

ENGLISH / FRENCH

English	Français
3rd Parties	Tiers
Absorption	Absorption
Acquisition	Acquisition
Adjustments	Retraitemet
Average rate	Cours moyen
Badwill	Badwill
Balance sheet	Bilan
Cash flow statement	Tableau de financement
Closing rate	Cours de clôture
Consolidated reserves	Reserves consolidées
Consolidation	Consolidation
Consolidation bundle	Liasse de consolidation
Consolidation scope	Perimetre de consolidation
Control percentage	Pourcentage de clôture
Currency rate	Cours de change
Currency translation	Conversion monétaire
Currency translation adjustments	Ecart de conversion
Deconsolidation	Deconsolidation
Disposal	Cession
Elimination	Elimination
Equity method	Mise en equivalence
Financial investment	Participation
Financial percentage	Pourcentage financier
Flow	Flux
Global integration method	Integration globale
Goodwill	Goodwill
Goodwill allocation	Affectation du goodwill
Historical rate	Cours historique
Income statement	Compte de resultats
Indirect percentage	Pourcentage indirect
Intercompany account	Compte intersociete
Liquidation	Liquidation
Merge	Fusion
Minority interests	Intérêts des minoritaires
Notes to the accounts	Annexes aux comptes
Own shares	Actions propres
P&L	Compte de resultats
Proportional integration method	Integration proportionnelle
Statutory accounts	Comptes statutaires
Subgroup	Sous-groupe
Subsidiary	Filiale

ENGLISH / NEDERLANDS

English	Nederlands
3rd Parties	Derden
Absorption	Absorptie
Acquisition	Acquisitie
Adjustments	Herwerkingen
Average rate	Gemiddelde koers
Badwill	Badwill
Balance sheet	Balans
Cash flow statement	Kasstroomtabel
Closing rate	Slotkoers
Consolidated reserves	Geconsolideerde reserves
Consolidation	Consolidatie
Consolidation bundle	Consolidatiebundel
Consolidation scope	Consolidatiekring
Control percentage	Controlepercentage
Currency rate	Wisselkoers
Currency translation	Wisselkoersomrekeningen
Currency translation adjustments	Wisselkoersomrekeningsverschillen
Deconsolidation	Deconsolidatie
Disposal	Overdracht
Elimination	Eliminatie
Equity method	Vermogensmutatiemethode
Financial investment	Participatie
Financial percentage	Financieel percentage
Flow	Stroom
Global integration method	Globale integratiemethode
Goodwill	Goodwill
Goodwill allocation	Toewijzing van goodwill
Historical rate	Historische koers
Income statement	Resultatenrekening
Indirect percentage	Indirect percentage
Intercompany account	Intragroepsrekening
Liquidation	Liquidatie
Merge	Fusie
Minority interests	Minderheidsbelangen
Notes to the accounts	Toelichting van de rekeningen
Own shares	Eigen aandelen
P&L	Resultatenrekening
Proportional integration method	Proportionele integratiemethode
Statutory accounts	Statutaire rekeningen
Subgroup	Subgroep
Subsidiary	Dochteronderneming

3 ENGLISH / GERMAN

English	German
3rd Parties	Dritte Parteien
Absorption	Absorption
Acquisition	Akquisition
Adjustments	Anpassungen
Average rate	Mittelkurs
Badwill	Badwill
Balance sheet	Bilanz
Cash flow statement	Kapitalflussrechnung
Closing rate	Schlusskurs
Consolidated reserves	Konsolidierte Reserven
Consolidation	Konsolidierung
Consolidation bundle	Konsolidierungsbündel
Consolidation scope	Konsolidierungskreis
Control percentage	Kontrollprozentsatz
Currency rate	Währungskurs
Currency translation	Währungsumrechnung
Currency translation adjustments	Währungsumrechnungsdifferenzen
Deconsolidation	Dekonsolidierung
Disposal	Übertragung
Elimination	Eliminierung
Equity method	Equity-Methode
Financial investment	Finanzinvestition
Financial percentage	Finanzieller Prozentsatz
Flow	Fluss
Global integration method	Globale Integrationsmethode
Goodwill	Goodwill
Goodwill allocation	Zuweisung von Goodwill
Historical rate	Historischer Kurs
Income statement	Ergebnisrechnung
Indirect percentage	Indirekter Prozentsatz
Intercompany account	Kostenabrechnungskonto
Liquidation	Liquidation
Merge	Fusion
Minority interests	Minderheitsbeteiligung
Notes to the accounts	Anhang zur Bilanz
Own shares	Eigene Aktien
P&L	Ergebnisrechnung
Proportional integration method	Proportionale Integrationsmethode
Statutory accounts	Satzungsmäßige Konten
Subgroup	Untergruppe
Subsidiary	Tochterunternehmen

