

THE ASSOCIATION OF CORPORATE TREASURERS
Registered No. RC000859

CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2021

The Association of Corporate Treasurers
Registered No. RC000859

CONTENTS

	PAGE
Report of the Council	2 to 12
Independent auditor's report to the members of the Association of Corporate Treasurers	13 to 16
Consolidated statement of income and retained earnings	17
Consolidated balance sheet	18
Company balance sheet	19
Consolidated cash flow statement	20
Accounting policies and other notes	21 to 32

THE ASSOCIATION OF CORPORATE TREASURERS

REPORT OF THE COUNCIL

FOR THE YEAR ENDED 31 DECEMBER 2021

The Council of The Association of Corporate Treasurers has pleasure in presenting its report together with consolidated financial statements for the year ended 31st December 2021.

2021 has been another year of change and uncertainty. Within this context the Council continues to be proud of the achievements of the ACT, in terms of the value our membership has received throughout the year – whether it be through: our consistent care for our members’ wellbeing; our regular updates and insights on treasury matters that need efficient and expert attention specifically due to the current situation (note our new *talkingtreasury* series); ongoing support in terms of broad treasury issues as well as other external forces such as the impact of IBOR transition; our continued uninterrupted support of our students through our online learning and assessment and our training courses; or indeed our events programme which not only continued to provide excellent innovation in virtual events (and picking up several awards from the prior year’s events), but also ventured back into physical events with a hugely successful Reunion Dinner, an outstanding Working Capital conference and a well-received small lunch – all in the final quarter of the year. The Reunion Dinner was particularly special in that we consulted with key large group treasurers to seek their opinion and advice, and hence had several of them already ‘signed up’ for tables before we went out to some of our closest sponsors and relationships – which ensured the event was viable in financial terms.

It has been a year of change, albeit less so than 2020 given the team’s greater experience and there being less of a ‘surprise factor’. What did come as more of a surprise was the downturn in qualifications revenue in the summer and into October, after which there was some recovery although against a lowered forecast. Our research suggests a lot of the issue was around the choices people were making at a time when they wanted to get back to a normal social life and away from their screens after work, exacerbated by employers cutting training budgets as well as a trend towards carrying out shorter, more focused pieces of learning (this last point being driven somewhat by the previous two, as well as a general trend we hear of amongst younger people). We are looking at ways to stimulate more engagement, and our treasury community is still saying it regards our qualifications as necessary and of the highest quality.

We held a virtual Annual Conference again in 2021, and co-located the annual NACT (US) conference on the platform, and ran our Middle East Treasury Summit as well as our Festival of Treasury Transformation virtually as well. As the year progressed and as we noted lower engagement from delegates in terms of virtual events (whilst still having good statistics, helped by the fact that we made all content available on demand after each event), we made cost savings by reverting to our original and more cost-effective platform. This platform had made improvements in the meantime, and we had also got to a stage with people starting to meet physically again that an expensive technology to help with virtual networking was no longer a priority.

THE ASSOCIATION OF CORPORATE TREASURERS

REPORT OF THE COUNCIL

FOR THE YEAR ENDED 31 DECEMBER 2021

Other highlights of the year were: our refreshed Certificate in International Cash Management going live; our digital credentials being rolled out; a number of cost-free treasury mini events ‘overseas’ held virtually, either as part of Global Trade Review’s activities, or via ACT Nigeria, for example; monthly roundtables with the large group treasurers in the US of the NACT, as well as our regular meetings with the FTSE20 treasurers; our Chief Executive’s strategic insights podcasts added to with a new, COVID-focused series available on the website as well as Spotify, Apple Podcasts, and other platforms; and another incredible response to our membership renewals push – with 93% versus what we had previously referred to as ‘the phenomenal and unprecedented’ 94% of 2019.

The overall financial results of the year were impacted by the qualifications dip, but although we missed budget, we met our revised and approved target for the year through a number of actions: a number of redundancies, five of the SLT going again to 80% pay and hours from August, and other smaller cost savings. With the bank loan of £1.5m under the government CBILS scheme, from NatWest, our cash position remains healthy. We have a refreshed medium-term plan which will allow us to both repay the loan and build back reserves.

The Association of Corporate Treasurers (ACT) is the only professional treasury body with a Royal Charter. We set the global benchmark for treasury excellence and lead the profession through our internationally recognised qualifications, by defining standards and by championing continuing professional development. We are the authentic voice of the treasury profession representing the interests of the real economy and educating, supporting and leading the treasurers of today and tomorrow.

Vision

Our vision is that treasury everywhere has the highest standards of professionalism, bringing success to organisations and creating strong economies through strategic balancing of financial risks and opportunities.

Mission

Our mission is to embed the highest standards of professionalism and integrity in the treasury world, and act as its leading advocate.

The Group and its activities

The Group comprises the Association of Corporate Treasurers and its wholly-owned subsidiary ACT (Administration) Limited. The ACT group enables and supports treasury professionals throughout their careers by:

- providing clear treasury leadership and a trusted dynamic global network of experts
- raising the profile of the profession, growing its influence and championing its success
- exercising high-level, ‘real economy’ influence with policy makers and regulators.

We educate through qualifications, training and in-company learning programmes, all underpinned by our comprehensive competency framework.

We grow networks and provide continuing professional development through events, conferences and our regional treasury networks.

THE ASSOCIATION OF CORPORATE TREASURERS

REPORT OF THE COUNCIL

FOR THE YEAR ENDED 31 DECEMBER 2021

We guide, inform and support through our policy and technical work, our webinars and our publications, including The Treasurer magazine. We promote the highest professional standards and support career development and wellbeing through our member resources.

History

The origins of The Association of Corporate Treasurers lie in the volatile financial markets of the 1970s. In January 1979, a small group of practitioners, convinced that the growing significance of treasury management made the need for a professional association paramount, met in the Selfridge Hotel in London and the ACT was formed.

By October 1979: 378 members had joined this fledgling body; committees had been established for membership, education and programmes; a yearbook had been planned and the Bank of England had asked the ACT to nominate a representative to join its new committee investigating the sterling deposit market.

