 4.0	4.0	79%	9.5	12.0	
E2	Consolidation	82%	5.75	7.00	50%		1.00	0% -	-	89%		7.00	
E3	Fixed assets	93%	30.60	33.00	87%	21.62 2	4.87	0% -	-	93%	30.60	33.00	
E4	Intangible assets	100%	2.00	2.00	100%		2.00	0% -	-	100%	_	2.00	
E5	Inventories	100%	3.00	3.00	100%		2.50	0% -	-	100%		3.00	
E6	Revenue	70%	9.25	13.25	75%		2.00	100% 0.50	0.50	77%		11.00	
E7 E8	Accruals and expenses	100%	15.50 2.00	15.50 2.00	86%	15.50 1	8.00	100% 13.00 67% 2.00	13.00 3.00	100% 67%		13.00 3.00	
E9	Employee benefits Provisions	100%	2.00	2.00	100%		2.00	0% -	3.00	100%	_	2.00	
E10	Financial instruments	75%	2.25	3.00	50%		3.50	70% 1.75	2.50	70%		2.50	
TOTAL		90%	81.4	90.8	82%	53.9 6	5.4	92% 21.3	23.0	89%	78.6	88.5	_
IT Maturity	u						•			•			
E1	Reporting	90%	9.0	10.0	68%	6.5	9.5	100% 4.0	4.0	79%	9.5	12.0	
E2	Consolidation	82%	5.75	7.00	50%		1.00	0% -	-	89%		7.00	
E3	Fixed assets	93%	30.60	33.00	87%	21.62 2	4.87	0% -	-	93%	30.60	33.00	
E4	Intangible assets	100%	2.00	2.00	100%	2.00	2.00	0% -	-	100%		2.00	
E5	Inventories	100%	3.00	3.00	100%		2.50	0% -	-	100%		3.00	
E6	Revenue	70%	4.63	6.63	75%		1.00	100% 0.25	0.25	77%		5.50	
E7	Accruals and expenses	100%	15.50	15.50	86%	15.50 1	8.00	100% 13.00	13.00	100%	13.00	13.00	
E8	Employee benefits	100%	2.00	2.00	0%	-	-	67% 2.00	3.00	67%		3.00	
E9	Provisions	0%	-	-	0%			0% -	-	0%	-	-	
E10	Financial instruments	75%	1.13	1.50	50%		1.75	70% 0.88	1.25	70%	_	1.25	
TOTAL		91%	73.6	80.6	83%	50.2 6	0.6	94% 20.1	21.5	90%	71.5	79.8	
COUNTRY:	Germany												
LEVEL:		Central	Central	Central	Sta	te Average (Bunde	eslaender)	i L	Average Local		Av	erage Social Fun	nd
Accounting I	Maturity	%	Points	Max Points	- %	Points	Max Points	_			%	Points I	Max Points
E1	Reporting	0%	-	12,0	16%	1,6	10,5	-	6,7	10,6	0%	-	3,8
E2	Consolidation	0%	-	7,00	15%	0,92	3,66		2,8	4,9	0%	-	-
E3	Fixed assets	17%	3,75	22,00	40%	9,02	20,67	56%	14,8	26,2	0%	-	-
E4	Intangible assets	0%	-	0,75	28%	0,39	1,16	<b>│</b>	0,7	1,7	0%	-	-
E5	Inventories	50%	1,00	2,00	9%	0,26	2,58	-	1,4	3,0	0%	-	-
E6 E7	Revenue Accruals and expenses	40% 14%	4,00	10,00	28% 15%	2,76	5,85	58% 59%	3,4 10,4	6,3 16,8	18% 42%	0,5 7,5	2,8 17,9
E7 E8	Accruals and expenses Employee benefits	14% 80%	2,00 4,00	14,00 5,00	15% 33%	2,41 1,66	7,45 5,00	59%	3,2	16,8 5,0	42% 23%	7,5 0,5	17,9 3,7
E9	Provisions	100%	2,00	2,00	43%	0,67	0,93	50%	1,0	2,0	0%		3,/
E10	Financial instruments	30%	0,75	2,50	35%	1,08	2,42	55%	2,2	4,0	40%	0,5	1,3
TOTAL		23%	17,5	77,3	31%	20,78	60,2	58%	46,5	80,5	31%	9,1	29,4
IT Maturity	T- "	1											
E1 E2	Reporting Consolidation	0%	-	12,0 7,00	16% 15%	1,6 0,92	10,5 3,66	1 <del></del>	6,65 2,80	10,60 4,90	0%	-	3,8
E3	Fixed assets	17%	3,75	22,00	40%	9,02	20,67	56%	14,75	26,18	0%	-	
E4	Intangible assets	0%		0,75	28%	0,39	1,16	-	0,70	1,65	0%	-	
E5	Inventories	50%	1,00	2,00	9%	0,26	2,58	_	1,40	3,00	0%	-	-
E6	Revenue	40%	2,00	5,00	28%	2,76	5,85	58%	1,70	3,16	18%	0,25	1,39
E7	Accruals and expenses	14%	2,00	14,00	15%	2,41	7,45	59%	10,40	16,80	42%	7,54	17,87
E8	Employee benefits	80%	4,00	5,00	33%	1,66	5,00	-	3,15	5,00	14%	0,52	3,70
E9	Provisions	0%	-	-	43%	0,67	0,93	-	-	-	0%	-	-
E10	Financial instruments	30%	0,38	1,25	35%	1,08	2,42	55%	1,10	2,00	39%	0,25	0,65
TOTAL		19%	13,1	69,0	31%	20,78	60,2	58%	46,5	80,5	31%	8,6	27,4
COUNTRY: LEVEL:	Germany	State	e - Baden-Württ	temberg		State - Hesse		State - Meckl	enburg-Vorpomm	nern	State - Fr	eie_Hansestadt	_Bre
	Maturita.						May Baint				9/	Roints -	May Pair *-
Accounting P	Maturity  Reporting	35%	Points 3,0	Max Points 8,5	% 71%	Points 8,5	Max Points 12,0	0%	Points Max	Points 8,5	% 67%	Points N 8,0	Max Points 12,0
E2	Consolidation	35%	1,75	5,00	71%	5,75	7,00	0%	-		7%	0,50	7,00
E3	Fixed assets	84%	19,37	23,12	86%	21,68	25,18	0%	-	12,25	75%	20,93	27,93
E4	Intangible assets	100%	1,25	1,25	71%	1,25	1,75	0%		-	75%	0,75	1,00
E5	Inventories	0%	-	3,00	83%	2,50	3,00	0%	-	2,00	67%	2,00	3,00
E6	Revenue	62%	5,75	9,25	70%	7,75	11,00	0%		-	44%	5,25	12,00
E7	Accruals and expenses	0%	-	-	94%		18,00	0%	-	-	33%	6,00	18,00
E8	Employee benefits	60%	3,00	5,00	60%	3,00	5,00	20%	1,00	5,00	80%	4,00	5,00
E9	Provisions	100%	1,00	1,00	0%	-	1,00	0%	-	-	100%	2,00	2,00
E10 TOTAL	Financial instruments	70% <b>63%</b>	1,75 36,9	2,50 <b>58,6</b>	100%		4,00 87,9	0% 3%	1,0	1,00 28,8	29% 55%	1,00 <b>50,4</b>	3,50 91,4
	<del></del>								-	_			
IT Maturity			3,0	8,5	71%	8,5	12,0	0%		8,5	67%	8,0	12,0
	Reporting	35%			82%	5,75	7,00	0%	-	-	7%	0,50	7,00
IT Maturity	Reporting Consolidation	35% 35%	1,75	5,00									
IT Maturity			1,75 19,37	23,12	86%	21,68	25,18	0%	-	12,25	75%	20,93	27,93
IT Maturity E1	Consolidation	35%				21,68 1,25	1,75	0%	-	12,25	75% 75%	20,93 0,75	1,00
IT Maturity E1 E2 E3 E4 E5	Consolidation Fixed assets	35% 84%	19,37	23,12 1,25 3,00	86%								
IT Maturity E1 E2 E3 E4 E5 E6	Consolidation Fixed assets Intangible assets	35% 84% 100% 0% 62%	19,37	23,12 1,25	86% 71% 83% 70%	1,25 2,50 3,88	1,75 3,00 5,50	0% 0% 0%	-	2,00	75% 67% 44%	0,75 2,00 2,63	1,00 3,00 6,00
IT Maturity E1 E2 E3 E4 E5 E6 E7	Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses	35% 84% 100% 0% 62% 0%	19,37 1,25 - 2,88	23,12 1,25 3,00 4,63	86% 71% 83% 70% 94%	1,25 2,50 3,88 17,00	1,75 3,00 5,50 18,00	0% 0% 0% 0%		- 2,00 - -	75% 67% 44% 33%	0,75 2,00 2,63 6,00	1,00 3,00 6,00 18,00
IT Maturity E1 E2 E3 E4 E5 E6 E7 E8	Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits	35% 84% 100% 0% 62% 0%	19,37 1,25	23,12 1,25 3,00	86% 71% 83% 70% 94% 60%	1,25 2,50 3,88	1,75 3,00 5,50	0% 0% 0% 0% 0% 20%	-	2,00	75% 67% 44% 33% 80%	0,75 2,00 2,63	1,00 3,00 6,00
E1 E2 E3 E4 E5 E6 E7 E8 E9	Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions	35% 84% 100% 0% 62% 0% 60%	19,37 1,25 - 2,88 - 3,00	23,12 1,25 3,00 4,63 - 5,00	86% 71% 83% 70% 94% 60%	1,25 2,50 3,88 17,00 3,00	1,75 3,00 5,50 18,00 5,00	0% 0% 0% 0% 20% 0%	1,00	- 2,00 - - 5,00	75% 67% 44% 33% 80% 0%	0,75 2,00 2,63 6,00 4,00	1,00 3,00 6,00 18,00 5,00
IT Maturity E1 E2 E3 E4 E5 E6 E7 E8	Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits	35% 84% 100% 0% 62% 0%	19,37 1,25 - 2,88	23,12 1,25 3,00 4,63	86% 71% 83% 70% 94% 60%	1,25 2,50 3,88 17,00 3,00	1,75 3,00 5,50 18,00	0% 0% 0% 0% 0% 20%		- 2,00 - -	75% 67% 44% 33% 80%	0,75 2,00 2,63 6,00	1,00 3,00 6,00 18,00

