

**European Association of Certified Turnaround Professionals (EACTP)**  
**Company Number: 08276887**  
**Annual Report and Financial Statements**  
**For the Year End 31 December 2021**



## **EUROPEAN ASSOCIATION OF CERTIFIED TURNAROUND PROFESSIONALS**

(Company Limited by Guarantee)

Directors' Annual Report

and

Financial Statements

For the year end

31 December 2021

Dear Members

## **Foreword from the EACTP Board of Directors**

A warm welcome to the EACTP Directors' Annual Report and Financial Statements for the year-end December 2021.

Firstly, the EACTP Board is very grateful for your support in our efforts to grow our Accredited Turnaround community as we continue to give recognition to professional excellence and a voice to Turnaround Professionals practising in different jurisdictions across Europe by strengthening our focus on the educational curriculum we have created together with our Partners TMA and Leiden University.

This year we continue to work hard to bring you value and quality experience of your membership. We have been undertaking various initiatives to help us achieve this, including but not limited to the following:

- Increasing our marketing reach and message on our LinkedIn company page by being the Voice of the European Accredited Turnaround Community, we have now increased our following base to 432 followers and are continuing to grow with the help of a more robust marketing plan and team
- Sharing monthly insights and news relevant to the Turnaround Practice
- Promoting and advocating Turnaround professional work and discipline
- Focusing on Education with the continued rollout of our first class, academically backed online post-graduate educational programme in Turnaround – We have included the link to our CTA website for ease of reference ([EACTP Certified Turnaround Analyst \(CTA\) Online Learning Programme](#))
- Inviting experienced CTP members to join the management board to help us with innovative ideas in the continued development of the EACTP and visibility before the business and professional community and reach a wider audience
- Developing relationships with governments, public sector organisations, and other professional bodies to better convey the valuable message that Turnaround brings in terms of sustainability, business renewal and going beyond a distressed scenario
- Exploring digital tools to help better position our members professionally before clients and/or employers
- Actively engaging with TMA chapters to broaden our educational and CPD events calendar to further enhance our members' knowledge
- Exploring new networking and professional development activities and support for members
- Getting to know better our members by increasing engagement and participation beyond events starting with the well-received EACTP Panel discussions at TMA Europe annual conference in Madrid. The panel will be featured again at TMA Eastern European Summit on 13 September 2022 in Bucharest and we strongly encourage our members to be involved in this forthcoming event for learning and networking opportunities

## **Operational and Organisational Updates**

Earlier we announced the retirement of our well-respected and admired EACTP President Mr Alan Tilly. Under his stewardship we have been able to achieve significant milestones including the launch of our CTA Educational programme in partnership with the prestigious Leiden University, advancing the recognition of the Turnaround profession before the public and governmental bodies among other major developments. We, as a Board and members of the EACTP, are truly appreciative of his work and dedication to the Turnaround profession. To express our gratitude we have awarded Mr Tilly the EACTP Emeritus President status for his significant contribution that makes EACTP what we are today.

We also communicated recently the departure from the Board of our esteemed colleague Volker Beissenhirtz, Volker has been a constant source of knowledge and practical viewpoint whilst leading the Educational Committee. Under his leadership the EACTP was able to create the first Pan and Cross European Legal BoK and bring both the Accounting, Finance and Management BoK in line with the UK and European standards, putting together a first-class team to work with our partners in the development of the CTA Course. The task took over 4 years to develop. We are deeply grateful for the enormous work that Volker and the Education Committee did and continue to do in developing the CTA programme and wish Volker every success in his future projects.

The EACTP is now entering a new phase of development, a fully rolled out educational programme with over 12 students currently going thru the programme and more enquiries being received as we promote the education programme, and as we continue to further and develop our Association into the future we have welcomed three new talented EACTP members into the board to help us shape our business plan, please join us in congratulating Kees Lieve, Alberto Cerini and Alain Le Berre in joining the Management Board.

