

Corporate Travel Management (North) Limited

Annual Report - 30 June 2021

Company Number 00488182



Corporate Travel Management (North) Limited
Corporate directory
For the year ended 30 June 2021

Directors	D Carling J Pherous M Young (resigned 31 st August 2021) J Murray
Registered office	Shire House Humboldt Street Bradford, West Yorkshire United Kingdom BD1 5HQ
Independent auditors	PricewaterhouseCoopers LLP Chartered Accountants and Statutory Auditors 7 More London Riverside London SE1 2RT
Company number	00488182

Corporate Travel Management (North) Limited
Strategic report
For the year ended 30 June 2021

The directors present their strategic report for the year ended 30 June 2021.

Review of operations

Corporate Travel Management (North) Limited's ("The Company") trading performance (domestic travel) for the year decreased due to the impact of COVID-19, but this was mitigated by the awarding of essential travel contracts in relation to the travel quarantine system. The profit before income tax decreased by 29% to £8,379,356 (2020: £11,891,955) and the TTV reduced by 45%.

The Company's balance sheet at 30 June 2021 continued to strengthen showing net assets of £35,141,335 (2020: £29,117,652) and net cash of £8,696,265 (2020: £3,588,513) due to an increase in trade payables and trade receivables relating to the essential travel contract secured this financial year.

The COVID-19 pandemic continues to be a risk due to the impact on the free flow of people domestically (stay at home directive) and to and from the EU.

Next year the path to recovery looks promising as domestic travel continues to recover at a quicker rate than international travel which is a key driver of the Company. As international travel resumes in later part of FY22, this will further drive the business forward.

The Company continues to focus on its key strategic drivers, being:

- Winning new essential service contracts
- Retaining current clients post-pandemic by continuing to tailor propositions, and look for innovative ways to continue offering added value, and
- Optimising workforce to remain agile during this current climate

The Company will continue its strategy of growth through:

- The development of technology solutions for clients and travel team.
- New opportunities identified through strategic sales.

The principle uncertainties to the business continue to be the default of a major client or supplier, airline and rail strikes, adverse government legislation, and major disruption to business travel caused by external factors.

While the impact COVID 19 is expected to be temporary, the impact is expected to last several years. The Company expects that as the population becomes fully vaccinated to protect against COVID 19, Corporate travel is expected to recover during the next financial year.

For financial risk management, refer to the Financial Instruments section of the Directors' Report.

Corporate Travel Management (North) Limited
Strategic report
For the year ended 30 June 2021

There are a number of Key Performance Indicators monitored by the Board, including but not limited to:

	2021 £	2020 £
Total transaction value (unaudited)	190,755,271	349,001,310
Profit before taxation	8,379,356	11,891,955
Current asset ratio (current assets divided by current liabilities)	1.82	4.17

This report is made in accordance with a resolution of directors.

On behalf of the directors



D Carling
Director

9 November 2021

Corporate Travel Management (North) Limited
Directors' report
For the year ended 30 June 2021

The directors present their report and audited financial statements for the year ended 30 June 2021.

Results

Refer to the Statement of profit or loss for the profit for the year ended 30 June 2021 on page 8.

Principal activities

The Company operates as a business travel management company.

Review of business and future developments

Refer to strategic report on page 2.

Dividends

The directors recommended a final dividend of £nil (2020: £nil).

No interim dividend was paid during the year (2020: £nil).

Financial instruments

The Company's principal financial instruments are cash, trade receivables, trade payables and general banking facilities all of which are utilised to facilitate normal trading operations.

The main risks from the company's financial instruments are credit, cash flow and foreign exchange risk.

Credit risk

The Company mitigates credit risk through credit check procedures of all customers prior to commencement of trade and periodic review thereafter.

Cash flow risk

The Company mitigates cash flow risk by use of third party working capital facilities and the setting of appropriate credit terms to correspond with cash outflows.

Foreign exchange risk

The Company operates in a global industry and is exposed to foreign exchange risk arising from various currency exposures. Foreign exchange risk arises when commercial transactions and recognised assets and liabilities are denominated in a currency that is not the entity's functional currency.

This risk is primarily managed through the monitoring of both the level of likely future foreign currency cash flows and forecasts of exchange rate movements.

Material Business risk

The Company's financial prospects are dependent on the strength of the travel industry generally. A decline in the domestic and/or international travel industry, whether as a result of a particular event (such as war, terrorism, health epidemic/pandemic or a natural disaster), economic conditions (such as a decrease in business demand), geopolitical conditions or any other factors, will likely have a material adverse effect on the company's business, financial condition and operations.

The COVID-19 pandemic has caused major disruption to the travel industry as a result of government-imposed travel restrictions, border closures and quarantine requirements. This has resulted in a significant impact on the company's earnings since March 2020. Lower demand and lower travel volume have seen decreases in transactional revenue as well as Volume based incentive revenue as well as increased risks of supplier defaults. The Company actively engages with suppliers to ensure risk to revenue is reduced through early settlement of amounts owed.

