

**Tate Foundation**  
**Trustees' report and financial statements**

Year ended 31 March 2022

Company registration number 04009652  
Charity registration number 1085314



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## Trustees' report (including strategic report)

### Reference and administrative details

Tate Foundation was incorporated as a company limited by guarantee on 2 June 2000 and is registered as a charity.

Registered address	Tate Foundation Tate Millbank London SW1P 4RG
Company registration number	04009652
Charity registration number	1085314
Bankers	Coutts & Co St Martins Office 440 Strand London WC2R 0QR
Solicitors	Withers LLP 20 Old Bailey London EC4M 7AN
Auditors	Moore Kingston Smith LLP 6th Floor 9 Appold Street London EC2A 2AP

### Trustees

The membership of the Board, together with those appointed or resigned during the year, is set out below.

Dr Maria Balshaw CBE  
Joseph P Baratta II B  
John Botts B  
George Economou B  
Edward Eisler B  
Mala Gaonkar B, P  
Scott Mead B, P  
Simon Palley B, IC, P  
Franck Petitgas B (President of Tate Foundation)  
Emmanuel Roman B  
Roland Rudd B (Chairman of Tate Foundation)  
Sir Anthony Salz B  
Lord Stevenson of Coddenham CBE B  
Lance Uggla B

### Company Secretary

Tara Feshitan (resigned 22 September 2021)  
Anastasia Yiannikas (appointed 27 September 2021)

### Honorary Members

Abigail Baratta B  
Victoria Barnsley B, P  
Debby Brice B, IC  
Lord Browne of Madingley FRS, FREng B, P

Susan Burns B  
Christina Chandris B, IC  
Melanie Clore B  
Sir Howard Davies P  
Dame Vivien Duffield DBE B  
Maryam Eisler B  
Sasan Ghandehari B  
Noam Gottesman B, IC  
Oliver Haarmann B  
Peter Kellner B, P  
Catherine Lagrange B, IC  
Ronald and the Hon Mrs Rita McAulay B  
Mandy Moross B  
Elisabeth Murdoch B  
The late Lord Paul Myners CBE B  
Marilyn Ofer B, IC  
The late John Porter B  
Sir John Ritblat B  
Lady Ritblat B  
Dame Theresa Sackler DBE B (until February 2022)  
The Rt Hon Sir Timothy Sainsbury B  
Peter Simon B  
Jon Snow B  
Mercedes Stoutzker B  
John Studzinski CBE B, IC  
Viktor Vekselberg B (until March 2022)  
Sir David Verey CBE B  
Anita Zabludowicz OBE B, IC

B: Benefactor; IC: International Council; P: Tate Patron; S: Sponsor

#### **Executive**

The day to day management of the charity is delegated to Tate staff, the key personnel involved are:

Dr Maria Balshaw CBE, Trustee, Tate Director  
Claire Gylphé, Director of Development  
Stephen Wingfield, Director of Finance and Estates (until 30 September 2021)  
Kathryn Martindale, Chief Financial Officer (from 1 October 2021)

## **Structure, governance and management**

#### **Governing document**

Tate Foundation is a charitable company limited by guarantee, incorporated on 2 June 2000. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association.

Tate Foundation is governed by Trustees who constitute Directors for Companies Act purposes and Trustees for the purposes of charity law.

The role of the Trustees is non-executive and voluntary. The Trustees meet three times a year to conduct the formal business and provide a framework to be followed by Tate staff, who run the day to day activities of the charity.

#### **Recruitment and appointment of Trustees**

Potential Trustees are invited to join Tate Foundation depending on their skills and experience and are appointed by the members for three years. The minimum number of Trustees is two.

#### **Induction and training of Trustees**

New Trustees are inducted and given training appropriate to their knowledge and ability. In addition, all Trustees are issued with "Guidelines for the Trustees/Directors of Tate Foundation on dealing with questions of benefit and

conflicts of interest”, which describes how Trustees should identify and approach potential conflicts of interest and issues relating to benefits. Trustees complete an annual Conflict of Interest Declaration Form, which is used to monitor and manage conflicts of interest.

### **Fundraising practices and compliance**

Tate is registered with the Fundraising Regulator and Tate Foundation raises funds in support of Tate through its Patrons, Acquisition Committees, International Council, Legacy and other fundraising schemes. Tate Foundation does not undertake mass fundraising activity and does not employ third party agencies or individuals to fundraise on its behalf. The Foundation has received no complaints in relation to its fundraising activities in this reporting period.

### **Organisational structure**

The Tate Foundation Trustees establish a framework for the organisation, with the day to day operation and management delegated to Tate staff. The Trustees oversee policies and financial decisions and approve the contribution to Tate.

### **Related parties**

The organisation is strongly reliant on Tate’s infrastructure and procedures, especially in relation to staff and risk management.

## **Objectives and activities**

Tate Foundation’s objective is the promotion of the charitable purposes of the Board of Trustees of the Tate Gallery (Tate). Tate’s guiding mission is to increase public knowledge, understanding and appreciation of British art from the sixteenth century to the present day and of international modern and contemporary art. Tate Foundation delivers public benefit through its support of Tate.