4 ENGLISH / ITALIAN

<u>English</u>	<u>Italiano</u>
3rd Parties	Azionisti di minoranza
Absorption	Assorbimento
Acquisition	Acquisizione
Adjustments	Rettifiche
Average rate	Cambio medio
Badwill	Differenza negativa da consolidamento
Balance sheet	Stato Patrimoniale
Cash flow statement	Rendiconto finanziario
Closing rate	Cambio di chiusura
Consolidated reserves	Riserve consolidate
Consolidation	Consolidamento
Consolidation bundle	Fascicolo di consolidamento
Consolidation scope	Area di consolidamento
Control percentage	Percentuale di controllo
Currency rate	Tasso di cambio
Currency translation	Traduzione monetaria
Currency translation adjustments	Differenze di traduzione monetaria
Deconsolidation	Deconsolidamento
Disposal	Cessione
Elimination	Eliminazione
Equity method	Metodo del patrimonio netto
Financial investment	Partecipazione
Financial percentage	Percentuale finanziaria
Flow	Flusso
Global integration method	Metodo di consolidamento integrale
Goodwill	Differenza da consolidamento
Goodwill allocation	Allocazione della differenza da consolidamento
Historical rate	Cambio storico
Income statement	Conto economico
Indirect percentage	Percentuale indiretta
Intercompany account	Conto infragruppo
Liquidation	Liquidazione
Merge	Fusione
Minority interests	Interessenze di terzi
Notes to the accounts	Nota integrativa
Own shares	Azioni proprie
P&L	Conto economico
Proportional integration method	Metodo di consolidamento proporzionale
Statutory accounts	Bilancio
Subgroup	Sub-holding
Subsidiary	Società controllata

5 ENGLISH / SPANISH

English	Español
3rd Parties	Terceros
Absorption	Absorcion
Acquisition	Adquisicion
Adjustments	Ajustes
Average rate	Cambio medio
Badwill	Badwill
Balance sheet	Balance de situación
Cash flow statement	Cuadro de los flujos de tesoreria
Closing rate	Cambio de cierre
Consolidated reserves	Reservas consolidadas
Consolidation	Consolidación
Consolidation bundle	Medidas de consolidación
Consolidation scope	Ámbito de la consolidación
Control percentage	Porcentaje de control
Currency rate	Tipo de cambio
Currency translation	Conversion de moneda
Currency translation adjustments	Ajustes de conversion de moneda
Deconsolidation	Desconsolidacion
Disposal	Cesion
Elimination	Eliminación
Equity method	Método de puesta en equivalencia
Financial investment	Inversion financiera
Financial percentage	Porcentaje financiero
Flow	Flujo
Global integration method	Método de integración global
Goodwill	Fondo de comercio
Goodwill allocation	Asignacion de fondos de comercio
Historical rate	Tasa historica
Income statement	Cuenta de resultados
Indirect percentage	Porcentaje indirecto
Intercompany account	Cuenta interempresarial
Liquidation	Liquidación
Merge	Fusion
Minority interests	Intereses minoritarios
Notes to the accounts	Anexos de las cuentas
Own shares	Acciones propias
P&L	Cuenta de resultados
Proportional integration method	Método de integracion proporcional
Statutory accounts	Cuentas estatutarias
Subgroup	Subgrupo
Subsidiary	Filial