Corporate Travel Management (North) Limited
Directors' report
For the year ended 30 June 2021

Impact on community and environment

The Company's long-term sustainability is dependent on the long-term economic health of the region in which it operates. The travel services the company provides to its clients have an impact on the environment and whilst they do not provide the actual transport or accommodation, they on-supply this to clients by procuring travel services on their behalf. As such, the Company is exposed to indirect climate change risks due to changing travel patterns.

The Company has a diverse portfolio of clients across a number of industries, many of which regard travel as a key success enabler. The Company will therefore manage its risk through engaging with its clients to understand their objectives and assist with informed development of travel solutions which reduce the impact on the environment.

Directors

The directors of the Company who were in office during the year and up to the date of signing the financial statements were:

D Carling
J Pherous
J Murray
M Young (resigned 31st August 2021)

The Company has made qualifying third party indemnity provisions for the benefit of directors and officers of the Company which were made during the year and exist at the date of this report.

Employees

The Company is committed to a policy of recruitment and promotion on the basis of aptitude and ability without discrimination of any kind. Management actively pursues both the employment of disabled persons whenever a suitable vacancy arises and the continued employment and retraining of employees who become disabled whilst employed by the Company.

The Company is committed to engaging employees in the performance and direction of the company. Through the Company's performance development plans and incentives schemes, employees' objectives are closely aligned to those of the company. Management is committed to continual staff training both in-house and external. Employees also receive monthly business updates and attend an annual conference where, through interactive sessions, ideas around business development and industry innovation are shared.

Research and development

Costs incurred in developing products or systems and costs incurred in acquiring software and licenses that will contribute to future period financial benefits through revenue generation and/or cost reduction are capitalised to software, refer to note 14 for additional information. The company expects to increase the development of new products and systems as we transition to a post COVID-19 trading environment.

Statement of directors' responsibilities in respect of the financial statements

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulation.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 101 "Reduced Disclosure Framework", and applicable law). Under company law the directors 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 company and of the profit or loss of the company for that period.

Corporate Travel Management (North) Limited
Directors' report
For the year ended 30 June 2021

Under company law, directors 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 company and of the profit and loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards, comprising FRS 101 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the 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.

Directors' confirmation

In the case of each director in office at the date the Directors' Report is approved:

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

Independent auditors

The auditors, PricewaterhouseCoopers LLP, have indicated their willingness to continue in office and a resolution concerning their re-appointment will be proposed at the Annual General Meeting.

Presentation of financial statements

The presentation of financial statements continues to be by function as this aligns with the ultimate parent company's consolidated IFRS financial statements.

This report is made in accordance with a resolution of directors.

On behalf of the directors



D Carling
Director

9 November 2021

Report on the audit of the financial statements

Opinion

In our opinion, Corporate Travel Management (North) Limited's financial statements:

- give a true and fair view of the state of the company's affairs as at 30 June 2021 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 101 "Reduced Disclosure Framework", and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Annual Report, which comprise: the Statement of financial position as at 30 June 2021; the Statement of profit or loss, the Statement of comprehensive income and the Statement of changes in equity for the year then ended; and the notes to the financial statements, which include a description of the significant accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

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 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.

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

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the company's ability to continue as a going concern.

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

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. 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 based on these responsibilities.

With respect to the Strategic report and Directors' report, we also considered whether the disclosures required by the UK Companies Act 2006 have been included.

Based on our work undertaken in the course of the audit, the Companies Act 2006 requires us also to report certain opinions and matters as described below.

Independent auditor's report to the members of Corporate Travel Management (North) Limited Strategic report and Directors' report

In our opinion, based on the work undertaken in the course of the audit, the information given in the Strategic report and Directors' report for the year ended 30 June 2021 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

In light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we did not identify any material misstatements in the Strategic report and Directors' report.

Responsibilities for the financial statements and the audit

Responsibilities of the directors for the financial statements

As explained more fully in the Statement of directors' responsibilities in respect of the financial statements, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the 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 directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

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

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.

Based on our understanding of the company and industry, we identified that the principal risks of non-compliance with laws and regulations related to the travel regulators, data protection requirements in the jurisdictions in which the Company operates and holds data, tax legislation and employment regulations, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as the Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries in the underlying books and records, and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Discussions with management, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud
- Identifying and testing journal entries, in particular any journal entries posted with unusual account combinations
- Challenging assumptions and judgements made by management in their significant accounting estimates, including those that considered future events that are inherently uncertain

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.

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

Use of this report

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Independent auditor's report to the members of Corporate Travel Management (North) Limited

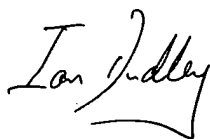
Other required reporting

Companies Act 2006 exception reporting

Under the Companies Act 2006 we are required to report to you if, in our opinion:

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

We have no exceptions to report arising from this responsibility.

