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Name:	John Greensmith
Email:	john.greensmith@gmail.com
Date & Time:	09/09/2022 11:38:52 (BST)
IP Address:	163.1.151.226
Signing Statement:	John Greensmith confirms that the information is correct and complete to the best of their knowledge and belief.

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REGISTERED COMPANY NUMBER: 04969904 (England and Wales)
REGISTERED CHARITY NUMBER: 1104688

Report of the Trustees and
Financial Statements
for the Year Ended 31 December 2021
for
AFRICAN LEADERSHIP INSTITUTE

AFRICAN LEADERSHIP INSTITUTE

Contents of the Financial Statements for the Year Ended 31 December 2021

	Page
Report of the Trustees	1 to 5
Independent Examiner's Report	6
Statement of Financial Activities	7
Balance Sheet	8 to 9
Notes to the Financial Statements	10 to 15
Detailed Statement of Financial Activities	16 to 17

**Report of the Trustees
for the Year Ended 31 December 2021**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2021. The trustees have adopted the provisions of 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 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

Its objects are to advance the education of the general public by promoting leadership and the training of effective leaders in Africa and in particular to encourage and support individuals in Africa, who are, or wish to be, in positions of leadership, to learn and to develop their skills, and to promote research into leadership and the public dissemination of the useful results thereof.

The objective is achieved through the development and implementation of high quality programmes designed to enhance the leadership capabilities of the next generation of leaders in Africa. These programmes provide a variety of leadership learning experiences to the individuals on the programme, the output of which, if relevant and appropriate, is made available to the general public. In addition, for the objectives to be achieved, significant funds have to be raised to implement the programmes.

The COVID pandemic and associated restrictions severely curtailed operations in 2020 and 2021. The annual Archbishop Tutu Leadership Programme, which we run in partnership with Said Business School, Oxford University, had to be postponed. The 2020 class of Tutu Fellows was selected early that year but the 2020 programme was eventually started only in November 2021, with the first workshop in South Africa. This was due to COVID restrictions and the need to avoid the risk of possible infection during the workshop. The second workshop of the 2020 programme will be held at Oxford in July 2022

With around 350 Tutu Fellows currently distributed across 42 African countries a concerted effort is now being made to facilitate active engagement of the Tutu Fellows network in advancing good leadership on the continent.

The African Export Import Bank programme for President Obasanjo of Nigeria, which will train young leaders across Africa in leadership as well as their senior staff, was also delayed by COVID and by slow decision making within the bank

**Report of the Trustees
for the Year Ended 31 December 2021**

ACHIEVEMENT AND PERFORMANCE

Charitable activities

COVID considerably disrupted the usual activities of the Institute in 2021. The start of the 2020 Archbishop Tutu Leadership Fellowship Programme was delayed by 20 months, and eventually the first workshop of the 2020 programme was successfully run in South Africa in November 2021. The delay caused a few of the selected candidates to withdraw for a variety of practical reasons, which reduced the group to 20.

There was no selection for a 2021 cohort but we took the opportunity to digitise the nomination and selection process and the new system was implemented for the 2022 programme. As in previous years the nominators are asked to submit only candidates of the very highest quality. Nominations are not open to the general public as we would be totally swamped with applicants. The programme is designed to provide a world class leadership learning experience to high potential mid-career young African leaders from government, business or civil society, and focusses on the demands placed on African leaders who have to interact and lead both locally and globally.

A central objective of the Institute is the development of a networked community of future leaders across Africa - the Archbishop Tutu Fellows alumni and other high potential young leaders - who will have at their disposal the facilities, the connectivity, the intellectual foundation, and the rich human resources of the Institute and alumni, to influence change and the successful development of the continent to reflect its rightful position in the global environment. A first step in this process is to ensure an effective Tutu Fellows alumni network is established and we continue to take steps towards this elusive objective. The Tutu Fellows themselves continue to be very active leaders on the continent, which is reflected in numerous awards and achievements during the year.

We continued to work with Afreximbank, the sponsor, to develop a leadership programme for emerging leaders on the continent based at President Obasanjo's Presidential Library in Nigeria. The costs of the programme will be borne by the African Export Import Bank who have commissioned AFLI to undertake the design and development of the programme. Programme management and logistics will be undertaken by Deloitte. Whilst design work continued, any implementation of the programme was made impossible by COVID, and a slow decision process within the bank.