These successes continued and in 2019 the ACT celebrated its 40th anniversary. 2020 promised to be a bumper year on the back of 2019 which was outstanding, until the COVID-19 crisis emerged and impacted us negatively (in terms of financials), along with many organisations around the world. The Association, at a high level and standing back from the financial 'blip' of 2020, remains strong; it has 5,000 - 6,000 members and students at any one time, across 80+ countries. 82% of FTSE 100 companies are represented, and our events are recognised for their thought-leadership quality, inclusion and seniority of attendees.

The ACT has represented the profession in many key areas, including the simplification of share buy-backs, accounting standards and the development of a code of conduct for participants in the credit ratings industry, as well as more recently in the development of the Global FX Code and the UK Money Markets Code.

In 2013 the ACT was awarded a Royal Charter, making it the only professional treasury association to be recognised in this way. It continues to work in the public and profession's interest to raise awareness of, and to support professional standards in, treasury practice.

International focus

As the world's leading provider of treasury qualifications, the ACT is committed to supporting the development of the treasury profession worldwide. Anyone who has successfully completed the ACT qualifications can become a member, wherever they are located.

Students across the world can study for ACT qualifications online through the ACT Learning Academy and sit their assessments remotely too. In 2021 all our activities had no physical element, so there were no barriers at all to overseas students. This is something we can build on. We had been able to make the necessary changes without any disruption to our programme and other work, and specifically our exam sittings, unlike other bodies who have been slated in the press, for example, for letting down students. We entered discussions with a large overseas financial training and membership organisation in the

THE ASSOCIATION OF CORPORATE TREASURERS

REPORT OF THE COUNCIL

FOR THE YEAR ENDED 31 DECEMBER 2021

summer around a joint certification programme for their country, and anticipate that this will go live in 2022.

We have continued to work closely with our Middle East, East Africa and Asia advisory panels on the ground, holding regular meetings to support each other through the challenges. Matthew Hurn OBE, Chair of our Middle East advisory panel, stepped down in late 2021 although continues to be Honorary Chair and Lifetime Patron of the ACT Middle East Advisory Panel, and James Adams (Chalhoub Group) has taken on the role of Chair going forwards. We also are appointing 'local' chairs of our Asia and East Africa advisory panels, previously chaired by the Chief Executive of the ACT.

Our Chief Executive continues to be Deputy Chair of IGTA, served as President of the NACT and Deputy Chair of the EACT and, as well as sitting on the FICC Markets Standards Board Advisory Panel, she is also a member of the Bank of England/Pay.UK Standards Advisory Panel, and the Pre-Emption Group.

We carried out a peer benchmarking review, supported by Deutsche Bank, amongst 200 multinational group treasurers, and issued personalised reports to each as well as publishing a guide to best practice and holding a webinar on the subject. We are rolling out an alternative to the bi-annual Handbook we collaborate on with HSBC Asset Management by creating a knowledge hub and series of events which will replace it.

Benefiting members and promoting best practice

The objects of the Association, as set out in the Royal Charter, are to set the benchmark for treasury excellence, provide qualifications for those working professionally in the fields of treasury, risk and corporate finance, promote best practice, define and maintain standards and support the continuing professional development of its members and so promote the public interest.

Highlights of 2021

Influencing and informing: technical guidance

Keeping our Policy & Technical (P&T) team and their work at the heart of our organisation continues to be part of our agreed strategy and more important than ever in COVID, LIBOR transition and post-Brexit times. We continued our technical briefings, webinars, P&T attendance at treasury network events, replying to technical queries, contributions to our publication *The Treasurer* (as well as online publications) and by working closely with programme managers to ensure relevant content in our now virtual events for treasurers. Additionally we introduced the *talkingtreasury* series as a regular Teams member event where our P&T team discuss current hot treasury topics and take questions. P&T staff participate in the Financial Regulation Advisory Groups of the EACT and Business Europe. We worked as closely as ever with regulators, key decision-makers and other bodies to ensure the voice of the 'real economy' was heard in 2021, and our reach grew further as we continued our strong collaboration with the Bank of England and the FCA on current developments, and took up further positions on key working groups and advisory

THE ASSOCIATION OF CORPORATE TREASURERS REPORT OF THE COUNCIL FOR THE YEAR ENDED 31 DECEMBER 2021

panels. Examples include Vice-Chair of the Sterling RFR Working Group on LIBOR transition and membership of the working group that updated the UK Money Markets Code in 2021.

Annual conference

Our flagship event was deferred to October, and in the end took place virtually, with delegates up 50% on prior year. Conversion (from registration to attendance) was at 82%, which is excellent. The Rt Hon William Hague spoke at the event, and we spread the content over four days to make it as impactful as possible, with a mix of pre-records and live sessions, and we allowed delegate access for a month after the event. We co-hosted the NACT conference on the same platform, which had the look and feel of a live event. We also hosted our Deals of the Year gala event on the platform and had some fantastic entries and winners this year. Our Timeout Zone was well-received, and the networking capability and analytics behind the platform enabled 5,000 leads for our 50 sponsors.

Middle East Treasury Summit

This event, which has been growing exponentially, had good numbers at 500, but the region does not engage as well in virtual events as physical, so we had to look carefully at how we could encourage and maintain engagement. We were honoured to have Sheikha Shamma bint Sultana bin Khalifa al Nahyan speak as a keynote, as well as a ministry official, and one of the top 100 women in tech, Raja al Masrouei. The great thing about virtual events is that there is often better availability of top speakers in the online world.

Return to live events

Q4 saw us make a return to live events, and deliver three very different offerings. We ran a roundtable lunch in November which attracted a small group of senior treasurers who engaged in a focussed discussion around ESG. There was excellent engagement from those in attendance. This format is a great addition to the events portfolio.

The ACT Reunion Dinner concept was developed in consultation with our FTSE20 group, and was an overwhelming success. After inviting bookings from our key corporate treasurers first, and then loyal sell-side partners, we were quickly in a position where we needed to increase our original audience target of 120 to 220, while keeping a close eye on safeguarding those attending by using a different format at the venue to keep the room well-spaced.

