



TURQUOISE MOUNTAIN

Consolidated Report & Financial Statements

For the Year Ended 31st December 2019



Scottish Charity Number: SC037343
Company Number: SC299579



Turquoise Mountain

Turquoise Mountain was established in 2006 by HRH The Prince of Wales to revive historic areas, traditional crafts and communities, to provide jobs, skills and a renewed sense of pride.

“It has been over ten years since I set up the Turquoise Mountain Foundation in Afghanistan, in order to protect and restore the historic quarter of Kabul and its historic buildings which were on the brink of collapse and to preserve the traditional arts and crafts. I am so proud today to see young Afghan women and men bringing their beautifully crafted products to markets around the world. I hope that they are proof of the importance of timeless traditional skills in rebuilding people’s lives and generating incomes for people around the world, especially in post-conflict situations. ” - HRH The Prince of Wales



Contents

Chief Executive's Introduction	4
Trustees' Report	8
1. Objectives and Activities	9
2. Strategic Report	12
2.1 Afghanistan	14
2.2 Myanmar	19
2.3 Saudi Arabia	22
2.4 Jordan	25
3. Financial Review	27
4. Plans for Future Periods	30
5. Principle Risks and Uncertainties	32
6. Structure, Governance and Management	34
7. Reference and Administrative Information	37
8. Trustees' Responsibilities	38
9. Appointment of Auditor	39
10. Independent Auditor's Report	40
11. Financial Statements	43
11.1 Consolidated Statement of Financial Activities	44
11.2 Consolidated Balance Sheet	45
11.3 Trust Balance Sheet	46
11.4 Consolidated and Trust Statement of Cash Flows	47
11.5 Notes to the Financial Statements	48

Chief Executive's Introduction



Dear Friends,

We have achieved so much that I am proud of in 2019, reaching new communities of artisans in some of the most difficult parts of rural Afghanistan and Myanmar, and who are refugees from conflict in Syria and Afghanistan. We have brought their work to new and bigger audiences, thanks to the support of our friends, supporters, and collaborators around the world, which brings incomes to them and their communities, and ensures that their traditions will live on. Your support makes such a difference in the communities where we work, and I am enormously grateful to you. I also want to thank our trustees and staff for their tireless commitment to our goals of preserving culture and heritage and generating incomes for artisans.

Turquoise Mountain continues to work in four countries – Afghanistan, Myanmar, Saudi Arabia, and Jordan. To date, we have restored over 150 historic buildings in Kabul and Yangon, trained over 7,000 artisans and builders, treated over 136,000 patients at our Kabul clinic, and generated over \$6m in international sales around the world. We have showcased artisans' work on the global stage, through exhibitions at the Museum of Islamic Art in Doha, the Smithsonian Museum in Washington D.C. and the Buckingham Palace Summer Opening in London. We have connected artisans with international retailers and five-star hotels, from Net-a-Porter to the Four Seasons. And we have created and are supporting over 50 small businesses, who are helping to preserve traditions and bring incomes back to their communities.

Over 2019 we continued to work towards the vision of our Royal Founding Patron, HRH The Prince of Wales, of heritage led regeneration – the extraordinary power of culture and heritage to bring incomes and pride to communities, and to reach across the world to connect us all to those traditions.

I remain inspired by the determination and talent of our artisans around the world, from the masters through those who have begun working in craft for the first time, like

Ghaida'a in Jordan, who is an apprentice training to be a silversmith. "I would like to work in this industry and if I go back to Syria, I will search for work in silversmithing," she says. "I would like to be able to provide for my children and give them what they need."

And others, like Daw La Bwi in Myanmar, are returning to their craft after years away. "Since I could not earn much from weaving, I had to work other jobs [when my husband passed away]," she says. "But at my old age, I can only say, my time is wasted doing other things. Now that I am able to weave again, I am determined to give it my all. I also want to make sure I pass on these traditional skills to the next generation – thus, I decided to teach my daughter-in-law who lives with me." Women like Daw La Bwi are the best example of how our textiles programme in Myanmar is both creating much-needed income for women and making sure that traditions are passed on.

And finally, Ghulam, who is from Kabul and has been working with the Turquoise Mountain engineering team for the last three years as a master stone carver. He is one of the thousands of builders and labourers who has trained in traditional building skills since we started working there in 2006. On being asked why he enjoys his work, Ghulam says, "I am carving stones to pave the streets of Murad Khani for future generations."