Tate Foundation receives donations and holds funds in anticipation of grant requests from Tate. Tate Foundation’s aim for the year was to maximise income and support the long-term aspirations of the charity.

The strategy to achieve these objectives was to maximise the income from the various activities described below.

- The Foundation continues to receive donations for the Tate Modern Project, a major capital project completed by Tate in 2016.
- The Tate Patrons membership scheme exists to raise money via subscriptions and special purchase funds to support Tate’s programme, assist with the acquisition of works of art for the Tate Collection and to encourage a wider interest in art.
- The International Council, Asia Pacific Acquisition Committee (APAC), Middle East and North African Acquisition Committee (MENAAC), African Acquisition Committee (AAC), Photography Acquisition Committee (PAC), South East Asia Acquisitions Committee (SAAC), Russia & Eastern European Acquisitions Committee (REEAC) and European Collection Circle (ECC) constitute supporter groups of international art enthusiasts. Membership is by invitation only. APAC, MENAAC, AAC, SAAC, REEAC and ECC seek to strengthen the collection via acquisitions from each geographical region, while PAC is focused on the acquisition of photography works. The Tate Liverpool Commissioning Circle is a supporter group focused on innovative future programme, the commissioning of major new works showcasing emerging artists and creating community and outreach programmes. The Frieze Tate Fund acquires works for Tate from the Frieze Art Fair annually. Any contributions to Tate are decided by the appropriate Forums in consultation with Tate.

## **How Tate Foundation’s activities deliver public benefit**

Tate Foundation’s main activities and who it aims to help are described below. All charitable activities focus on supporting Tate in promoting increased knowledge, understanding and enjoyment of British art from 1500 and International Modern and Contemporary Art and are undertaken to further charitable purposes for the public benefit.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission’s general guidance on public benefit when reviewing the charity’s aims and objectives and in planning future activities.

### Who benefited

During 2020-21 those benefiting from Tate's services, which receive direct financial support from Tate Foundation, included the 3.07 million visitors to the four Tate galleries in London, Liverpool and St Ives and also the 21.8 million unique visitors to the Tate website. Tate conducts outreach programmes, for local communities in Millbank, Southwark, Liverpool and St Ives. These include working with young people, under-represented communities, and families with pre-school children. Tate actively pursues diversity and promotes a multi-cultural perspective. Accessibility is an abiding principle.

Tate Foundation continues to support the acquisition of key works in the collection for the public benefit. Tate's ambition to grow the collection to become more international and diverse was supported by Tate Foundation through the acquisition of a number of important works from the Middle East, Asia-Pacific, South Asia, Africa, Europe and Russia and Eastern Europe.

Tate Foundation contributions supported the Hogarth & Europe and Life Between Islands: Caribbean British Art 50s-Now exhibitions at Tate Britain, as well as the Lubaina Himid, Sophie Taeuber-Arp and Surrealism Beyond Borders exhibitions at Tate Modern. Financial support was also made available to support Tate Collective, Apprenticeships and Traineeships, the Martin Parr: Photobook Collection Access archive project and the conservation of works by artists including Anne Hardy, Barbara Hepworth and Naum Gabo.

Tate Foundation contributions continued to support the completed capital projects at Tate Modern.

## Strategic report

### Achievements and performance

During 2021-22, Tate Foundation achieved its objective by making charitable grants of £2,685,124 (2020-21: £3,180,116) of which £1,361,124 (2020-21: £1,890,329) supported purchases of works of art. These works of art will be available for the public to view when they are on display within the Tate Galleries.

The remaining charitable grants of £1,324,000 (2020-21: £1,289,787) were to support Tate's capital and public programme, including making direct contributions to exhibitions, education and conservation departments.

Key performance indicators used by the Trustees include income pledged through various fundraising activities against targets. For the year ended 31 March 2022, voluntary income for non-capital projects was pledged against target as follows for the activities listed:

Voluntary income pledged	Target	Actual Pledged 2022
	£000	£000
Patrons – London	1,019	1,093
International Council	834	957
Frieze Art Fair	150	150
APAC	375	347
MENAAC	175	228
PAC	245	294
AAC	212	257
SAAC	188	232
REAAC	263	297
European Collectors Circle	350	377

### **Contribution to works of art purchased by Tate**

Contributions during the year were made in respect of the following works of art:

*To Add One Metre to an Anonymous Mountain* 1995, Beijing East Village  
*Life of Imitation* 2009, Video, 2 projections, colour, sound + *Life of Imitation* 2009, suite of four billboards, Ming Wong  
*In Search of Vanished Blood*, 2012, Nalini Malani  
*Beijing East Village* 1993-1998, RongRong  
*Gym* 2012-21, Augustas Serapinas  
*Amahubo*, 2018, Buhlebezwe Siwani  
*Colon Hypxyihen Aterix*, 2012, Charlotte Prodger  
*Colon Hyphen Aterix*, 2012, Charlotte Prodger  
29 photographs, gelatin silver prints on paper, from *Harlem U.S.A* 1975-7, printed 2020, Dawoud Bey  
*Refuse.exe* 2019, Ed Atkins  
*Untitled* 2020, Ed Atkins  
*Untitled* 2020, Ed Atkins  
*USSR 1987; Star 1987*, Evgenij Kozlov (E-E)  
*Reveries of an Underground Forest* 2019, Hera Büyüktaşçıyan  
*Armada* 2019, Hew Locke  
*2 or 3 Tigers* 2015, HO Tzu Nyen  
*gfw 9, Richter / Baselitz* 2019, Jana Euler  
*Cipher #1* 2015, Larry Achiampong  
*Integer #3* 2015, Larry Achiampong  
*Decimal #3* 2017, Larry Achiampong  
*Glyth Series 2 #2* 2018, Larry Achiampong  
*Glyth Series 2 #3* 2018, Larry Achiampong  
*Speckle #1* 2020, Larry Achiampong  
*bystander #14; bystander #23*, Mari Katayama  
*Group of 5 works* *Untitled* 2017, Michael Armitage  
*I Strongly Believe in Our Right to Be Frivolous* 2012-ongoing, Mounira Al Solh  
*In Search of Vanished Blood*, 2012, Nalini Malani  
*The Collection of Jane Ryan & William Saunders* 2019, Pio Abad and Frances Wadsworth Jones  
*Argument from Silence* 2019, Seher Shah  
*The Snow Monkeys of Texas. Do snow monkeys remember snow mountains?* 2016, Shimabuku  
*Snow Monkey Stance* 2016, Shimabuku  
*Beast Type Song* 2019, Sophia Al-Maria  
*Becoming Alluvium* 2019, Thao Nguyen Phan  
*Salacia* 2019, Tourmaline  
*Arrangement In Layers, Stacking Up Moments* 2016-19, Veronica Ryan  
*The Local Monuments I: Childhood* 1995, Vivienne Koorland  
*Fun* 2001; *Fun* 2001; *Fun* 2017; 'No Worries, My Mother Is Next Door' 2017; *Gate (Tiananmen)* 2020; *Fish on a Chopping Board* 2020; *Train* 2020, Xiyadie  
*When we were Queens and Kings* 2017, Zohra Opoku  
*Time don't run here'* 26 photographs, inkjet prints on paper from braille books, Liz Johnson  
Artur  
*Untitled*, 1976, Linder  
*Untitled*, 1977, Linder  
*How To Make A How From A Why?* 2020, Abbas Zahedi  
*How To Make A How From A Why?* 2020, Abbas Zahedi  
*A Fisher Girl's Light*, Marianne Stokes  
*Echo* 1983, Denzil Forrester  
*Shine Eye* 1982, Denzil Forrester  
*In the Zone* 1982, Denzil Forrester  
*Jason (Curtain)* 2021, Mike Silva  
*The Earth And The Sky* 2021; *Work Contract* 2021, Sung Tieu  
*Filling Gaps*, 2021; *Work Contract* 2021, Sung Tieu  
*Jenny and Zac Holding Hands* 2009, Rene Matić

*VE Day, Skegness III 2020, Rene Matić*  
*Maggie in Morley's, 2020, Rene Matić*  
*Chiddy Doing Rene's Hair 2019, Rene Matić*  
*Rene in Sheringham 2019, Rene Matić*  
*Mia and Faith at BBQ, 2019, Rene Matić*  
*Ione's Shoes 2019, Rene Matić*  
*Rene and Dad I 2019, Rene Matić*  
*Clap for Carers 2020, Rene Matić*  
*Skegness, 2020, Rene Matić*  
*Maggie and Rene II 2019, Rene Matić*  
*Lost Bike 2019, Rene Matić*  
*Rene at New Wave Tattoo 2020, Rene Matić*  
*Mia and Cait Snogging I 2020, Rene Matić*  
*Rudi at Christmas 2019, Rene Matić*  
*The moon Has Ascended between us 1976, Obiora Udechukwu*  
*Gidan Tailor (Tailor's House) 1976, Obiora Udechukwu*  
*Preacher 1976, Obiora Udechukwu*  
*The Newcomer 1983, Obiora Udechukwu*  
*Ascent to the Cathedral, Spanish Civil War, Barcelona, Spain 1937; Untitled, series Ode to Necrophilia, Mexico City 1962 (Leonora Carrington) 1962; Untitled, series Ode to Necrophilia, Mexico City 1962 (Leonora Carrington) 1962, Kati Horna*

## Financial review

The accounts have been prepared under FRS 102. Total income for the year was £5,324,672 (2020-21: £6,727,758). Of the total income figure, £37,202 (2020-21: £1,539,812) was received for the major capital project at Tate Modern.

The surplus for the year was £1,856,702 (2020-21: £2,337,252).