Our Working Capital Conference was run in early December, and registered numbers were really positive though COVID/Omicron did have an impact on live numbers and we delivered just over 50% conversion. External feedback was positive however, with our lead sponsor NatWest commenting it was the best content they had seen in a long time.

Award in International Cash Management and Certificate in International Cash Management

Award had launched in September 2020, and the Certificate followed in January 2021. We no longer have an in-person element to the course, and this shift allows participation from all around the world, saves on carbon footprint and we are now open to a much larger pool of possible students. Our challenge is funding of digital marketing – we know it brings a solid

THE ASSOCIATION OF CORPORATE TREASURERS REPORT OF THE COUNCIL FOR THE YEAR ENDED 31 DECEMBER 2021

return still, but less so than in the past (probably due to the huge increase in digital traffic during the last year or two) – and we test carefully which geographies are more responsive before we commit all our spend.

Member engagement

Our members continue to support us by volunteering in all kinds of ways, and this has continued through 2021. Our 93% renewal rate is fantastic (we said that last year, at 91%!), and we have continued to increase the level of re-engagement from members who had previously left us. Our focus recently on members about to retire has been very well received, and it was again a delight to be able to connect with our retired members at the back end of the year, via Microsoft Teams, given the usual springtime lunch could not go ahead again this year.

Publishing

The ACT Guide to Best Practice was a key publication connected to the Peer Benchmarking Review we carried out with the support of Deutsche Bank, and was received well, and it was accompanied by a webinar which included on the panel one of our Asia Advisory Panel members, Claudia Villasis. The Guide included articles from a number of group treasurers, including our members.

Our Business of Treasury research was very useful in giving insight into how treasurers were working and feeling through the first year of COVID, and the report was well received. One key insight was around the level of trust engendered through working remotely over the period – our treasurers felt more trusted by their bosses, and they trusted their teams more.

Online content has continued to be a huge focus and our general newsletter, members' newsletter, Future Leaders in Treasury newsletter and ACT students' newsletter, as well as a wealth of other online offerings, have continued to provide our readership with everything they need in order to do their jobs well as well as develop their careers.

Brand and website

The ACT website continues to be developed and updated to best serve the needs of our members and the treasury community. In 2021 we focused on the Knowledge Hub section which provides access to treasury resources and is curated by the Policy & Technical team. In particular we aligned the subject areas with the ACT Competency Framework to provide a more logical structure. In addition, we added content links to each online article for The Treasurer magazine in order to give readers easier access to further reading and resources. Our 2021 work with Cicero/AMO to get our voice and brand into the public sphere continues to be successful, with articles in The Daily Telegraph, Financial Times and The Times as well as Reuters and Bloomberg.

Apprenticeships

In June 2019 we announced the exciting news that the ACT qualifications, Diploma in Treasury Management (AMCT) and Certificate in International Cash Management (CertICM), had been added to the Financial Services Professional Apprenticeship standard (FSP). We

THE ASSOCIATION OF CORPORATE TREASURERS

REPORT OF THE COUNCIL

FOR THE YEAR ENDED 31 DECEMBER 2021

'launched' the programme in September 2020, in collaboration with Kaplan. Our first cohort started the programme in June 2021. We have since made further progress in working with the Institute for Apprenticeships (IFATE) to see whether the FSP apprenticeship standard could be made accessible to our corporate members. This change has been welcomed and we are working with the trailblazer group to add a treasury route into the standard. If successful, this should be available from September 2022. Additionally, we are looking at the other standards within the same area, to see whether we could add our qualifications to those as well, which would broaden our offering in this space.

Future view

We continue to review and adjust our activities in light of the impact of the ongoing COVID-19 pandemic but our key strategic objectives in 2022 continue to be:

- ensure that Policy & Technical is the 'heart' of the organisation, demonstrating thought leadership, and representing the first port of call for regulators and government. We will do this by creating an intellectual agenda, whilst offering practical guidance and advice; this is even more relevant in the current environment
- engage our members and supporters more to ensure we stay relevant
- ensure the relevance and quality of all qualifications, as well as CPD/training products, in turn maintaining high professional standards in treasury
- build key senior relationships with sponsors and other stakeholders and leverage those to grow and innovate
- focus on increasing sales in our target markets
- build appropriate and high-quality management information for the organisation (financial, marketing, students, etc).

Particular items of focus for 2022 to support these strategic objectives will be:

- looking at areas to simplify in terms of what we do and how we do it – in particular via the new CRM and new Learning System
- progressing our focus on how the ACT can become more recognised in the public sphere
- remaining ruthless in our focus on the big, critical priorities for the ACT.

Results for 2021

The group's deficit for the year ended 31st December 2021 amounted to £511k (2020: £749k). Cash and investments sit at £1,794k (2020: £2,928k) and reserves at £144k (2020: £655k).

The deviation from budget is clear, and the ACT's reserves have been further eroded, given the lowering this year of qualifications revenue.

2021 faced an unexpected dip mid-year in numbers of students enrolling, although public training courses had to be added to our programme in the last quarter due to high demand.

THE ASSOCIATION OF CORPORATE TREASURERS REPORT OF THE COUNCIL FOR THE YEAR ENDED 31 DECEMBER 2021

We have been trying to understand the reasons for the trends, and they are explained above. We have taken action through redundancies and cost-cutting measures, and have further savings planned for 2022, however growing student numbers will be the key focus over the next months, when we hope some of our initiatives will bear fruit.

Fixed assets

Movements in fixed assets during the year are detailed in notes 8 to 10.

Current asset investments and treasury policy

The Association's treasury policy is reviewed and approved by Council annually. Approved instruments are currently limited to treasury deposits, money market funds and UK Government securities.

Investments in money market funds are limited to £2,000k with any one fund, that abide by the IMMFA code (Institutional Money Market Funds Association), are rated AAAM by Standard & Poor's or another recognised rating agency, are sterling funds and are managed by a reputable firm. The Association's investment in a money market fund should never represent more than 5% of the total fund.

Investments in treasury deposits may only be made with institutions carrying a minimum rating for short-term funds of A-1+ or a minimum long-term rating of AA-, and deposits are limited to £0.5m with any one institution and a maximum of 12 months maturity.