The current period has brought with it a unique challenge in the form of the COVID-19, which has had a significant impact on our in-country programmes, as well as our fundraising. Like many other international organisations, our level of activity has differed across our four country programmes – in some places our schools and workshops remain closed, while in others we have been able to open up in a reduced capacity. Wherever we work, we have prioritised the health and safety of our staff, students, artisans and patients, and will continue to do so. As we look to the year ahead we are also revising our medium and long-term financial planning to take into account the new fundraising landscape in which we find ourselves. In the post-COVID world, we remain committed to supporting artisans like Ghaida'a, Daw La Bwi and Ghulam to become master artisans, take pride in their heritage and earn an income.

On behalf of the board, and from all of us at Turquoise Mountain, thank you for your support over the last decade, in 2019, and in the years ahead.

A handwritten signature in dark ink, reading "Shoshana Stewart". The signature is written in a cursive, flowing style. It is positioned above a thin horizontal line.

Shoshana Stewart
Chief Executive Officer Turquoise Mountain

Highlights

Afghanistan

Our first and largest project continues to thrive and grow from Murad Khani, in the heart of Kabul's Old City, supported by the United States Agency for International Development (USAID), the British Council's Cultural Protection Fund, the US Office of Public Affairs, the Norwegian Refugee Council, States of Guernsey Overseas Aid & Development Commission, and the International Alliance for the Protection of Heritage in Conflict Areas.

The Institute for Afghan Arts and Architecture is training the next generation of artisans, who go on to set up businesses and drive the craft economy. This year we have achieved our long-term goal of completing the restoration of the historic neighbourhood of Murad Khani, including not only building restoration and repair, but infilling the previously abandoned lots with new buildings in traditional styles. The last of the empty plots have been replaced with a new primary school, a dormitory for the students of the Institute for Afghan Arts and Architecture, a new woodworking training and workshop facility, and a community garden. Additional restorations and emergency repairs on eight historic buildings and 12 bazaar shops have been completed as well. We continue to implement our expanded family health clinic services. We are now working with over 44 businesses and almost 1,388 artisans, across Kabul, Bamiyan, Mazar-e Sharif and Herat, to build the craft economy.

In 2019, we completed the first year of a four-year programme funded by USAID, with the goal of reaching thousands of weavers and linking them to markets. The Afghan Jobs Creation Program works with seven carpet producer groups, 10 jewellery companies, and thousands of weavers to grow exports, improve working conditions, double weavers' daily wages and in general to position Afghan carpet producers and weavers to take a significant share of the high end fair trade carpet market globally. We are partnering with leading wholesalers and retailers such as Christopher Farr and Luke Irwin in London, ORITOP in Europe, OBEETEE and Shir in India and ABC Carpet & Home and Matt Camron in the United States.

As part of our support to weavers and their communities in Afghanistan we are also now managing and supporting two schools, a community centre and two weaving centres in Bamiyan - started by ARZU Studio Hope and now run by us - each of which employ and support multiple households of weavers.



Myanmar

In 2019, we completed the restoration of the historic Tourist Burma building in downtown Yangon, bringing this heritage site back into public use and training over 500 local people in the process. Our launch event brought together thousands of people, from government representatives to artisans, in a celebration of Myanmar craft and heritage. We hope that the project will serve as a model for the incredibly economic, aesthetic and social value of the re-use of historic buildings in Myanmar.

Our crafts programmes continue to offer support to jewellers, weavers and other artisans in Myanmar, thanks to the generosity of Alwaleed Philanthropies, Monsoon, The Kadoorie Charitable Foundation and DaNa, which is funded by the UK Department for International Development. Our jewellery workshop continues to set the standard for the handmade jewellery industry in Yangon, offering custom-made and open-line jewellery for both wholesale and retail customers. Our masters regularly collaborated with international designers throughout 2019, including Pippa Small, The Rock Hound and Ico and the Bird. The Turquoise Mountain textiles programme also expanded, supporting weavers from Chin State, Kachin State, Northern Rakhine, and Mandalay to produce high-quality fabrics for local and international clients. Our weavers are now producing hand-woven fabrics for interiors clients, fashion designers and five-star hotels locally and around the world.

Highlights

Kingdom of Saudi Arabia

Turquoise Mountain is continuing to support artisans, mostly women, in partnership with the Saudi Handicrafts Programme. We are now working with nearly 130 artisans in 18 workshop locations around the Kingdom, and exciting new partnerships with Alwaleed Philanthropies and the JP Morgan Chase Foundation will enable us to establish more workshops and support more artisans in 2020. Our artisans are also reaching a wider audience than ever before, especially as the Kingdom opens up its borders to an increasing number of international tourists. There is a growing appetite for high-quality crafts that celebrate Saudi heritage in the Kingdom – from the woven sedu of Qassim to the carved gypsum plaster of Jeddah to the Qat painting of Asir - and in 2019 our artisans worked with the Radisson Blu Hotel & Residence, Riyadh Diplomatic Quarter; the Four Seasons Riyadh; the Riyadh Airport Marriott Hotel; as well as a number of other luxury hotel clients.