LEVEL:	Germany	State - F	nanzbehörde	Hamburg	St	tate - Lower Sax	ony	State -	Land Rheinland-	Pfalz	S	state - Thuring	ia
ccounting Ma	aturity	%	Points	Max Points	%	Points	Max Points	%	Points	Max Points	%	Points	Max Point
	Reporting	80%	8,0	10,0	0%		12,0	0%	-	10,0	0%	-	8,!
!	Consolidation	64%	4,50	7,00	0%	-	0,50	0%	-	4,00	0%	-	-
	Fixed assets	87%	23,43	26,93	35%	5,50	15,50	34%	6,50	19,00	0%	-	16,2
	Intangible assets	71%	1,25	1,75	0%	-	1,50	0%	-	-	0%	-	-
i	Inventories	60%	1,50	2,50	0%	-	2,00	0%	-	2,00	0%	-	2,0
i	Revenue	66%	7,25	11,00	0%		-	0%	-	-	0%	-	-
,	Accruals and expenses	68% 80%	10,50	15,50	11%	1,00	9,50	0%	- 400	-	0%	4.00	-
8	Employee benefits		4,00	5,00	20%	1,00	5,00	20%	1,00	5,00	20%	1,00	5,0
9 10	Provisions Financial instruments	100%	2,00 1,50	2,00 3,50	17%	0,25	1,50	0%	-	1,00	0%	· ·	1.00
OTAL	rinariciai instruments	75%	63,9	85,2	16%	7,8	47,5	18%	7,5	41,0	3%	1,0	1,00
OTAL		7570	03,5	05,2	2070	7,0	47,5	1070	,,5	42,0	370	1,0	32,
Maturity						1							
ı	Reporting	80%	8,0	10,0	0%	-	12,0	0%	-	10,0	0%	-	8,
2	Consolidation	64%	4,50	7,00	0%	-	0,50	0%	-	4,00	0%	-	
4	Fixed assets	87% 71%	23,43 1,25	26,93	35%	5,50	15,50 1,50	34%	6,50	19,00	0%	-	16,2
5	Intangible assets Inventories	60%	1,50	1,75 2,50	0%	-	2,00	0%	-	2,00	0%	-	2,0
5	Revenue	66%	3,63	5,50	0%	-		0%	-		0%	-	2,0
7	Accruals and expenses	68%	10,50	15,50	11%	1,00	9,50	0%			0%		
8	Employee benefits	80%	4,00	5,00	20%	1,00	5,00	20%	1,00	5,00	20%	1,00	5,0
9	Provisions	0%		-	0%	-,	-	0%	-	-	0%	-	
10	Financial instruments	43%	0,75	1,75	17%	0,13	0,75	0%		0,50	0%	-	0,5
OTAL		76%	57,6	75,9	16%	7,6	46,8	19%	7,5	40,5	3%	1,0	32,
DU NTRY:	Germany												
VEL:		S	tate - Brande	nburg		State - Anha	alt		State - Bayerr	1	Camerali	stic (Local) :V	Veight 30%
ccounting Ma	aturity	%	Points	Max Points	%	Points	Max Points	%	Points	Max Points	%	Points	Max Poin
1	Reporting	0%	, ones	12,0	0%		12,0	0%		12,0	0%		12.0
2		0%	1		0%	1	7.00	0%	-	7.00	0%	-	7,00
	Consolidation		- 247	47.22			.,			- 7		-	_
3	Fixed assets	13%	2,17	17,33	19%	5,00	26,18	19%	5,00	26,18	19%	5,00	26,18
4	Intangible assets	0%	-	1,25	0%	-	2,00	0%	-	2,00	0%	-	2,00
5	In ventori es	0%	-	3,00	0%	-	3,00	0%	-	3,00	0%	-	3,00
6	Revenue	34%	4,25	12,50	24%	2,00	8,25	24%	2,00	8,25	24%	2,00	8,25
7	Accruals and expenses	14%	2,00	14,00	14%	2,00	14,00	14%	2,00	14,00	14%	2,00	14,00
8	Employee benefits	60%	3,00	5,00	0%	-	5,00	0%	-	5,00	0%	-	5,00
9	Provisions	100%	2,00	2,00	50%	1,00	2,00	50%	1,00	2,00	50%	1,00	2,00
10	Financial instruments	30%	0,75	2,50	38%	1,50	4,00	38%	1,50	4,00	38%	1,50	4,00
OTAL		20%	14,2	69,6	14%	11,5	83,4	14%	11,5	83,4	14%	11,5	83,4
T Maturity													
1	Reporting	0%	-	12,0	0%	-	12,0	0%	-	12,0	0%	-	12,0
2	Consolidation	0%	-	-	0%	-	7,00	0%	-	7,00	0%	-	7,00
3		13%	2,17	17,33	19%	5,00	26,18	19%	5,00	26,18	19%	5,00	26,18
4	Fixed assets	0%	2,17	1,25	0%	3,00	2,00	0%	3,00	2,00	0%	3,00	2,00
	Intangible assets		+ -			+ -			_			-	
5	In ven tori es	0%	-	3,00	0%	-	3,00	0%	-	3,00	0%	-	3,00
6	Revenue	34%	2,13	6,25	24%	2,00	8,25	24%	2,00	8,25	24%	1,00	4,13
7	Accruals and expenses	14%	2,00	14,00	14%	2,00	14,00	14%	2,00	14,00	14%	2,00	14,00
8	Employee benefits	60%	3,00	5,00	0%	-	5,00	0%	-	5,00	0%	-	5,00
9	Provisions	0%	-	-	50%	1,00	2,00	50%	1,00	2,00	0%	-	-
10	Financial instruments	30%	0,38	1,25	38%	1,50	4,00	38%	1,50	4,00	38%	0,75	2,00
OTAL		16%	9,7	60,1	14%	11,5	83,4	14%	11,5	83,4	12%	8,8	75,3
OUNTRY:	Germany	Accruals	(Local) : We	ght 70%	- Deutsche Ge	setzli che Unfai	Iversicheru	Social - Deut	sche Rentenver	sicherung	iche Kranken	nversi cher ung	+ Soziale P
			(		•								
ccounting M		%	Points	Max Points	%		Max Points	%		ax Points	%	Points	Max Point
1	Reporting	95%	9,5	10,0	0%	-	4,0	096	-	4,0	0%	-	3,5
2	Consolidation	100%	4,00	4,00	096	-	-	096	-	-	0%	-	-
3	Fixed assets	72%	18,93	26,18	0%	-	-	096	-	-	0%	-	-
		67%	1,00	1,50	096	-	-	0%	-	-	0%	-	-
4	Intangible assets						-		-	-	0%	-	-
	Inventories	67%	2,00	3,00	0%	-	- 1	096		_		0,50	2,50
5			2,00 4,00	3,00 5,50	0% 18%	0,50		17%	0,50	3,00	20%	0,30 1	
5 6	Inventories Revenue	67% 73%	4,00	5,50	18%	0,50	2,75	17%				-	18.0
4 5 6 7 8	Inventories Revenue Accruals and expenses	67% 73% 78%	4,00 14,00	5,50 18,00	18% 52%	0,50 7,00	2,75 13,50	1796 4496	8,00	18,00	39%	7,00	
5 6 7 8	Inventories Revenue Accruals and expenses Employee benefits	67% 73% 78% 90%	4,00 14,00 4,50	5,50 18,00 5,00	18% 52% 60%	0,50 7,00 3,00	2,75 13,50 5,00	17% 44% 0%	8,00	18,00 5,00	39% 50%	7,00 1,00	2,00
5 6 7 8 9	Inventories Revenue Accruals and expenses Employee benefits Provisions	6796 7396 7896 9096 5096	4,00 14,00 4,50 1,00	5,50 18,00 5,00 2,00	18% 52% 60% 0%	0,50 7,00 3,00	2,75 13,50 5,00	17% 44% 0% 0%	8,00 - -	18,00 5,00 -	39% 50% 0%	7,00 1,00	2,0
5 6 7 8 9	Inventories Revenue Accruals and expenses Employee benefits	67% 73% 78% 90% 50% 63%	4,00 14,00 4,50 1,00 2,50	5,50 18,00 5,00 2,00 4,00	18% 52% 60% 0% 25%	0,50 7,00 3,00 - 0,50	2,75 13,50 5,00 - 2,00	1796 4496 096 096 3396	8,00 - - 0,50	18,00 5,00 - 1,50	39% 50% 0% 50%	7,00 1,00 - 0,50	2,0
5 6 7 8 9	Inventories Revenue Accruals and expenses Employee benefits Provisions	6796 7396 7896 9096 5096	4,00 14,00 4,50 1,00	5,50 18,00 5,00 2,00	18% 52% 60% 0%	0,50 7,00 3,00	2,75 13,50 5,00	17% 44% 0% 0%	8,00 - -	18,00 5,00 -	39% 50% 0%	7,00 1,00	2,0 - 1,0
5 6 7 8	Inventories Revenue Accruals and expenses Employee benefits Provisions	67% 73% 78% 90% 50% 63%	4,00 14,00 4,50 1,00 2,50	5,50 18,00 5,00 2,00 4,00	18% 52% 60% 0% 25%	0,50 7,00 3,00 - 0,50	2,75 13,50 5,00 - 2,00	1796 4496 096 096 3396	8,00 - - 0,50	18,00 5,00 - 1,50	39% 50% 0% 50%	7,00 1,00 - 0,50	2,0
5 6 7 8 9 10 OTAL	Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments	67% 73% 78% 90% 50% 63%	4,00 14,00 4,50 1,00 2,50	5,50 18,00 5,00 2,00 4,00	18% 52% 60% 0% 25%	0,50 7,00 3,00 - 0,50	2,75 13,50 5,00 - 2,00	1796 4496 096 096 3396	8,00 - - 0,50	18,00 5,00 - 1,50	39% 50% 0% 50%	7,00 1,00 - 0,50	2,0 - 1,0 27,1
5 6 7 8 9 10 OTAL	Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  Reporting	67% 73% 78% 90% 50% 63% 78%	4,00 14,00 4,50 1,00 2,50 61,4	5,50 18,00 5,00 2,00 4,00 79,2	18% 52% 60% 0% 25% 40%	0,50 7,00 3,00 - 0,50 11,0	2,75 13,50 5,00 - 2,00 27,3	17% 44% 0% 0% 0% 33% 29%	8,00 - - 0,50 9,0	18,00 5,00 - 1,50 31,5	39% 50% 0% 50% 33%	7,00 1,00 - 0,50 9,0	2,0 - 1,0 27,1
5 6 7 8 8 9 110 OTAL 11 11 11 11 11 11 11 11 11 11 11 11 11	Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  Reporting Consolidation	67% 73% 78% 90% 50% 63% 78% 95%	4,00 14,00 4,50 1,00 2,50 61,4	5,50 18,00 5,00 2,00 4,00 79,2	1896 5296 6096 096 2596 4096	0,50 7,00 3,00 - 0,50 11,0	2,75 13,50 5,00 - 2,00 27,3	17% 44% 0% 0% 0% 33% 29% 0% 0%	8,00 - - 0,50 9,0	18,00 5,00 - 1,50 31,5	39% 50% 0% 50% 33%	7,00 1,00 - 0,50 9,0	2,01 - 1,00 27,1 3,3
5 6 7 8 8 9 9 110 OOTAL 1 1 1 1 2 2 3 3	Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  Reporting Consolidation Fixed assets	67% 73% 78% 90% 50% 63% 78% 95% 100% 72%	4,00 14,00 4,50 1,00 2,50 61,4 9,5 4,00 18,93	5,50 18,00 5,00 2,00 4,00 79,2	1896 5296 6096 096 2596 4096 096 096 096	0,50 7,00 3,00 - 0,50 11,0	2,75 13,50 5,00 - 2,00 27,3	17% 44% 0% 0% 0% 33% 29%  0% 0% 0% 0% 0% 0% 0%	8,00 - - 0,50 9,0	18,00 5,00 - 1,50 31,5 4,0 -	39% 50% 0% 50% 50% 33% 0% 0%	7,00 1,00 - 0,50 9,0	2,00 - 1,00 27,0 3,0 -
5 6 7 8 9 9 110 OOTAL 11 Maturity 1 2 3 4 4	Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  Reporting Consolidation Fixed assets Intangible assets	67% 73% 78% 90% 50% 63% 78% 100% 72% 67%	4,00 14,00 4,50 1,00 2,50 61,4 9,5 4,00 18,93 1,00	5,50 18,00 5,00 2,00 4,00 79,2 10,0 4,00 25,18 1,50	18% 52% 60% 0% 25% 400% 0% 400% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	0,50 7,00 3,00 - 0,50 11,0	2,75 13,50 5,00 - 2,00 27,3	17% 44% 0% 0% 0% 33% 29%  0% 0% 0% 0% 0% 0% 0% 0%	8,00 - - 0,50 9,0	18,00 5,00 - 1,50 31,5	39% 50% 0% 50% 50% 33% 0% 0% 0%	7,00 1,00 - 0,50 9,0	2,0 - 1,0 27,j
5 6 7 8 9 9 10 OTAL 1 1 2 2 3 4 4 5 5	Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  Reporting Consolidation Fixed assets Intangible assets Inventories	67% 73% 78% 90% 50% 63% 78% 100% 67%	4,00 14,00 4,50 1,00 2,50 61,4 9,5 4,00 18,93 1,00 2,00	5,50 18,00 5,00 2,00 4,00 79,2 10,0 4,00 25,18 1,50 3,00	18% 52% 60% 0% 25% 40% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	0,50 7,00 3,00 - 0,50 11,0	2,75 13,50 5,00 - 2,00 27,3 4,0 - -	17% 44% 0% 0% 0% 0% 33% 29%  0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	8,00 - - 0,50 9,0	18,00 5,00 - 1,50 31,5 4,0 - -	39% 50% 0% 50% 33% 0% 0% 0% 0%	7,00 1,00 - 0,50 9,0	2,0 1,0 27,
5 6 7 8 9 9 10 OTAL 1 1 2 2 3 4 4 5 5	Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  Reporting Consolidation Fixed assets Intangible assets	67% 73% 78% 90% 50% 63% 78% 100% 72% 67%	4,00 14,00 4,50 1,00 2,50 61,4 9,5 4,00 18,93 1,00	5,50 18,00 5,00 2,00 4,00 79,2 10,0 4,00 25,18 1,50	18% 52% 60% 0% 25% 400% 0% 400% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	0,50 7,00 3,00 - 0,50 11,0	2,75 13,50 5,00 - 2,00 27,3	17% 44% 0% 0% 0% 0% 33% 29%  0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	8,00 - - 0,50 9,0	18,00 5,00 - 1,50 31,5 4,0 -	39% 50% 0% 50% 50% 33% 0% 0% 0%	7,00 1,00 - 0,50 9,0	2,0 - 1,0 27,
5 6 6 7 8 9 9 1.0 OTAL 1 1 2 2 3 4 4 5 5 6 6	Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  Reporting Consolidation Fixed assets Intangible assets Inventories	67% 73% 78% 90% 50% 63% 78% 100% 67%	4,00 14,00 4,50 1,00 2,50 61,4 9,5 4,00 18,93 1,00 2,00	5,50 18,00 5,00 2,00 4,00 79,2 10,0 4,00 25,18 1,50 3,00	18% 52% 60% 0% 25% 40% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	0,50 7,00 3,00 - 0,50 11,0	2,75 13,50 5,00 - 2,00 27,3 4,0 - -	17% 44% 0% 0% 0% 0% 33% 29%  0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	8,00 - - 0,50 9,0	18,00 5,00 - 1,50 31,5 4,0 - -	39% 50% 0% 50% 33% 0% 0% 0% 0%	7,00 1,00 - 0,50 9,0	2,00 
5 6 6 7 8 9 1.0 OTAL  ' Maturity 1 2 3 4 5 6 6 7 7	Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  Reporting Consolidation Fixed assets Intentiories Revenue	67% 73% 78% 90% 50% 63% 78% 100% 72% 67% 67% 73%	9,5 4,00 14,00 4,50 1,00 2,50 61,4 9,5 4,00 18,93 1,00 2,00 2,00	5,50 18,00 5,00 2,00 4,00 79,2 10,0 4,00 25,18 1,50 3,00 2,75	18% 52% 60% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	0,50 7,00 3,00 - 0,50 11,0	2,75 13,50 5,00 - 2,00 27,3 4,0 - - - - 1,38	17% 44% 0% 0% 0% 0% 33% 29%  0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	8,00 - - 0,50 9,0 - - - - - - 0,25	18,00 5,00 - 1,50 31,5 4,0 - - - - - 1,50	39% 50% 0% 50% 50% 33% 0% 0% 0% 0% 0%	7,00 1,00 - 0,50 9,0	2,0 1,0 27,1 3,1 - - - 1,2:
5 6 7 8 8 9 9 110 OOTAL 1 1 1 1 2 2 3 3	Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  Reporting Consolidation Fixed assets Intangible assets Intentories Revenue Accruals and expenses	67% 73% 78% 90% 50% 63% 78% 100% 72% 67% 67% 73% 78%	4,00 14,00 4,50 1,00 2,50 61,4 9,5 4,00 18,93 1,00 2,00 2,00 14,00	5,50 18,00 5,00 2,00 4,00 79,2 10,0 4,00 25,18 1,50 3,00 2,75 18,00	18% 52% 60% 0% 25% 40% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	0,50 7,00 3,00 - 0,50 11,0 - - - - - - 0,25 7,00	2,75 13,50 5,00 - 2,00 27,3 4,0 - - - - 1,38 13,50	17% 44% 0% 0% 0% 33% 29%  0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	8,00 - - 0,50 9,0 - - - - - - 0,25 8,00	18,00 5,00 - 1,50 31,5 4,0 - - - - - 1,50 18,00	39% 50% 0% 50% 50% 33% 0% 0% 0% 0% 0% 20% 39%	7,00 1,00 - 0,50 9,0 - - - - - 0,25 7,00	2,0 1,0 27,1 3,3 - - - 1,2: 18,0 2,0
5 6 6 7 8 9 9 110 OTAL  **Maturity** 1 2 2 3 4 4 4 5 5 6 6 7 8 8 9 9	Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits	67% 73% 78% 90% 50% 63% 78% 100% 72% 67% 67% 73% 78%	4,00 14,00 4,50 1,00 2,50 61,4 9,5 4,00 18,93 1,00 2,00 2,00 14,00 4,50	5,50 18,00 5,00 2,00 4,00 79,2 10,0 4,00 25,18 1,50 3,00 2,75 18,00 5,00	18% 52% 60% 60% 60% 25% 40% 60% 60% 60% 60% 60% 60% 60% 60% 60% 6	0,50 7,00 3,00 - 0,50 11,0 - - - - - 0,25 7,00 3,00	2,75 13,50 5,00 2,00 27,3 4,0 - - - 1,38 13,50 5,00	17% 44% 0% 0% 0% 33% 29%  0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	\$,00 - - 0,50 9,0 - - - - - - - - - - - - - - - - - - -	18,00 5,00 1,50 31,5 4,0	39% 50% 0% 50% 50% 33% 0% 0% 0% 0% 0% 50% 50%	7,00 1,00 - 0,50 9,0 - - - - - 0,25 7,00	
5 6 6 7 8 8 9 9 110 OOTAL  **Maturity** 1 2 2 3 3 4 4 5 5 6 6 7 8 8	Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  Reporting Consolidation Fixed assets Intangible assets Intentories Revenue Accruals and expenses Employee benefits Provisions	67% 73% 78% 90% 50% 63% 78% 100% 72% 67% 67% 93% 90% 90%	4,00 14,00 4,50 1,00 2,50 61,4 9,5 4,00 18,93 1,00 2,00 2,00 14,00 4,50	5,50 18,00 5,00 2,00 4,00 79,2 10,0 4,00 26,18 1,50 3,00 2,75 18,00 5,00	18% 52% 60% 096 25% 40% 096 096 096 096 096 096 096	0,50 7,00 3,00 - 0,50 11,0 - - - - - 0,25 7,00 - 3,00	2,75 13,50 5,00 - 2,00 27,3 4,0 - - - 1,38 13,50 5,00	17% 44% 0% 0% 0% 33% 29%  0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	\$,00 - - - 0,50 9,0 - - - - - - - - - - - - - - - - - - -	18,00 5,00 - 1,50 31,5 4,0 - - - 1,50 18,00 5,00	39% 50% 0% 50% 33% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	7,00 1,00 - 0,50 9,0 - - - - - 0,25 7,00	2,00 - 1,00 27,1 3,: - - - 1,2: 18,00 2,00