Investments in sovereign debt issued by the UK Government must be denominated in sterling and have remaining maturities of less than 24 months. For such investments there is no upper limit on the amount, nor any credit-rating threshold.

Reserves policy

It is the policy of The Association of Corporate Treasurers to hold reserves at a level such that its core activities can be maintained during periods of less favourable financial or economic conditions and that it can fulfil its obligations to its members and those completing examinations. Council members considered the target range for reserves and, given the experience of COVID, feel that providing even more headroom would be the right approach for the organisation in the future and the new target range the ACT is working towards is £1,000k-£2,000k (from £1,000k-£1,400k). At 31 December 2021 reserves were £144k (2020: £655k) and hence below the target range. The forward plan of the organisation ensures that reserves are brought back into target range and the bank loan is repaid, both within the next five years. The ACT Council acknowledges the current deficit, and the fact that reserves are intended to cover such situations, and supports the plan to build reserves up to the target level within a reasonable period of time after the crisis.

Council will continue to monitor reserves on an ongoing basis.

Going concern

The ACT Council has assessed the Association's ability to continue as a going concern throughout 2021 and again after year end, given the impact of COVID-19 on its

THE ASSOCIATION OF CORPORATE TREASURERS

REPORT OF THE COUNCIL

FOR THE YEAR ENDED 31 DECEMBER 2021

circumstances. Council has considered several factors when forming its conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements, including regular reviews of performance and ensuring the statement of affairs is regularly refreshed and reviewed. Council has considered key further risks that could negatively impact the Association going forwards, and through performance monitoring as well as horizon scanning is in a position to assess whether there are any real threats to the forecasts.

The COVID-19 pandemic had a significant impact on the Association's operations initially, and then this has continued for a further year, but the organisation has taken action, and with a lower cost base from redundancies and changed working hours, as well as having served notice on its office premises, the ACT is poised for a solid future, especially with the support of the CBILS loan to ensure ongoing liquidity in the short term. Our 93% membership renewal rate in 2021 is witness to the strong support from our members. The ACT's reputation and level of delivery to members remains at an all-time high.

After considering these factors, Council has concluded that the Association has a reasonable expectation that there are adequate resources to continue in operational existence for the foreseeable future and has continued to prepare the financial statements on the going concern basis.

Risk

The group's executive team regularly reviews operational and financial risk through a process of formal and informal meetings. Major risks are reported to and discussed with Council on a regular basis, with an assessment of the implications for the group and planned responses. The Appointments, Remuneration and Audit Committee (ARAC) receives an annual presentation on the group's risk management process and outcomes, and also feeds into the assessment of risk and horizon-scanning.

The Council continues to assess the impact of COVID-19 on its risk assessment and activities. The key risk for the Association in 2021 was reducing student numbers, ultimately. Events are being managed carefully and we have been able to return to some physical events, and sponsors are engaged, with an increase in new business especially from the FinTech sector. Given the strong membership loyalty we have experienced through 2021, the very positive feedback from our sponsors and partners, and our focus on improving student numbers, Council believes that the COVID-19 risk has been mitigated and managed appropriately.

Disclosure of status and information to the auditor

The Association was incorporated by Royal Charter on 1 January 2013 and is governed by its bye-laws and rules. Although it is not required to have an annual audit, Council has opted to have financial statements prepared under the requirements of the Companies Act 2006, audited and presented to its members. These are not, however, filed with Companies House.

So far as Council is aware there is no relevant audit information of which the group's auditor is unaware and Council has taken all steps that it ought to have taken to make itself aware

THE ASSOCIATION OF CORPORATE TREASURERS REPORT OF THE COUNCIL FOR THE YEAR ENDED 31 DECEMBER 2021

of any relevant audit information, and to establish that the auditor is aware of that information.

Council members who served during the year, and/or at the time of signing the financial statements, are listed below:

Joanna Bonnett
Alan Chitty (appointed 1 May 2021)
Agnes Favillier
Katherine Horrell
Courtney Huggins
Karlien Porré
Charlotte Morgan (resigned 30 April 2021)
Simon Neville
Constantinos (Dino) Nicolaidis
Caroline Stockmann
Paul Wilde

Co-opted Council members:

Rob Alexander
Garance Choko
Peter Hahn
Huy Nguyen Trieu (appointed 8 November 2021)
Thomas Davies (resigned 31 August 2021)

Statement of Council responsibilities in respect of the report of Council and the financial statements

The Council is responsible for preparing the report of Council and the financial statements in accordance with applicable law and regulations.

The Association was incorporated by Royal Charter on 1 January 2013 and is governed by its bye-laws and rules. Under those laws Council has elected to prepare the group and parent company financial statements in accordance with UK accounting standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

Under the elections they have made, Council will not approve the financial statements unless it is satisfied that the financial statements give a true and fair view of the state of affairs of the group and parent company and of their profit or loss for that period. In preparing each of the group and parent company financial statements, Council is required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent

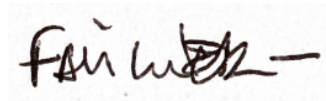
**THE ASSOCIATION OF CORPORATE TREASURERS
REPORT OF THE COUNCIL
FOR THE YEAR ENDED 31 DECEMBER 2021**

- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- assess the group and parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern
- use the going concern basis of accounting unless they either intend to liquidate the group or the parent company or to cease operations or have no realistic alternative but to do so.