### Reserves policy

It is the Trustees' policy to review the reserves on an annual basis to consider if they are appropriate for the current activity of the Foundation and requests for grants from Tate. As a standard, reserves should be maintained at a minimum level of 25% of total income, excluding major capital project donations, which should provide sufficient working capital for one year. A level of £1,321,867 is required to comply with this policy. Free reserves are currently held at a level above the reserves policy to reflect income recognised but not yet received.

Free reserves, defined as unrestricted funds excluding designated funds and works of art, at 31 March 2022 were £12,215,563 (2020-21: £11,845,301). Restricted reserves at this date were £6,327,491 (2020-21: £4,841,051). Total reserves held by Foundation at that date were £18,981,054 (2020-21: £17,124,352).

### Investments

Current asset investments of £19,418,390 (2020-21: £20,751,703) held at 31 March 2022 were term deposits.

## Plans for future periods

Tate Foundation continues to support Tate's strategic development. Tate Foundation will continue to represent the interests of those individuals who give significant financial support or gifts of art to Tate by appointing Trustees of the Foundation from amongst its supporters who are best qualified to offer advice and support to the Tate Gallery Board and Tate Executive on the fulfilment of Tate's strategic objectives. This includes building the Patrons and International Council membership schemes and increasing major donations to Tate, particularly to the Collection through the acquisition committees and a planned Endowment Campaign.

Grant requests from Tate Gallery will be fulfilled by in-year donations with increased targets in the coming financial years following the impact of the Coronavirus pandemic in previous years. Due to the effects of the curtailment of its trading activities on its profitability during the Coronavirus pandemic, Tate Enterprises is not able to make a Gift Aid donation to Tate Foundation in 2021-22.



## Principal risks and uncertainties

The Tate Foundation Board has responsibility for ensuring effective risk management processes are in place. The actual risk management processes are the responsibility of senior staff (who are Tate management) and are embedded in the management process. The Board places strong reliance on the risk analysis and control environment operated by Tate and the Tate Audit Committee.

Tate Foundation has prepared a risk register, which details the major risks the organisation faces and identifies the controls in place to mitigate those risks. The register also covers compliance with statutory requirements and internal control procedures as well as investment risk. The risk register is kept under review on an ongoing basis by Tate's management and risks are discussed by the Board as part of the operational update at each meeting. The focus is on ensuring that risks are managed effectively by senior Tate staff. Tate Foundation's operations and risk management processes are also reviewed periodically by Tate's Internal Audit. However, it is recognised that a risk management system can only seek to manage, rather than eliminate, factors that impact on the ability to achieve business objectives, and can provide only reasonable assurance against material misstatement or loss.

The principal risks and uncertainties which could impact Tate Foundation's performance, and the associated mitigating activities, are summarised below.

Area of principal risk/uncertainty	Description and examples of mitigating activities
<ul style="list-style-type: none"> <li>Challenges to the overall economic climate leading to increased pressure on discretionary expenditure.</li> <li>Geopolitical or public health issues impact the ability to fundraise in certain regions.</li> <li>Increasingly competitive environment for philanthropic giving as a result of the Coronavirus pandemic.</li> <li>Reduction in Tate programme against which to fundraise due to temporary closure during Coronavirus pandemic and longer-term effects on sector e.g. reduction in tourism.</li> <li>Impact on fundraising due to heightened external scrutiny of ethical considerations.</li> </ul>	<ul style="list-style-type: none"> <li>Fundraising propositions and membership schemes are subject to continual review to ensure they are relevant and attractive to a changing market, and focus on a cause rather than specific programme. Advice is sought from non-executive advocates and Trustees.</li> <li>Active prospecting and monitoring of existing supporters is supported by robust research and due diligence in line with Tate's Ethics and Donations policies.</li> <li>Prospect pools are carefully identified and managed to ensure they only include those who have capacity to give. Additionally, an ongoing programme of high-quality stewardship is in place so that Tate retains a relationship with donors and sponsors who may be approached in the future.</li> <li>Active supporter prospecting is supported by robust research and due diligence in line with Tate's Ethics and Donations policies.</li> <li>A robust system of financial management and control is in place, including: <ul style="list-style-type: none"> <li>Management of forecast in current financial year and budget planning for future years;</li> <li>Quarterly reforecasts include implementing Action Plans to address specific risks;</li> <li>Effective financial control;</li> <li>Holding a contingency against key operational risks and having a reserves policy.</li> </ul> </li> </ul>

## Auditors

Moore Kingston Smith LLP were appointed as auditors during the year and, having expressed their willingness to continue in office, will be deemed reappointed for the next financial year in accordance with section 487(2) of the Companies Act 2006 unless the company receives notice under section 488(1) of the Companies Act 2006.

This report, including the Strategic Report, was approved by the Board on 12 July 2022 and signed on 21 July 2022 on its behalf by:

A handwritten signature in black ink, appearing to read 'Roland Rudd', with a stylized flourish at the end.