COUNTR	Y: Greece									
LEVEL:			Centra	I		Local			Social (As 2	2014)
Account	ing Maturity	<b>7.</b>	Points	Max Points	_ %	Points	Max Points		Points	Max Points
E1	Reporting	0%	-	11.5	50%	6.0	12.0	0%	-	4.0
E2	Consolidation	0%	-	0.50	100%	0.50	0.50	0%	-	-
E3	Fixed assets	0%	-	24.58	78%	17.42	22.42	0%	-	-
<u>E4</u>	Intangible assets	0%	-	2.00	63%	1.25	2.00	0%	-	-
E5	Inventories	0%	-	3.00	83%	2.50	3.00	0%	-	-
E6	Revenue	46%	5.75	12.50	64%	1.75	2.75	0%		3.00
E7 E8	Accruals and expenses Employee benefits	17% 20%	3.00 1.00	18.00 5.00	77% 0%	10.00	13.00	20%	2.00 1.00	18.00 5.00
E9	Provisions	0%	- 1.00	3.00	0%	<u> </u>	1.00	0%	- 1.00	3.00
E10	Financial instruments	33%	1.00	3.00	33%	1.00	3.00	33%	1.00	3.00
TOTAL	7 11 10 10 11 11 11 11 11 11 11 11 11 11	13%	10.8	80.1	68%	40.4	59.7	12%	4.0	33.0
IT Maturi	ty							*		
E1	Reporting	0%	-	11.5	50%	6.0	12.0	0%	-	4.0
E2	Consolidation	0%	-	0.50	100%	0.50	0.50	0%	-	-
E3	Fixed assets	0%	-	24.58	78%	17.42	22.42	0%	-	-
E4	Intangible assets	0%	-	2.00	63%	1.25	2.00	0%	<del>-</del>	-
E5	Inventories	0%	- 0.00	3.00	83%	2.50	3.00	0%	-	- 150
E6	Revenue	46%	2.88	6.25	64%	0.88	1.38	0%	200	1.50
E7 E8	Accruals and expenses	17% 20%	3.00 1.00	18.00 5.00	77% 0%	10.00	13.00	20%	2.00 1.00	18.00 5.00
E9	Employee benefits Provisions	0%	1.00	5.00	0%	-		0%	1.00	5.00
E10	Financial instruments	33%	0.50	1.50	33%	0.50	1.50	33%	0.50	1.50
TOTAL	T in a rotal in strainer its	10%	7.4	72.3	70%	39.0	55.8	12%	3.5	30.0
COUNTR	Y: Hungary		Centra	al	L	ocal (As C	entral)	So	ocial (As Co	entral)
COUNTR LEVEL:									•	
COUNTR LEVEL: Account	ing Maturity	×	Points	Max Points	×	Points	Max Points	×	Points	Max Points
COUNTR LEVEL: Account	ing Maturity Reporting	63%	Points 7.5	Max Points	<b>x</b> 63%	Points	Max Points	% 50%	Points 2.0	Max Points
COUNTR LEVEL: Account E1 E2	ing Maturity Reporting Consolidation	63% 64%	Points 7.5 4.50	<b>Max Points</b> 12.0 7.00	% 63% 64%	Points 7.5 4.50	Max Points 12.0 7.00	% 50% 0%	Points 2.0	Max Points 4.0
COUNTR LEVEL: Account E1 E2 E3	ing Maturity Reporting Consolidation Fixed assets	63% 64% 90%	Points 7.5 4.50 29.75	Max Points 12.0 7.00 33.00	% 63% 64% 90%	Points 7.5 4.50 29.75	Max Points 12.0 7.00 33.00	% 50% 0% 0%	Points 2.0 -	Max Points 4.0 -
COUNTR LEVEL: Account E1 E2 E3 E4	ing Maturity  Reporting  Consolidation  Fixed assets  Intangible assets	63% 64% 90% 100%	Points 7.5 4.50 29.75 1.75	Max Points 12.0 7.00 33.00 1.75	% 63% 64% 90% 100%	Points 7.5 4.50 29.75 1.75	Max Points 12.0 7.00 33.00 1.75	2 50% 0% 0% 0%	2.0 - -	<b>Max Points</b> 4.0
COUNTR LEVEL: Account E1 E2 E3	ing Maturity Reporting Consolidation Fixed assets	63% 64% 90% 100% 50%	Points 7.5 4.50 29.75 1.75 1.50	Max Points 12.0 7.00 33.00 1.75 3.00	% 63% 64% 90%	Points 7.5 4.50 29.75 1.75 1.50	Max Points 12.0 7.00 33.00 1.75 3.00	% 50% 0% 0%	Points 2.0 -	<b>Max Points</b> 4.0
COUNTR LEVEL: Account E1 E2 E3 E4	ing Maturity  Reporting  Consolidation  Fixed assets  Intangible assets	63% 64% 90% 100%	Points 7.5 4.50 29.75 1.75	Max Points 12.0 7.00 33.00 1.75	% 63% 64% 90% 100%	Points 7.5 4.50 29.75 1.75	Max Points 12.0 7.00 33.00 1.75	2 50% 0% 0% 0%	2.0 - -	Max Points 4.0
COUNTR LEVEL: Account E1 E2 E3 E4 E5	ing Maturity  Reporting  Consolidation  Fixed assets  Intangible assets	63% 64% 90% 100% 50%	Points 7.5 4.50 29.75 1.75 1.50	Max Points 12.0 7.00 33.00 1.75 3.00	2 63% 64% 90% 100% 50%	Points 7.5 4.50 29.75 1.75 1.50	Max Points 12.0 7.00 33.00 1.75 3.00	% 50% 0% 0% 0% 0%	2.0 - -	<b>Max Points</b> 4.0
COUNTR LEVEL: Account E1 E2 E3 E4 E5 E6	ing Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses	63% 64% 90% 100% 50% 45%	Points 7.5 4.50 29.75 1.75 1.50 5.50	Max Points 12.0 7.00 33.00 1.75 3.00 12.25	2 63% 64% 90% 100% 50% 45%	Points 7.5 4.50 29.75 1.75 1.50 5.50	Max Points 12.0 7.00 33.00 1.75 3.00 12.25	% 50% 0% 0% 0% 0% 0%	Points  2.0	Max Points 4.0 2.50
COUNTR LEVEL: Account E1 E2 E3 E4 E5 E6 E7 E8	ing Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits	63% 64% 90% 100% 50% 45% 72% 0%	Points 7.5 4.50 29.75 1.75 1.50 5.50 13.00	Max Points  12.0 7.00 33.00 1.75 3.00 12.25 18.00	83% 64% 90% 100% 50% 45% 72%	Points 7.5 4.50 29.75 1.75 1.50 5.50 13.00	Max Points  12.0 7.00 33.00 1.75 3.00 12.25 18.00	50% 0% 0% 0% 0% 0% 0% 0% 72%	Points 2.0 13.00	Max Points 4.0 2.50 18.00
COUNTR LEVEL: Account E1 E2 E3 E4 E5 E6 E7 E8 E9	ing Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions	63% 64% 90% 100% 50% 45% 72% 0%	Points 7.5 4.50 29.75 1.75 1.50 5.50 13.00 -	Max Points 12.0 7.00 33.00 1.75 3.00 12.25 18.00	24 63% 64% 90% 100% 50% 45% 72% 0%	Points 7.5 4.50 29.75 1.75 1.50 5.50 13.00	Max Points 12.0 7.00 33.00 1.75 3.00 12.25 18.00	2 50% 0% 0% 0% 0% 0% 0% 0% 0% 0%	Points  2.0  13.00	Max Points
COUNTR LEVEL: Account E1 E2 E3 E4 E5 E6 E7 E8	ing Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits	63% 64% 90% 100% 50% 45% 72% 0%	Points 7.5 4.50 29.75 1.75 1.50 5.50 13.00	Max Points  12.0 7.00 33.00 1.75 3.00 12.25 18.00	83% 64% 90% 100% 50% 45% 72%	Points 7.5 4.50 29.75 1.75 1.50 5.50 13.00	Max Points 12.0 7.00 33.00 1.75 3.00 12.25 18.00	50% 0% 0% 0% 0% 0% 0% 0% 72%	Points 2.0 13.00	Max Points 4.0 2.50 18.00
COUNTR LEVEL: Account E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL	ing Maturity  Reporting  Consolidation  Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments	63% 64% 90% 100% 50% 45% 72% 0% 0% 25%	Points 7.5 4.50 29.75 1.75 5.50 13.00 - 1.00	Max Points 12.0 7.00 33.00 1.75 3.00 12.25 18.00 - 4.00	24 63% 64% 90% 100% 50% 45% 72% 0% 0% 25%	Points 7.5 4.50 29.75 1.75 1.50 5.50 13.00 - 1.00	Max Points  12.0  7.00  33.00  1.75  3.00  12.25  18.00  -  4.00	2 50% 0% 0% 0% 0% 0% 0% 0% 0% 0%	Points  2.0  13.00  - 0.75	Max Points 4.0 2.50 18.00 - 3.00
COUNTR LEVEL: Account E1 E2 E3 E4 E5 E6 E7 E8 E9 E10	ing Maturity  Reporting  Consolidation  Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments	63% 64% 90% 100% 50% 45% 72% 0% 0% 25%	Points 7.5 4.50 29.75 1.75 5.50 13.00 - 1.00	Max Points 12.0 7.00 33.00 1.75 3.00 12.25 18.00 - 4.00	24 63% 64% 90% 100% 50% 45% 72% 0% 0% 25%	Points 7.5 4.50 29.75 1.75 1.50 5.50 13.00 - 1.00	Max Points  12.0  7.00  33.00  1.75  3.00  12.25  18.00  -  4.00	2 50% 0% 0% 0% 0% 0% 0% 0% 0% 0%	Points  2.0  13.00  - 0.75	Max Points
COUNTR LEVEL: Account E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL	ing Maturity  Reporting  Consolidation  Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments	63% 64% 90% 100% 50% 45% 72% 0% 0% 25%	Points 7.5 4.50 29.75 1.75 5.50 13.00 - 1.00	Max Points 12.0 7.00 33.00 1.75 3.00 12.25 18.00 - 4.00	24 63% 64% 90% 100% 50% 45% 72% 0% 0% 25%	Points 7.5 4.50 29.75 1.75 1.50 5.50 13.00 - 1.00	Max Points  12.0  7.00  33.00  1.75  3.00  12.25  18.00  -  4.00	2 50% 0% 0% 0% 0% 0% 0% 0% 0% 0%	Points  2.0  13.00  - 0.75	Max Points  4.0  2.50  18.00  - 3.00
COUNTR LEVEL: Account E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL	ing Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments	63% 64% 90% 100% 50% 45% 72% 0% 0% 25% 71%	Points 7.5 4.50 29.75 1.75 1.50 5.50 13.00 - 1.00 64.5	Max Points  12.0 7.00 33.00 1.75 3.00 12.25 18.00 - 4.00 91.0	2 63% 64% 90% 100% 50% 45% 72% 0% 0% 25% 71%	Points 7.5 4.50 29.75 1.75 1.50 5.50 13.00 - 1.00 64.5	Max Points  12.0  7.00  33.00  1.75  3.00  12.25  18.00  -  4.00  91.0	% 50% 0% 0% 0% 0% 0% 0% 0% 0% 55% 57%	Points 2.0 13.00 0.75 15.8	Max Points  4.0  2.50  18.00  - 3.00  27.5
COUNTR LEVEL:  Account E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL	ing Maturity  Reporting  Consolidation  Fixed assets Intangible assets Inventories  Revenue  Accruals and expenses  Employee benefits  Provisions  Financial instruments	63% 64% 90% 100% 50% 45% 72% 0% 0% 25% 71%	Points 7.5 4.50 29.75 1.75 1.50 13.00 1.00 64.5	Max Points  12.0  7.00  33.00  1.75  3.00  12.25  18.00  -  4.00  91.0	26 63% 64% 90% 100% 50% 45% 72% 0% 0% 25% 71%	Points 7.5 4.50 29.75 1.75 1.50 13.00 - 1.00 64.5	Max Points  12.0  7.00  33.00  1.75  3.00  12.25  18.00  -  4.00  91.0	2 50% 0% 0% 0% 0% 0% 0% 72% 0% 0% 57% 50% 0%	Points  2.0  -  -  13.00  -  0.75  15.8	Max Points  4.0  2.50  18.00  - 3.00  27.5
COUNTR LEVEL:  Account E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL  IT Maturi E1 E2 E3	ing Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  ty  Reporting Consolidation Fixed assets	63% 64% 90% 100% 50% 45% 72% 0% 25% 71%	Points 7.5 4.50 29.75 1.75 1.50 5.50 13.00 1.00 64.5	Max Points  12.0 7.00 33.00 1.75 3.00 12.25 18.00 - 4.00 91.0	26 63% 64% 90% 100% 50% 45% 72% 0% 0% 25% 71%	Points 7.5 4.50 29.75 1.75 1.50 13.00 - 1.00 64.5	Max Points  12.0  7.00  33.00  1.75  3.00  12.25  18.00  -  4.00  91.0  12.0  7.00  33.00	20 50% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	Points	Max Points  4.0  2.50  18.00  - 3.00  27.5
COUNTR LEVEL:  Account E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL  IT Maturi E1 E2 E3 E4	ing Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  ty  Reporting Consolidation Fixed assets Intangible assets	63% 64% 90% 100% 50% 45% 72% 0% 0% 25% 71%	Points 7.5 4.50 29.75 1.75 1.50 5.50 13.00 1.00 64.5  7.5 4.50 29.75	Max Points  12.0 7.00 33.00 1.75 3.00 12.25 18.00 - 4.00 91.0	24 63% 64% 90% 100% 45% 72% 0% 0% 25% 71%	Points 7.5 4.50 29.75 1.75 1.50 13.00 1.00 64.5  7.5 4.50 29.75	Max Points  12.0 7.00 33.00 1.75 3.00 12.25 18.00 - 4.00 91.0  12.0 7.00 33.00 1.75	\$\frac{\frac	Points	Max Points  4.0  2.50 18.00  - 3.00  27.5
COUNTR LEVEL:  Account E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL  IT Maturi E1 E2 E3 E4 E5	ing Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  ty  Reporting Consolidation Fixed assets Intangible assets Inventories	63% 64% 90% 100% 50% 45% 72% 0% 0% 25% 71%	Points 7.5 4.50 29.75 1.75 1.50 13.00 1.00 64.5  7.5 4.50 29.75 1.75	Max Points  12.0 7.00 33.00 1.75 3.00 12.25 18.00 - 4.00 91.0  12.0 7.00 33.00 1.75 3.00	24 63% 64% 90% 100% 50% 45% 72% 0% 0% 25% 71%	Points 7.5 4.50 29.75 1.75 1.50 13.00 1.00 64.5  7.5 4.50 29.75 1.75 1.50	Max Points  12.0 7.00 33.00 1.75 3.00 12.25 18.00 - 4.00 91.0  12.0 7.00 33.00 1.75 3.00	X	Points	Max Points  4.0  2.50  18.00  - 3.00  27.5
COUNTR LEVEL:  Account E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL  IT Maturi E1 E2 E3 E4 E5 E6 E7 E8 E9 E10	ing Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  ty  Reporting Consolidation Fixed assets Intangible assets	63% 64% 90% 100% 50% 45% 72% 0% 0% 25% 71% 63% 64% 90% 100% 50% 45%	Points 7.5 4.50 29.75 1.75 5.50 13.00 1.00 64.5  7.5 4.50 29.75 1.75 2.75	Max Points  12.0 7.00 33.00 1.75 3.00 12.25 18.00 4.00 91.0  12.0 7.00 33.00 1.75 3.00 6.13	24 63% 64% 90% 100% 50% 45% 72% 0% 0% 25% 71%	Points 7.5 4.50 29.75 1.75 1.50 5.50 13.00 - 1.00 64.5  7.5 4.50 29.75 1.75 1.75 2.75	Max Points  12.0 7.00 33.00 1.75 3.00 12.25 18.00 4.00 91.0  12.0 7.00 33.00 1.75 3.00 1.75 3.00 6.13	X	Points  2.0  13.00  - 0.75  15.8	Max Points  4.0  2.50  18.00  - 3.00  27.5
COUNTR LEVEL:  Account E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL  IT Maturi E1 E2 E3 E4 E5	ing Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  ty  Reporting Consolidation Fixed assets Intangible assets Inventories	63% 64% 90% 100% 50% 45% 72% 0% 0% 25% 71%	Points 7.5 4.50 29.75 1.75 1.50 13.00 1.00 64.5  7.5 4.50 29.75 1.75	Max Points  12.0 7.00 33.00 1.75 3.00 12.25 18.00 - 4.00 91.0  12.0 7.00 33.00 1.75 3.00	24 63% 64% 90% 100% 50% 45% 72% 0% 0% 25% 71%	Points 7.5 4.50 29.75 1.75 1.50 13.00 1.00 64.5  7.5 4.50 29.75 1.75 1.50	Max Points  12.0 7.00 33.00 1.75 3.00 12.25 18.00 - 4.00 91.0  12.0 7.00 33.00 1.75 3.00	X	Points	Max Points  4.0  2.50 18.00  - 3.00 27.5
COUNTR LEVEL:  Account E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL  IT Maturi E1 E2 E3 E4 E5 E6 E7 E8 E9 E10	ing Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  ty  Reporting Consolidation Fixed assets Intangible assets Intangible assets Inventories Revenue	63% 64% 90% 100% 50% 45% 72% 0% 0% 25% 71% 63% 64% 90% 100% 50% 45%	Points 7.5 4.50 29.75 1.75 5.50 13.00 1.00 64.5  7.5 4.50 29.75 1.75 2.75	Max Points  12.0 7.00 33.00 1.75 3.00 12.25 18.00 4.00 91.0  12.0 7.00 33.00 1.75 3.00 6.13	24 63% 64% 90% 100% 50% 45% 72% 0% 0% 25% 71%	Points 7.5 4.50 29.75 1.75 1.50 5.50 13.00 - 1.00 64.5  7.5 4.50 29.75 1.75 1.75 2.75	Max Points  12.0 7.00 33.00 1.75 3.00 12.25 18.00 4.00 91.0  12.0 7.00 33.00 1.75 3.00 1.75 3.00 6.13	X	Points  2.0  13.00  - 0.75  15.8	Max Points  4.0  2.50 18.00  - 3.00  27.5
E1 E2 E3 E10 TOTAL IT Maturit E1 E2 E3 E4 E5 E6 E7 E7 E8 E9 E10 TOTAL E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL E1 E2 E3 E4 E5 E6 E7	ing Maturity  Reporting  Consolidation  Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  ty  Reporting Consolidation Fixed assets Intangible assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits	63% 64% 90% 100% 50% 45% 72% 0% 0% 63% 64% 90% 100% 55% 71%	Points 7.5 4.50 29.75 1.75 1.50 5.50 13.00 1.00 64.5  7.5 4.50 29.75 1.75 1.75 1.75 1.75 1.75	Max Points  12.0 7.00 33.00 1.75 3.00 12.25 18.00 4.00 91.0  12.0 7.00 33.00 1.75 3.00 6.13 18.00	63% 64% 90% 100% 50% 45% 72% 0% 0% 25% 71% 63% 64% 90% 100% 50% 45% 72% 0%	Points 7.5 4.50 29.75 1.75 1.50 5.50 13.00 - 1.00 64.5  7.5 4.50 29.75 1.75 1.50 2.75 1.300	Max Points   12.0   7.00   33.00   1.75   3.00   12.25   18.00     4.00   91.0   12.0   7.00   33.00   1.75   3.00   6.13   18.00	50% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 50% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	Points	Max Points  4.0  2.50  18.00  - 3.00  27.5
E1 E2 E3 E1 E1 E2 E3 E4 E5 E6 E7 E8 E9 E1 E2 E3 E4 E5 E6 E7 E8 E9 E1 E1 E2 E3 E4 E5 E6 E7 E8 E9 E1 E1 E2 E3 E4 E5 E6 E7 E8 E9 E1 E5 E6 E7 E8 E9 E9	ing Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  ty  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions	63% 64% 90% 100% 50% 45% 72% 0% 25% 71% 63% 64% 90% 100% 50% 45% 72% 0% 0% 0%	Points 7.5 4.50 29.75 1.75 1.50 13.00 1.00 64.5  7.5 4.50 29.75 1.75 1.75 1.75 1.75 1.75 1.75 1.75 1	Max Points  12.0 7.00 33.00 1.75 3.00 12.25 18.00 4.00 91.0  12.0 7.00 33.00 1.75 3.00 6.13 18.00	63% 64% 90% 100% 50% 45% 72% 0% 0% 25% 71% 63% 64% 90% 100% 50% 45% 72% 0% 0%	Points 7.5 4.50 29.75 1.75 1.50 13.00 1.00 64.5  7.5 4.50 29.75 1.75 1.50 2.75 1.300	Max Points   12.0   7.00   33.00   1.75   3.00   12.25   18.00   - 4.00   91.0   12.0   7.00   33.00   1.75   3.00   6.13   18.00     -   -	50% 0% 0% 0% 0% 0% 0% 0% 0% 72% 0% 0% 57% 57%	Points	Max Points  4.0  2.50  18.00  - 3.00  27.5  4.0  - 1.25  18.00
E1 E2 E3 E10 TOTAL IT Maturi E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL	ing Maturity  Reporting  Consolidation  Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  ty  Reporting Consolidation Fixed assets Intangible assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits	63% 64% 90% 100% 50% 45% 72% 0% 0% 63% 64% 90% 100% 55% 71%	Points 7.5 4.50 29.75 1.75 1.50 5.50 13.00 - 1.00 64.5  7.5 4.50 29.75 1.75 1.75 1.75 1.75 1.75 1.75 1.75 1	Max Points  12.0 7.00 33.00 1.75 3.00 12.25 18.00 4.00 91.0  12.0 7.00 33.00 1.75 3.00 6.13 18.00	63% 64% 90% 100% 50% 45% 72% 0% 0% 25% 71% 63% 64% 90% 100% 50% 45% 72% 0%	Points 7.5 4.50 29.75 1.75 1.50 5.50 13.00 - 1.00 64.5  7.5 4.50 29.75 1.75 1.75 1.75 1.75 1.75 1.75 1.75 1	Max Points   12.0   7.00   33.00   1.75   3.00   12.25   18.00     4.00   91.0   12.0   7.00   33.00   1.75   3.00   6.13   18.00	50% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 50% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	Points  2.0  13.00  - 0.75  15.8	Max Points  4.0  2.50  18.00  - 3.00  27.5  4.0  - 1.25  18.00