Council is responsible for keeping adequate accounting records that are sufficient to show and explain the parent company's transactions and disclose with reasonable accuracy at any time the financial position of the parent company. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

Council is responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

On behalf of Council



Agnes Favillier
President



Caroline Stockmann
Chief Executive

Dated: 23 March 2022

Registered Office: 69 Leadenhall Street, London, EC3A 2BG

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ASSOCIATION OF CORPORATE TREASURERS

Opinion

We have audited the financial statements of the Association of Corporate Treasurers ('the Association') and its subsidiaries ('the group') for the year ended 31 December 2021 which comprise the Consolidated Statement of Income and Retained Earnings, Consolidated and Company only Balance Sheets, Consolidated Cashflow statements and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and the Association's affairs as at 31 December 2021 and of its deficit for the year then ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Council's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Association's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Council with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ASSOCIATION OF CORPORATE TREASURERS

Other information

The Council is responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of the Council

As explained more fully in the Council's responsibilities statement set out on page 11, the Council is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Council determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Council are responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Council either intend to liquidate the Association or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ASSOCIATION OF CORPORATE TREASURERS

Extent to which the audit was considered capable of detecting irregularities, including fraud
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the Association and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Financial Reporting Standard applicable to the UK (FRS102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the Association's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the Association and the group for fraud.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Council and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Appointments, Remuneration and Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ASSOCIATION OF CORPORATE TREASURERS

Use of this Report

This report is made solely to the Association's members, as a body, in accordance with the by-laws of the Association. Our audit work has been undertaken so that we might state to the Association's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Association and the Association's members as a body, for our audit work, for this report, or for the opinions we have formed.



Nicola May
Senior Statutory Auditor
For and on behalf of Crowe U.K. LLP
Statutory Auditor

London

Date 25 March 2022

**THE ASSOCIATION OF CORPORATE TREASURERS
CONSOLIDATED STATEMENT OF INCOME AND RETAINED EARNINGS
FOR THE YEAR ENDED 31 DECEMBER 2021**

	Notes	2021 £'000	2020 £'000
Income	2	4,114	4,287
Direct Costs	3	<u>(1,592)</u>	<u>(1,756)</u>
Gross surplus		2,522	2,531
Administrative expenses		<u>(3,033)</u>	<u>(3,282)</u>
Operating deficit	4	(511)	(751)
Interest receivable		-	2
Deficit on ordinary activities before tax		<u>(511)</u>	<u>(749)</u>
Tax	6	-	-
Group deficit for year	7 & 18	<u>(511)</u>	<u>(749)</u>
Retained earnings at start of year		655	1,404
Retained earnings at end of year		<u>144</u>	<u>655</u>
Group (deficit)/surplus for the year is recorded by:			
The Association of Corporate Treasurers		487	347
ACT (Administration) Limited		<u>(998)</u>	<u>(1,096)</u>
	18	<u>(511)</u>	<u>(749)</u>

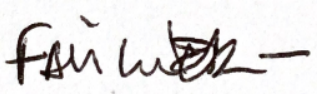
All the activities of the company are derived from continuing operations.

The accounting policies and notes on pages 21 to 32 form part of these financial statements.

**THE ASSOCIATION OF CORPORATE TREASURERS
CONSOLIDATED BALANCE SHEET
AS AT 31 DECEMBER 2021**

	Notes	2021		2020	
		£'000	£'000	£'000	£'000
Fixed Assets					
Intangible assets	8		74		88
Tangible assets	9		214		222
			<u>288</u>		<u>310</u>
Debtors: amounts falling due after one year*	11		-		171
Current assets					
Debtors: amounts falling due within one year*	12	1,105		617	
Investments	13	1,072		327	
Cash at bank & in hand	14	<u>723</u>		<u>2,601</u>	
			2,900		3,545
Creditors: amounts falling due within one year	15		<u>(1,844)</u>		<u>(1,848)</u>
Net current assets			<u>1,056</u>		<u>1,697</u>
Total assets less current liabilities			<u>1,344</u>		<u>2,178</u>
Creditors: amounts falling due after one year	16		(1,150)		(1,473)
Provision for liabilities	17		(50)		(50)
Total assets less liabilities			<u>144</u>		<u>655</u>
Reserves			<u>144</u>		<u>655</u>

The financial statements were approved by the directors on 23 March 2022.



Agnes Favillier
President



Caroline Stockmann
Chief Executive

Company Registration Number **RC000859**

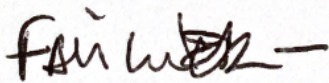
The accounting policies and notes on pages 21 to 32 form part of these financial statements.

* total debtors (current and non-current) are £1,105k (2020: £788k).

**THE ASSOCIATION OF CORPORATE TREASURERS
COMPANY BALANCE SHEET
AS AT 31 DECEMBER 2021**

	Notes	2021		2020	
		£'000	£'000	£'000	£'000
Fixed Assets					
Investment in subsidiary	10		271		269
Debtors: amounts falling due after one year*					
	11		-		17
Current assets					
Debtors: amounts falling due within one year*	12	207		811	
Investments	13	978		268	
Cash at bank & in hand	14	534		1,171	
			1,719		2,250
Creditors: amounts falling due within one year					
	15		(696)		(429)
Net current assets					
			1,023		1,821
Total assets less current liabilities					
			1,294		2,107
Creditors: amounts falling due after one year					
	16		(1,150)		(1,452)
Total assets less liabilities					
			144		655
Reserves					
			144		655

The financial statements were approved by the directors on 23 March 2022.



Agnes Favillier
President



Caroline Stockmann
Chief Executive

Company Registration Number **RC000859**

The accounting policies and notes on pages 21 to 32 form part of these financial statements.

* total debtors (current and non-current) are £207k (2020: £828k).

**THE ASSOCIATION OF CORPORATE TREASURERS
CONSOLIDATED CASH FLOW STATEMENT
AS AT 31 DECEMBER 2021**

	Notes	2021		2020	
		£'000	£'000	£'000	£'000
Net cash inflow/(outflow) from operating activities	19		(999)		7
Cash flows from investing activities					
Interest received			-		2
Purchase of tangible fixed assets	9	(71)		(43)	
Purchase of intangible fixed assets	8	<u>(13)</u>		<u>(22)</u>	
			(84)		(65)
Cash flows from financing activities					
New loan advance	15, 16	-		1,500	
Loan repayment		(50)		-	
Money market funds investment	13	(745)			
Money market funds withdrawn	13	<u>-</u>		<u>450</u>	
			(795)		1,950
Increase /(decrease) in cash in the year			<u>(1,878)</u>		<u>1,894</u>
Cash at the start of period			2,601		707
Cash at the end of period	14, 19		<u>723</u>		<u>2,601</u>

THE ASSOCIATION OF CORPORATE TREASURERS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2021

1. Accounting policies

Basis of accounting

These group and parent company financial statements were prepared in accordance with the Financial Reporting Standard applicable to the UK (FRS 102) as issued in August 2014. The group comprises the Association of Corporate Treasurers and its wholly-owned subsidiary ACT (Administration) Limited. The parent company is considered to be a qualifying entity under FRS 102 paragraphs 1.8 to 1.12 and has elected for the exemptions for the parent company not to include a separate Cash Flow Statement with related notes nor to produce a separate Profit and Loss Account.