Jordan

Our project in Jordan expanded to support over 100 artisans in 2019 across our artisan training and artisans to market programmes, through the incredible generosity and partnership of the Said Foundation, the British Council's Cultural Protection Fund, and the United States Agency for International Development Jordan Local Enterprise Support. Expertly handcrafted pieces of art were produced and sold at international sales events, a highlight being our pop-up at the iconic Fortnum & Mason store in London. Turquoise Mountain now has a shop in central Amman, housed in a 1930s style courtyard house, which is a perfect showcase for the traditions of the Levant, and a way to connect artisans with tourists and visitors. We also have a new base in Amman at Dar Hassan Palace, a private home generously provided for our artisans by His Highness Sheikh Nasser Bin Sabah Al-Ahmad Al-Sabah of Kuwait.

With so many children and families displaced by conflict, our heritage outreach team have created a connection to Levantine cultural heritage through a range of online and classroom-based teaching sessions. From our first classes in Azraq and Zaatari refugee camps, we have expanded our programme to reach children and families around the country, engaging over 500 children and young people in 2019.

Reaching a Global Audience

Turquoise Mountain reached new audiences in 2019, especially through our 'Explore Murad Khani' platform,

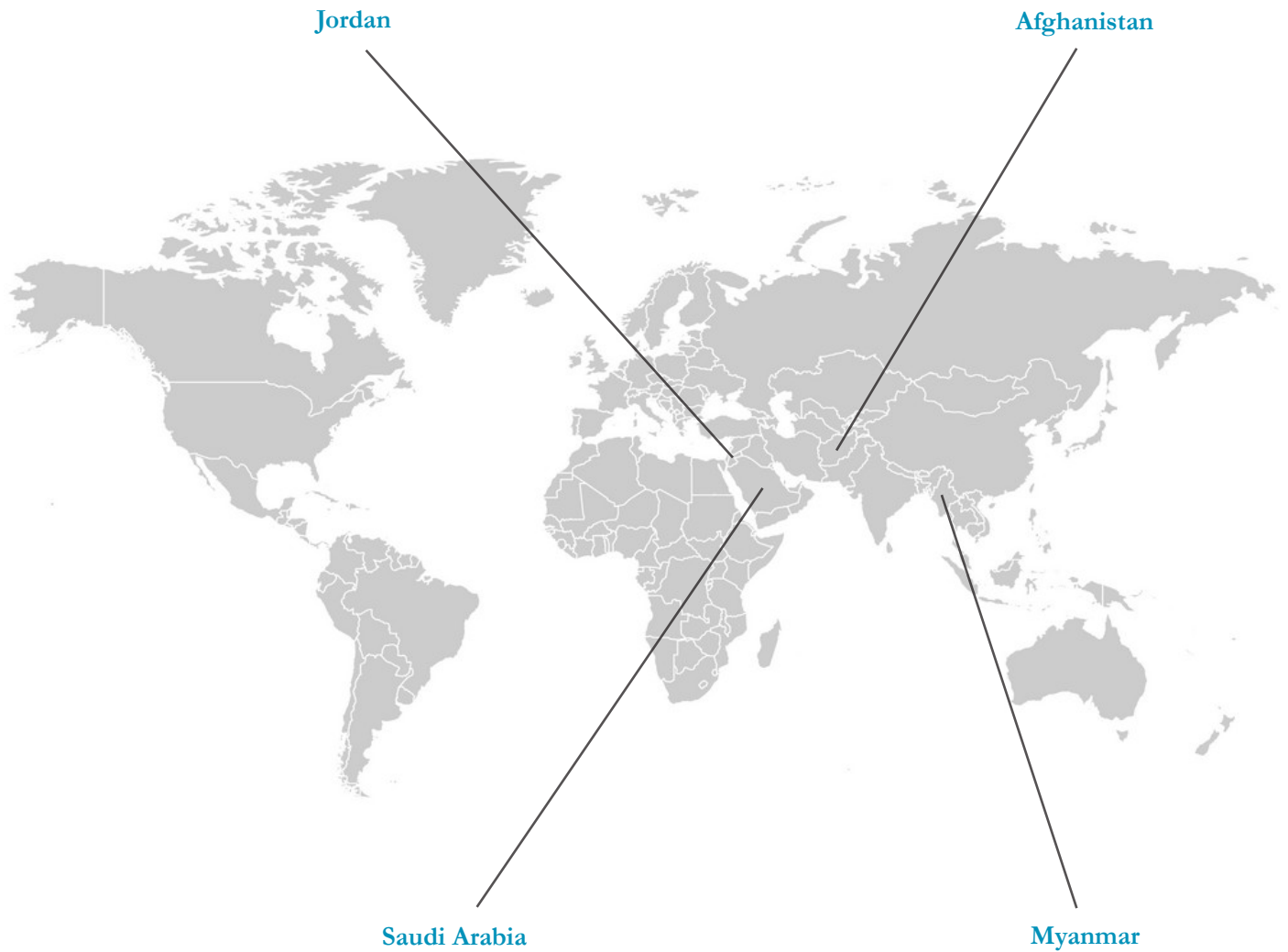
which introduced users all over the world to the people, streets and culture of downtown Kabul. Using Google Street View content, 3D building scans, 360-degree videos, and images, the platform immerses visitors in the life of the Old City of Kabul, and has been accessed from Europe, North America, Asia and Australia. Our exhibitions and events, from Dubai Design Week to London Design Festival, have been attended by thousands of buyers, interior designers, academics, and members of the general public, and we have had our work covered in The Telegraph, The Times, Vanity Fair, House & Garden, Architectural Digest, and Vogue.