LEVEL:			Centra	ı	L	ocal (As 2	014)	S	ocial (As	2014)
Account	ing Maturity	%	Points	Max Points	%	Points	Max Points	%	Points	Max Point
E1	Reporting	63%	7.5	12.0	75%	9.0	12.0	0%		
2	Consolidation	0%	-	1.50	21%	1.50	7.00	0%	_	_
3	Fixed assets	65%	18.30	28.10	89%	25.18	28.18	0%		
4	Intangible assets	0%	10.50	1.50	0%	23.10	20.10	0%	<del>-</del>	
			2.50	3.00	100%	3.00	3.00	0%	<del>-</del>	
5	Inventories	83%							-	
E6	Revenue	50%	5.75	11.50	50%	1.00	2.00	0%		-
:7	Accruals and expenses	64%	9.00	14.00	83%	15.00	18.00	0%	-	-
8	Employee benefits	0%	-	3.00	0%	-	5.00	0%	-	-
<b>:</b> 9	Provisions	0%	-	-	0%	-	2.00	0%	-	-
E10	Financial instruments	38%	0.75	2.00	80%	2.00	2.50	0%	-	-
OTAL		57%	43.8	76.6	71%	56.7	79.7	0%	_	-
					•			•		
T Maturi		0017	7.5	40.0	75.7		10.0	0.7	_	_
:1	Reporting	63%	7.5	12.0	75%	9.0	12.0	0%		
2	Consolidation	0%	- 40.00	1.50	21%	1.50	7.00	0%	-	-
3	Fixed assets	65%	18.30	28.10	89%	25.18	28.18	0%	-	-
4	Intangible assets	0%	-	1.50	0%	-	-	0%	-	-
5	Inventories	83%	2.50	3.00	100%	3.00	3.00	0%	-	-
6	Revenue	50%	2.88	5.75	50%	0.50	1.00	0%	-	-
7	Accruals and expenses	64%	9.00	14.00	83%	15.00	18.00	0%	-	-
8	Employee benefits	0%	-	3.00	0%	-	5.00	0%	-	-
9	Provisions	0%	-	-	0%	-	-	0%	-	-
					00.	1.00	1.25	0%	-	-
	Financial instruments	38% <b>58%</b>	0.38 <b>40.6</b>	1.00 <b>69.9</b>	80% <b>73%</b>	55.2	75.4	0%	-	_
TOTAL									-	-
COUNTR				69.9				0%	- locial (As	2014)
COUNTR			40.6	69.9		55.2		0%		2014) Max Point
COUNTR LEVEL:	Y: Italy ing Maturity	58%	40.6	69.9	73%	55.2 Local	75.4	0%	ocial (As	Max Point
COUNTR EVEL:	Y: Italy	\$8% % 0%	Centra Points	69.9	73% % 46%	Local Points	75.4	0% S	ocial (As	Max Poin
COUNTR EVEL: Account	Y: Italy  ing Maturity  Reporting  Consolidation	\$ 58% \$ 2 0% 0%	Centra Points	Max Points	73%	Local Points 5.5	75.4  Max Points  12.0  -	0% \$ 2 0% 0%	Points	Max Poin
COUNTR LEVEL: Account E1 E2 E3	Y: Italy ing Maturity Reporting Consolidation Fixed assets	% 0% 0% 0% 61%	Centra Points 18.75	Max Points 12.0 7.00 30.60	73% 2 46% 0% 74%	Local Points 5.5 - 20.18	75.4  Max Points  12.0  27.18	0% % 0% 0% 0% 0%	Points	Max Poin
COUNTR EVEL: Account E1 E2 E3	ing Maturity  Reporting  Consolidation  Fixed assets  Intangible assets	% 0% 0% 61% 0%	## Centra    Points	Max Points 12.0 7.00 30.60	73½  246½ 0½ 74½ 88½	Local Points 5.5 - 20.18 1.75	75.4  Max Points  12.0  -  27.18  2.00	0%  % 0% 0% 0% 0% 0% 0%	Points	Max Poin
COUNTR EVEL: Account E1 E2 E3 E4	M: Italy  Ing Maturity  Reporting  Consolidation  Fixed assets  Intangible assets  Inventories	58½  ½ 0½ 0½ 61½ 0½ 67½	Centra   Points   -	Max Points 12.0 7.00 30.60 - 3.00	73½  246½ 0½ 74½ 88½ 67½	Local Points 5.5 - 20.18 1.75 2.00	75.4  Max Points 12.0 - 27.18 2.00 3.00	0%  % 0% 0% 0% 0% 0% 0%	Points	Max Poin
COUNTR EVEL: Account E1 E2 E3 E4 E5 E6	ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue	58½  ½ 0½ 0½ 61½ 0½ 67½ 37½	Points	Max Points  12.0 7.00 30.60 - 3.00 11.50	73½  246½ 0½ 74½ 88½ 67½ 47½	S5.2   Local   Points   5.5   - 20.18   1.75   2.00   4.50	75.4  Max Points 12.0 - 27.18 2.00 3.00 9.50	0%  % 0% 0% 0% 0% 0% 17%	Points	Max Poin
COUNTR EVEL: Account E1:22:33:44:55:66:77	ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses	2. 0% 0% 61% 0% 67% 37% 39%	Centra  Points  18.75 - 2.00 4.25 7.00	Max Points 12.0 7.00 30.60 - 3.00 11.50 18.00	73½  246½ 0½ 74½ 88½ 67½ 47½ 32½	Foints 5.5 20.18 1.75 2.00 4.50 5.00	75.4  Max Points  12.0  - 27.18  2.00  3.00  9.50  15.50	0%  % 0% 0% 0% 0% 0% 17% 0%	Points 0.50	Max Poin
COUNTR EVEL: Account 11:22:33:44:55:66:7:88	ing Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits	58%  % 0% 0% 61% 0% 67% 37% 39% 60%	Points	Max Points  12.0  7.00  30.60  -  3.00  11.50  18.00  5.00	73½  2  46½ 0½ 74½ 88½ 67½ 47½ 32½ 0½	Foints 5.5 - 20.18 1.75 2.00 4.50 5.00	75.4  Max Points  12.0  -  27.18  2.00  3.00  9.50  15.50  -	0%  % 0% 0% 0% 0% 0% 0% 0% 0% 40%	Points 0.50 2.00	Max Poin 4
COUNTR EVEL: Account 11:22:33:44:55:66:67:7:88:59	M: Italy  Ing Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions	x 0% 0% 61% 0% 37% 33% 60% 0%	Centra   Points   -	Max Points  12.0  7.00  30.60  -  3.00  11.50  18.00  5.00  1.00	73½  246½ 0½ 74½ 88½ 67½ 47½ 32½ 0½ 0½	Foints 5.5 20.18 1.70 4.50 5.00	75.4  Max Points  12.0   27.18  2.00  3.00  9.50  15.50   1.00	0%  % 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	Points	Max Poin 4
E10 TOTAL  COUNTR LEVEL: Account E1 E2 E3 E4 E5 E6 E7 E8 E8 E9 E10	ing Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits	58%  % 0% 0% 61% 0% 67% 37% 39% 60%	Points	Max Points  12.0  7.00  30.60  -  3.00  11.50  18.00  5.00	73½  2  46½ 0½ 74½ 88½ 67½ 47½ 32½ 0½	Foints 5.5 - 20.18 1.75 2.00 4.50 5.00	75.4  Max Points  12.0  -  27.18  2.00  3.00  9.50  15.50  -	0%  % 0% 0% 0% 0% 0% 0% 0% 0% 40%	Points 0.50 2.00	Max Poil 4  4  3.0  18.0  5.0
COUNTR LEVEL: Account E1 E2 E3 E4 E5 E6 E7 E8	M: Italy  Ing Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions	x 0% 0% 61% 0% 37% 33% 60% 0%	Centra   Points   -	Max Points  12.0  7.00  30.60  -  3.00  11.50  18.00  5.00  1.00	73½  246½ 0½ 74½ 88½ 67½ 47½ 32½ 0½ 0½	Foints 5.5 20.18 1.70 4.50 5.00	75.4  Max Points  12.0   27.18  2.00  3.00  9.50  15.50   1.00	0%  % 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	Points	Max Poin
COUNTR EVEL: Account 11:22:33:44:55:66:77:88:99:110	ing Maturity  Reporting  Consolidation  Fixed assets  Intangible assets  Inventories  Revenue  Accruals and expenses  Employee benefits  Provisions  Financial instruments  TOTAL	58½  % 0% 0% 61½ 0% 67½ 37% 39½ 60% 0% 0% 39%	Centra	Max Points  12.0 7.00 30.60 - 3.00 11.50 18.00 5.00 1.00 89.1	73½  46½ 0½ 74½ 88½ 67½ 47½ 32½ 0½ 0½ 38½ 55½	Foints 5.5 2.018 1.75 2.00 4.50 5.00 - 0.75 39.7	75.4  Max Points  12.0  - 27.18  2.00  3.00  9.50  15.50  - 1.00  2.00  72.2	0%  % 0% 0% 0% 0% 0% 0% 0% 40% 40% 14%	Points 0.50 2.00 - 4.5	Max Poin 4
OTAL  COUNTR EVEL:  1 2 3 4 5 6 7 7 8 9 10	ing Maturity  Reporting  Consolidation  Fixed assets Intengible assets Inventories Revenue Acoruals and expenses Employee benefits Provisions Financial instruments TOTAL	2. 0% 0% 61% 0% 67% 37% 39% 60% 0% 0%	Centra  Points	Max Points  12.0 7.00 30.60 - 3.00 11.50 18.00 5.00 1.00 89.1	73½  46½ 0½ 74½ 88½ 67½ 47½ 32½ 0½ 0½ 55½	Foints  5.5  20.18 1.75 2.00 4.50 5.00 3.75 39.7	75.4  Max Points  12.0  27.18  2.00  3.00  9.50  15.50  1.00  2.00  72.2	0%  2  0%  0%  0%  0%  0%  0%  17%  0%  40%  0%  14%	Points 0.50 2.00 - 4.5	Max Poin 4.1
OTAL OUNTR EVEL: 1 2 3 4 5 6 7 8 9 10	ing Maturity  Reporting Consolidation Fixed assets Intengible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments TOTAL	7. 0% 0% 61% 0% 67% 37% 39% 60% 0% 0% 0% 0%	Centra  Points	Max Points  12.0 7.00 30.80 - 3.00 11.50 18.00 5.00 1.00 89.1	73½  46½ 0½ 74½ 88½ 67½ 47½ 32½ 0½ 0½ 55½	Foints  5.5  - 20.18  1.75  2.00  4.50  5.00  - 0.75  39.7	75.4  Max Points  12.0  27.18  2.00  3.00  9.50  15.50  1.00  2.00  72.2	0%  % 0% 0% 0% 0% 0% 0% 40% 0% 67% 14%	Points 0.50 - 2.00 - 4.5	Max Poin 4.1 3.0 8.0 3.0 3.0 3.0 4.1
OTAL  COUNTR EVEL:  1 2 3 4 5 6 7 8 9 10  「Maturi 1 2 3	ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments TOTAL  ty Reporting Consolidation Fixed assets	58%  % 0% 0% 61% 67% 37% 39% 60% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	Centra  Points  18.75  7.00 4.25 7.00 3.00 35.0	Max Points  12.0 7.00 30.60 3.00 11.50 18.00 5.00 1.00 1.00 89.1	73½  2  46½ 0½ 74½ 88½ 67½ 47½ 32½ 0½ 0½ 55½  46½ 0½ 74½	Local Points 5.5 - 20.18 1.79 4.50 5.00 0.75 39.7	75.4  Max Points  12.0  - 27.18  2.00  3.00  9.50  15.50  - 1.00  2.00  72.2	0%  % 0% 0% 0% 0% 0% 0% 40% 0% 67% 14%  0% 0% 0%	Points 0.50 2.00 - 4.5	Max Poin 4,1 3,0 18,0 3,0 3,0
OTAL  COUNTR EVEL:  1 2 3 4 5 6 7 8 9 10  I Maturi 1 2 3 4	ing Maturity  Reporting Consolidation Fixed assets Intengible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments TOTAL	7. 0% 0% 61% 0% 67% 37% 39% 60% 0% 0% 0% 0%	Centra  Points	Max Points  12.0  7.00  30.60  11.50  18.00  5.00  1.00  1.00  89.1	73½  46½ 0½ 74½ 88½ 67½ 47½ 32½ 0½ 0½ 55½	Local Points 5.5	75.4  Max Points  12.0  -  27.18  2.00  3.00  9.50  15.50  -  1.00  2.00  72.2	0%  % 0% 0% 0% 0% 0% 0% 40% 0% 67% 14% 0% 0% 0% 0%	Points 0.50 - 2.00 - 4.5	Max Poin 4,1 3,0 18,0 3,0 3,0
OTAL  COUNTR EVEL:  1 2 3 4 5 6 7 8 9 10  I Maturi 1 2 3 4	ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments TOTAL  ty Reporting Consolidation Fixed assets	58%  % 0% 0% 61% 67% 37% 39% 60% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	Centra  Points  18.75  7.00 4.25 7.00 3.00 35.0	Max Points  12.0 7.00 30.60 3.00 11.50 18.00 5.00 1.00 1.00 89.1	73½  2  46½ 0½ 74½ 88½ 67½ 47½ 32½ 0½ 0½ 55½  46½ 0½ 74½	Local Points 5.5 - 20.18 1.79 4.50 5.00 0.75 39.7	75.4  Max Points  12.0  - 27.18  2.00  3.00  9.50  15.50  - 1.00  2.00  72.2	0%  % 0% 0% 0% 0% 0% 0% 40% 0% 67% 14%  0% 0% 0%	Points 0.50 - 2.00 - 4.5	Max Poin 4,1 3,0 18,0 5,0 3,0 33,0
OTAL  OUNTR EVEL:  account 1 2 3 4 5 6 7 8 9 10  Maturi 1 2 3 4 5 5 6 7 8 9 10 7 8 9 10 7 8 9 10 7 8 8 9 10 7 8 9 10 8 7 8 8 9 10 8 8 9 10 8 8 9 10 8 8 9 10 8 8 9 10 8 8 9 10 8 8 8 9 10 8 8 9 10 8 8 8 9 10 8 8 8 9 10 8 8 8 9 10 8 8 8 9 10 8 8 8 9 10 8 8 8 9 10 8 8 8 9 10 8 8 8 9 10 8 8 8 9 10 8 8 8 9 10 8 8 8 9 10 8 8 9 10 8 8 8 8 9 10 8 8 8 9 8 8 9 8 9 8 8 8 9 8 8 9 8 8 8 9 8 8 9 8 8 8 9 8 8 8 9 8 8 8 9 8 8 8 9 8 8 8 9 8 8 8 8 9 8 8 8 8 9 8 8 8 8 9 8 8 8 8 9 8 8 8 8 8 8 9 8 8 8 8 9 8 8 8 8 8 9 8 8 8 8 8 8 8 8 9 8	ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments TOTAL  ty Reporting Consolidation Fixed assets Intangible assets	58%  % 0% 0% 61% 0% 67% 37% 33% 60% 0% 0% 0% 61% 0% 0%	Centra  Points	Max Points  12.0  7.00  30.60  11.50  18.00  5.00  1.00  1.00  89.1	73½  246% 0% 74% 88% 67% 47% 32% 0% 0% 55% 46% 0% 74% 88%	Local Points 5.5	75.4  Max Points  12.0  -  27.18  2.00  3.00  9.50  15.50  -  1.00  2.00  72.2	0%  % 0% 0% 0% 0% 0% 0% 40% 0% 67% 14% 0% 0% 0% 0%	Points	Max Poin 4,1 3,0 18,0 5,0 3,0
OTAL  OUNTR  EVEL:  1 2 3 4 5 6 7 8 9 10      Maturi 1 2 3 4 5 6 6	My: Italy  Ing Maturity  Reporting  Consolidation  Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments TOTAL  Reporting Consolidation Fixed assets Intangible assets Inventories	58½  2  0½  0½  61½  0½  67½  37½  39½  0½  0½  0½  0½  61½  0½  61½  0½  61½	Centra	Max Points 12.0 7.00 30.60 - 3.00 11.50 18.00 5.00 1.00 1.00 89.1  12.0 7.00 30.60 - 3.00	73½  246½ 0½ 74½ 86½ 67½ 47½ 32½ 0½ 0½ 55½  46½ 67½ 46½ 67½	For the second s	75.4  Max Points  12.0  - 27.18  2.00  3.00  9.50  15.50  - 1.00  2.00  72.2  12.0  - 27.18  2.00  3.00	0%  % 0% 0% 0% 0% 0% 17% 0% 40% 0% 67% 14%  0% 0% 0% 0% 0%	Points	Маж Poin 4.1
OTAL  OUNTR  EVEL:  1 2 3 4 4 5 6 6 7 8 9 10 10 11 2 2 3 4 4 5 6 6 7 6 7 6 6 7 7 6 6 7 7 6 6 7 7 6 6 7 7 6 6 7 7 6 6 7 7 6 6 7 7 6 6 7 7 6 6 7 7 6 7 7 6 7	M: Italy  Ing Maturity  Reporting  Consolidation  Fixed assets  Intangible assets  Inventories  Revenue  Accruals and expenses  Employee benefits  Provisions  Financial instruments  TOTAL  ty  Reporting  Consolidation  Fixed assets  Intangible assets  Intangible assets  Inventories  Revenue	58½  2  0½ 0½ 61½ 0½ 67½ 37½ 39½ 0½ 0½ 61½ 0½ 61½ 0½ 61½ 0½ 61½ 0½ 67½ 37½	Centra	Max Points  12.0 7.00 30.60 - 3.00 11.50 18.00 5.00 1.00 1.00 89.1	73½  46½ 0½ 74½ 88½ 67½ 47½ 32½ 0½ 0½ 38½ 55½  46½ 0½ 74½ 88½ 67½ 47½	S5.2	75.4  Max Points  12.0  27.18  2.00  3.00  9.50  15.50  -  1.00  2.00  72.2   12.0  -  27.18  2.00  3.00  4.75  15.50	0%  % 0% 0% 0% 0% 0% 17% 0% 40% 67% 14% 0% 0% 0% 0% 0% 0% 0% 0% 0%	Points	Маж Poin 4.1
COUNTR EVEL: Account 11 12 23 34 44 15 16 17 18	ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments TOTAL  ty Reporting Consolidation Fixed assets Intangible assets Intengible assets Inventories Revenue Accruals and expenses	58½  2.  0% 0% 61½ 0% 67½ 37% 39% 60% 0% 0% 61½ 0% 61½ 0% 61½ 0% 61½ 0% 61½ 0% 61½ 0% 61½ 0% 61½ 0% 61½ 0% 61½ 0% 61½ 0%	Centra	Max Points  12.0 7.00 30.60 3.00 11.50 18.00 5.00 1.00 3.00 30.60 3.00 5.75 18.00	73½  246½ 0½ 74½ 88½ 67½ 47½ 32½ 0½ 55½  46½ 6½ 74½ 88½ 67½ 47½ 32½ 0½ 0½ 0½ 0½ 0½ 0½ 0½ 0½ 0½ 0½ 0½ 0½ 0½	For the second s	75.4  Max Points  12.0  - 27.18  2.00  3.00  9.50  15.50  - 1.00  2.00  72.2   12.0  - 27.18  2.00  3.00  4.75	0%  % 0% 0% 0% 0% 0% 0% 0% 40% 40% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	Points 0.50 - 2.00 2.00	Max Point 4.0
COUNTR EVEL: Account 1 2 2 3 4 4 5 6 6 7 8 9 9 10 11 2 3 3 4 4 5 6 6 7 7 8 9 9 10 10 11 12 12 13 14 14 15 16 16 17 18 18 19 19 19 19 19 19 19 19 19 19 19 19 19	ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Acoruals and expenses Employee benefits Provisions TOTAL  ty Reporting Consolidation Fixed assets Intangible assets Intangible assets Intangible assets Intangible assets Intangible assets Inventories Revenue Acoruals and expenses Employee benefits	58%  % 0% 0% 61% 0% 67% 37% 39% 60% 0% 0% 0% 61% 0% 67% 37% 39%	Centra	Max Points  12.0 7.00 30.60 - 3.00 11.50 18.00 5.00 1.00 89.1  12.0 7.00 30.60 - 3.00 5.75 18.00 5.00	73½  46½ 0½ 74½ 88½ 67½ 47½ 32½ 0½ 0½ 55½  46½ 6½ 46½ 6½ 47½ 88½ 67½ 47½ 32½	S5.2	75.4  Max Points  12.0  27.18  2.00  3.00  9.50  15.50  -  1.00  2.00  72.2   12.0  -  27.18  2.00  3.00  4.75  15.50	0%  % 0% 0% 0% 0% 0% 0% 40% 0% 40% 0% 67% 14%	Points 0.50 - 2.00 2.00 4.5	Max Poin 4.1