We are currently developing functions to accommodate our growing association, thus our evolving strategic functions are structured as followed:

- Standard Admission – Led by Andreas Koutsouris
- Education – led by Alain Le Berre
- Membership Initiatives and Development, TMA Chapters engagements – Led by Vlad Nastase (Eastern Champion) and Alberto Cerini (Western Champion)
- Professional Recognition, Policy and Stakeholder engagement – Led by Kees Lieve
- Marketing and Communication – Led by Simon Jones
- Finance and Company Secretarial – Led by Maria Pombo

With these strategic functions we will be creating new committees and we encourage our members to participate, gain new experiences, grow their network and shape the future of our profession by volunteering in the activities of these committees. More information on the committees and how to join will become available in the year.

EACTP is your Association your thoughts and opinions matter, we welcome members' comments, ideas and thoughts as we enter this new period of growth. Please email and share your comments to [eactp@turnaround.org](mailto:eactp@turnaround.org)

## Company Secretarial Updates

As the CTA rollout continues to gather momentum as an international educational programme we are now receiving enquiries and enrollment of students from far afield as far as the Middle East and Africa. Some of these students do not have access to a TMA Chapter and because of this, we concluded we needed to make an adjustment to the EACTP articles of association.

You will see in the distributed Amended Notice of AGM under special resolution the proposed amendment to the specific clause that will allow the EACTP to welcome students and members from other jurisdictions which has been put forward for the members to vote on.

Thus the recital for the Special Resolution is as follows:

1. To amend clause 7.5 of the EACTP Articles of Association from:

7.5. An individual may only be appointed as a member of the Company if he is a member of the Turnaround Management Association

### **To the proposed addendum to clause 7.5 and inclusion of new clause 7.6 to the EACTP Articles of Association**

*7.5. An individual may only be appointed as a member of the Company if the individual meets the eligibility requirements. The condition to meet the eligibility requirement for the purposes of membership is*

*7.5.1 An individual must be a duly vetted and accredited Certified Turnaround Professional (CTP) and/or Certified Turnaround Analyst (CTA). CTP and CTA Accreditations are exclusively awarded by the EACTP or from any other organisation that the Board of EACTP shall in their sole discretion consider from time to time to be of equivalent standing and reputation*

*7.6 Members of the company shall be encouraged to be members of a Chapter of the Turnaround Management Association (TMA). In the absence of a local Chapter to the individual, the individual may subscribe to membership to the Turnaround Management Association via TMA Virtual International Chapter (<https://turnaround.org/why-join-tma> - information on Global member benefits and programs)*

We look forward to seeing as many members at the forthcoming AGM and continue developing and growing the CTA & CTP as the go-to professional accreditation for the Turnaround Industry.

**The EACTP Board**

**European Association of Certified Turnaround Professionals (EACTP)**  
**Company Number: 08276887**  
**Annual Report and Financial Statements**  
**For the Year End 31 December 2021**



## **FINANCIAL STATEMENTS YE2021**

**(Statutory Accounts for Filing)**

European Association of Certified Turnaround  
Professionals  
2<sup>nd</sup> Floor  
33 Park Place  
Leeds  
LS1 2RY

Ford Campbell Freedman Limited  
2<sup>nd</sup> Floor  
33 Park Place  
Leeds  
LS1 2RY

August 2022

Dear Sirs,

I confirm to the best of my knowledge and belief, and having made appropriate enquiries of the officials of the company, the following representations which are given to you in connection with the preparation of the accounts of the company for the year ended 31 December 2021.

#### **Assets**

All assets included in the balance sheet were at that date in existence and owned by the company, free from any lien, encumbrance or charge, except as disclosed in the accounts and/or as referred to below.

#### **Liabilities**

All liabilities have been recorded in the accounting records, including the liability for all purchases to which title has passed prior to the balance sheet date.

#### **Results**

Except as disclosed in the accounts, the results for the year were not materially affected by transactions of a sort not usually undertaken by the company, circumstances of an exceptional or non-recurring nature, or charges or credits relating to prior years.

#### **Events since the balance sheet date**

No events have occurred since the balance sheet date in respect of the matters referred to in this letter, or which would require adjustment to or disclosure in the accounts, or which should be disclosed to shareholders through some other medium.

#### **General**

I confirm that:-

- a) All accounting records and supporting documents, information and explanations necessary for the understanding of the nature of the transactions entered into, the assets owned, and the liabilities and commitments incurred by the company, have been made available to you.
- b) Such accounting records properly reflect the true nature of all material transactions and properly distinguish between revenue and capital items.