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

Ian Dudley (Senior Statutory Auditor)
for and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
London
10 November 2021

Corporate Travel Management (North) Limited
Statement of profit or loss
For the year ended 30 June 2021

	Note	2021 £	2020 £
Revenue	5	17,536,721	22,179,242
Other income	6	389,583	303,765
Total revenue and other income		<u>17,926,304</u>	<u>22,483,007</u>
Operating expenses			
Employee benefits		(3,181,292)	(4,383,008)
Occupancy		(154,607)	(189,162)
Depreciation & amortisation expense		(303,033)	(349,197)
Information technology and telecommunications		(957,728)	(4,079,097)
Travel and entertainment		(37,812)	(113,463)
Impairment reversal/(losses)		62,083	(173,102)
Administrative and general		(5,488,094)	(1,626,413)
Total operating expenses		<u>(10,060,483)</u>	<u>(10,913,442)</u>
Operating profit	7	7,865,821	11,569,565
Net finance income	9	513,535	322,390
Profit before income tax expense		8,379,356	11,891,955
Income tax expense	10	<u>(2,355,673)</u>	<u>(2,262,505)</u>
Profit after income tax expense for the year		<u><u>6,023,683</u></u>	<u><u>9,629,450</u></u>

The above Statement of profit or loss should be read in conjunction with the accompanying notes.

Corporate Travel Management (North) Limited
Statement of comprehensive income
For the year ended 30 June 2021

	2021	2020
	£	£
Profit after income tax expense for the year	6,023,683	9,629,450
Other comprehensive income for the year, net of tax	-	-
Total comprehensive income for the year	<u><u>6,023,683</u></u>	<u><u>9,629,450</u></u>

The above Statement of other comprehensive income should be read in conjunction with the accompanying notes.

Corporate Travel Management (North) Limited
Statement of financial position
As at 30 June 2021

	Note	2021 £	2020 £
Assets			
Current assets			
Cash and cash equivalents		8,696,265	3,588,513
Trade and other receivables	11	67,289,502	33,865,404
Income tax receivable		1,411,939	374,137
Total current assets		<u>77,397,706</u>	<u>37,828,054</u>
Non-current assets			
Property, plant and equipment	12	86,406	219,043
Right-of-use assets	13	151,466	272,636
Intangible assets	14	25,865	52,715
Deferred tax asset	15	3,362	-
Total non-current assets		<u>267,099</u>	<u>544,394</u>
Total assets		<u>77,664,805</u>	<u>38,372,448</u>
Liabilities			
Current liabilities			
Trade and other payables	16	42,278,706	8,844,905
Lease liabilities	17	126,143	123,240
Provisions	18	59,624	108,099
Total current liabilities		<u>42,464,473</u>	<u>9,076,244</u>
Non-current liabilities			
Lease liabilities	17	31,997	158,140
Provisions	18	27,000	-
Deferred tax payable	15	-	20,412
Total non-current liabilities		<u>58,997</u>	<u>178,552</u>
Total liabilities		<u>42,523,470</u>	<u>9,254,796</u>
Net assets		<u>35,141,335</u>	<u>29,117,652</u>
Equity			
Contributed equity	19	50,000	50,000
Retained earnings		<u>35,091,335</u>	<u>29,067,652</u>
Total equity		<u>35,141,335</u>	<u>29,117,652</u>

The company's number is 00488182.

The notes on pages 14 to 28 are an integral part of these financial statements.

The financial statements on pages 10 to 28 were authorised for issue by the board of directors on 9 November 2021 and were signed on its behalf.



D Carling
Director
9 November 2021

The above Statement of financial position should be read in conjunction with the accompanying notes.

Corporate Travel Management (North) Limited
Statement of changes in equity
For the year ended 30 June 2021

	Share capital £	Retained earnings £	Total equity £
Balance at 1 July 2019	50,000	19,444,662	19,494,662
Impact of IFRS 16	-	(6,460)	(6,460)
Balance at 1 July 2019 - restated	50,000	19,438,202	19,488,202
Profit after income tax expense for the year	-	9,629,450	9,629,450
Other comprehensive income for the year, net of tax	-	-	-
Total comprehensive income for the year	-	9,629,450	9,629,450
Balance at 30 June 2020	<u>50,000</u>	<u>29,067,652</u>	<u>29,117,652</u>
	Share capital £	Retained earnings £	Total equity £
Balance at 1 July 2020	50,000	29,067,652	29,117,652
Profit after income tax expense for the year	-	6,023,683	6,023,683
Other comprehensive income for the year, net of tax	-	-	-
Total comprehensive income for the year	-	6,023,683	6,023,683
Balance at 30 June 2021	<u>50,000</u>	<u>35,091,335</u>	<u>35,141,335</u>

The above Statement of changes in equity should be read in conjunction with the accompanying notes.