UNTRY:	Latvia		Centra		_	1			e:
/EL:			Centra	11		Local			Socia
counting	g Maturity	%	Points	Max Points	%	Points	Max Points	%	Points
	Reporting	83%	10.0	12.0	83%	10.0	12.0	69%	2.8
2	Consolidation	82%	5.75	7.00	79%	4.75	6.00	0%	-
3	Fixed assets	98%	26.75	27.25	100%	27.10	27.10	0%	-
1	Intangible assets	100%	2.00	2.00	100%	2.00	2.00	0%	-
5	Inventories	100%	3.00	3.00	100%	3.00	3.00	0%	-
6	Revenue	49%	5.00	10.25	91%	2.50	2.75	17%	0.50
7	Accruals and expenses	100%	18.00	18.00	100%	18.00	18.00	100%	18.00
8	Employee benefits	0%	-	2.00	0%	-	-	0%	-
 9	Provisions	100%	1.00	1.00	100%	1.00	1.00	0%	-
 10	Financial instruments	114%	4.00	3.50	114%	4.00	3.50	80%	2.00
DTAL	T in an old in strainer its	88%	75.5	86.0	96%	72.4	75.4	85%	23.3
Maturity									
1	Reporting	83%	10.0	12.0	83%	10.0	12.0	69%	2.8
!	Consolidation	82%	5.75	7.00	79%	4.75	6.00	0%	-
	Fixed assets	98%	26.75	27.25	100%	27.10	27.10	0%	-
	Intangible assets	100%	2.00	2.00	100%	2.00	2.00	0%	-
	Inventories	100%	3.00	3.00	100%	3.00	3.00	0%	-
i	Revenue	49%	2.50	5.13	91%	1.25	1.38	17%	0.25
	Accruals and expenses	100%	18.00	18.00	100%	18.00	18.00	100%	18.00
	Employee benefits	0%	-	2.00	0%	-	-	0%	-
	Provisions	0%	-	-	0%	-	_	0%	-
0	Financial instruments	114%	2.00	1.75	114%	2.00	1.75	80%	1.00
TAL	T in an old in strainer its	90%	70.0	78.1	96%	68.1	71.2	89%	22.0
JNTRY: EL:	Lithuania		Centra	ı	Lo	cal (As Ce	ntral)	So	cial (As C
counting	Maturity	×	Points	Max Points	%	Points	Max Points	×	Points
	Reporting	83%	9.5	11.5	83%	9.5	11.5	69%	2.8
:	Consolidation	96%	6.75	7.00	96%	6.75	7.00	0%	-
}	Fixed assets	100%	31.25	31.25	100%	31.25	31.25	0%	-
	Intangible assets	100%	2.00	2.00	100%	2.00	2.00	0%	-
	Inventories	100%	3.00	3.00	100%	3.00	3.00	0%	-
	Revenue	92%	11.50	12.50	92%	11.50	12.50	100%	3.00
	Accruals and expenses	83%	15.00	18.00	83%	15.00	18.00	83%	15.00
	Employee benefits	25%	1.00	4.00	25%	1.00	4.00	25%	1.00
									-
									2.00
	, manoramistruments								
E9 E10 TOTAL	Provisions Financial instruments	100% 107% <b>91%</b>	2.00 3.75 <b>85.8</b>	2.00 3.50 <b>94.8</b>	100% 107% <b>91%</b>	2.00 3.75 <b>85.8</b>	2.00 3.50 <b>94.8</b>	0% 80% <b>75%</b>	2.00 23.8
Maturity	Di	9314	٥٠	44.5	9317	0.5	44 E	001/	3.0
	Reporting	83%	9.5	11.5	83%	9.5	11.5	69%	2.8
:	Consolidation	96%	6.75	7.00	96%	6.75	7.00	0%	-
	Fixed assets	100%	31.25	31.25	100%	31.25	31.25	0%	-
	Intangible assets	100%	2.00	2.00	100%	2.00	2.00	0%	-
	Inventories	100%	3.00	3.00	100%	3.00	3.00	0%	-
	Revenue	92%	5.75	6.25	92%	5.75	6.25	100%	1.50
	Accruals and expenses	83%	15.00	18.00	83%	15.00	18.00	83%	15.00
	Accruais and expenses	007.	10.00	10.00	007.			0071	10.00
7 3	Employee benefits	25%	1.00	4.00	25%	1.00	4.00	25%	1.00

1.88

76.1

0%

107%

90%

1.75

84.8

0%

107%

90%

1.88

76.1

0%

80%

74%

1.00

21.3

1.25

28.8

1.75 **84.8** 

E9

E10

TOTAL

Financial instruments

Provisions

COUNTRY	Y: Luxembourg									
LEVEL:			Centra	l		Local			Social	
Accountii	ng Maturity	- %	Points	Max Points	_ %	Points	Max Points	%	Points	Max Point
E1	Reporting	0%	-	11.5	0%	-	11.5	0%	-	-
E <b>2</b>	Consolidation	0%	-	7.00	0%	-	-	0%	-	-
3	Fixed assets	30%	7.50	24.83	0%	-	22.00	0%	-	-
E4	Intangible assets	0%	-	2.00	0%	-	0.50	0%	-	-
E5	Inventories	33%	1.00	3.00	0%	-	1.50	0%	-	-
E6	Revenue	34%	4.25	12.50	33%	3.25	10.00	0%	-	-
E7	Accruals and expenses	22%	4.00	18.00	22%	4.00	18.00	77%	5.00	6.5
E8	Employee benefits	20%	1.00	5.00	0%	-	3.00	50%	1.00	2.0
E9	Provisions	50%	1.00	2.00	0%	-	-	0%	-	-
E10	Financial instruments	50%	1.75	3.50	17%	0.25	1.50	0%	-	0.5
TOTAL		23%	20.5	89.3	11%	7.5	68.0	67%	6.0	9.0
T Maturity	y									
<u> </u>	Reporting	0%	-	11.5	0%	-	11.5	0%	-	-
2	Consolidation	0%	-	7.00	0%	-	-	0%	-	-
E3	Fixed assets	30%	7.50	24.83	0%	-	22.00	0%	-	-
E4	Intangible assets	0%	-	2.00	0%	-	0.50	0%	-	-
E5	Inventories	33%	1.00	3.00	0%	-	1.50	0%	-	-
E6	Revenue	34%	2.13	6.25	33%	1.63	5.00	0%	-	-
7	Accruals and expenses	22%	4.00	18.00	22%	4.00	18.00	77%	5.00	6.5
E8	Employee benefits	20%	1.00	5.00	0%	-	3.00	50%	1.00	2.00
E9	Provisions	0%	-	-	0%	-	- 1	0%	-	-
	Provisions	0%							-	
E9 E10 TOTAL	Provisions Financial instruments		- 0.88 <b>16.5</b>	- 1.75 79.3	0% 17% <b>9%</b>	- 0.13 <b>5.8</b>	0.75 <b>62.3</b>	0% 0% <b>69%</b>		0.2
E10 TOTAL COUNTRY	Provisions Financial instruments	0% 50%	0.88	1.75 79.3	17½ <b>9½</b>	0.13	0.75 <b>62.3</b>	0%	-	0.2 <b>8.</b> 8
E10 FOTAL COUNTRY LEVEL:	Provisions Financial instruments  Y: Malta	0% 50% 21%	0.88 16.5 Centra	1.75 79.3	17½ 9½	0.13 <b>5.8</b> ocal (As	0.75 <b>62.3</b> 2014)	0% <b>69%</b>	6.0 Socia	0.2 8.8
E10 TOTAL COUNTRY LEVEL:	Provisions Financial instruments  Y: Malta	0% 50% 21%	0.88 16.5 Centra	1.75 79.3	17% 9%	0.13 5.8 ocal (As	0.75 62.3 2014)	0% 69%	G.0 Socia	0.25 8.8 I Max Poir
E10 TOTAL COUNTRY LEVEL: Accounti	Provisions Financial instruments  Y: Malta  Ing Maturity Reporting	0% 50% 21% 21%	0.88 16.5  Centra  Points	1.75 79.3	17% 9% L 2 100%	0.13 5.8 ocal (As Points	0.75 62.3 2014) Max Points	0% 69% X 0%	Socia Points	0.24 8.8 I Max Poir
E10 TOTAL  COUNTRY LEVEL: Accounting E1 E2	Provisions Financial instruments  Y: Malta  Ing Maturity Reporting Consolidation	0% 50% 21% 21%	0.88 16.5  Centra  Points	1.75 79.3 Max Points 12.0 4.50	17% 9% L 2 100% 0%	0.13 5.8  ocal (As  Points 12.0	0.75 62.3 2014) Max Points	0% 69% 2 0% 0% 0%	Socia Points	0.24 8.8 I Max Poir
COUNTRY LEVEL: Accounting E1 E2 E3	Provisions Financial instruments  Y: Malta  Ing Maturity Reporting Consolidation Fixed assets	0% 50% 21% 21% 21%	0.88 16.5  Centra  Points 9.25	1.75 79.3 Max Points 12.0 4.50 25.25	17% 9% L 2 100% 0% 85%	0.13 5.8  ocal (As  Points 12.0 - 17.93	0.75 62.3 2014) Max Points 12.0 - 21.18	0% 69% 2 0% 0% 0% 0%	Socia Points	0.24 8.8
E10  COUNTRY LEVEL:  Accounting E1 E2 E3 E4	Provisions Financial instruments  Y: Malta  Ing Maturity Reporting Consolidation Fixed assets Intangible assets	0% 50% 21% 21% % 0% 0% 0% 37% 0%	0.88 16.5  Centra  Points 9.25	1.75 79.3 Max Points 12.0 4.50 25.25	17% 9% L 2 100% 0% 85% 100%	0.13 5.8 ocal (As Points 12.0 - 17.93 2.00	0.75 62.3 2014) Max Points 12.0 - 21.18 2.00	0% 69% % 0% 0% 0% 0% 0%	Social Points	0.2 8.8 I Max Poi
COUNTRY LEVEL: Accounti E1 E2 E3 E4 E5	Provisions Financial instruments  Y: Malta  Ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories	0% 50% 21% 21% 21% 21% 0% 0% 0% 37% 0% 67%	0.88 16.5  Centra  Points 9.25 - 2.00	1.75 79.3 Max Points 12.0 4.50 25.25 - 3.00	17% 9% 100% 0% 85% 100% 100%	0.13 5.8 Ocal (As Points 12.0 - 17.93 2.00 3.00	0.75 62.3 2014) Max Points 12.0 - 21.18 2.00 3.00	0% 69% X 0% 0% 0% 0% 0% 0% 0%	Socia Points	0.24 8.8 I Max Poir
E10 FOTAL  COUNTRY LEVEL: Accounti E1 E2 E3 E4 E5 E6	Provisions Financial instruments  Y: Malta  Malta	0% 50% 21% 21% % 0% 0% 0% 37% 0% 67% 34%	0.88 16.5  Centra  Points  - 9.25 - 2.00 4.25	1.75 79.3 Max Points 12.0 4.50 25.25 - 3.00 12.50	17% 9% L 2 100% 0% 85% 100% 100%	0.13 5.8 Points 12.0 - 17.93 2.00 3.00 2.00	0.75 62.3 2014) Max Points 12.0 - 21.18 2.00 3.00 2.00	0% 69% X 0% 0% 0% 0% 0% 0% 0%	Socia Points	0.2 8.8 I
E10 FOTAL  COUNTRY LEVEL: Accounti E1 E2 E3 E4 E5 E6 E7	Provisions Financial instruments  Y: Malta  Malta  Malta  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses	0% 50% 21% 21% 2 0% 0% 0% 37% 0% 67% 34% 17%	0.88 16.5  Centra  Points 9.25 - 2.00 4.25 3.00	1.75 79.3 Max Points 12.0 4.50 25.25 - 3.00 12.50 18.00	17% 9%  L 2 100% 0% 85% 100% 100% 100%	0.13 5.8 Ocal (As Points 12.0 - 17.93 2.00 3.00	0.75 62.3 2014) Max Points 12.0 - 21.18 2.00 3.00	0% 69% % 0% 0% 0% 0% 0% 0% 0% 0% 0%	Socia Points	0.2 8.8
COUNTEN LEVEL: Accounting E1 E2 E3 E4 E5 E6 E7 E8	Provisions Financial instruments  Y: Malta  Malta  Malta  Reporting Consolidation Fixed assets Intengible assets Inventories Revenue Accruals and expenses Employee benefits	0% 50% 21% 21%	0.88 16.5  Centra  Points 9.25 - 2.00 4.25 3.00 1.00	1.75 79.3 Max Points 12.0 4.50 25.25 - 3.00 12.50 18.00 5.00	17% 9%  L  2  100% 0% 85% 100% 100% 100% 100% 100%	0.13 5.8 Points 12.0 - 17.93 2.00 3.00 2.00 13.00	0.75 62.3 Max Points 12.0 - 21.18 2.00 3.00 2.00 13.00	0% 63% % 0% 0% 0% 0% 0% 0% 0% 0% 0%	Social Points	0.21 8.8 I
COUNTRY LEVEL: Accounting E1 E2 E3 E4 E5 E6 E7 E8 E9	Provisions Financial instruments  Y: Malta  Ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions	0% 50% 21% 21% 2 0% 0% 0% 0% 67% 34% 17% 20% 0%	0.88 16.5  Centra  Points - 9.25 - 2.00 4.25 3.00 1.00	1.75 79.3 Max Points 12.0 4.50 25.25 - 3.00 12.50 18.00 5.00	17% 9%  L 2 100% 0% 85% 100% 100% 100% 100% 100%	0.13 5.8  Points 12.0 - 17.93 2.00 3.00 2.00 13.00 - 2.00	0.75 62.3 Max Points 12.0 - 21.18 2.00 3.00 2.00 13.00 - 2.00	0% 63% % 0% 0% 0% 0% 0% 0% 0% 0% 0%	Social Points	0.21 8.8
COUNTEN LEVEL: Accountin E1 E2 E3 E4 E5 E6 E7 E8 E9 E10	Provisions Financial instruments  Y: Malta  Malta  Malta  Reporting Consolidation Fixed assets Intengible assets Inventories Revenue Accruals and expenses Employee benefits	0% 50% 21% 21% 21% 0% 0% 0% 37% 0% 34% 17% 20% 0% 23%	0.88 16.5  Centra  Points 9.25 - 2.00 4.25 3.00 1.00 - 1.00	1.75 79.3 Max Points 12.0 4.50 25.25 - 3.00 12.50 18.00 5.00 - 3.50	17% 9%  L 2 100% 0% 85% 100% 100% 100% 100% 100% 100%	0.13 5.8  Points 12.0 - 17.93 2.00 3.00 2.00 13.00 - 2.00 1.50	0.75 62.3 Max Points 12.0 - 21.18 2.00 3.00 2.00 13.00 - 2.00 15.0	0% 69% 2 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	Social Points	0.2 8.8 I
COUNTEN LEVEL: Accountin E1 E2 E3 E4 E5 E6 E7 E8 E9 E10	Provisions Financial instruments  Y: Malta  Ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions	0% 50% 21% 21% 2 0% 0% 0% 0% 67% 34% 17% 20% 0%	0.88 16.5  Centra  Points - 9.25 - 2.00 4.25 3.00 1.00	1.75 79.3 Max Points 12.0 4.50 25.25 - 3.00 12.50 18.00 5.00	17% 9%  L 2 100% 0% 85% 100% 100% 100% 100% 100%	0.13 5.8  Points 12.0 - 17.93 2.00 3.00 2.00 13.00 - 2.00	0.75 62.3 Max Points 12.0 - 21.18 2.00 3.00 2.00 13.00 - 2.00	0% 63% % 0% 0% 0% 0% 0% 0% 0% 0% 0%	Social Points	0.2 8.8 I
E10 FOTAL  COUNTRY LEVEL:  Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL	Provisions Financial instruments  Y: Malta  Ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments	0% 50% 21% 21% 21% 24% 20% 20% 20% 23% 24%	0.88 16.5  Centra  Points 9.25 - 2.00 4.25 3.00 1.00 - 1.00 20.5	1.75 79.3  Max Points 12.0 4.50 25.25 - 3.00 12.50 18.00 - 3.50 83.8	17% 9%  L 2 100% 0% 85% 100% 100% 100% 100% 100% 100% 100%	0.13 5.8  Points 12.0 - 17.93 2.00 3.00 2.00 13.00 - 2.00 1.50 53.4	0.75 62.3  Max Points 12.0 - 21.18 2.00 3.00 2.00 13.00 - 2.00 1.50 56.7	0% 69%  % 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	- 6.0  Social Points	0.2 8.8
E10 FOTAL  COUNTRY LEVEL: Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 FOTAL	Provisions Financial instruments  Y: Malta  Malta	0% 50% 21% 21% 21% 0% 0% 0% 37% 0% 67% 34% 17% 20% 0% 29% 24%	0.88 16.5  Centra  Points 9.25 - 2.00 4.25 3.00 - 1.00 1.00 20.5	1.75 79.3  Max Points 12.0 4.50 25.25 - 3.00 12.50 18.00 - 3.50 83.8	17% 9%  L  X  100% 0% 85% 100% 100% 100% 100% 100% 100% 100%	0.13 5.8  Points 12.0 - 17.93 2.00 3.00 2.00 13.00 - 2.00 1.50 53.4	0.75 62.3  Max Points 12.0 - 21.18 2.00 3.00 2.00 13.00 - 2.00 1.50 56.7	0% 69%  % 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	- 6.0  Social Points	0.2 8.8
E10 FOTAL  COUNTEN LEVEL: Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 FOTAL	Provisions Financial instruments  Y: Malta  Ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments	0% 50% 21% 21% 21% 0% 0% 0% 67% 34% 17% 20% 0% 29% 24% 0%	0.88 16.5  Centra  Points 9.25 - 2.00 4.25 3.00 1.00 - 1.00 20.5	1.75 79.3  Max Points 12.0 4.50 25.25 - 3.00 12.50 18.00 - 3.50 83.8	17% 9%  L  X  100% 0% 85% 100% 100% 100% 100% 100% 100% 100% 10	0.13 5.8  Points 12.0 - 17.93 2.00 3.00 2.00 13.00 - 2.00 53.4	0.75 62.3  Max Points 12.0 - 21.18 2.00 3.00 2.00 13.00 - 2.00 1.50 56.7	0% 63%  % 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	- 6.0  Social Points	0.2 8.8 Max Poi
COUNTENDED	Provisions Financial instruments  Y: Malta  Malta	0% 50% 21% 21% 21% 0% 0% 0% 37% 0% 67% 34% 17% 20% 0% 29% 24%	0.88 16.5  Centra  Points 9.25 - 2.00 4.25 3.00 - 1.00 1.00 20.5	1.75 79.3  Max Points 12.0 4.50 25.25 - 3.00 12.50 18.00 - 3.50 83.8	17% 9%  L  X  100% 0% 85% 100% 100% 100% 100% 100% 100% 100%	0.13 5.8  Points 12.0 17.93 2.00 2.00 13.00 - 2.00 53.4	0.75 62.3  Max Points 12.0 - 21.18 2.00 3.00 2.00 13.00 - 2.00 1.50 56.7	0% 69%  % 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	- 6.0  Social Points	0.2 8.8 Max Poi
COUNTENDED	Provisions Financial instruments  Y: Malta  Malta	0% 50% 21% 21% 21% 0% 0% 0% 67% 34% 17% 20% 0% 29% 24% 0%	0.88 16.5  Centra  Points  9.25 - 2.00 1.00 - 1.00 20.5	1.75 79.3  Max Points 12.0 4.50 25.25 - 3.00 12.50 18.00 5.00 - 3.50 83.8	17% 9%  L  2  100% 0% 85% 100% 100% 100% 100% 100% 100% 100% 10	0.13 5.8  Points 12.0 17.93 2.00 3.00 2.00 13.00 - 2.00 1.50 53.4	0.75 62.3  Max Points 12.0 - 21.18 2.00 3.00 2.00 13.00 - 2.00 1.50 56.7	0% 63%  x 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	- 6.0  Social Points	0.22 8.6 Max Poi
COUNTENDED	Provisions Financial instruments  Y: Malta  Ing Maturity Reporting Consolidation Fixed assets Intendible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments	0% 50% 21% 21% % 0% 0% 0% 67% 34% 17% 20% 0% 29% 24% 0% 0% 0% 0% 0% 37%	0.88 16.5  Centra  Points 9.25 - 2.00 4.25 3.00 - 1.00 - 1.00 20.5	1.75 79.3  Max Points 12.0 4.50 25.25 - 3.00 12.50 18.00 - 3.50 83.8	17% 9%  L  X  100% 0% 85% 100% 100% 100% 100% 100% 100% 100% 10	0.13 5.8  Points 12.0 17.93 2.00 2.00 13.00 - 2.00 53.4	0.75 62.3  Max Points 12.0 - 21.18 2.00 3.00 2.00 13.00 - 2.00 1.50 56.7	0% 63%  % 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	- 6.0  Social Points	0.22 8.6 Max Poi
COUNTENDED	Provisions Financial instruments  Y: Malta  Ing Maturity Reporting Consolidation Fixed assets Intengible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  Y: Reporting Consolidation Fixed assets Intengible assets Intengible assets Intendiction	0% 50% 21% 21% % 0% 0% 0% 37% 0% 20% 0% 23% 24% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	0.88 16.5  Centra  Points 9.25 - 2.00 1.00 - 1.00 20.5	1.75 79.3  Max Points 12.0 4.50 25.25 - 3.00 12.50 18.00 5.00 - 3.50 83.8	17% 9%  L  2  100% 0% 85% 100% 100% 100% 100% 100% 100% 100% 10	0.13 5.8  Points 12.0 17.93 2.00 3.00 2.00 13.00 - 2.00 1.50 53.4	0.75 62.3  Max Points 12.0 - 21.18 2.00 3.00 2.00 13.00 - 2.00 1.50 56.7	0% 63%  x 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	- 6.0  Social Points	I Max Poi
E10 FOTAL  COUNTRY EVEL: 11 E2 E3 E4 E5 E6 E7 E8 E9 E10 FOTAL  T Maturit E1 E2 E3 E4 E5 E6 E6 E7 E8 E8 E9 E10 FOTAL	Provisions Financial instruments  Y: Malta  Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  W Reporting Consolidation Fixed assets Intangible assets Intangible assets Intangible assets Intangible assets Intangible assets Intangible assets	0% 50% 21% 21% 21% 21% 21% 21% 21% 22% 23% 24% 24% 24% 24% 24%	0.88 16.5  Centra  Points  9.25 - 2.00 4.25 3.00 1.00 - 1.00 20.5	1.75 79.3  Max Points 12.0 4.50 25.25 - 3.00 12.50 18.00 5.00 - 3.50 83.8	17% 9%  100% 0% 85% 100% 100% 100% 100% 100% 100% 100% 10	0.13 5.8  Points 12.00 17.93 2.00 3.00 - 2.00 1.50 53.4	0.75 62.3  Max Points 12.0 - 21.18 2.00 3.00 2.00 13.00 - 2.00 1.50 56.7	0% 63%  x 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	- 6.0  Social Points	I Max Poi
E10 FOTAL  COUNTRY LEVEL:  Accounting E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 FOTAL  T Maturit E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 FOTAL	Provisions Financial instruments  Y: Malta  Ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  Y: Reporting Consolidation Fixed assets Intangible assets Intangible assets Financial instruments	0% 50% 21% 21% 0% 0% 0% 0% 67% 34% 17% 20% 20% 24% 0% 0% 67% 34% 17% 20% 0% 67% 34% 17% 20% 23% 24% 0% 0% 0% 24% 0% 0% 24% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	0.88 16.5  Centra  Points  9.25 - 2.00 4.25 3.00 1.00 - 1.00 20.5	1.75 79.3  Max Points 12.0 4.50 25.25 - 3.00 12.50 5.00 - 3.50 83.8	17% 9%  L 2 100% 0% 85% 100% 100% 100% 100% 100% 100% 100% 10	0.13 5.8  Points 12.00 17.93 2.00 13.00 2.00 15.00 53.4  12.00 17.93 2.00 1.50 53.4	0.75 62.3  Max Points 12.0 - 21.18 2.00 3.00 2.00 13.00 - 2.00 1.50 56.7	0% 69%  % 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	- 6.0  Social  Points	0.2 8.4
E10 TOTAL  COUNTRY LEVEL: Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL  IT Maturit E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 E5 E6 E7 E8 E8 E9 E10 E7 E8	Provisions Financial instruments  Y: Malta  Ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  Interporting Consolidation Fixed assets Intangible assets Intangible assets Interporting Consolidation Fixed assets Interporting Reporting Consolidation Fixed assets Interporting Revenue Revenue Revenue Revenue	0% 50% 21% 21% 21% 0% 0% 0% 67% 34% 17% 20% 0% 23% 24% 0% 0% 37% 0% 0% 20% 0% 20% 0% 20% 0% 20% 2	0.88 16.5  Centra  Points 2.00 4.25 3.00 1.00 - 1.00 20.5	1.75 79.3  Max Points 12.0 4.50 25.25 - 3.00 12.50 18.00 - 3.50 83.8  12.0 4.50 25.25 - 3.00 6.25 18.00	17% 9%  L 2 100% 0% 85% 100% 100% 100% 100% 100% 100% 100% 10	0.13 5.8  Points 12.00 17.93 2.00 13.00 2.00 15.00 53.4  12.0 17.93 2.00 15.00 15.00 17.93 2.00 18.00 19.00 19.00 19.00 19.00 19.00 19.00 19.00 19.00 19.00 19.00 19.00 19.00 19.00 19.00	0.75 62.3  Max Points 12.0 - 21.18 2.00 3.00 2.00 13.00 - 2.00 1.50 56.7	0% 69%  % 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	- 6.0  Social Points	0.22 8.8
E10 TOTAL COUNTRY LEVEL:	Provisions Financial instruments  Y: Malta  Ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  Wy Reporting Consolidation Fixed assets Intangible assets Intangible assets Intangible assets Intangible assets Intangible assets Interpretations Revenue Accruals and expenses Employee benefits	0% 50% 21%  21%  24%  0% 67% 34% 17% 20% 0% 23% 24%  0% 67% 34% 17% 20% 0% 37% 0% 67% 34% 17% 20%	0.88 16.5  Centra  Points  2.00 4.25 3.00 1.00 - 1.00 20.5  9.25 2.00 2.13 3.00 1.00	1.75 79.3  Max Points 12.0 4.50 25.25 - 3.00 12.50 18.00 - 3.50 83.8  12.0 4.50 25.25 - 3.00 6.25 18.00 5.00 - 5.00 - 5.00 - 5.00 - 5.00 - 5.00 - 5.00 - 5.00 - 5.00 - 5.00 - 5.00	17% 9%  100% 0% 85% 100% 100% 100% 100% 100% 100% 100% 10	0.13 5.8  Points 12.0 - 17.93 2.00 13.00 - 2.00 15.00 53.4  12.0 - 17.93 2.00 3.00 - 17.93	0.75 62.3  Max Points 12.0 - 21.18 2.00 3.00 2.00 13.00 - 2.00 1.50 56.7	0% 69%  % 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	- 6.0  Social Points	0.21 8.8