- c) I acknowledge, as a director, my responsibility for the financial statements, which you have presented for the company.
- d) The loan from TMA repayment terms is in excess of 12 months.
- e) There is no significant additional liability to the company directly relating to TMA Global besides that which is already disclosed within the financial statements.

Yours faithfully

Signed on behalf of the Board by

\_\_\_\_\_

Date \_\_\_\_\_

DRAFT

**European Association of Certified Turnaround  
Professionals**

**Company Limited by Guarantee**

**Unaudited Financial Statements**

**For the year ended**

**31 December 2021**

**DRAFT ACCOUNTS**



# European Association of Certified Turnaround Professionals

Company Limited by Guarantee

Financial Statements

Year ended 31 December 2021

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# European Association of Certified Turnaround Professionals

## Company Limited by Guarantee

### Officers and Professional Advisers

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**The board of directors**

MA Pombo  
A Koutsouris  
A Cerini  
A Le Berre  
CA Lieve  
V Nastase  
S Jones  
V Natase

**Company secretary**

MA Pombo

**Registered office**

2nd Floor  
33 Park Place  
Leeds  
LS1 2RY

**Accountants**

Ford Campbell Freedman Limited  
Chartered Accountants  
2nd Floor  
33 Park Place  
Leeds  
LS1 2RY

# European Association of Certified Turnaround Professionals

## Company Limited by Guarantee

### Directors' Report

#### Year ended 31 December 2021

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The directors present their report and the unaudited financial statements of the company for the year ended 31 December 2021.

#### Directors

The directors who served the company during the year were as follows:

A Koutsouris  
V Beissenhertz  
AR Tilley  
J Hak  
P Tondelli  
S Jones  
MA Pombo (Appointed 27 May 2021)

Post year end the following changes have been made to the board of directors:

V Beissenhertz resigned 11 July 2022  
J Hak resigned 11 January 2022  
AR Tilley resigned 31 January 2022  
P Tondelli resigned 11 January 2022

A Cerini appointed 1 April 2022  
A Le Berre appointed 11 July 2022  
CA Lieve appointed 11 July 2022  
V Nastase appointed 11 January 2022

#### Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

This report was approved by the board of directors on ..... and signed on behalf of the board by:

MA Pombo  
Director

S Jones  
Director

Registered office:  
2nd Floor  
33 Park Place  
Leeds  
LS1 2RY

# European Association of Certified Turnaround Professionals

Company Limited by Guarantee

## Chartered Accountants Report to the Board of Directors on the Preparation of the Unaudited Statutory Financial Statements of European Association of Certified Turnaround Professionals

Year ended 31 December 2021

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In order to assist you to fulfil your duties under the Companies Act 2006, we have prepared for your approval the financial statements of European Association of Certified Turnaround Professionals for the year ended 31 December 2021, which comprise the statement of income and retained earnings, statement of financial position and the related notes from the company's accounting records and from information and explanations you have given us.

As a practising member firm of the Institute of Chartered Accountants in England and Wales (ICAEW), we are subject to its ethical and other professional requirements which are detailed at [www.icaew.com/en/membership/regulations-standards-and-guidance](http://www.icaew.com/en/membership/regulations-standards-and-guidance).

This report is made solely to the Board of Directors of European Association of Certified Turnaround Professionals, as a body. Our work has been undertaken solely to prepare for your approval the financial statements of European Association of Certified Turnaround Professionals and state those matters that we have agreed to state to you, as a body, in this report in accordance with ICAEW Technical Release 07/16 AAF as detailed at [www.icaew.com/compilation](http://www.icaew.com/compilation). To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than European Association of Certified Turnaround Professionals and its Board of Directors, as a body, for our work or for this report.

It is your duty to ensure that European Association of Certified Turnaround Professionals has kept adequate accounting records and to prepare statutory financial statements that give a true and fair view of the assets, liabilities, financial position and loss of European Association of Certified Turnaround Professionals. You consider that European Association of Certified Turnaround Professionals is exempt from the statutory audit requirement for the year.

We have not been instructed to carry out an audit or a review of the financial statements of European Association of Certified Turnaround Professionals. For this reason, we have not verified the accuracy or completeness of the accounting records or information and explanations you have given to us and we do not, therefore, express any opinion on the statutory financial statements.