6 ENGLISH / CHINESE

English	华语
3rd Parties	第三方
Absorption	吸收
Acquisition	购置
Adjustments	调整
Average rate	平均汇率
Badwill	
Balance sheet	资产负债表
Cash flow statement	现金流量表
Closing rate	期末汇率
Consolidated reserves	合并储备
Consolidation	合并
Consolidation bundle	合并数据包
Consolidation scope	合并范围
Control percentage	控制股权比例
Currency rate	汇率
Currency translation	货币换算
Currency translation adjustments	货币换算调整
Deconsolidation	拆分
Disposal	处置
Elimination	抵消
Equity method	权益法
Financial investment	金融投资
Financial percentage	财务权比例
Flow	NIL
Global integration method	全球整合法
Goodwill	商誉
Goodwill allocation	商誉分配
Historical rate	历史汇率
Income statement	收入表
Indirect percentage	间接的百分比
Intercompany account	内部往来帐户
Liquidation	清算
Merge	合并
Minority interests	少数股东权益
Notes to the accounts	附注账户
Own shares	拥有股
P&L	损益
Proportional integration method	比例积分法
Statutory accounts	法定账户
Subgroup	子集团
Subsidiary	子公司

7 ENGLISH / MALAYSIAN

English	Bahasa Melayu
3rd Parties	Pihak Ketiga
Absorption	Penyerapan
Acquisition	Pengambilalihan
Adjustments	Pelarasan
Average rate	Kadar Purata
Badwill	Muhibah Negatif
Balance sheet	Kunci Kira-Kira/ Penyata-Penyata Kedudukan Kewangan
Cash flow statement	Penyata-Penyata Aliran Tunai
Closing rate	Kadar Penutup
Consolidated reserves	Rizab Penyatuan
Consolidation	Penyatuan
Consolidationbundle	Berkas Penyatuan
Consolidation scope	Skop Penyatuan
Control percentage	Peratus Kawalan
Currency rate	Kadar Pertukaran Matawang Asing
Currency translation	Pertukaran matawang asing
Currency translation adjustments	Pelarasan pertukaran matawang asing
Deconsolidation	Pemisahan
Disposal	Pelupusan
Elimination	Penyingkiran
Equity method	Perakaunan Ekuiti
Financial investment	Pelaburan Aset Kewangan
Financial percentage	Peratus Aset Kawalan
Flow	Aliran
Global integration method	Penyatuan Global
Goodwill	Muhibah
Goodwill allocation	Peruntukan Muhibah
Historical rate	Kadar Sejarah
Income statement	Penyata Pendapatan/Penyata-penyata Pendapatan Komprehensif
Indirect percentage	Peratusan Tidak Langsung
Intercompany account	Akaun antara Kumpulan
Liquidation	Pembubaruan
Merge	Penggabungan
Minority interests	Kepentingan bukan kawalan/Kepentingan Minoriti
Notes to the accounts	Nota-Nota Kepada Penyata Kewangan
Own shares	Saham Dimiliki
P&L	Untung Rugi
Proportional integration method	Penyatuan berkadar
Statutory accounts	Akaun Berkanun
Subgroup	Subkumpulan
Subsidiary	Subsidiari

8 ENGLISH / ARABIC

English	Arabic
3rd Parties	جهات خارجية
Absorption	إدماج
Acquisition	عمليات الشراء
Adjustments	تسوييات
Average rate	معدل المتوسط
Badwill	التقويم اللامادي
Balance sheet	الميزانية
Cash flow statement	LAG التتفق النقدي
Closing rate	سعر الإغلاق
Consolidated reserves	احتياطيات مجمعة
Consolidation	باتقة التجميع
Consolidationbundle	مجال التجميع
Consolidationscope	نسبة المراقبة
Control percentage	سعر الصرف
Currency rate	تقويم العملة
Currency translation	تسوييات تقويم العملة
Currency translation adjustments	تقسيم الشحنات المجمعة
Deconsolidation	التنازل
Disposal	الإسقاط
Elimination	نظيرية حقوق المساهمين
Equity method	الاستثمار المالي
Financial investment	النسبة المالية
Financial percentage	التفق
Flow	طريقة الدمج الشامل
Global integration method	التقويم المادي
Goodwill	اعتماد التقويم المادي
Goodwill allocation	السعر الفعلي
Historical rate	قائمة الدخل
Income statement	النسبة غير المباشرة
Indirect percentage	حساب الشركات المرتبطة معًا
Intercompany account	التصفيية
Liquidation	الدمج
Merge	حصص الأقلية
Minority interests	ملحوظات على الحسابات
Notes to the accounts	الأسهم الخاصة
Own shares	الربح والخسارة
P&L	طريقة الدمج المناسب
Proportional integration method	الحسابات القانونية
Statutory accounts	المجموعة الفرعية
Subgroup	فرعي
Subsidiary	