LEVEL:			Centra	ı	L	ocal (As 2	2014)		Social (As	2014)	9	iocial (As	2014)
Accounti	ng Maturity	%	Points	Max Points	%	Points	Max Points	7.	Points	Max Points	- %	Points	Max Points
E1	Reporting	0%	-	10.0	75%	9.0	12.0	75%	3.0	4.0	75%	3.0	4.0
E2	Consolidation	0%	-	6.00	100%	0.50	0.50	0%	-	-	0%	-	-
E3	Fixed assets	71%	20.92	29.43	80%	17.37	21.62	0%	-	-	0%	-	-
E4	Intangible assets	0%	-	2.00	50%	1.00	2.00	0%	-	-	0%	-	-
E5	Inventories	100%	2.50	2.50	17%	0.50	3.00	0%	-	-	0%	-	-
E6	Revenue	42%	5.25	12.50	36%	1.00	2.75	50%	0.25	0.50	25%	0.75	3.00
E7	Accruals and expenses	22%	4.00	18.00	33%	6.00	18.00	100%	11.00	11.00	100%	11.00	11.00
E8	Employee benefits	0%	-	3.00	0%	-	-	20%	1.00	5.00	0%	-	-
E9	Provisions	0%	-	2.00	0%	-	1.00	0%	-	-	0%	-	-
E10	Financial instruments	38%	1.50	4.00	50%	2.00	4.00	0%	-	-	0%	-	-
TOTAL		38%	34.2	89.4	58%	37.4	64.9	74%	15.3	20.5	82%	14.8	18.0
IT Maturit													
E1	Reporting	0%	-	10.0	75%	9.0	12.0	75%	3.0	4.0	75%	3.0	4.0
E2	Consolidation	0%	-	6.00	100%	0.50	0.50	0%	-	-	0%	-	-
E3	Fixed assets	71%	20.92	29.43	80%	17.37	21.62	0%	-	-	0%	-	-
E4	Intangible assets	0%	-	2.00	50%	1.00	2.00	0%	-	-	0%	-	-
E5	Inventories	100%	2.50	2.50	17%	0.50	3.00	0%	-	-	0%	-	-
E6	Revenue	42%	2.63	6.25	36%	0.50	1.38	50%	0.13	0.25	25%	0.38	1.50
	Accruals and expenses	22%	4.00	18.00	33%	6.00	18.00	100%	11.00	11.00	100%	11.00	11.00
	Employee benefits	0%	-	3.00	0%	-	-	20%	1.00	5.00	0%	-	-
E8				- 1	0%	-	-	0%	-	-	0%	-	-
E8 E9	Provisions	0%											
E7 E8 E9 E10 TOTAL	Provisions Financial instruments	38% 39%	0.75 <b>30.8</b>	2.00 <b>79.2</b>	50% <b>59%</b>	1.00 35.9	2.00 <b>60.5</b>	0% 75%	15.1	20.3	0% 87%	14.4	16.5

TOTAL	Financial instruments	38%	0.75	2.00	50%	1.00	2.00	0%		-	4 ⊢	0%	
TOTAL		39%	30.8	79.2	59%	35.9	60.5	75>	4 15.1	20.3	┙┕	87% 14	.4 16.5
	'												
COUNTR	RY: Poland												
LEVEL:				Centra	l		Lo	cal (As Ce	entral)		Se	ocial (As C	entral)
										_			
Accoun	ting Maturity		%	Points	Max Point	s	7.	Points	Max Points		%	Points	Max Points
E1	Reporting	$\neg$	75%	9.0	12.0	7 1	75%	9.0	12.0	Г	63%	2.5	4.0
E2	Consolidation	$\neg$	75%	3.75	5.00	7	75%	3.75	5.00		0%	-	-
E3	Fixed assets		86%	26.43	30.68		86%	26.43	30.68		0%	-	-
E4	Intangible assets		75%	1.50	2.00	7	75%	1.50	2.00		0%	-	-
E5	Inventories		100%	3.00	3.00	7	100%	3.00	3.00		0%	-	-
E6	Revenue		46%	5.75	12.50	1	46%	5.75	12.50		17%	0.50	3.00
E <b>7</b>	Accruals and expens	ses	72%	13.00	18.00	1	72%	13.00	18.00		72%	13.00	18.00
E8	Employee benefits		50%	1.00	2.00	1	50%	1.00	2.00		50%	1.00	2.00
E9	Provisions		0%	-	1.00	1	0%	-	1.00		0%	-	-
E10	Financial instrument	s	21%	0.75	3.50	1	21%	0.75	3.50		20%	0.50	2.50
TOTAL		_				-1 1							
			72%	64.2	89.7		72%	64.2	89.7		59%	17.5	29.5
		$\dashv$	72%	64.2	89.7	ا ل	72%	64.2	89.7	l L	59%	17.5	29.5
		$\dashv$	72%	64.2	89.7	J	72%	64.2	89.7	L	59%	17.5	29.5
	ity		72%	64.2	89.7	J	72%	64.2	89.7	l L	59%	17.5	29.5
T Matur			75%	9.0	<b>89.7</b>	י ב	<b>72%</b> 75%	9.0	12.0	l L	<b>59%</b>	2.5	29.5
I <b>T M</b> aturi E1	Reporting Consolidation					-1 1				L			
I <b>T M</b> aturi E1 E2	Reporting		75%	9.0	12.0		75%	9.0	12.0		63%	2.5	4.0
IT Maturi E1 E2 E3	Reporting Consolidation		75% 75%	9.0 3.75	12.0 5.00		75% 75%	9.0 3.75	12.0 5.00		63% 0%	2.5	4.0
IT Maturi E1 E2 E3	Reporting Consolidation Fixed assets		75% 75% 86%	9.0 3.75 26.43	12.0 5.00 30.68		75% 75% 86%	9.0 3.75 26.43	12.0 5.00 30.68		63% 0% 0%	2.5	4.0
IT Maturi E1 E2 E3 E4 E5	Reporting Consolidation Fixed assets Intangible assets		75% 75% 86% 75%	9.0 3.75 26.43 1.50	12.0 5.00 30.68 2.00		75% 75% 86% 75%	9.0 3.75 26.43 1.50	12.0 5.00 30.68 2.00		63% 0% 0% 0%	2.5	4.0 - -
IT Maturi E1 E2 E3 E4 E5 E6	Reporting Consolidation Fixed assets Intangible assets Inventories	ses	75% 75% 86% 75% 100%	9.0 3.75 26.43 1.50 3.00	12.0 5.00 30.68 2.00 3.00		75% 75% 86% 75% 100%	9.0 3.75 26.43 1.50 3.00	12.0 5.00 30.68 2.00 3.00		63% 0% 0% 0% 0%	2.5	4.0 - - -
IT Maturi E1 E2 E3 E4 E5 E6	Reporting Consolidation Fixed assets Intangible assets Inventories Revenue	ses	75% 75% 86% 75% 100% 46%	9.0 3.75 26.43 1.50 3.00 2.88	12.0 5.00 30.68 2.00 3.00 6.25		75% 75% 86% 75% 100% 46%	9.0 3.75 26.43 1.50 3.00 2.88	12.0 5.00 30.68 2.00 3.00 6.25		63% 0% 0% 0% 0% 0%	2.5 - - - - - 0.25	4.0 - - - - 1.50
IT Maturi E1 E2 E3 E4 E5 E6 E7 E8	Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expen-	Sés	75% 75% 86% 75% 100% 46% 72%	9.0 3.75 26.43 1.50 3.00 2.88 13.00	12.0 5.00 30.68 2.00 3.00 6.25		75% 75% 86% 75% 100% 46% 72%	9.0 3.75 26.43 1.50 3.00 2.88 13.00	12.0 5.00 30.68 2.00 3.00 6.25 18.00		63% 0% 0% 0% 0% 17% 72%	2.5 - - - - 0.25 13.00	4.0 - - - 1.50
IT Maturi E1 E2 E3 E4 E5 E6 E7	Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expeni		75% 75% 86% 75% 100% 46% 72% 50%	9.0 3.75 26.43 1.50 3.00 2.88 13.00	12.0 5.00 30.68 2.00 3.00 6.25		75% 75% 86% 75% 100% 46% 72% 50%	9.0 3.75 26.43 1.50 3.00 2.88 13.00	12.0 5.00 30.68 2.00 3.00 6.25 18.00		63% 0% 0% 0% 0% 17% 72% 50%	2.5 - - - - 0.25 13.00 1.00	4.0 - - - 1.50

LEVEL:			Central			State			State 2			Local			Social	
Accoun	ting Maturity	- %	Points	Max Points	- %	Points	Max Points	- %	Points	Max Points	~	Points	Max Points	%	Points	Max Point
E1	Reporting	54%	6.5	12.0	0%	-	12.0	79%	9.5	12.0	75%	7.5	10.0	94%	3.8	4.1
2	Consolidation	50%	3.50	7.00	0%	-	6.50	0%	-	7.00	86%	6.00	7.00	0%	-	-
3	Fixed assets	92%	24.43	26.43	70%	18.37	26.37	86%	23.18	26.93	83%	22.43	26.93	0%	-	-
4	Intangible assets	88%	1.75	2.00	0%	-	-	50%	1.00	2.00	88%	1.75	2.00	0%	-	-
5	Inventories	100%	3.00	3.00	80%	2.00	2.50	50%	1.50	3.00	67%	2.00	3.00	0%	-	-
6	Revenue	32%	3.25	10.25	34%	4.25	12.50	30%	4.25	14.00	47%	5.50	11.75	33%	1.00	3.0
7	Accruals and expenses	22%	4.00	18.00	22%	4.00	18.00	61%	11.00	18.00	61%	11.00	18.00	61%	9.50	15.5
8	Employee benefits	100%	1.00	1.00	100%	1.00	1.00	100%	1.00	1.00	0%	-	-	50%	1.00	2.0
9	Provisions	100%	1.00	1.00	0%	-	1.00	100%	1.00	1.00	100%	2.00	2.00	0%	-	-
10	Financial instruments	44%	1.75	4.00	19%	0.75	4.00	75%	3.00	4.00	25%	1.00	4.00	100%	1.00	1.0
					00						70	F0.0		0.4		
	TOTAL	59%	50.2	84.7	36%	30.4	83.9	62%	55.4	88.9	70%	59.2	84.7	64%	16.3	25.
		59%	<b>50.2</b>	12.0	36%	30.4	83.9	62%	<b>55.4</b> 9.5	12.0	70%	7.5	84.7	94%	16.3 3.8	25.
1	ity															4.
1	ity Reporting	54%	6.5	12.0	0%	-	12.0	79%	9,5	12.0	75%	7.5	10.0	94%	3.8	4.
1 2 3	ity Reporting Consolidation	54% 50%	6.5 3.50	12.0 7.00	0%	-	12.0 6.50	79% 0%	9.5	12.0 7.00	75% 86%	7.5 6.00	10.0 7.00	94%	3.8	4.
1 2 3 4	Reporting Consolidation Fixed assets	54½ 50½ 92½	6.5 3.50 24.43	12.0 7.00 26.43	0% 0% 70%	- - 18.37	12.0 6.50 26.37	79% 0% 86%	9.5 - 23.18	12.0 7.00 26.93	75% 86% 83%	7.5 6.00 22.43	10.0 7.00 26.93	94½ 0½ 0½	3.8	4.
1 2 3 4	Reporting Consolidation Fixed assets Intangible assets	54% 50% 92% 88%	6.5 3.50 24.43 1.75	12.0 7.00 26.43 2.00	0% 0% 70% 0%	18.37	12.0 6.50 26.37	79% 0% 86% 50%	9.5 - 23.18 1.00	12.0 7.00 26.93 2.00	75% 86% 83% 88%	7.5 6.00 22.43 1.75	10.0 7.00 26.93 2.00	94½ 0½ 0½ 0%	3.8	4
1 2 3 4 5	Reporting Consolidation Fixed assets Intangible assets Inventories	54% 50% 92% 88% 100%	6.5 3.50 24.43 1.75 3.00	12.0 7.00 26.43 2.00 3.00	0% 0% 70% 0% 80%	- - 18.37 - 2.00	12.0 6.50 26.37 - 2.50	79% 0% 86% 50% 50%	9.5 - 23.18 1.00	12.0 7.00 26.93 2.00 3.00	75% 86% 83% 88% 67%	7.5 6.00 22.43 1.75 2.00	10.0 7.00 26.93 2.00 3.00	94% 0% 0% 0% 0%	3.8	4
1 2 3 4 5 6	Reporting Consolidation Fixed assets Intangible assets Inventories Revenue	54½ 50½ 92½ 88½ 100½ 32½	6.5 3.50 24.43 1.75 3.00 1.63	12.0 7.00 26.43 2.00 3.00 5.13	0% 0% 70% 0% 80% 34%	- - - 18.37 - 2.00 2.13	12.0 6.50 26.37 - 2.50 6.25	79% 0% 86% 50% 50% 30%	9.5 - 23.18 1.00 1.50 2.13	12.0 7.00 26.93 2.00 3.00 7.00	75½ 86½ 83½ 88½ 67½ 47½	7.5 6.00 22.43 1.75 2.00 2.75	10.0 7.00 26.93 2.00 3.00 5.88	94% 0% 0% 0% 0% 0% 33%	3.8 - - - - - 0.50	
1 2 3 4 5 6 7	Reporting  Consolidation Fixed assets Intendible assets Inventories Revenue Accruals and expenses	54% 50% 92% 88% 100% 32% 22%	6.5 3.50 24.43 1.75 3.00 1.63 4.00	12.0 7.00 26.43 2.00 3.00 5.13	0% 0% 70% 0% 80% 34% 22%	- - 18.37 - 2.00 2.13 4.00	12.0 6.50 26.37 - - 2.50 6.25 18.00	79% 0% 86% 50% 50% 30% 61%	9.5 - 23.18 1.00 1.50 2.13 11.00	12.0 7.00 26.93 2.00 3.00 7.00	75½ 86½ 83½ 88½ 67½ 47½ 61½	7.5 6.00 22.43 1.75 2.00 2.75	10.0 7.00 26.93 2.00 3.00 5.88	94% 0% 0% 0% 0% 0% 33% 61%	3.8 - - - - 0.50 9.50	4. - - - - 1.5
T Matur =1 =2 =3 =4 =5 =6 =7 =8 =9 =10	Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits	54% 50% 92% 88% 100% 32% 22% 100%	6.5 3.50 24.43 1.75 3.00 1.63 4.00	12.0 7.00 26.43 2.00 3.00 5.13	0% 0% 70% 0% 80% 34% 22% 100%	- - 18.37 - 2.00 2.13 4.00 1.00	12.0 6.50 26.37 - - 2.50 6.25 18.00	79% 0% 86% 50% 50% 30% 61% 100%	9.5 - 23.18 1.00 1.50 2.13 11.00	12.0 7.00 26.93 2.00 3.00 7.00 18.00	75½ 86½ 83½ 88½ 67½ 47½ 61½ 0½	7.5 6.00 22.43 1.75 2.00 2.75 11.00	10.0 7.00 26.93 2.00 3.00 5.88 18.00	94% 0% 0% 0% 0% 0% 33% 61% 50%	3.8 - - - - 0.50 9.50 1.00	4. - - - 1.5 15.5 2.0