Roland Rudd  
*Trustee*

## Statement of Trustees' responsibilities

The Trustees (who are also directors of Tate Foundation for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including Strategic Report) and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees confirm that:

- so far as each trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## Independent auditor's report to the trustees of Tate Foundation

### Opinion

We have audited the financial statements of Tate Foundation ('the company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Summary Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement 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 FRS 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 charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### 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 charitable company 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 trustees' 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 charitable company'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 trustees with respect to going concern are described in the relevant sections of this report.

### Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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 course of 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 there is 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.

### Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the trustees' annual report have been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 10, the trustees (who are also the directors of the charitable company for the purposes of company law) are 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 trustees 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 trustees are responsible for assessing the charitable company'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 trustees either intend to liquidate the charitable company 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud**  
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

#### **Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company'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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Moore Kingston Smith LLP*

.....  
**Neil Finlayson (Senior Statutory Auditor)**

for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Date: 25 July 2022

6th Floor  
9 Appold Street  
London  
EC2A 2AP

## Statement of financial activities

(Incorporating an income and expenditure account)

(for the year ended 31 March 2022)

	Notes	Unrestricted funds £	Restricted funds £	2022 Total £	2021 Total £
<b>Income and endowments from:</b>					
Donations and legacies	4	2,338,554	2,984,154	5,322,708	6,722,762
Other trading activities		-	-	-	-
Investments	5	1,964	-	1,964	4,996
Other		-	-	-	-
<b>Total</b>		<b>2,340,518</b>	<b>2,984,154</b>	<b>5,324,672</b>	<b>6,727,758</b>
<b>Expenditure on:</b>					
Raising funds					
Costs of generating donations and legacies	9	(776,064)	(6,782)	(782,846)	(1,210,390)
Fundraising trading: cost of goods sold and other costs		-	-	-	-
Investment management costs		-	-	-	-
Charitable activities	7	(1,231,394)	(1,453,730)	(2,685,124)	(3,180,116)
Other		-	-	-	-
<b>Total</b>		<b>(2,007,458)</b>	<b>(1,460,512)</b>	<b>(3,467,970)</b>	<b>(4,390,506)</b>
Net gains on investments		-	-	-	-
<b>Net income/(expenditure)</b>	6	<b>333,060</b>	<b>1,523,642</b>	<b>1,856,702</b>	<b>2,337,252</b>
Transfers between funds	16	37,202	(37,202)	-	-
<b>Other gains/(losses)</b>					
<b>Net movement in funds</b>		<b>370,262</b>	<b>1,486,440</b>	<b>1,856,702</b>	<b>2,337,252</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward	16	12,283,301	4,841,051	17,124,352	14,787,100
<b>Total funds carried forward</b>	16	<b>12,653,563</b>	<b>6,327,491</b>	<b>18,981,054</b>	<b>17,124,352</b>

The results for the year were derived solely from continuing operations.

The notes on pages 17-25 form part of these accounts

## Balance sheet

at 31 March 2022

	Notes	2022 £	2021 £
<b>Fixed assets</b>			
Heritage assets	11	438,000	438,000
		<b>438,000</b>	<b>438,000</b>
<b>Current assets</b>			
Debtors	13	3,099,725	3,314,226
Investments	12	19,418,390	20,751,703
Cash at bank and in hand		-	1,453
		<b>22,518,115</b>	<b>24,067,382</b>
<b>Creditors: amounts falling due within one year</b>	14	<b>(3,975,061)</b>	<b>(7,381,030)</b>
<b>Net current assets</b>		<b>18,543,054</b>	<b>16,686,352</b>
<b>Total assets less current liabilities</b>		<b>18,981,054</b>	<b>17,124,352</b>
<b>Creditors: amounts falling due after more than one year</b>	15	-	-
<b>Net assets</b>		<b>18,981,054</b>	<b>17,124,352</b>
<b>Funds</b>			
Unrestricted			
Designated	16	-	-
Other	16	12,653,563	12,283,301
Restricted	16	6,327,491	4,841,051
<b>Total funds</b>		<b>18,981,054</b>	<b>17,124,352</b>

These financial statements were approved by the Board of Trustees on 12 July 2022 and signed on 21 July 2022 on its behalf by:



Roland Rudd  
Trustee

Company registration number 04009652

The notes on pages 17-25 form part of these accounts



## Statement of cash flows

(for the year ended 31 March 2022)

	<i>Note</i>	<b>2022</b>	<b>2021</b>
		<b>£</b>	<b>£</b>
<b>Cash flows from operating activities:</b>			
<i>Net cash provided by/(used in) operating activities</i>	20(i)	<b>(1,336,730)</b>	6,890,426
<b>Cash flows from investing activities:</b>			
Dividends and interest		<b>1,964</b>	4,996
<b>Cash flows from financing activities:</b>			
Repayments of borrowing		-	-
Cash inflows from new borrowing		-	-
<b>Net cash provided by/(used in) financing activities</b>		<b>-</b>	<b>-</b>
<b><i>Change in cash and cash equivalents in the reporting period</i></b>		<b>(1,334,766)</b>	6,895,422
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<b>20,753,156</b>	13,857,734
<b><i>Cash and cash equivalents at the end of the reporting period</i></b>	20(ii)	<b>19,418,390</b>	20,753,156

## Notes

*(forming part of the financial statements)*

### **1 Accounting policies**

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to Tate Foundation's financial statements.