Going concern

The Association meets its ordinary working capital requirements through the course of its ordinary activities.

The ACT Council has assessed the Association's ability to continue as a going concern throughout 2021 and again after year end, given the impact of COVID-19 on its circumstances. Council has considered several factors when forming its conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements, including regular reviews of performance and ensuring the statement of affairs is regularly refreshed and reviewed. Council has considered key further risks that could negatively impact the Association going forwards, and through performance monitoring as well as horizon scanning is in a position to assess whether there are any real threats to the forecasts.

The COVID-19 pandemic had a significant impact on the Association's operations initially, and then this has continued for a further year, but the organisation has taken action, and with a lower cost base from redundancies and changed working hours, as well as having served notice on its office premises, the ACT is poised for a solid future, especially with the support of the CBILS loan to ensure ongoing liquidity in the short term. Our 93% membership renewal rate in 2021 is witness to the strong support from our members. The ACT's reputation and level of delivery to members remains at an all-time high.

After considering these factors, Council has concluded that the Association has a reasonable expectation that there are adequate resources to continue in operational existence for the foreseeable future and has continued to prepare the financial statements on the going concern basis.

Recognition of income and expenditure

a) Member subscriptions

Annual membership subscriptions are recognised over the period to which they relate.

b) Publications

All income arising from the group's publications is accounted for in the year in which the publication sales are made. All related expenditure arising from the printing and publication of the group's publications is accounted for in the period of publication. No value is placed on copies of the group's publications remaining unsold at the end of the accounting year.

THE ASSOCIATION OF CORPORATE TREASURERS NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

c) Conferences

Income and expenditure arising from conferences, seminars and similar events are recognised wholly within the accounting period in which they started. Any fees received relating to conferences taking place post year end are included within deferred income.

d) Educational activities

Income arising from educational activities consists of course fees, assessment fees, seminars and residential course fees. Expenditure relates to the cost of setting and holding examinations, preparation of course material and holding student meetings, seminars and residential courses.

Income from learning programmes is recognised either when invoiced, over a period of study or in the month of a relevant residential school depending on which best reflects the period or activity generating the right to the related earned income. Income from Assessments are recognised in the month of the assessment.

Operational costs of the courses i.e. costs for online course delivery, production and distribution of course content, and the cost of the assessment setting and marking of papers, are recognised as they arise.

Intangible assets

The cost of developing new study material for the Association's professional qualifications are classified as an intangible asset. These costs are amortised over three years commencing on the date that the new material is used within the learning programme. At least every five years, but no more than every three years, a full review of each syllabus is carried out and the further development costs arising from this review are also classified as an intangible asset and amortised over three years commencing from the date that revised course material is issued to students. The cost of annual technical revisions to each syllabus is recognised in the year in which it is incurred.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits.

Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Depreciation is calculated to write down the cost, less estimated residual value, of all tangible fixed assets by equal annual instalments over their expected useful economic lives.

The rates used are:

Leasehold Improvements	20% (or over the life of the lease, if shorter)
Fixtures and Fittings	20%
Computer Equipment and software	20%
Website development costs	20%
Development of Qualifications	20%

THE ASSOCIATION OF CORPORATE TREASURERS NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

Leased assets

All leases currently in operation are regarded as operating leases and the total payments made under them are charged to the income and expenditure account on a straight line basis over the lease term.

Contributions to pension fund

The company's wholly owned subsidiary, ACT (Administration) Limited, operates a defined contribution scheme. Contributions are charged in the income and expenditure account as they become payable in accordance with the rules of the scheme, amounting to £255k in 2021 (2020: £250k). At 31 December 2021 contributions of £21k were outstanding (31 December 2020: £20k).

Investments

Current asset investments are held at fair value.

Taxation

The Association of Corporate Treasurers is liable to United Kingdom corporation tax on its income and expenditure to the extent that it is not derived from membership subscriptions. Its subsidiary, ACT (Administration) Limited, is liable to corporation tax as a normal trading company. Tax on the surplus or deficit for the year comprises current and deferred tax. Tax is recognised in the income and expenditure account except to the extent that it relates to items recognised directly in reserves, in which case it is recognised directly in reserves. Current tax is the expected tax payable or receivable on the taxable income or deficit for the year, using tax rates enacted or substantively enacted at the balance sheet date, and any adjustment to tax payable in respect of previous years.

Interest receivable and interest payable

Interest payable and similar charges includes interest payable and net foreign exchange losses. Other interest receivable and similar income include interest receivable on funds invested and net foreign exchange gains. Interest receivable and interest payable are recognised in the income and expenditure account as they accrue, using the effective interest method.

Foreign currency transactions

Transactions in foreign currencies are initially recorded in sterling by applying the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the rate of exchange ruling at the balance sheet date. All differences are taken to the Income Statement.

Financial instruments

The Association has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash at bank and in hand, together with

THE ASSOCIATION OF CORPORATE TREASURERS NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

trade and other debtors. Financial liabilities held at amortised cost comprise trade and other creditors.

Investments held as part of an investment portfolio are held at fair value at the balance sheet date, with gains and losses being recognised with income and expenditure.

At the balance sheet date, the group held financial assets at amortised cost of £1,547k (2020: £3,026k) and financial assets at fair value of £1,072k (2020: £327k) and financial liabilities at amortised cost of £350k (2020: £359k).

Accounting estimates and judgements

The Association's policy is to provide for debts which are over 180 days old as at the Balance Sheet date, adjusted for any payments received up until the accounts are completed. At the end of 2021 this provision is £16k (2020: £99k).