COUNTR	Y: Romania									
LEVEL:			Centra	al .	Lo	cal (As Co	entral)	So	cial (As C	entral)
Accounti	ing Maturity	×	Points	Max Points	<u> </u>	Points	Max Points	×	Points	Max Points
E1	Reporting	100%	12.0	12.0	100%	12.0	12.0	0%	-	4.0
E2	Consolidation	86%	6.00	7.00	86%	6.00	7.00	0%	-	-
E3	Fixed assets	83%	24.45	29.45	83%	24.45	29.45	0%	-	-
E4	Intangible assets	88%	1.75	2.00	88%	1.75	2.00	0%	-	-
E5	Inventories	83%	2.50	3.00	83%	2.50	3.00	0%	-	-
E6	Revenue	50%	6.50	13.00	50%	6.50	13.00	17%	0.50	3.00
E7	Accruals and expenses	50%	9.00	18.00	50%	9.00	18.00	50%	9.00	18.00
E8	Employee benefits	20%	1.00	5.00	20%	1.00	5.00	20%	1.00	5.00
E9	Provisions	100%	1.00	1.00	100%	1.00	1.00	0%	-	-
E10	Financial instruments	67%	2.00	3.00	67%	2.00	3.00	50%	1.00	2.00
TOTAL		71%	66.2	93.5	71%	66.2	93.5	36%	11.5	32.0
IT Maturit	ty					_				
E1	Reporting	100%	12.0	12.0	100%	12.0	12.0	0%	-	4.0
E2	Consolidation	86%	6.00	7.00	86%	6.00	7.00	0%	-	-
E3	Fixed assets	83%	24.45	29.45	83%	24.45	29.45	0%	-	-
E4	Intangible assets	88%	1.75	2.00	88%	1.75	2.00	0%	-	-
E5	Inventories	83%	2.50	3.00	83%	2.50	3.00	0%	-	-
E6	Revenue	50%	3.25	6.50	50%	3.25	6.50	17%	0.25	1.50
E7	Accruals and expenses	50%	9.00	18.00	50%	9.00	18.00	50%	9.00	18.00
EO	1	2017	1.00	5.00	20%	1.00	5.00	20%	1.00	5.00
E0	Employee benefits	20%								
	Employee benefits Provisions	0%	-	-	0%	-	-	0%	-	-
E9				- 1.50		1.00	1.50	0% 50%	- 0.50	1.00
E8 E9 E10 TOTAL	Provisions Financial instruments	0%	-	-	0%	<del>                                     </del>	1.50 <b>84.5</b>			
E9 E10 TOTAL COUNTR	Provisions Financial instruments	0% 67%	1.00	- 1.50 <b>84.5</b>	0% 67% <b>72%</b>	1.00	84.5	50% 36%	0.50	1.00 29.5
E9 E10 TOTAL COUNTR LEVEL:	Provisions Financial instruments	0% 67%	1.00 61.0	- 1.50 <b>84.5</b>	0% 67% <b>72%</b>	1.00 <b>61.0</b>	84.5	50% 36%	0.50 10.8	1.00 29.5
E9 E10 TOTAL COUNTR LEVEL:	Provisions Financial instruments  Y: Slovakia	0% 67% 72%	- 1.00 61.0	- 1.50 <b>84.5</b>	0% 67% 72%	1.00 61.0	84.5	50% 36% So	0.50 10.8	1.00 29.5
E9 E10 TOTAL  COUNTR LEVEL: Account	Provisions Financial instruments  Y: Slovakia	0% 67% 72%	- 1.00 61.0 Centra	- 1.50 84.5	0% 67% 72%	1.00 61.0 ccal (As Ce	84.5 entral) Max Points	50% 36% So	0.50 10.8 cial (As C	1.00 29.5 entral) Max Points
E9 E10 TOTAL  COUNTR LEVEL: Accounti E1 E2	Provisions Financial instruments  Y: Slovakia  ing Maturity Reporting	0% 67% 72% 22%	- 1.00 61.0  Centra  Points 9.0	- 1.50 84.5 Max Points	0% 67% 72% Lo	1.00 61.0 ceal (As Ce	84.5 entral) Max Points 12.0	50% 36% So %	0.50 10.8 cial (As Co	1.00 29.5  entral)  Max Points 4.0
E9 E10 TOTAL  COUNTR LEVEL: Accounti E1 E2 E3	Provisions Financial instruments  Y: Slovakia  ing Maturity  Reporting Consolidation	0% 67% 72% 72%	- 1.00 61.0 Centra Points 9.0 7.00	- 1.50 84.5 Max Points 12.0 7.00	0% 67% 72% Lo % 75% 100%	1.00 61.0 ceal (As Ce Points 9.0 7.00	84.5  Potral)  Max Points  12.0  7.00	50% 36% So 2 0% 0%	0.50 10.8 cial (As Co	1.00 29.5  entral)  Max Points 4.0 -
E9 E10 TOTAL  COUNTR LEVEL: Account E1 E2 E3 E4 E5	Provisions Financial instruments  Y: Slovakia  Instructiv  Reporting Consolidation Fixed assets Intangible assets Inventories	0% 67% 72% 72% 2 75% 100% 97% 100%	- 1.00 61.0 61.0 Centra Points 9.0 7.00 29.00 2.00 3.00	- 1.50 <b>84.5</b> <b>Max Points</b> 12.0 7.00 30.00 2.00 3.00	0% 67% 72% Lo % 75% 100% 97% 100%	1.00 61.0 Points 9.0 7.00 29.00 2.00 3.00	Max Points 12.0 7.00 30.00 2.00 3.00	50% 36% So  % 0% 0% 0% 0% 0% 0%	0.50 10.8  cial (As Co	1.00 29.5  Max Points 4.0
E9 E10 TOTAL  COUNTR LEVEL:  Accounti E1 E2 E3 E4 E5 E6	Provisions Financial instruments  Y: Slovakia  Y: Slovakia  Ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue	0% 67% 72% 72% 2 75% 100% 97% 100% 100% 56%		- 1.50 <b>84.5</b> <b>Max Points</b> 12.0 7.00 30.00 2.00 3.00 13.00	0% 67% 72% Lo 2 75% 100% 97% 100% 100% 56%	1.00 61.0 Points 9.0 7.00 29.00 2.00 3.00 7.25	Max Points 12.0 7.00 30.00 2.00 3.00 13.00	50% 36% So  % 0% 0% 0% 0% 0% 0% 17%	0.50 10.8  cial (As C	1.00 29.5 entral) Max Points 4.0 3.00
E9 E10 TOTAL  COUNTR LEVEL: Accounti E1 E2 E3 E4 E5 E6 E7	Provisions Financial instruments  Y: Slovakia  Instructiv  Reporting Consolidation Fixed assets Intangible assets Inventories	0% 67% 72% 72% 2 75% 100% 97% 100% 56% 56%		1.50 84.5  Max Points 12.0 7.00 30.00 2.00 3.00 13.00 18.00	0% 67% 72% Lo % 75% 100% 97% 100%	1.00 61.0 Points 9.0 7.00 29.00 2.000 3.00 7.25	Max Points 12.0 7.00 30.00 2.00 3.00 13.00 18.00	50% 36% So % 0% 0% 0% 0% 17% 58%	0.50 10.8  cial (As Co	1.00 29.5 Max Points 4.0 - - - 3.00 18.00
E9 E10 TOTAL  COUNTR LEVEL: Accounti E1 E2 E3 E4 E5 E6 E7 E8	Provisions Financial instruments  Y: Slovakia  Y: Slovakia  Ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue	0% 67% 72% 72% 2 75% 100% 97% 100% 100% 56% 56% 60%		- 1.50 84.5 Max Points 12.0 7.00 30.00 2.00 3.00 13.00 18.00 5.00	0% 67% 72% Lo 2 75% 100% 97% 100% 100% 56%	1.00 61.0 Points 9.0 7.00 29.00 2.00 7.25 10.00	84.5  Max Points  12.0  7.00  30.00  2.00  3.00  13.00  18.00  5.00	50% 36%  So  % 0% 0% 0% 0% 0% 17% 56% 60%	0.50 10.8  cial (As C	1.00 29.5 entral) Max Points 4.0 3.00
E9 E10 TOTAL  COUNTR LEVEL: Accounti E1 E2 E3 E4 E5 E6 E7	Provisions Financial instruments  Y: Slovakia  Y: Slovakia  Ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses	0% 67% 72% 72% 2 75% 100% 97% 100% 56% 56%		1.50 84.5  Max Points 12.0 7.00 30.00 2.00 3.00 13.00 18.00	0% 67% 72%  Lo  X 75% 100% 97% 100% 100% 58%	1.00 61.0 Points 9.0 7.00 29.00 2.000 3.00 7.25	Max Points 12.0 7.00 30.00 2.00 3.00 13.00 18.00	50% 36% So % 0% 0% 0% 0% 17% 58%	0.50 10.8  cial (As Co	1.00 29.5 Max Points 4.0 - - - 3.00 18.00
E9 E10 TOTAL  COUNTR LEVEL: Accounti E1 E2 E3 E4 E5 E6 E7 E8	Provisions Financial instruments  Y: Slovakia  Y: Slovakia  Ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Acoruals and expenses Employee benefits	0% 67% 72% 72% 2 75% 100% 97% 100% 100% 56% 56% 60%		- 1.50 84.5 Max Points 12.0 7.00 30.00 2.00 3.00 13.00 18.00 5.00	0% 67% 72%  Lo  X 75% 100% 97% 100% 100% 56% 56% 60%	1.00 61.0 Points 9.0 7.00 29.00 2.00 7.25 10.00	84.5  Max Points  12.0  7.00  30.00  2.00  3.00  13.00  18.00  5.00	50% 36%  So  % 0% 0% 0% 0% 0% 17% 56% 60%	0.50 10.8  cial (As Co	1.00 29.5 Max Points 4.0 - - - 3.00 18.00 5.00
E9 E10 TOTAL  COUNTR LEVEL:  Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9	Provisions Financial instruments  Y: Slovakia  Ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions	0% 67% 72% 72% 2 75% 100% 97% 100% 56% 56% 60%			0% 67% 72%  Lo  % 75% 100% 97% 100% 56% 56% 60% 100%	1.00 61.0 Foot   1.00   61.0 Foo	84.5  Max Points  12.0  7.00  30.00  2.00  3.00  13.00  18.00  5.00  1.00	50% 36%  So  2  0% 0% 0% 0% 0% 17% 56% 60% 0%	0.50 10.8  cial (As Co	1.00 29.5  Max Points  4.0  3.00 18.00 5.00
E9 E10 TOTAL  COUNTR LEVEL: Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10	Provisions Financial instruments  Y: Slovakia  Y: Slovakia  Y: Slovakia  Ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Acoruals and expenses Employee benefits Provisions Financial instruments	0% 67% 72% 72% 2 75% 100% 97% 100% 100% 56% 60% 100% 63%			0% 67% 72%  Lo  % 75% 100% 97% 100% 100% 56% 56% 60% 100% 63%	1.00 61.0 Points 9.0 7.00 29.00 2.00 3.00 7.25 10.00 3.00 1.00	84.5  Max Points  12.0  7.00  30.00  2.00  3.00  13.00  18.00  5.00  1.00  4.00	50% 36% 36% % 0% 0% 0% 0% 0% 17% 56% 60% 0% 33%	0.50 10.8  Points 0.50 10.00 3.00 - 1.00	1.00 29.5 Pentral)  Max Points  4.0
E9 E10 TOTAL  COUNTR LEVEL:  Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL	Provisions Financial instruments  Y: Slovakia  Y: Slovakia  Y: Slovakia  Ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Acoruals and expenses Employee benefits Provisions Financial instruments	0% 67% 72% 72% 2 75% 100% 97% 100% 100% 56% 60% 100% 63%			0% 67% 72%  Lo  % 75% 100% 97% 100% 100% 56% 56% 60% 100% 63%	1.00 61.0 Points 9.0 7.00 29.00 2.00 3.00 7.25 10.00 3.00 1.00	84.5  Max Points  12.0  7.00  30.00  2.00  3.00  13.00  18.00  5.00  1.00  4.00	50% 36% 36% % 0% 0% 0% 0% 0% 17% 56% 60% 0% 33%	0.50 10.8  Points 0.50 10.00 3.00 - 1.00	1.00 29.5 Pentral)  Max Points  4.0
E9 E10 TOTAL  COUNTR LEVEL: Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL	Provisions Financial instruments  Y: Slovakia  Y: Slovakia  Y: Slovakia  Y: Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Acoruals and expenses Employee benefits Provisions Financial instruments	0% 67% 72% 72%  2 75% 100% 97% 100% 56% 56% 60% 100% 63% 78%		- 1.50 84.5  Max Points 12.0 7.00 30.00 2.00 3.00 13.00 18.00 5.00 1.00 4.00 95.0	0% 67% 72%  Lo  X 75% 100% 97% 100% 56% 60% 100% 63% 78%	1.00 61.0 Points 9.00 29.00 2.00 3.00 7.25 10.00 3.00 1.00 73.8	84.5  Max Points  12.0  7.00  30.00  2.00  3.00  13.00  18.00  5.00  1.00  4.00  95.0	50% 36% So  X 0% 0% 0% 0% 17% 56% 60% 0% 33% 44%	0.50 10.8  Points 0.50 10.00 3.00 14.5	1.00 29.5  Max Points  4.0  3.00 18.00 - 3.00 33.0
E9 E10 TOTAL  COUNTR LEVEL: Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL	Provisions Financial instruments  Y: Slovakia  Y: Slovakia  Y: Slovakia  Maturity  Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments	0% 67% 72%  72%  x 75% 100% 97% 100% 56% 56% 60% 100% 63% 78%			0% 67% 72%  Lo  X 75% 100% 97% 100% 56% 56% 60% 100% 63% 78%	1.00 61.0 Foot   1.00   61.0 Foo	84.5  Max Points  12.0  7.00  30.00  2.00  3.00  13.00  18.00  5.00  1.00  4.00  95.0	50% 36%  So  % 0% 0% 0% 0% 17% 56% 60% 0% 44%	0.50 10.8  Points 0.50 10.00 3.00 - 1.00 14.5	1.00 29.5  Max Points 4.0 3.00 18.00 - 3.00 33.0
E9 E10 TOTAL  COUNTR LEVEL:  Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL  IT Maturit E1 E2 E3	Provisions Financial instruments  Y: Slovakia  Y: Slovakia  Ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments	0% 67% 72%  24 75% 100% 97% 100% 56% 56% 60% 100% 63% 78%			0% 67% 72%  Lo  X 75% 100% 97% 100% 56% 56% 60% 100% 63% 78%	1.00 61.0  Points 9.0 7.00 29.00 3.00 7.25 10.00 3.00 7.25 73.8	84.5  Max Points  12.0  7.00  30.00  2.00  3.00  13.00  18.00  5.00  1.00  4.00  95.0	50% 36% 36%  % 0% 0% 0% 0% 17% 56% 60% 0% 44%  0% 0%	0.50 10.8  Points 0.50 10.00 3.00 - 1.00 14.5	1.00 29.5  Max Points 4.0 3.00 18.00 - 3.00 3.00 4.0
E9 E10 TOTAL  COUNTR LEVEL: Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL  IT Maturit E1 E2 E3 E4	Provisions Financial instruments  Y: Slovakia  Ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  ty Reporting Consolidation Fixed assets	0% 67% 72% 72%  % 75% 100% 97% 100% 56% 60% 100% 63% 78% 75% 100% 97%			0% 67% 72%  Lo  X 75% 100% 97% 100% 56% 56% 60% 100% 63% 78%	1.00 61.0 61.0 61.0 61.0 61.0 61.0 61.0	84.5  Max Points  12.0  7.00  30.00  2.00  13.00  13.00  18.00  5.00  1.00  4.00  95.0  12.0  7.00  30.00	50% 36% 36%  % 0% 0% 0% 0% 0% 17% 56% 60% 0% 44%  0% 0% 0% 0% 0% 0%	0.50 10.8  Points 0.50 10.00 3.00 - 1.00 14.5	1.00 29.5  Max Points  4.0  3.00 18.00 5.00 - 3.00 33.0
E9 E10 TOTAL  COUNTR LEVEL: Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL  IT Maturit E1 E2 E3 E4 E5 E1 E2 E3 E4	Provisions Financial instruments  Y: Slovakia  Ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  ty Reporting Consolidation Fixed assets Intangible assets	0% 67% 72% 72%  24 75% 100% 97% 100% 56% 56% 60% 100% 63% 78% 100% 97% 100% 97% 100%			0% 67% 72%  Lo  2  75% 100% 97% 100% 56% 56% 60% 100% 63% 78% 100% 97% 100% 97% 100%	1.00 61.0  Points 9.0 7.00 29.00 3.00 7.05 10.00 3.00 7.05 73.8	84.5  Max Points  12.0  7.00  30.00  2.00  13.00  13.00  10.00  4.00  95.0  12.0  7.00  30.00  2.00	50% 36% 36%  % 0% 0% 0% 0% 17% 56% 60% 0% 44%  0% 0% 0% 0% 0% 0% 0%	0.50 10.8  Points 0.50 10.00 3.00 - 1.00 14.5	1.00 29.5  Max Points  4.0  3.00 18.00 5.00 - 3.00 33.0
E9 E10 TOTAL  COUNTR LEVEL:  Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL  IT Maturit E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 E1 E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 E1 E1 E2 E3 E4 E5 E6	Provisions Financial instruments  Y: Slovakia  Ing Maturity Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  Ty Reporting Consolidation Fixed assets Intangible assets Intangible assets Intangible assets	0% 67% 72%  72%  75% 100% 97% 100% 56% 60% 100% 63% 78% 100% 97% 100% 97% 100% 100% 56%		- 1.50 84.5  Max Points 12.0 7.00 30.00 2.00 3.00 13.00 18.00 5.00 1.00 4.00 95.0  12.0 7.00 30.00 2.00 30.00 6.50	0% 67% 72%  Lo  2  75% 100% 97% 100% 56% 60% 100% 63% 78% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97%	1.00 61.0 61.0 61.0 61.0 61.0 61.0 61.0	84.5  Max Points  12.0  7.00  30.00  2.00  3.00  13.00  18.00  5.00  1.00  4.00  95.0  12.0  7.00  30.00  2.00  30.00  2.00  30.00  2.00  30.00  2.00  30.00  6.50	50% 36% 36% % 0% 0% 0% 0% 0% 17% 56% 60% 0% 33% 44%	0.50 10.8  Points  0.50 10.00 10.00 14.5	1.00 29.5  Max Points  4.0  3.00 18.00 5.00 - 3.00 33.0  4.0 1.50
E9 E10 TOTAL  COUNTR LEVEL: Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL  IT Maturit E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 E1 E1 E2 E3 E4 E5 E6 E7	Provisions Financial instruments  Y: Slovakia  Y: Slovakia  Y: Slovakia  Y: Provisions Financial instruments  Intangible assets Inventories Revenue Acoruals and expenses Employee benefits Provisions Financial instruments  Ty  Reporting Consolidation Fixed assets Intangible assets Intangible assets Intangible assets Intangible assets Inventories Revenue	0% 67% 72%  72%  75% 100% 97% 100% 56% 60% 100% 63% 78%  75% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100%			0% 67% 72%  Lo  X 75% 100% 97% 100% 56% 60% 100% 63% 78%  75% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100%	1.00 61.0 61.0 61.0 61.0 61.0 61.0 61.0	84.5  Max Points  12.0  7.00  30.00  2.00  3.00  13.00  18.00  5.00  1.00  4.00  95.0  12.0  7.00  30.00  2.00  30.00  12.0  12.0  12.0  12.0  12.0  12.0  12.0  12.0  12.0  12.0  12.0  12.0  12.0  12.0  12.0  12.0  12.0  13.00  13.00  13.00  13.00  13.00  14.00	50% 36% 36%  % 0% 0% 0% 0% 17% 56% 60% 0% 44%  0% 0% 0% 0% 17% 56% 60% 0% 0% 17% 56%	0.50 10.8  Points  0.50 10.00 3.00 - 1.00 14.5	1.00 29.5  Max Points 4.0 3.00 18.00 - 3.00 3.00 - 1.00
E9 E10 TOTAL  COUNTR LEVEL: Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL  IT Maturit E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 E1 E2 E3 E4 E5 E6 E7 E8 E8	Provisions Financial instruments  Y: Slovakia  Y: Slovakia  Y: Slovakia  Y: Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  ty  Reporting Consolidation Fixed assets Intangible assets Intangible assets Intangible assets Intangible assets Intangible assets Intendiction Fixed assets Intendiction Fixed assets Intendiction Fixed assets Intendiction Fixed assets Intendiction Revenue Accruals and expenses Employee benefits	0% 67% 72% 72% 75% 100% 97% 100% 56% 60% 100% 97% 100% 97% 100% 97% 100% 56% 60%		- 1.50 84.5  Max Points 12.0 7.00 30.00 2.00 3.00 13.00 18.00 5.00 1.00 4.00 95.0  12.0 7.00 30.00 2.00 30.00 6.50	0% 67% 72%  Lo  2  75% 100% 97% 100% 56% 60% 100% 63% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100%	1.00 61.0 61.0 61.0 61.0 61.0 61.0 61.0	84.5  Max Points  12.0  7.00  30.00  2.00  3.00  13.00  18.00  5.00  1.00  4.00  95.0  12.0  7.00  30.00  2.00  30.00  2.00  30.00  2.00  30.00  2.00  30.00  6.50	50% 36% 36%  % 0% 0% 0% 0% 0% 17% 56% 60% 0% 0% 0% 0% 0% 17% 56% 60% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	0.50 10.8  Points 0.50 10.00 3.00 - 1.00 14.5	1.00 29.5  Max Points  4.0  3.00 18.00 5.00 - 3.00 33.0  4.0 1.50
E9 E10 TOTAL  COUNTR LEVEL: Accounti E1 E2 E3 E4 E5 E6 E7 E8 E9 E10 TOTAL	Provisions Financial instruments  Y: Slovakia  Y: Slovakia  Y: Slovakia  Y: Reporting Consolidation Fixed assets Intangible assets Inventories Revenue Accruals and expenses Employee benefits Provisions Financial instruments  ty  Reporting Consolidation Fixed assets Intangible assets Intangible assets Intangible assets Intangible assets Inventories Revenue Accruals and expenses	0% 67% 72%  72%  75% 100% 97% 100% 56% 60% 100% 63% 78%  75% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100%			0% 67% 72%  Lo  X 75% 100% 97% 100% 56% 60% 100% 63% 78%  75% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100% 97% 100%	1.00 61.0 61.0 61.0 61.0 61.0 61.0 61.0	84.5  Max Points  12.0  7.00  30.00  2.00  13.00  18.00  5.00  1.00  4.00  95.0  12.0  7.00  30.00  2.00  30.00  18.00  5.00  18.00  5.00  18.00  5.00	50% 36% 36%  % 0% 0% 0% 0% 17% 56% 60% 0% 44%  0% 0% 0% 0% 17% 56% 60% 0% 0% 17% 56%	0.50 10.8  Points 0.50 10.00 3.00 - 1.00 14.5	1.00 29.5  Max Points  4.0 3.00 18.00 5.00 - 3.00 33.0  4.0 1.50 18.00 5.00