#### ***Basis of preparation***

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) and the Companies Act 2006.

Tate Foundation meets the definition of a public benefit entity under FRS 102.

The functional currency is GBP sterling.

#### ***Going concern basis of preparation for the accounts***

The accounts have been prepared on the going concern basis. As a result of the continuing impact of the Coronavirus pandemic and the measures taken by governments both in the UK and overseas, the foundation's forecasts have been adjusted and continue to be reviewed on a quarterly basis. Tate Foundation receives donations and holds funds in anticipation of grant requests from Tate Gallery. It is expected that the level of donations, including those from Tate Enterprises Limited as a result of the downturn in its trading activities during and after the Coronavirus pandemic, will fall and that grant requests from Tate Gallery will be fulfilled by in-year donations and the use of reserves. The trustees are confident that the company can continue to cover its operating costs as they fall due for a period of at least twelve months from the date of approval of these financial statements.

#### ***Subscriptions and donations***

Donations that have a formal gift agreement will be recognised at the date of the agreement, unless there are terms and conditions which must be met before Tate Foundation is entitled to the resources. All other donations will be recognised on a cash received basis, unless there are terms and conditions which must be met before Tate Foundation is entitled to the resources.

Donations usually also include a contribution from the Corporate Membership programme which was moved to Tate Enterprises Ltd, a wholly owned subsidiary of Tate, on 1 April 2017. Tate Enterprises gift aids all the profits from this activity to the Tate Foundation. Due to the effects of the Coronavirus pandemic on Tate Enterprises' activities, no gift aid will be paid to Tate Foundation in 2021-22.

#### ***Legacies***

Receipt of a legacy will be recognised when there has been grant or probate; the executors have established that there are sufficient assets in the estate; and that any conditions attached to the legacy are within the control of Tate Foundation or have been met.

#### ***Unrestricted funds***

These resources arise from the accumulated surpluses and deficits in the operation for charitable purposes and are expendable at the discretion of the Trustees in furtherance of the objective of the charity.

#### ***Designated funds***

Funds designated for a particular use by the Trustees.

#### ***Restricted funds***

These resources arise from contributions received for specific purposes. These funds are expended in accordance with these purposes.

#### ***Financial instruments***

Tate Foundation only 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 their settlement value.

***Charitable grants payable***

This expenditure represents contributions made to Tate towards acquisition of works of art by Tate and towards Tate projects. The expenditure is recognised when Tate Foundation is committed to provide such funding.

***Raising funds***

This expenditure represents the costs of fundraising.

***Borrowings***

Interest is charged to the statement of financial activities as it accrues. Charges incurred on the RBS loan were at a rate of 1% over LIBOR per interest period on the total amount of the loan.

***Governance costs***

This expenditure is audit and legal fees.

***Investments***

Investments are stated at market value rather than at historical cost. Any unrealised gains or losses arising from this policy are disclosed in the statement of financial activities.

***Heritage assets***

Heritage assets are stated at valuation as at the date of introduction of FRS 30: Accounting for Heritage Assets. They are not depreciated or revalued as a matter of routine, as the assets are deemed to have indeterminable lives. Impairment reviews are carried out only if the asset suffers physical deterioration or doubts arise as to their authenticity.

## Notes (continued)

### 2 Statement of financial activities (Incorporating an income and expenditure account) (for the year ended 31 March 2021)

	Unrestricted funds £	Restricted funds £	2021 £
<b>Income and endowments from:</b>			
Donations and legacies	2,754,714	3,968,048	6,722,762
Investments	4,996	-	4,996
<b>Total</b>	<b>2,759,710</b>	<b>3,968,048</b>	<b>6,727,758</b>
<b>Expenditure on:</b>			
Raising funds			
Costs of generating donations and legacies	(1,210,373)	(17)	(1,210,390)
Charitable activities	(1,030,269)	(2,149,847)	(3,180,116)
<b>Total resources expended:</b>	<b>(2,240,642)</b>	<b>(2,149,864)</b>	<b>(4,390,506)</b>
<b>Net income/(expenditure)</b>	<b>519,068</b>	<b>1,818,184</b>	<b>2,337,252</b>
Transfers between funds	1,539,812	(1,539,812)	-
<b>Net movement in funds</b>	<b>2,058,880</b>	<b>278,372</b>	<b>2,337,252</b>
<b>Reconciliation of funds:</b>			
Total funds brought forward	10,224,421	4,562,679	14,787,100
<b>Total funds carried forward</b>	<b>12,283,301</b>	<b>4,841,051</b>	<b>17,124,352</b>

### 3 Staff numbers and costs

Tate supplies employees and recharges the cost to Tate Foundation. The charge for the year is £489,293 (2020-21: £656,571) and also includes agency staff charged directly to Tate Foundation of £nil (2020-21: £nil).