PART 1 ONCE UPON A TIME ... THE CONSOLIDATION	5
1 The slow evolution of consolidation requirements.....	6
1.1 The 1970s: The pencil and eraser age.....	7
1.2 The 1980s: The beginnings of the computer age	9
1.3 The 1990s: The search for a miracle solution	10
1.4 The 2000s: Y2K and IFRS.....	13
2 What can we expect in the future?	15
2.1 The structure of the data to consolidate and its processing in consolidation.....	15
2.2 The reconciliation of inter-company balances: is there hope?.....	16
2.3 IFRS and Local Gaap.....	18
2.4 Statutory consolidation and reporting: unified consolidation.....	19
2.5 Group structure.....	20
2.6 Financial communication	21
2.7 Impact of future technological changes on consolidation.....	22
3 Conclusion	23
PART 2 BASICS OF CONSOLIDATION TECHNIQUES	25
1 THE ECONOMICAL, FINANCIAL AND LEGAL CONTEXT OF THE CONSOLIDATION	26
1.1 Groups of companies	26
1.2 Financial consolidation statements.....	27
1.3 Consolidation: Useful information?.....	28
2 CONSOLIDATION: A STEP BY STEP PROCESS.....	29
2.1 Step 1: Identify the companies to include in the consolidation scope 30	30
2.2 Step 2: Collect the information from each company correctly and in time 31	31
2.3 Step 3: Translate all the information received into the consolidation currency	32
2.4 Step 4: Identify all intercompany differences and ask for explanations	33
2.5 Step 5: Book all necessary consolidation adjustments depending on group situation and consolidation rules.....	33
2.6 Step 6: Process all necessary eliminations to get a consolidated set of information	35
2.7 Step 7: Report consolidated figures to all addressees.....	36
3 CONTROL AND FINANCIAL PERCENTAGES.....	37
3.1 The control percentage.....	37
3.2 The financial percentage.....	40

3.3	When different types of shares represent the capital of a company	42
3.4	Some groups with more complex structures.....	43
3.5	Control percentage – Financial percentage.....	47
3.6	Algorithm to calculate indirect financial percentages in complex group structures	49
4	THE CONSOLIDATION METHODS.....	52
4.1	Global integration method	52
4.2	Proportional integration method	54
4.3	The equity method	57
4.4	Consolidated reserves of a company	59
4.5	Comparison between the different consolidation methods.....	61
4.6	The value of a company from a consolidation point of view	62
5	THE CONSOLIDATION TECHNIQUES.....	63
5.1	The technique of stage consolidation.....	64
5.2	The direct consolidation technique	67
5.3	Why applying a percentage on the investments when eliminating them?69	
6	THE CURRENCY TRANSLATION	70
6.1	Currency translation principles	70
6.2	Currency translation of a balance sheet and a P&L.....	72
6.3	How do we consolidate foreign companies?.....	74
6.4	Currency translation of flows?	77
6.5	How to manage historical rates on the equity accounts?.....	78
6.6	Consolidation adjustments in local currency	80
7	INTERCOMPANY MATCHING ANALYSIS.....	82
7.1	Some important principles about intercompany matching	82
7.2	Intercompany matching adjustments: some examples	86
8	CONSOLIDATION ADJUSTMENTS	92
8.1	Methodology	92
8.2	A company doesn't apply the group's rules in its statutory accounts 93	
8.3	Disposal of an asset between two companies. with a group profit ..	96
8.4	Elimination of stocks margins.....	101
8.5	Leasing not booked in balance sheet.....	104
8.6	Deferred tax adjustments	107
8.7	Elimination of dividends in a classical situation	112
8.8	Elimination of dividends paid by a foreign company	117
8.9	Elimination of interim dividends.....	123
8.10	Statutory write-off of a consolidated financial investment	125
8.11	Difference on opening reserves	127
8.12	Acquisition of a company with a badwill.....	128
8.13	Acquisition of a company with a goodwill.....	130