Corporate Travel Management (North) Limited
Notes to the financial statements
For the year ended 30 June 2021

Note 1. General information

Corporate Travel Management (North) Limited ("The Company") operates as a business travel management company.

A private company limited by shares and is incorporated and domiciled in the UK. The address of its registered office is Shire House, Humboldt Street, Bradford, West Yorkshire, BD1 5HQ.

Note 2. Summary of significant accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

2.1 Basis of preparation

The financial statements of Corporate Travel Management (North) Limited have been prepared in accordance with Financial Reporting Standard 101, 'Reduced Disclosure Framework' (FRS 101). The financial statements have been prepared under the historical cost convention, and in accordance with the Companies Act 2006 as applicable to companies using FRS101.

The preparation of financial statements in conformity with FRS 101 requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 3.

The following exemptions from the requirements of IFRS have been applied in the preparation of these financial statements, in accordance with FRS 101:

- IFRS 7, 'Financial Instruments: Disclosures'.
- Paragraphs 38 of IAS 1, 'Presentation of financial statements' comparative information requirements in respect of:
 - (i) paragraph 79(a)(iv) of IAS 1;
 - (ii) paragraph 73(e) of IAS 16 'Property, plant and equipment';
 - (iii) paragraph 118(e) of IAS 38 'Intangible assets' (reconciliations between the carrying amount at the beginning and end of the period).
- The following paragraphs of IAS 1 'Presentation of financial statements':
 - (i) 10(d), (statement of cash flows),
 - (ii) 16 (statement of compliance with all IFRS),
 - (iii) 38A (requirement for minimum of two primary statements, including cash flow statements),
 - (iv) 38B-D (additional comparative information),
 - (v) 111 (cash flow statement information),
 - (vi) 134-136 (capital management disclosures),
 - (vii) 10(f) (a statement of financial position as at the beginning of the preceding period when an entity applies an accounting policy retrospectively or makes a retrospective restatement of items in its financial statements, or when it reclassifies items in its financial statements); and
 - (viii) 40A-D (requirements for a third statement of financial position).
- IAS 7, 'Statement of cash flows'.
- Paragraph 30 and 31 of IAS 8 'Accounting policies, changes in accounting estimates and errors' (requirement for the disclosure of information when an entity has not applied a new IFRS that has been issued but is not yet effective).
- Paragraph 110 and paragraphs 113(a), 114, 115, 118, 119(a) to (c), 120 to 127 of IFRS 9, 'Financial instruments'.
- Paragraph 129 of IFRS 15, 'Revenue recognition'.
- Paragraph 17 of IAS 24, 'Related party disclosures' (key management compensation).
- The requirements in IAS 24, 'Related party disclosures' to disclose related party transactions entered into between two or more members of a group.

New Accounting Standards

We have reviewed the new accounting standards and impact of changes and we can confirm there is no material impact on this year's financial statements.

Corporate Travel Management (North) Limited
Notes to the financial statements
For the year ended 30 June 2021

Note 2. Summary of significant accounting policies (continued)

Going concern

The directors have a reasonable expectation that the Company has adequate resources to continue in operation existence for the foreseeable future. The company continues to adopt the going concern on the basis that the financial liabilities will be settled through the ultimate parent undertaking and has provided written confirmation of their intention to provide any necessary support for 12 months from the date of authorisation of the accounts, to enable the company to trade and meet its liabilities as and when they fall due. The directors have made necessary inquiries to enable them to rely on the support.

Presentation of financial statements

The presentation of financial statements is by function as this aligns with the ultimate parent company's consolidated IFRS financial statements.

2.2 Foreign currency translation

(a) Functional and presentation currency

Items included in the financial statements of the Company are measured using the currency of the primary economic environment in which the company operates ('the functional currency'). The financial statements are presented in 'Pounds Sterling' (£), which is also the Company's functional currency.

(b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Statement of profit or loss, except when deferred in other comprehensive income as qualifying cash flow hedges. All other foreign exchange gains and losses are recognised in the Statement of profit or loss within 'Administrative and general'.

2.3 Property, plant and equipment

Property, plant and equipment is stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of items. Cost may also include transfers from equity of any gain/losses on qualifying cash flow hedges of foreign currency purchases of property, plant and equipment.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the company and the cost can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to the Statement of profit or loss during the financial period in which they are incurred.

Depreciation on property, plant and equipment is calculated using the straight-line method to allocate their cost to their residual values over the estimated useful lives as follows:

Land and buildings leasehold	2 – 5 years (over lease term)
Fixtures, fittings & equipment	3 – 5 years
Plant and machinery	3 – 5 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting year.

An asset's carrying amount is written down immediately to its recoverable amount if the assets carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within 'Administrative and general' in the Statement of profit or loss.