**These accounts have NOT yet been signed by the accountants.  
The name and address of the accountants  
has therefore been suppressed.**

# DRAFT ACCOUNTS

# European Association of Certified Turnaround Professionals

## Company Limited by Guarantee

### Statement of Income and Retained Earnings

Year ended 31 December 2021

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	Note	2021 £	2020 £
Turnover		43,377	32,640
Cost of sales		<u>15,922</u>	<u>4,479</u>
<b>Gross profit</b>		<b>27,455</b>	28,161
Administrative expenses		<u>37,657</u>	26,724
<b>Operating (loss)/profit</b>		<b>(10,202)</b>	1,437
<b>(Loss)/profit before taxation</b>	6	<u>(10,202)</u>	<u>1,437</u>
Tax on (loss)/profit		<u>-</u>	<u>-</u>
<b>(Loss)/profit for the financial year and total comprehensive income</b>		<b>(10,202)</b>	<b>1,437</b>
<b>Retained losses at the start of the year</b>		<b>(2,371)</b>	<b>(3,808)</b>
<b>Retained losses at the end of the year</b>		<b>(12,573)</b>	<b>(2,371)</b>

All the activities of the company are from continuing operations.

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The notes on pages 7 to 10 form part of these financial statements.

# European Association of Certified Turnaround Professionals

## Company Limited by Guarantee

### Statement of Financial Position

31 December 2021

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	Note	2021 £	2020 £
<b>Fixed assets</b>			
Intangible assets	7	24,647	–
<b>Current assets</b>			
Stocks		1,740	–
Debtors	8	1,123	1,700
Cash at bank and in hand		12,458	36,018
		<u>15,321</u>	<u>37,718</u>
<b>Creditors: amounts falling due within one year</b>	9	<u>52,541</u>	40,089
<b>Net current liabilities</b>		<u>37,220</u>	<u>2,371</u>
<b>Total assets less current liabilities</b>		<u>(12,573)</u>	<u>(2,371)</u>
<b>Net liabilities</b>		<u>(12,573)</u>	<u>(2,371)</u>
<b>Capital and reserves</b>			
Profit and loss account		(12,573)	(2,371)
<b>Members deficit</b>		<u>(12,573)</u>	<u>(2,371)</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with Section 1A of FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

For the year ending 31 December 2021 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

The statement of financial position  
continues on the following page.

The notes on pages 7 to 10 form part of these financial statements.

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# European Association of Certified Turnaround Professionals

## Company Limited by Guarantee

### Statement of Financial Position *(continued)*

**31 December 2021**

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These financial statements were approved by the board of directors and authorised for issue on ....., and are signed on behalf of the board by:

MA Pombo  
Director

S Jones  
Director

Company registration number: 08276887

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The notes on pages 7 to 10 form part of these financial statements.

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# European Association of Certified Turnaround Professionals

## Company Limited by Guarantee

### Notes to the Financial Statements

Year ended 31 December 2021

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#### 1. General information

The company is a private company limited by guarantee, registered in England and Wales. The address of the registered office is 2nd Floor, 33 Park Place, Leeds, LS1 2RY.

#### 2. Statement of compliance

These financial statements have been prepared in compliance with Section 1A of FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland'.

#### 3. Accounting policies

##### Basis of preparation

The financial statements have been prepared on the historical cost basis.

The financial statements are prepared in sterling, which is the functional currency of the entity.

##### Going concern

The financial statements have been prepared on the going concern basis. The company has net liabilities of £13,299 (2020: £2,371) but has the continuing support of its directors and its creditors, such support has been maintained since the year end and will continue to be made available to the extent required to enable the company to meet its liabilities as and when they fall due during the course of the current year.

Accordingly, the director believe's that it is appropriate to prepare the accounts on a going concern basis.

##### Revenue recognition

Turnover is measured at the fair value of the consideration received for subscriptions in the year.

##### Taxation

The taxation expense represents the aggregate amount of current and deferred tax recognised in the reporting period. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, tax is recognised in other comprehensive income or directly in equity, respectively.

Current tax is recognised on taxable profit for the current and past periods. Current tax is measured at the amounts of tax expected to pay or recover using the tax rates and laws that have been enacted or substantively enacted at the reporting date.