Fund raising remains a priority for the Institute. Whilst sufficient reserves have been built up in previous years to carry the deficits of the recent years, funds need to be raised continually, not only to balance the books, but also to grow the Institute in order to enhance the leadership capabilities of more young African leaders than the 25 we develop each year on the Tutu programme. In addition, the Programme Director (and co-Founder) will be moving into retirement in the coming years, after 18 years at the helm, and a new management structure is being put in place which will be more costly. A very capable CEO located in South Africa was hired by AFLI SA in 2016 to take over responsibility following an extended handover. She was very successful in raising significant funds in South Africa to supplement those raised in the UK for the Tutu Programme. The South African finances are reported separately to the South African authorities. With many speakers, faculty and service providers offering pro-bono or subsidised services, it is possible to run world class programmes at low cost. This has meant that the Tutu Fellowship programme has so far been unaffected by the limited fundraising in the UK. In 2021, with no direct workshop expenses in the UK and moderate overheads, the finances remain sound.

COVID had a very big impact upon AFLI's operations during 2021, which meant that it was only towards the end of the year that we began again to address our core objective of running the Tutu Leadership Programme. With improved electronic connectivity the time was used to build better systems for connecting the alumni of Tutu Fellows and supporting their endeavours to make Africa a better place for all to live in.

**Report of the Trustees
for the Year Ended 31 December 2021**

FINANCIAL REVIEW

As the 2021 Tutu Programme was cancelled due to Covid, we could not raise any funding for the Tutu Programme in 2021. However the South African company continued to raise more general funds in Rands (not reported here) for the Institute, and some of these funds - £35,413 - were transferred from South Africa to reimburse the UK company for expenses we had incurred on the Ford Foundation project, which had been funded in Rands. A further amount totalling £10,627 is due to be reimbursed from the South African company to the UK company for expenses incurred on this project, as well as £17,926 for website management of the Tutu Fellowship programme. In addition we were paid £35,000 for the design work we had done for the Afreximbank project.

Due to the postponement of the 2020 Tutu Leadership Programme, which commenced in Stellenbosch in November 2021, there were no workshop costs in the UK this year, though some costs were incurred in developing and managing the November workshop in Stellenbosch. Management and administration costs in the UK have been kept to a minimum to ensure the charitable activities are well funded. The South African operation has been very successful in securing funds from major Foundations and the consolidated operation has built up a comfortable reserve which will see us through another two years even if fundraising proves to be very restricted during this time.

The overall result was a surplus of income over expenditure in the UK of £22,047. Looking at the UK operations in isolation this is a manageable deficit. In addition, as mentioned above, fundraising activities have shifted to the South African operation where the CEO is now located, and as a combined entity a significant surplus was generated as a result of generous funding by well known institutions such as Ford Foundation, Mastercard Foundation, Skoll Foundation and GIZ, as well as some corporate sponsors. The South African not-for-profit made a very healthy surplus. As a result of previous successful fundraising efforts in 2013, which built up good reserves, the UK business still carries forward funds of £104,450 to 2022.

FUTURE PLANS

The plan for 2022 and beyond is to consolidate the success of the Archbishop Tutu Leadership Programme, and to build a network of high potential future leaders across Africa committed to improving the quality of leadership on the continent. It is our intention to support these young leaders in their endeavours through the alumni network and its activities, and encourage them to utilise their leadership capabilities for the betterment of the greater community of Africans.

Considerable attention is now being given to the future sustainability of the Institute, and the passing of the baton to a younger management team to further develop, guide and manage the Institute and its programme. The new CEO for AFLI SA is able to spend more time on focused fundraising efforts, marketing and communications, and supporting our influential and growing alumni network. We have secured considerable funding support in South Africa from the Mastercard Foundation, Skoll Foundation and GIZ, as well as corporate sponsors. As our reputation for the design and delivery of top quality African leadership programmes grows, we are also being approached to design and run leadership programmes for other institutions, such as Afreximbank. Thanks to these very successful fundraising initiatives AFLI's combined operation enters 2022 well funded, and even though it will be an expensive year in which two Tutu Fellowship programmes will be run, it is expected that an overall surplus of income over expenditure will be generated for the combined operations.

The governance structure of the Institute, both in the UK and South Africa, has been restructured, and AFLI SA's Board has been strengthened. Joint meetings of the two Boards are held, and it has been agreed to follow this pattern in the future to ensure successful coordination of the activities and finances of the organisations.

To sustain and develop the Institute, fund raising activities must continue and intensify to source the funds and resources required to take the Institute to its next stage of development.

**Report of the Trustees
for the Year Ended 31 December 2021**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 19 November 2003, and registered as a charity on 1 July 2004.

Recruitment and appointment of new trustees

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. Under those Articles, at each AGM one third of the directors shall retire from office, but each retiring director shall be eligible for re-election.