2. Income and gross surplus

Income comprises subscriptions from members, income from educational activities including training courses and seminars, as well as income from conferences and sales of the group's publications.

	2021		2020	
	Income £'000	Gross surplus £'000	Income £'000	Gross surplus £'000
Membership and educational activities	3,125	2,311	3,389	2,424
Conferences, publications and other activities	989	211	898	107
	<u>4,114</u>	<u>2,522</u>	<u>4,287</u>	<u>2,531</u>

3. Direct costs

Direct costs comprise the costs of the delivery of education, running of conference and training courses and the printing and distribution of the company's publications.

4. Operating deficit

Operating deficit/surplus is stated after charging:

	2021 £'000	2020 £'000
Legal and professional charges	40	54
Fees payable to the company's auditor for audit of the company's annual accounts	19	18
Fees payable to the company's auditor for other services	4	9
Depreciation	79	73
Amortisation of Intangible Assets	27	36
Operating lease	160	162

**THE ASSOCIATION OF CORPORATE TREASURERS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

5. Directors and employees

	2021	2020
	£'000	£'000
Wages and salaries	2,105	2,239
Social security costs	239	257
Other pension costs	255	250
	<u>2,599</u>	<u>2,746</u>

The average full-time-equivalent number of employees during the year was:

	2021	2020
	Number	Number
Membership and education	15	15
Conferences and publications	11	11
Finance and administration	14	14
	<u>40</u>	<u>40</u>

This average full-time-equivalent is calculated by including part-time employees as a proportion of full-time employees, based on the number of actual days worked per week.

The average headcount for the year was 44 (2020: 48).

During the year, the group made payments in respect of staff leaving the group of £19k (2020: nil) including redundancy payments. All amounts were accounted for in the year.

Only one Council member (in the role of Chief Executive) earned emoluments during the year and these totalled £181k (2020: £221k).

Chief Executive emoluments:

	2021	2020
	£'000	£'000
Wages and salaries	157	192
Other pension costs	24	29
	<u>181</u>	<u>221</u>

Key management of the group consists of the Chief Executive supported by 7 (2020: 7) directors of departments. The aggregate remuneration figure (including employer's national insurance and pension contributions) totalled £895k (2020: £1,017k) for the year.

THE ASSOCIATION OF CORPORATE TREASURERS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

6. Tax

Total tax expense recognised in the income and expenditure account:

	2021	2020
	£'000	£'000
Current tax		
Current tax on income for the period	-	-
Adjustments in respect of prior periods	-	-
Total current tax	<u>-</u>	<u>-</u>
Deferred tax		
Origination and reversal of timing differences	-	-
Change in tax rate	-	-
Total deferred tax	<u>-</u>	<u>-</u>
Tax expense (income) relating to changes in accounting policies and material error	-	-
Total tax	<u>-</u>	<u>-</u>

	2021	2020
	£'000	£'000
Analysis of current tax recognised in income and expenditure		
UK corporation tax	-	-
Double taxation relief	-	-
Foreign tax	-	-
Total current tax recognised in income and expenditure	<u>-</u>	<u>-</u>

	2021	2020
	£'000	£'000
Reconciliation of effective tax rate		
Surplus / (deficit) for the year	(511)	(749)
Tax using the UK corporation tax rate of 19% (2020: 19%)	(97)	(142)
Tax exempt revenues	(250)	(245)
Change in tax rate on deferred tax balances	(623)	(166)
Fixed Assets permanent differences	1	1
Non-deductible expenses	158	181
Current year deficits for which no deferred tax asset was recognised	811	371
Under/(over) provided in prior years	-	-
Total tax expense included in surplus or deficit	<u>-</u>	<u>-</u>

**THE ASSOCIATION OF CORPORATE TREASURERS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

7. Surplus after tax

The Association of Corporate Treasurers has not presented its own income and expenditure account, as permitted by the Companies Act 2006. The Association of Corporate Treasurers' surplus for the year was £487k (2020: surplus £337k).

8. Intangible fixed assets

	Advanced Dip TM £'000	International Certificate in Cash Mgt £'000	Qualification certificates/ Dip TM £'000	Total £'000
Cost				
At 1 January 2021	103	113	588	804
Additions	-	13	-	13
Disposals/write-offs	-	-	-	-
At 31 December 2021	103	126	588	817
Amortisation				
At 1 January 2021	37	91	588	716
Provided in the year	21	6	-	27
Disposals/write-offs	-	-	-	-
At 31 December 2021	58	97	588	743
Net book amount				
At 31 December 2021	45	29	-	74
At 1 January 2021	66	22	-	88

**THE ASSOCIATION OF CORPORATE TREASURERS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

9. Tangible fixed assets

	Lease- hold improve- ment £'000	Fixtures & fittings £'000	Computer equip & software £'000	Database system £'000	Website Develop- ment £'000	CRM project £'000	Total £'000
Cost							
At 1 January 2021	199	32	149	212	65	40	697
Additions	-	-	-	-	-	71	71
Disposals/write-offs	-	-	-	-	-	-	-
At 31 December 2021	199	32	149	212	65	111	768
Depreciation							
At 1 January 2021	127	22	93	212	21	-	475
Provided in the year	42	7	17	-	13	-	79
Disposals/write-offs	-	-	-	-	-	-	-
At 31 December 2021	169	29	110	212	34	-	554
Net book amount							
At 31 December 2021	30	3	39	-	31	111	214
At 1 January 2021	72	10	56	-	44	40	222

10. Fixed asset investment in subsidiary

The Association of Corporate Treasurers owns 100% of the issued share capital of ACT (Administration) Limited which is registered in England and Wales at 69 Leadenhall Street, London EC3A 2BG.

The Association of Corporate Treasurers purchased 100,000 shares of 10p each for an aggregate consideration of £1,000k.

ACT (Administration) Limited had net assets of £271k at 31st December 2021 (2020: £269k). Its net assets increased by £2k as a result of a £998k deficit for the year offset by the issue of shares.

The Association of Corporate Treasurers investment in ACT (Administration) Limited has been written down to its net asset value of £271k, resulting in an impairment charge of £998k (2020: £1,086k) being recognised in its Income and Expenditure account.