## Notes (continued)

### 4 Donations and legacies

	Unrestricted funds £	Restricted funds £	2022 £	2021 £
Tate Patrons	1,117,663	-	1,117,663	1,021,020
International Council members	951,680	5,002	956,682	711,076
Tate Fund	261,140	7	261,147	1,055,444
Asia Pacific Acquisitions Committee	-	347,361	347,361	371,963
Middle East & North Africa Acquisitions Committee	-	227,756	227,756	186,076
African Acquisitions Committee	-	257,114	257,114	262,201
South East Asia Acquisitions Committee	-	231,572	231,572	185,688
Photography Acquisition Group	-	294,010	294,010	261,692
Russia & East European Acquisitions Committee	-	296,901	296,901	284,098
Director's Future Fund	-	-	-	-
European Collectors Circle	-	377,229	377,229	716,518
Liverpool Commissioning Circle	-	10,000	10,000	10,000
Frieze Fund	-	150,000	150,000	150,000
Capital Projects Fundraising	-	37,202	37,202	1,539,812
Legacies	8,071	750,000	758,071	280,846
Performance Fund	-	-	-	-
Other donations received / (adjusted)	-	-	-	-
Gift aid from Tate Enterprises Limited	-	-	-	(313,672)
	<b>2,338,554</b>	<b>2,984,154</b>	<b>5,322,708</b>	<b>6,722,762</b>

### 5 Investments

	Unrestricted funds £	Restricted funds £	2022 £	2021 £
Bank interest	1,964	-	1,964	4,996
	<b>1,964</b>	<b>-</b>	<b>1,964</b>	<b>4,996</b>

### 6 Net income/(expenditure)

<i>Net income/(expenditure) is stated after charging:</i>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Auditors' remuneration	<b>10,280</b>	<b>8,885</b>

Auditor's remuneration for the year ended 31 March 2022 was £10,280 (2020-21: £8,885).

## Notes (continued)

### 7 Charitable activities

	Unrestricted funds £	Restricted funds £	2022 £	2021 £
Contributions towards works of Art purchased by Tate	352,394	1,008,730	1,361,124	1,890,329
Contributions to Tate	879,000	445,000	1,324,000	1,289,787
	<b>1,231,394</b>	<b>1,453,730</b>	<b>2,685,124</b>	<b>3,180,116</b>

There were £2,685,124 of accrued contributions at 31 March 2022 (2020-21: £3,180,116).

### 8 Trustees' remuneration

The Trustees received no remuneration or expenses in the year ended 31 March 2022 (2020-21: nil).

### 9 Raising funds

	Staff costs £	Members' benefits £	Other costs £	Total 2022 £	Total 2021 £
Unrestricted funds	489,293	(1,318)	288,089	776,064	1,210,373
Restricted funds:					
Frieze Fund			6,782	6,782	17
	<b>489,293</b>	<b>(1,318)</b>	<b>294,871</b>	<b>782,846</b>	<b>1,210,390</b>

### 10 Support costs

All support services including Finance, Human Resources and Information Systems are provided by Tate. This service is estimated to have a value of £133,051 (2020-21: £126,475) and has been charged to costs of generating donations and legacies in the statement of financial activities.

## Notes (continued)

### 11 Heritage assets

Tate Foundation owns a collection of 9 modern works of art. These assets were donated to Tate Foundation in the 1980s and have a collective value of £438,000 as at the 31 March 2022 (2020-21: £438,000). The assets were valued in 2009 by Tate Gallery curators using industry standard methods of valuation. There have been no additions, disposals, revaluations or impairment of heritage assets in any of the four previous accounting periods. The Trustees do not have a general acquisitions and disposal policy but look at each work of art on a case by case basis.

At 31 March 2022, one of these works of art was on loan to the Scottish National Gallery of Modern Art; the remainder were on loan to Tate galleries where they are under the care of the Collection Care department, details of which can be found at <http://www.tate.org.uk/about/our-work/conservation>. The loans and details of the works of art are recorded on the Tate Gallery database system.

	Value at 1 April 2021 £	Revaluations £	Additions £	Disposals £	Value at 31 March 2022 £
Works of art	438,000	-	-	-	438,000

### 12 Investments

Current asset investments are held in various term deposits and are treated as liquid resources for the purposes of the cashflow statement.

### 13 Debtors

	2022 £	2021 £
Trade debtors	-	-
Taxation and social security	78,459	-
Other Debtors	17,705	23,722
Prepayments and accrued income: amount falling due within one year	1,171,001	1,193,228
Prepayments and accrued income: amounts falling due after more than one year	1,000,000	2,000,000
Receivable from Tate and associates	832,560	97,276
	<b>3,099,725</b>	<b>3,314,226</b>

### 14 Creditors: amounts falling due within one year

	2022 £	2021 £
Trade creditors	6,026	14,074
Taxation and social security	-	26,459
Loans	-	-
Other creditors	3,268	3,000
Accruals and deferred income	10,575	145,195
Payable to Tate and associates	3,955,192	7,192,302
	<b>3,975,061</b>	<b>7,381,030</b>