##### Foreign currencies

Foreign currency transactions are initially recorded in the functional currency, by applying the spot exchange rate as at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate ruling at the reporting date, with any gains or losses being taken to the profit and loss account.



# European Association of Certified Turnaround Professionals

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

#### Year ended 31 December 2021

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#### 3. Accounting policies *(continued)*

##### Intangible assets

Intangible assets are initially recorded at cost, and are subsequently stated at cost less any accumulated amortisation and impairment losses. Any intangible assets carried at revalued amounts, are recorded at the fair value at the date of revaluation, as determined by reference to an active market, less any subsequent accumulated amortisation and subsequent accumulated impairment losses.

Intangible assets acquired as part of a business combination are only recognised separately from goodwill when they arise from contractual or other legal rights, are separable, the expected future economic benefits are probable and the cost or value can be measured reliably.

##### Amortisation

Amortisation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful life of that asset as follows:

Liden Platform course - 20% straight line

If there is an indication that there has been a significant change in amortisation rate, useful life or residual value of an intangible asset, the amortisation is revised prospectively to reflect the new estimates.

##### Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

##### Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

#### 4. Company limited by guarantee

The company is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the company in the event of liquidation.

# European Association of Certified Turnaround Professionals

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

#### Year ended 31 December 2021

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##### 5. Employee numbers

The average number of persons employed by the company during the year amounted to 6 (2020: 6).

##### 6. Profit before taxation

Profit before taxation is stated after charging:

	2021	2020
	£	£
Amortisation of intangible assets	<u>2,241</u>	<u>–</u>

##### 7. Intangible assets

	Lieden Platform course £
<b>Cost</b>	
Additions	<u>26,888</u>
<b>At 31 December 2021</b>	<u>26,888</u>
<b>Amortisation</b>	
Charge for the year	<u>2,241</u>
<b>At 31 December 2021</b>	<u>2,241</u>
<b>Carrying amount</b>	
<b>At 31 December 2021</b>	<u>24,647</u>
At 31 December 2020	<u>–</u>

##### 8. Debtors

	2021	2020
	£	£
Trade debtors	1,020	1,700
Other debtors	103	–
	<u>1,123</u>	<u>1,700</u>

##### 9. Creditors: amounts falling due within one year

	2021	2020
	£	£
Trade creditors	–	279
Other creditors	52,541	39,810
	<u>52,541</u>	<u>40,089</u>

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# European Association of Certified Turnaround Professionals

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

#### Year ended 31 December 2021

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**9. Creditors: amounts falling due within one year *(continued)***

Included in other creditors is a loan for £34,945 no interest has been charged on this.

# **European Association of Certified Turnaround Professionals**

**Company Limited by Guarantee**

**Management Information**

**Year ended 31 December 2021**

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**The following pages do not form part of the financial statements.**

# European Association of Certified Turnaround Professionals

## Detailed Income Statement

Year ended 31 December 2021

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	2021 £	2020 £
<b>Turnover</b>		
Sales	43,377	32,640
<b>Cost of sales</b>		
Exam fees	10,140	–
Books	1,740	–
Discounts given	5,782	4,479
	<u>17,662</u>	<u>4,479</u>
Closing stock - resale	1,740	–
	<u>15,922</u>	<u>4,479</u>
<b>Gross profit</b>	<u>27,455</u>	<u>28,161</u>
<b>Overheads</b>		
Administrative expenses	37,657	26,724
<b>Operating (loss)/profit</b>	<u>(10,202)</u>	<u>1,437</u>
<b>(Loss)/profit before taxation</b>	<u>(10,202)</u>	<u>1,437</u>

# European Association of Certified Turnaround Professionals

## Notes to the Detailed Income Statement

Year ended 31 December 2021

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	2021	2020
	£	£
<b>Administrative expenses</b>		
Insurance	732	697
Office expenses	442	432
Admin support	19,447	12,154
IT expenses	143	–
Printing postage and stationery	104	–
Staff training	–	427
Sundry expenses	86	–
Advertising	7,852	1,111
Entertaining	150	–
Legal and professional fees	1,787	5,326
Accountancy fees	3,222	3,780
Amortisation of intangible assets	2,241	–
Bad debts written off	600	2,440
Bank charges	471	357
Foreign currency gains/losses	380	–
	<u>37,657</u>	<u>26,724</u>