	2021	2020
	£'000	£'000
Opening investment at 1 January	269	355
Additional investment through share issue	1,000	1,000
Investment impairment in current year	(998)	(1,086)
Closing investment at 31 December	271	269

**THE ASSOCIATION OF CORPORATE TREASURERS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

11. Debtors: amounts falling due after one year

There are no amounts falling due after one year for the group (2020: £171k), nor for the company (2020: £17k). The 2020 balances related to 69 Leadenhall Street, held under a lease, now shown as falling due within one year.

12. Debtors: amounts falling due within one year

	2021		2020	
	Group £'000	Company £'000	Group £'000	Company £'000
Trade debtors	654	21	294	111
Amounts owed by subsidiary	-	154	-	692
Other debtors	171	17	-	-
Prepayments and accrued income	280	15	323	8
	<u>1,105</u>	<u>207</u>	<u>617</u>	<u>811</u>

13. Current asset investments

At 31 December 2021, funds of £1,072k (2020: £327k) were invested by the group in money market funds.

At 31 December 2021, funds of £978k (2020: £268k) were invested by the company in money market funds.

14. Cash and cash equivalents

	2021		2020	
	Group £'000	Company £'000	Group £'000	Company £'000
Cash at bank and in hand	<u>723</u>	<u>534</u>	<u>2,601</u>	<u>1,171</u>

15. Creditors: amounts falling due within one year

	2021		2020	
	Group £'000	Company £'000	Group £'000	Company £'000
Bank loan	300	300	50	50
Trade creditors	241	2	281	6
Other creditors	109	10	118	9
Taxation and social security	114	7	233	5
Accruals and deferred income	1,080	377	1,166	359
	<u>1,844</u>	<u>696</u>	<u>1,848</u>	<u>429</u>

The bank loan is secured by a fixed and floating charge over the assets of the company dated 13 October 2020.

**THE ASSOCIATION OF CORPORATE TREASURERS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

16. Creditors: amounts falling due after one year

	2021		2020	
	Group £'000	Company £'000	Group £'000	Company £'000
Bank loan	1,150	1,150	1,450	1,450
Accruals and deferred income	-	-	23	2
	<u>1,150</u>	<u>1,150</u>	<u>1,473</u>	<u>1,452</u>

Accruals and deferred income relate to the rent accrual for the operating lease for 69 Leadenhall Street.

Loan maturity analysis:

	2021		2020	
	Group £'000	Company £'000	Group £'000	Company £'000
Debt due:				
in one year or less	300	300	50	50
in more than one year but not more than two years	300	300	300	300
in more than two years but not more than five years	850	850	900	900
in more than five years	-	-	250	250
	<u>1,450</u>	<u>1,450</u>	<u>1,500</u>	<u>1,500</u>

The bank loan is secured by a fixed and floating charge over the assets of the company dated 13 October 2020.

The bank loan dated 13 October 2020 has a term of six years and is repayable by 60 monthly instalments of £25k per month from November 2021. Prepayments are permitted in whole or in part at any time. The bank loan is supported by the Coronavirus Business Interruption Loan Scheme, and for the first twelve months no interest is payable. From October 2021, interest is payable at a rate of 2.68% until October 2025 and then at 2.96% over base rate.

17. Provision for liabilities

There is a group provision for dilapidation costs on the leasehold offices of £50k (2020: £50k) with nil (2020: nil) provision for the company. These dilapidation costs relate to the provisions within the lease which have a break clause in 2022.

THE ASSOCIATION OF CORPORATE TREASURERS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

18. Reserves

	2021		2020	
	Group £'000	Company £'000	Group £'000	Company £'000
At 1 January	655	655	1,404	1,404
(Deficit)/surplus for the year	(511)	487	(749)	337
Impairment of subsidiary	-	(998)	-	(1,086)
At 31 December	144	144	655	655

19. Group cash flow statement

	2021 £'000	2020 £'000
Reconciliation of operating surplus to net cash inflow from operating activities		
Operating (deficit)/surplus	(511)	(751)
Depreciation	79	73
Amortisation of development costs	27	36
Decrease/(increase) in debtors	(317)	565
Increase/(decrease) in creditors	(277)	84
	(999)	7

	2021 £'000	2020 £'000
Reconciliation of cashflow to movement in net debt		
Increase/(decrease) in cash	(1,879)	1,894
Repayment of loan	50	-
New loan advance	-	(1,500)
Movement in net debt	(1,829)	394
Net debt at 1 January	1,101	707
Net debt at 31 December	(728)	1,101

	2021 £'000	2020 £'000
Analysis of net debt		
Cash	722	2,601
Debt due within one year	(300)	(50)
Debt due after more than one year	(1,150)	(1,450)
Net debt at 31 December	(728)	1,101

**THE ASSOCIATION OF CORPORATE TREASURERS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

20. Contingent liabilities

There were no contingent liabilities for the group or the company at 31 December 2021 or 31st December 2020.

21. Capital commitments

The group had capital commitments of £163k at 31 December relating to a project to implement a new CRM system (2020: £nil).

There were no capital commitments for the company at 31 December 2021 or 31 December 2020.

22. Operating lease commitments

	2021		2020	
	Group £'000	Company £'000	Group £'000	Company £'000
Within one year	137	14	192	19
Between two and five years	-	-	137	14
	<u>137</u>	<u>14</u>	<u>329</u>	<u>33</u>

23. Related parties

No Council members received any remuneration from the ACT during the year except the Chief Executive who was paid for her executive role (see note 5) but received no remuneration for her activities on Council (2020: £nil).

During the year a company, Redbridge Debt & Treasury Advisory, for which a Council Member (Dino Nicolaidis) is the UK Managing Director sponsored the ACT with income totalling £4k (2020: £3k) being received by the group during the year. No amounts were outstanding at 31 December 2021 (2020: £nil).

Caroline Stockmann, Chief Executive of the group, is also an officer and board member of the National Association of Corporate Treasurers (NACT), a not-for-profit corporation, registered in the District of Columbia USA. In the year, the group charged £64k (2020: £58k) to the NACT. At 31 December 2021, £44k was outstanding (2020 £10k).