## Notes (continued)

### 15 Creditors: amounts falling due after more than one year

	2022 £	2021 £
Deferred income	-	-
	-	-

### 16 Reconciliation of movements in funds

	At 1 April 2021 £	Incoming £	Outgoing £	Transfers £	At 31 March 2022 £
<b>Restricted funds</b>					
International Council	54,929	5,002	-	-	59,931
Annual Fund	583	7	-	-	590
Latin American Acquisitions Committee	53,367	-	-	-	53,367
Asia Pacific Acquisitions Committee	509,062	347,361	(351,285)	-	505,138
Middle East & North Africa Acquisitions Committee	121,075	227,756	(89,034)	-	259,797
African Acquisitions Committee	281,484	257,114	(146,229)	-	392,369
South East Asia Acquisitions Committee	176,515	231,572	(147,058)	-	261,029
Photography Acquisition Group	290,321	294,010	(185,101)	-	399,230
Russia & East European Acquisitions Committee	196,846	296,901	(139,601)	-	354,686
European Collectors Circle	492,085	377,229	(209,944)	-	659,370
Collection Fund	160,727	-	-	-	160,727
Liverpool Commissioning Circle	42,500	10,000	(20,000)	-	32,500
Frieze Fund	172,531	150,000	(172,800)	-	149,731
Capital projects fundraising	1,397,012	37,202	-	(37,202)	1,397,012
Legacies	709,457	750,000	-	-	1,459,457
Performance Fund	67,209	-	-	-	67,209
Other restricted reserves	115,348	-	-	-	115,348
<b>Total restricted funds</b>	<b>4,841,051</b>	<b>2,984,154</b>	<b>(1,460,512)</b>	<b>(37,202)</b>	<b>6,327,491</b>
<b>Unrestricted funds</b>					
Designated	-	-	-	-	-
Works of art	438,000	-	-	-	438,000
Other	11,845,301	2,340,518	(2,007,458)	37,202	12,215,563
<b>Total unrestricted funds</b>	<b>12,283,301</b>	<b>2,340,518</b>	<b>(2,007,458)</b>	<b>37,202</b>	<b>12,653,563</b>
<b>Total funds</b>	<b>17,124,352</b>	<b>5,324,672</b>	<b>(3,467,970)</b>	<b>-</b>	<b>18,981,054</b>



## Notes (continued)

### Restricted funds

Restricted funds are held for acquisition of works of art or for decision by the membership councils. Further details may be found in the Trustees' report.

Part of the Collection Fund is restricted and is there to support the Tate Collection.

The Capital projects fundraising fund was for three major projects which have now been completed: the Tate Modern Project, Tate Britain Millbank Project and Tate St Ives Phase II. All funds on the Tate Britain Millbank Project and the Tate St Ives Phase II have been received. Pledges for the Tate Modern Project continue to be received as scheduled. In the year to March 2022, £37,202 of Tate Modern Project donations were returned to unrestricted reserves (2020-21: £1,539,812).

Other restricted reserves include amounts given for specific acquisitions and projects.

### Designated funds

In June 2019, Trustees removed the designation on an unrestricted fund which had been created to support a fundraising initiative.

### Unrestricted funds

Funds available for general use.

## 17 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	2022 £	2021 £
Fixed assets				
Works of art	438,000	-	438,000	438,000
Current assets	16,190,624	6,327,491	22,518,115	24,067,382
Current liabilities	(3,975,061)	-	(3,975,061)	(7,381,030)
Long term creditors	-	-	-	-
Total net assets	12,653,563	6,327,491	18,981,054	17,124,352

## 18 Related parties

The only related party transactions during the year were those with the Board of Trustees of the Tate Gallery who employ the Development Office staff who serviced Tate Foundation, and who provided support for back office functions including Human Resources, Information Systems, Finance and Legal. This was at a charge of £622,344 (2020-21: £783,046). These transactions were in addition to the charitable contributions paid to Tate as set out in note 7.

## 19 Liability of members

Tate Foundation is a company limited by guarantee, with no share capital. Each member of the company, of which there are currently two, is liable to contribute £1 in the event of the winding up of the company.

## Notes (continued)

### 20 Statement of cash flows

#### (i) Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2022 £	2021 £
<i>Net income/(expenditure) for the reporting period (as per the statement of financial activities)</i>	<b>1,856,702</b>	2,337,252
<b>Adjustments for:</b>		
Dividends and interest	<b>(1,964)</b>	(4,996)
Decrease/ (increase) in debtors	<b>214,501</b>	2,568,468
(Decrease)/ increase in creditors	<b>(3,405,969)</b>	1,989,702
<b>Net cash provided by/(used in) operating activities</b>	<b><u>(1,336,730)</u></b>	<b><u>6,890,426</u></b>

#### (ii) Analysis of cash and cash equivalents

	2022 £	2021 £
Cash in hand	-	1,453
Notice deposits (less than 3 months)	<b>19,418,390</b>	20,751,703
	<b><u>19,418,390</u></b>	<b><u>20,753,156</u></b>