2.4 Intangible assets

Computer software

Costs associated with maintaining computer software programmes are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the company are recognised as intangible assets when the following criteria are met.

Corporate Travel Management (North) Limited
Notes to the financial statements
For the year ended 30 June 2021

Note 2. Summary of significant accounting policies (continued)

- it is technically feasible to complete the software product so that it will be available for use;
- management intends to complete the software product and use or sell it;
- there is an ability to use or sell the software product;
- it can be demonstrated how the software product will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use or sell the software product are available; and
- the expenditure attributable to the software product during its development can be reliably measured.

Directly attributable costs that are capitalised as part of the software product include software development employee costs and an appropriate portion of relevant overheads. Other development expenditures that do not meet these criteria are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

Computer software development costs recognised as assets are amortised over their estimated useful lives, which does not exceed three years.

2.5 Impairment of non-financial assets

Non-financial assets not ready to use are not subject to amortisation and are tested annually for impairment. Assets subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are largely independent cash inflows (cash-generating units). Prior impairments of non –financial assets (other than goodwill) are reviewed for possible reversal at each reporting date.

2.6 Impairment of financial assets

Assets carried at amortised cost

The Company assesses at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and the loss event (or events) has an impact on the estimated future cash flows of the financial assets or group of financial assets that can be reliably estimated.

2.7 Trade and other receivables

Trade and other receivables are initially recognised at fair value and, subsequently, measured at amortised cost using the effective interest method, less a provision for impairment in accordance with the simplified approach permitted by IFRS 9.

The Company applies the simplified approach to providing for expected credit losses prescribed by IFRS 9, which permits the use of the lifetime expected loss provision for all trade and client receivables and contract assets.

To measure the expected credit losses, trade and other receivables have been grouped based on their shared characteristics and the days past due.

The expected credit loss rates are based on the historical payment profile of receivables prior to 30 June 2021 and the corresponding historical credit losses experienced during this period. The historical loss rates are adjusted to reflect current and forward-looking information affecting the ability of the clients to settle the receivables.

2.8 Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less.

Corporate Travel Management (North) Limited
Notes to the financial statements
For the year ended 30 June 2021

Note 2. Summary of significant accounting policies (continued)

2.9 Share capital

Share capital is classified as equity in Statement of financial position.

Incremental costs directly attributable to the issue of new ordinary shares or options are shown in equity as a deduction, net of tax, from proceeds.

2.10 Trade and other payables

Creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers.

Creditors are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

2.11 Provisions

Provisions are recognised when: the company has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

2.12 Current and deferred income tax

The tax expense for the year comprises current and deferred tax. Tax is recognised in the Statement of profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in shareholders' funds, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the statement of financial position date in the countries where the company operates and generates taxable income. Management periodically evaluates positions taken in tax returns with situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income tax levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

Deferred income tax is recognised on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill; or arise from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss.

Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the statement of financial position date and are expected to apply when the related deferred income tax asset is realised or deferred income tax liability is settled.

Note 2. Summary of significant accounting policies (continued)

2.13 Employee benefits

The company operates various post-employment schemes, including defined contribution pension plans.

A defined contribution plan is a pension plan under which the company pays fixed contributions into a separate entity. The company has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. A defined benefit plan is a pension plan that is not a defined contribution plan.

Past-service costs are recognised immediately in the Statement of profit or loss.

For defined contribution plans, the company pays contributions to publicly or privately administered pension insurance plans on a mandatory, contractual or voluntary basis. The company has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

2.14 Revenue and other income

Transactional revenue

Transactional revenue is revenue derived from clients and suppliers generated from the provision of travel services to clients. The performance obligation is the facilitation of travel related services on behalf of clients. Transactional revenue is the fixed amount per client transaction and is recognised at either the ticketed date of the travel booking or on the date of travel, depending on the terms of the contract.

Transactional revenue also includes Pay Direct Commission, which is recognised when the performance obligation has been satisfied and the amount of the commission is highly probable, which is either upon receipt from the supplier or when it is confirmed commissionable by the supplier.

Volume based incentive revenue

Volume based incentive revenue is revenue derived from the contracts with suppliers. The revenue is variable and is dependent upon the achievement of contractual performance criteria specific to each supplier. Revenue is recognised over time and is measured as the amount that is deemed highly probable to be received, which has been determined using the most likely amount method and the group's experience with the contracts.

Other income

Income from Government grants as a result of the COVID-19 pandemic has been recognised in other income. There are no unfulfilled conditions or other contingencies attached to these grants. The company did not benefit directly from any other forms of government assistance. Government grant income is offset by the cost of retaining the staffs.

Management fee income is also included in other revenue. This is income for services performed on behalf of other group companies.

2.15 Finance income/(costs)

Interest income and interest expense are recognised using the effective interest method.