Organisational structure

The directors of the company are also charity trustees for the purpose of charity law and under the company's articles are known as members of the Management Committee. Under the requirements of the Memorandum & Articles of Association one third of the directors are required to retire from office, but are eligible for re-election.

New Trustees are recruited through the existing Trustees network of contacts, and those of the Executive and Advisory Panel. No outside party can appoint trustees.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

04969904 (England and Wales)

Registered Charity number

1104688

Registered office

Hillcrest
Guildford Road
OTTERSHAW
Surrey
KT16 0QL

Trustees

J M T Greensmith
Lord Hacking
S P Lance
M S Stone
Dr A Zimble
E D A Obeng (appointed 1.7.21) (resigned 1.5.22)

Company Secretary

P R B Wilson

Independent Examiner

Alvis & Company (Accountants) Limited
143 Station Road
Hampton
Middlesex
TW12 2AL

Solicitors

Infields, 2 High Street, Hampton Wick, Kingston upon Thames, Surrey KT1 4DB

**Report of the Trustees
for the Year Ended 31 December 2021**

REFERENCE AND ADMINISTRATIVE DETAILS

Bankers

National Westminster Bank, 1 High Street, Woking, Surrey, GU21 1ZS.

FUNDS HELD AS CUSTODIAN FOR OTHERS

No funds are held as custodian trustee on behalf of others

Approved by order of the board of trustees on and signed on its behalf by:

.....
J M T Greensmith - Trustee

Independent Examiner's Report to the Trustees of African Leadership Institute

Independent examiner's report to the trustees of African Leadership Institute ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2021.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Brian Mason
FCCA
Alvis & Company (Accountants) Limited
143 Station Road
Hampton
Middlesex
TW12 2AL

Date:

AFRICAN LEADERSHIP INSTITUTE

Statement of Financial Activities for the Year Ended 31 December 2021

		31.12.21 Unrestricted funds £	31.12.20 Total funds £
INCOME AND ENDOWMENTS FROM	Notes		
Donations and legacies		45,628	92,132
Charitable activities			
Charitable activities		53,339	30,000
Investment income	2	1	25
Total		<u>98,968</u>	<u>122,157</u>
EXPENDITURE ON			
Raising funds	3	415	2,881
Charitable activities			
Charitable activities		76,506	81,091
Total		<u>76,921</u>	<u>83,972</u>
NET INCOME		22,047	38,185
RECONCILIATION OF FUNDS			
Total funds brought forward		82,403	44,218
TOTAL FUNDS CARRIED FORWARD		<u>104,450</u>	<u>82,403</u>

The notes form part of these financial statements

AFRICAN LEADERSHIP INSTITUTE (REGISTERED NUMBER: 04969904)**Balance Sheet
31 December 2021**

	Notes	31.12.21 Unrestricted funds £	31.12.20 Total funds £
CURRENT ASSETS			
Debtors	7	32,807	3,966
Cash at bank		76,558	83,167
		<u>109,365</u>	<u>87,133</u>
CREDITORS			
Amounts falling due within one year	8	(4,915)	(4,730)
		<u>104,450</u>	<u>82,403</u>
NET CURRENT ASSETS			
		<u>104,450</u>	<u>82,403</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			
		<u>104,450</u>	<u>82,403</u>
NET ASSETS			
		<u>104,450</u>	<u>82,403</u>
FUNDS	9		
Unrestricted funds		104,450	82,403
TOTAL FUNDS		<u>104,450</u>	<u>82,403</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2021.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 December 2021 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

Balance Sheet - continued
31 December 2021

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on and were signed on its behalf by:

.....
J M T Greensmith - Trustee

**Notes to the Financial Statements
for the Year Ended 31 December 2021**

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment - 20% on cost

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

Company status

The charity is a company limited by guarantee. The members of the company are the trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

AFRICAN LEADERSHIP INSTITUTE

Notes to the Financial Statements - continued for the Year Ended 31 December 2021

2. INVESTMENT INCOME

	31.12.21	31.12.20
	£	£
Deposit account interest	1	25
	<u>1</u>	<u>25</u>

3. RAISING FUNDS

Raising donations and legacies

	31.12.21	31.12.20
	£	£
Insurance	654	683
Website Hosting	204	300
Subscriptions	175	-
Exchange loss/(gain)	(624)	1,885
Bank charges	6	13
	<u>415</u>	<u>2,881</u>

4. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 December 2021 nor for the year ended 31 December 2020.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 December 2021 nor for the year ended 31 December 2020.

5. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £
INCOME AND ENDOWMENTS FROM	
Donations and legacies	92,132
Charitable activities	
Charitable activities	30,000
Investment income	25
Total	<u>122,157</u>
EXPENDITURE ON	
Raising funds	2,881
Charitable activities	
Charitable activities	81,091
Total	<u>83,972</u>

AFRICAN LEADERSHIP INSTITUTE

Notes to the Financial Statements - continued for the Year Ended 31 December 2021

5. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

Unrestricted
funds
£
38,185

NET INCOME

RECONCILIATION OF FUNDS

Total funds brought forward

44,218

TOTAL FUNDS CARRIED FORWARD

82,403

6. TANGIBLE FIXED ASSETS

Computer
equipment
£

COST

At 1 January 2021 and
31 December 2021

2,196

DEPRECIATION

At 1 January 2021 and
31 December 2021

2,196

NET BOOK VALUE

At 31 December 2021

-

At 31 December 2020

-

7. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

31.12.21
£

31.12.20
£

VAT

4,253

3,966

Prepayments and accrued income

28,554

-

32,807

3,966

AFRICAN LEADERSHIP INSTITUTE

Notes to the Financial Statements - continued for the Year Ended 31 December 2021

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.21	31.12.20
	£	£
Trade creditors	1,200	1,200
Accrued expenses	3,715	3,530
	<u>4,915</u>	<u>4,730</u>

9. MOVEMENT IN FUNDS

	At 1.1.21	Net movement in funds	At 31.12.21
	£	£	£
Unrestricted funds			
General fund	82,403	22,047	104,450
	<u>82,403</u>	<u>22,047</u>	<u>104,450</u>
TOTAL FUNDS	<u>82,403</u>	<u>22,047</u>	<u>104,450</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	98,968	(76,921)	22,047
	<u>98,968</u>	<u>(76,921)</u>	<u>22,047</u>
TOTAL FUNDS	<u>98,968</u>	<u>(76,921)</u>	<u>22,047</u>

Comparatives for movement in funds

	At 1.1.20	Net movement in funds	At 31.12.20
	£	£	£
Unrestricted funds			
General fund	44,218	38,185	82,403
	<u>44,218</u>	<u>38,185</u>	<u>82,403</u>
TOTAL FUNDS	<u>44,218</u>	<u>38,185</u>	<u>82,403</u>

Notes to the Financial Statements - continued
for the Year Ended 31 December 2021

9. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	122,157	(83,972)	38,185
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>122,157</u>	<u>(83,972)</u>	<u>38,185</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.1.20 £	Net movement in funds £	At 31.12.21 £
Unrestricted funds			
General fund	44,218	60,232	104,450
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>44,218</u>	<u>60,232</u>	<u>104,450</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	221,125	(160,893)	60,232
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>221,125</u>	<u>(160,893)</u>	<u>60,232</u>

AFRICAN LEADERSHIP INSTITUTE

Notes to the Financial Statements - continued for the Year Ended 31 December 2021

10. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 December 2021.

AFRICAN LEADERSHIP INSTITUTE**Detailed Statement of Financial Activities
for the Year Ended 31 December 2021**

	31.12.21 £	31.12.20 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Sponsorship: Tutu Programme	1	90,000
Donations	-	2,132
AFREXIMBANK	45,627	-
	<hr/> 45,628	<hr/> 92,132
Investment income		
Deposit account interest	1	25
Charitable activities		
Grants	-	30,000
Expense recovery	53,339	-
	<hr/> 53,339	<hr/> 30,000
Total incoming resources	<hr/> 98,968	<hr/> 122,157
EXPENDITURE		
Raising donations and legacies		
Insurance	654	683
Website Hosting	204	300
Subscriptions	175	-
Exchange loss/(gain)	(624)	1,885
Bank charges	6	13
	<hr/> 415	<hr/> 2,881
Charitable activities		
Management and facilitation fees	56,864	58,522
Travel & subsistence	2,151	5,747
Faculty/Professional fees	-	140
	<hr/> 59,015	<hr/> 64,409
Support costs		
Management		
Postage and stationery	30	9
Advertising & Marketing	15,961	15,147
	<hr/> 15,991	<hr/> 15,156

This page does not form part of the statutory financial statements

AFRICAN LEADERSHIP INSTITUTE

Detailed Statement of Financial Activities for the Year Ended 31 December 2021

	31.12.21 £	31.12.20 £
Management		
Governance costs		
Accountancy fees	1,500	1,500
Legal fees	-	26
	<hr/>	<hr/>
	1,500	1,526
	<hr/>	<hr/>
Total resources expended	76,921	83,972
	<hr/>	<hr/>
Net income	<u>22,047</u>	<u>38,185</u>

This page does not form part of the statutory financial statements