LEVEL:	
Accounting	g Maturity
E1	Reporting
E2	Consolidation
E3	Fixed assets
E4	Intangible assets
E5	Inventories
E6	Revenue
E7	Accruals and expenses
E8	Employee benefits
E9	Provisions
E10	Financial instruments
	1

COUNTRY: Slovenia

%	Points	Max Points
100%	12.0	12.0
79%	5.50	7.00
87%	27.00	31.00
88%	1.75	2.00
100%	3.00	3.00
39%	5.00	12.75
44%	8.00	18.00
0%	-	-
0%	-	-
50%	1.50	3.00
72%	63.8	88.8

Central

%	Points	Max Points
100%	12.0	12.0
79%	5.50	7.00
87%	27.00	31.00
88%	1.75	2.00
100%	3.00	3.00
39%	5.00	12.75
44%	8.00	18.00
0%	-	-
0%	-	-
50%	1.50	3.00
72%	63.8	88.8

Local (As Central) Social (As Central)

%	Points	Max Points
0%	-	4.0
0%	-	-
0%	-	-
0%	-	-
0%	-	-
8%	0.25	3.00
44%	8.00	18.00
0%	-	-
0%	-	-
50%	1.00	2.00
34%	9.3	27.0

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TOTAL

E1	Reporting	
E2	Consolidation	
E3	Fixed assets	
E4	Intangible assets	
E5	Inventories	
E6	Revenue	
E7	Accruals and expenses	
E8	Employee benefits	
E9	Provisions	
E10	Financial instruments	
TOTAL		

100%	12.0	12.0
79%	5.50	7.00
87%	27.00	31.00
88%	1.75	2.00
100%	3.00	3.00
39%	2.50	6.38
44%	8.00	18.00
0%	-	-
0%	-	-
50%	0.75	1.50
75%	60.5	80.9

50 <b>75</b>	/ <u>.</u> /.	- 0.75 <b>60.5</b>	- 1.50 <b>80.9</b>
	4	- - 0.75	- - 1.50
0,	•	-	-
0;	٠.	-	-
0;			
44	<b>%</b>	8.00	18.00
39	<b>%</b>	2.50	6.38
100	)%.	3.00	3.00
88	%	1.75	2.00
87	%	27.00	31.00
79	<b>%</b>	5.50	7.00
100	)%.	12.0	12.0

0%	-	4.0
0%	-	-
0%	-	-
0%	-	-
0%	-	-
8%	0.13	1.50
44%	8.00	18.00
0%	-	-
0%	-	-
50%	0.50	1.00
35%	8.6	24.5

COUNTRY: Spain
LEVEL: Central State

Accounting Maturity		
E1	Reporting	
E2	Consolidation	
E3	Fixed assets	
E4	Intangible assets	
E5	Inventories	
E6	Revenue	
E7	Accruals and expenses	
E8	Employee benefits	
E9	Provisions	
E10	Financial instruments	
TOTAL		

- %	Points	Max Points
79%	9.5	12.0
86%	6.00	7.00
84%	25.75	30.50
100%	2.00	2.00
17%	0.50	3.00
76%	7.75	10.25
72%	13.00	18.00
50%	1.00	2.00
100%	1.00	1.00
86%	3.00	3.50
78%	69.5	89.3

%	Points	Max Points
79%	9.5	12.0
100%	0.50	0.50
90%	22.60	25.10
100%	2.00	2.00
17%	0.50	3.00
86%	3.00	3.50
72%	13.00	18.00
50%	1.00	2.00
100%	1.00	1.00
86%	3.00	3.50
79%	56.1	70.6

×	Points	Max Points
79%	9.5	12.0
100%	0.50	0.50
90%	22.43	24.93
100%	2.00	2.00
17%	0.50	3.00
91%	2.50	2.75
72%	13.00	18.00
50%	1.00	2.00
100%	1.00	1.00
86%	3.00	3.50
80%	55.4	69.7

Local

	-	Social		
oints		%	Points	Max Points
12.0		69%	2.8	4.0
0.50		0%	-	-
4.93		0%	-	-
2.00		0%	-	-
3.00		0%	-	-
2.75		33%	1.00	3.00
8.00		83%	15.00	18.00
2.00		20%	1.00	5.00
1.00		0%	-	-
3.50		50%	1.00	2.00
9.7		65%	20.8	32.0

IT	Maturity

E1	Reporting	
E2	Consolidation	
E3	Fixed assets	
E4	Intangible assets	
E5	Inventories	
E6	Revenue	
E7	Accruals and expenses	
E8	Employee benefits	
E9	Provisions	
E10	Financial instruments	
TOTAL		

79%	9.5	12.0
86%	6.00	7.00
84%	25.75	30.50
100%	2.00	2.00
17%	0.50	3.00
76%	3.88	5.13
72%	13.00	18.00
50%	1.00	2.00
0%	-	-
86%	1.50	1.75
78%	63.1	81.4

79%	9.5	12.0
100%	0.50	0.50
90%	22.60	25.10
100%	2.00	2.00
17%	0.50	3.00
86%	1.50	1.75
72%	13.00	18.00
50%	1.00	2.00
0%	-	-
86%	1.50	1.75
79%	52.1	66.1

79%	9.5	12.0
100%	0.50	0.50
90%	22.43	24.93
100%	2.00	2.00
17%	0.50	3.00
91%	1.25	1.38
72%	13.00	18.00
50%	1.00	2.00
0%	-	-
86%	1.50	1.75
79%	51.7	65.6

69%	2.8	4.0
0%	-	-
0%	-	-
0%	-	-
0%	-	-
33%	0.50	1.50
83%	15.00	18.00
20%	1.00	5.00
0%	-	-
50%	0.50	1.00
67%	19.8	29.5

COUNTRY:	Sweden
LEVEL:	

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### Social (As 2014)

Accounting Maturity		
E1	Reporting	
E2	Consolidation	
E3	Fixed assets	
E4	Intangible assets	
E5	Inventories	
E6	Revenue	
E7	Accruals and expenses	
E8	Employee benefits	
E9	Provisions	
E10	Financial instruments	

%	Points	Max Points
83%	10.0	12.0
82%	5.75	7.00
100%	28.75	28.75
100%	2.00	2.00
80%	2.00	2.50
84%	10.50	12.50
58%	9.00	15.50
60%	3.00	5.00
100%	2.00	2.00
88%	3.50	4.00
84%	76.5	91.3

%	Points	Max Points
83%	10.0	12.0
82%	5.75	7.00
100%	28.75	28.75
100%	2.00	2.00
80%	2.00	2.50
84%	10.50	12.50
58%	9.00	15.50
60%	3.00	5.00
100%	2.00	2.00
88%	3.50	4.00
84%	76.5	91.3

- %	Points	Max Points
75%	3.0	4.0
0%	-	-
0%	1	-
0%	-	-
0%	-	-
46%	1.38	3.00
72%	13.00	18.00
0%	-	-
0%	1	-
83%	2.50	3.00
71%	19.9	28.0

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E1	Reporting		
E2	Consolidation		
E3	Fixed assets		
E4	Intangible assets		
E5	Inventories		
E6	Revenue		
E7	Accruals and expenses		
E8	Employee benefits		
E9	Provisions		
E10	Financial instruments		
TOTAL			

83%	10.0	12.0
82%	5.75	7.00
100%	28.75	28.75
100%	2.00	2.00
80%	2.00	2.50
84%	5.25	6.25
58%	9.00	15.50
60%	3.00	5.00
0%	-	-
88%	1.75	2.00
83%	67.5	81.0

100% 28.75 28.7 100% 2.00 2.0 80% 2.00 2.5 84% 5.25 6.2 58% 9.00 15.5 60% 3.00 5.0	83%	67.5	81.0
100% 28.75 28.7 100% 2.00 2.0 80% 2.00 2.5 84% 5.25 6.2 58% 9.00 15.5 60% 3.00 5.0	88%	1.75	2.00
100% 28.75 28.7 100% 2.00 2.0 80% 2.00 2.5 84% 5.25 6.2 58% 9.00 15.5	0%	-	-
100% 28.75 28.7 100% 2.00 2.0 80% 2.00 2.5 84% 5.25 6.2	60%	3.00	5.00
100% 28.75 28.7 100% 2.00 2.0 80% 2.00 2.9	58%	9.00	15.50
100% 28.75 28.7 100% 2.00 2.0	84%	5.25	6.25
100% 28.75 28.7	80%	2.00	2.50
	100%	2.00	2.00
82% 5.75 7.0	100%	28.75	28.75
	82%	5.75	7.00
83% 10.0 12	83%	10.0	12.0

75%	3.0	4.0
0%	-	_
0%	-	-
0%	-	-
0%	-	-
46%	0.69	1.50
72%	13.00	18.00
0%	-	-
0%	-	-
83%	1.25	1.50
72%	17.9	25.0

COUNTRY: Switzerland LEVEL:

Accounting Maturity			
E1	Reporting		
E2	Consolidation		
E3	Fixed assets		
E4	Intangible assets		
E5	Inventories		
E6	Revenue		
E7	Accruals and expenses		
E8	Employee benefits		
E9	Provisions		
E10	Financial instruments		
TOTAL			

C	

7.	Points	Max Points
0%	-	12.0
0%	-	7.00
0%	-	33.00
0%	-	2.00
0%	-	3.00
0%	-	14.00
0%	-	18.00
0%	-	5.00
0%	-	2.00
0%	-	4.00
0.7	_	100.0

### IT Maturity

E1	Reporting
E2	Consolidation
E3	Fixed assets
E4	Intangible assets
E5	Inventories
E6	Revenue
E7	Accruals and expenses
E8	Employee benefits
E9	Provisions
E10	Financial instruments
TOTAL	

0%	-	12.0
0%	-	7.00
0%	-	33.00
0%	-	2.00
0%	-	3.00
0%	-	7.00
0%	-	18.00
0%	-	5.00
0%	-	-
0%	-	2.00
0%	-	89.0

COUNTRY: United Kingdom		
	COUNTRY:	United Kingdom

Accounting Maturity		
E1	Reporting	
E2	Consolidation	
E3	Fixed assets	
E4	Intangible assets	
E5	Inventories	
E6	Revenue	
E7	Accruals and expenses	
E8	Employee benefits	
E9	Provisions	
E10	Financial instruments	
TOTAL		

Central	Local

- %	Points	Max Points
100%	11.5	11.5
86%	6.00	7.00
94%	31.00	33.00
100%	2.00	2.00
100%	3.00	3.00
100%	12.50	12.50
100%	18.00	18.00
80%	4.00	5.00
100%	2.00	2.00
100%	3.50	3.50
96%	93.5	97.5

×	Points	Max Points
100%	8.5	8.5
50%	2.50	5.00
93%	25.18	27.18
100%	2.00	2.00
100%	3.00	3.00
100%	2.50	2.50
100%	15.50	15.50
80%	4.00	5.00
100%	2.00	2.00
100%	4.00	4.00
93%	69.2	74.7

### IT Maturity

E1	Reporting
E2	Consolidation
E3	Fixed assets
E4	Intangible assets
E5	Inventories
E6	Revenue
E7	Accruals and expenses
E8	Employee benefits
E9	Provisions
E10	Financial instruments
TOTAL	

86% 94% 100% 100% 100% 100% 80% 0%	83.5	87.5
94% 100% 100% 100% 100% 80%	1.75	1.75
94% 100% 100% 100% 100%	-	-
94% 100% 100% 100%	4.00	5.00
94% 100% 100%	18.00	18.00
94% 100%	6.25	6.25
94%	3.00	3.00
	2.00	2.00
86%	31.00	33.00
	6.00	7.00
100%	11.5	11.5

100%	8.5	8.5
50%	2.50	5.00
93%	25.18	27.18
100%	2.00	2.00
100%	3.00	3.00
100%	1.25	1.25
100%	15.50	15.50
80%	4.00	5.00
0%	-	-
100%	2.00	2.00
92%	63.9	69.4



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