2.16 Dividend distribution

Dividend distributions to the company's shareholders are recognised as a liability in the company's financial statements in the period in which the dividends are approved by the company's shareholders.

2.17 Right-of-use assets

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Corporate Travel Management (North) Limited
Notes to the financial statements
For the year ended 30 June 2021

Note 2. Summary of significant accounting policies (continued)

Extension and termination options are included in the leases. These are used to maximise operational flexibility in terms of managing the assets used in the Company's operations. The extension and termination options held and exercisable only by the Company and not by the respective lessors. Extension option has been included in the lease liabilities. Extension option is only included in the lease term if the lease is reasonably certain to be extended. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurs.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter.

The Company has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

2.18 Lease liabilities

A lease liability is recognised at the commencement date of a lease. The lease liability is initially recognised at the present value of the lease payments to be made over the term of the lease, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate. Lease payments comprise of fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, amounts expected to be paid under residual value guarantees, exercise price of a purchase option when the exercise of the option is reasonably certain to occur, and any anticipated termination penalties. The variable lease payments that do not depend on an index or a rate are expensed in the period in which they are incurred.

Lease liabilities are measured at amortised cost using the effective interest method. The carrying amounts are remeasured if there is a change in the following: future lease payments arising from a change in an index or a rate used; residual guarantee; lease term; certainty of a purchase option and termination penalties. When a lease liability is remeasured, an adjustment is made to the corresponding right-of use asset, or to profit or loss if the carrying amount of the right-of-use asset is fully written down.

Note 3. Critical accounting judgements, estimates and assumptions

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual estimates. The estimates that have significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below:

(a) Impairment of trade receivables

The company makes an estimate of the recoverable value of the trade and other debtors. When assessing impairment of trade and other receivables, management considers factors including the credit rating of the receivables and historical experience.

(b) Provisions for Cost

The company makes an estimate on the amount of un-invoiced purchases in the period that will be utilised in the following year, and allocates the amounts in the following year. A policy of every 6 weeks, the amounts are reconciled to ensure the accrual is still accurate, and adjusted accordingly. Quarterly, this amount is reviewed by the director's.

Corporate Travel Management (North) Limited
Notes to the financial statements
For the year ended 30 June 2021

Note 3. Critical accounting judgements, estimates and assumptions (continued)

(c) Override revenue

In addition to commission payments, the company is eligible for override payments from its suppliers. These overrides are negotiated with individual suppliers and will typically include a combination of guaranteed payments and volume incentives. The volume incentives are recognised at the amount receivable when annual targets are likely to be achieved. The override revenue accrual process is inherently judgemental and is impacted by factors which are not completely under the company's control.

There are not considered to be any critical accounting judgements that do not include estimates

Note 4. Financial instruments

The company has no financial assets or liabilities measured at fair value through profit or loss.

Note 5. Revenue

Revenue of the company for the current and previous year has been derived from its principal activity wholly undertaken in the United Kingdom.

Disaggregation of revenue from contracts with customers:

	2021 £	2020 £
Transactional revenue	17,258,143	20,466,843
Volume based incentive revenue	<u>278,578</u>	<u>1,712,399</u>
Revenue	<u><u>17,536,721</u></u>	<u><u>22,179,242</u></u>

Note 6. Other income

	2021 £	2020 £
Government grants	346,728	303,765
Management fee income	<u>42,855</u>	<u>-</u>
Other income	<u><u>389,583</u></u>	<u><u>303,765</u></u>

Income from Government grants (Job Retention Scheme) as a result of the COVID-19 pandemic has been recognised as other income.

Note 7. Operating Profit

Operating profit is stated after charging:

Corporate Travel Management (North) Limited
Notes to the financial statements
For the year ended 30 June 2021

Note 7. Operating Profit (continued)

	2021	2020
	£	£
Wages and salaries	2,906,294	3,932,702
Social security costs	222,437	311,784
Other pension costs	45,796	68,523
	<u>3,174,527</u>	<u>4,313,009</u>
Total staff costs		
Amortisation and impairment of intangible assets	26,850	47,360
Depreciation of property, plant, and equipment	155,012	180,667
Impairment (reversal)/ losses	(62,083)	173,102
Lease expenses	47,800	161,751
Auditors' remuneration		
Fee payable for the audit of the company	53,500	38,854
Fee payable to the company auditors for audit-related assurance services	4,900	4,900

Note 8. Employees and directors

The average monthly number of persons (including directors) employed by the company during the current and previous year was:

	2021	2020
	No.	No.
Office and administration	100	157

Directors

The remuneration of the Directors was paid by the Group, which makes no recharge to the Company, and the Directors received no remuneration for their services as Directors of the Company. These Directors were also Directors of a number of companies within the Group and it is not possible to make an apportionment of their remuneration in respect of the Company and each of the Group companies for which they are a Director.

Note 9. Net finance income

	2021	2020
	£	£
Finance income on balances with group undertakings	518,533	377,824
Lease liability	(4,998)	(7,835)
Finance costs on balances with group undertakings	-	(47,599)
	<u>513,535</u>	<u>322,390</u>

Finance Income and costs represent total interest income and expense on financial liabilities not measured at fair value through profit and loss.

Corporate Travel Management (North) Limited
Notes to the financial statements
For the year ended 30 June 2021

Note 10. Income tax expense

Tax expense included in Statement of profit or loss:

	2021 £	2020 £
<i>Current tax:</i>		
UK Corporation tax on profit for the year	2,366,568	2,283,747
Adjustments in respect of prior years	12,878	1,765
<i>Deferred tax:</i>		
Origination and reversal of timing differences	(23,773)	(23,007)
Aggregate income tax profit	<u>2,355,673</u>	<u>2,262,505</u>
Profit before income tax expense	<u>8,379,356</u>	<u>11,891,955</u>
Tax at the statutory tax rate of 19% (2020: 19%)	1,592,078	2,259,471
Tax effect amounts which are not deductible/(taxable) in calculating taxable income:		
Expenses not deductible for tax purposes	763,742	1,225
Other tax adjustments	-	44
Adjustments in respect of prior years	12,878	1,765
Recognition of temporary differences previously not brought to account	(13,025)	-
Income tax expense	<u>2,355,673</u>	<u>2,262,505</u>

No tax expense/(income) has been included in other comprehensive income or in equity.

Tax expense for the year is higher (2020: higher) than the standard rate of corporation tax in the UK for the year ended 30 June 2021 of 19% (2020: 19%). The differences have been above.

In the Spring Budget 2021, the Government announced that from 1 April 2023 the corporation tax rate will increase to 25%. As the proposal to increase the rate to 25% had been substantively enacted at the balance sheet date, its effects are included in these financial statements.

Note 11. Trade and other receivables

	2021 £	2020 £
Trade receivables	32,210,079	4,559,337
Amounts owed by group undertakings	29,208,638	28,339,368
Other receivables	-	28,015
Prepayments and accrued income	<u>5,870,785</u>	<u>938,684</u>
	<u>67,289,502</u>	<u>33,865,404</u>

Trade receivables have increased due to the essential travel contracts that were secured. The increase from 2020 is also due to the fact that 2020 was significantly lower than normal due to the start of the pandemic in the 1Q of 2020.

Amounts owed by group undertakings are unsecured, have no fixed date of repayment and are repayable on demand. The interest rate applied is based on a 3-month base rate for the currency plus a margin. Interest is calculated daily and charged monthly.

Trade receivables are stated after provisions for impairment of £169,723 (2020: £248,101).

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For the year ended 30 June 2021

Note 12. Property, plant and equipment

	Land and buildings leasehold	Plant and Machinery	Fixtures, fittings, and equipment	Total
	£	£	£	£
At 1 July 2020				
Cost	24,419	649,002	1,055,072	1,728,493
Accumulated depreciation	(20,116)	(638,373)	(850,960)	(1,509,449)
Net book amount	4,303	10,629	204,112	219,044
Year ended 30 June 2021				
Additions	-	-	22,374	22,374
Depreciation	(1,377)	(7,886)	(145,749)	(155,012)
Closing net book amount	2,926	2,743	80,736	86,406
At 30 June 2021				
Cost	24,419	649,002	1,077,446	1,750,867
Accumulated depreciation	(21,493)	(646,259)	(996,709)	(1,664,461)
Net book amount	2,926	2,743	80,737	86,406

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Notes to the financial statements
For the year ended 30 June 2021

Note 13. Right-of-use assets

	2021 £	2020 £
Buildings - right-of-use	151,466	272,636
Opening net book value	272,636	-
Recognition on application of IFRS 16	-	393,808
Depreciation	(121,170)	(121,172)
Closing net book value	151,466	272,636
	-	-
Amounts recognised in the income statement	2021 £	2020 £
Depreciation charge of right-of-use assets	<u>121,170</u>	<u>121,172</u>
Interest expense (included in finance cost)	<u>4,998</u> <u>4,998</u>	<u>7,835</u> <u>7,835</u>

Corporate Travel Management (North) Limited
Notes to the financial statements
For the year ended 30 June 2021

Note 14. Intangible assets

	Software	Total
	£	£
Cost		
At 1 July 2020	104,637	104,637
Additions	-	-
As at 30 June 2021	<u>104,637</u>	<u>104,637</u>
Accumulated amortisation and impairment		
At 1 July 2020	(51,922)	(51,922)
Amortisation	(26,850)	(26,850)
Impairment	-	-
As at 30 June 2021	<u>(78,772)</u>	<u>(78,772)</u>
Net book amount at 30 June 2021	<u><u>25,865</u></u>	<u><u>25,865</u></u>
Net book amount		
At 1 July 2020	52,715	52,715
Movement during the year	(26,850)	(26,850)
As at 30 June 2021	<u><u>25,865</u></u>	<u><u>25,865</u></u>

The software intangible asset includes the company's online booking tool which is carried at £19,136 (2020: £38,161) which is still under construction. Intangible assets are amortised over a period of 3 years on a straight-line basis. 2 out of the 3 years of the amortisation period has been completed. There are no other individually material intangible assets.

Note 15. Deferred tax asset/liability

	2021	2020
	£	£
<i>Deferred tax asset/liability comprises temporary differences attributable to:</i>		
IFRS 16	948	1,426
Provisions	<u>2,414</u>	<u>(21,838)</u>
Deferred tax asset/liability	<u><u>3,362</u></u>	<u><u>(20,412)</u></u>

Corporate Travel Management (North) Limited
Notes to the financial statements
For the year ended 30 June 2021

Note 15. Deferred tax asset (continued)

	At 1 July 2020 £	(Charged)/ credited in year via P&L £	At 30 June 2021 £
Deferred tax			
IFRS 16	1,426	(478)	948
Provisions	(21,838)	24,252	2,414
	<u>(20,412)</u>	<u>23,774</u>	<u>3,362</u>

Note 16. Trade and other payables

	2021 £	2020 £
Trade payables	6,169,604	2,927,068
Amounts owed to group undertakings	2,746,790	274,942
Taxation and social security costs	2,109,754	263,402
Accruals and deferred income	31,252,558	5,379,493
	<u>42,278,706</u>	<u>8,844,905</u>

Trade payables and accruals have increased due to the essential travel contracts that were secured. Cost of the hotel rooms for quarantine service were included in accruals at year end.

Amounts owed to group undertakings are unsecured, have no fixed date of repayment and are repayable on demand. The interest rate applied is based on a 3-month base rate for the currency plus a margin. Interest is calculated daily and charged monthly.

Note 17. Lease liabilities

	2021 £	2020 £
Current lease liability	126,143	123,240
Non-current lease liability	31,997	158,140

Note 18. Provisions

	2021 £	2020 £
Current		
Annual leave	59,624	50,099
Re-organisation provision	-	58,000
	<u>59,624</u>	<u>108,099</u>

Corporate Travel Management (North) Limited
Notes to the financial statements
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Note 18. Provisions (continued)

	2021 £	2020 £
Non-current Dilapidations	<u>27,000</u>	<u>-</u>

Movements in provisions

Movements in each class of provision during the current financial year, other than employee benefits, are set out below:

	Provision for annual leave £	Re- organisation provision £	Dilapidations provision £
2021			
Carrying amount at the start of the year	50,099	58,000	-
Utilised	<u>9,525</u>	<u>(58,000)</u>	<u>27,000</u>
Carrying amount at the end of the year	<u><u>59,624</u></u>	<u><u>-</u></u>	<u><u>27,000</u></u>

Note 19. Contributed equity

Ordinary shares of £1 each authorised

	2021 Shares	2020 Shares	2021 £	2020 £
Ordinary shares - fully paid	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>

All shares rank pari passu in all respects.

Note 20. Related party transactions

As permitted by FRS 101, the company has taken advantage of the exemption available under that standard in relation to "related party transactions" from the requirement to disclose transactions with group companies on the grounds that consolidated financial statements are prepared by the ultimate parent company.

See note 8 for disclosure of the directors' remuneration.

There are no other related party transactions requiring disclosure.

Note 21. Financial charge over assets

The Group has a syndicated debt facility agreement with HSBC Bank, Commonwealth Bank of Australia and Barclays. The facility expires on 31 August 2022 and had a total capacity of £60,000,000 at 30 June 2021. The facility's limit was reduced to £60,000,000 from £100,000,000 in June 2021. The reduction was made to align with the Group's forecast liquidity requirements, and to reduce costs associated with carrying surplus debt capacity. Security has been provided in relation to the facility over the assets and shares owned by certain members of the CTM Group, including the Company, to a Security Trustee for the benefit of the financiers.

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Note 22. Control

The immediate parent undertaking of the company is Corporate Travel Management (UK) Ltd, incorporated in England and Wales, whose registered office is 85 Queen Victoria Street, London, EC4V 4AB.. The ultimate parent undertaking and controlling party of this company is Corporate Travel Management Limited, incorporated in Australia, whose registered office is Level 24 307 Queen Street, Brisbane, Queensland, 4000, Australia. Corporate Travel Management Limited is the largest and smallest group of undertakings for which consolidated financial statements are drawn up. Consolidated financial statements for the group are available at www.asx.com.au.

Note 23. Events after the reporting period

No matter or circumstance has arisen since 30 June 2021 that has significantly affected, or may significantly affect the company's operations, the results of those operations, or the company's state of affairs in future financial years.