Artisans to Market

We have supported close to 2000 artisans over the course of this year, training them in traditional craft skills and bringing their products to market. Working with brands and designers from Asprey to Pippa Small, we are bringing products to customers around the world and generating much-needed income for skilled artisans.

Where We Work

In 2019, Turquoise Mountain worked in locations across the world and continued its core project work in regions where cultural heritage is at risk:



Trustee's Report



The Trustees present their report along with the financial statements of Turquoise Mountain Trust for the year ended 31 December 2019. The financial statements have been prepared in accordance with the accounting policies set out on pages 26-28 and comply with the charity's constitution, the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended), and 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).



TURQUOISE MOUNTAIN



1.

Objectives & Activities

Objectives & Activities

The Turquoise Mountain Trust was established in 2006 by HRH The Prince of Wales. Turquoise Mountain's aim is to revive historic areas and traditional crafts, to create jobs, skills and a renewed sense of pride. We now work in Afghanistan, Myanmar, Saudi Arabia and Jordan, rebuilding historic communities and generating incomes through heritage and craft.

Afghanistan

In Afghanistan, Turquoise Mountain has transformed the Old City neighbourhood of Murad Khani, from slum conditions into a vibrant cultural, educational and economic hub. Turquoise Mountain has restored or rebuilt over 150 historic buildings, cleared 38,000 cubic metres of rubbish and installed full infrastructure and services throughout the community. A primary school and a health clinic that has served over 136,000 patients to date ensure that every member of the local community, and many from across the Old City and beyond, have access to quality primary education and health. The Institute for Afghan Arts and Architecture, an internationally accredited vocational institute, now sits at the heart of Murad Khani, training a new generation of Afghan artisans in woodwork, calligraphy and miniature painting, ceramics, gem-cutting and jewellery, textiles, and design. Dozens of craft businesses in Murad Khani and across the country are now exporting at international standards, driving the revival and growth of the Afghan craft industry as a source of incomes and pride for the entire country. Turquoise Mountain is now working extensively in Bamiyan with weavers and their families, and hopes to work to restore historic buildings there in the future.

Myanmar

Turquoise Mountain has been operating in Myanmar since the end of 2014, with a vision to save the iconic urban heritage of Yangon's Downtown and to revive the traditional craft industry. We aim to improve incomes, provide opportunities to interact across ethnic groups in the country, and preserve the many cultural assets of Myanmar. Yangon's historic downtown has a wealth of beautiful colonial buildings in immediate danger; our ambition is to provide a sustainable example by which all of these may be saved. The restoration of the 'Tourist Burma' building, completed in 2019, was our largest regeneration project in Myanmar to date. Over two years of renovation, we transformed over 4200m² of building into a functioning cultural hub once more,

securing its future for many decades to come. The craft industry dovetails perfectly with these buildings, both as workshop and retail space, but also in engaging visitors with Myanmar cultural heritage in an inspirational setting. Our jewellery workshop, in another heritage building we restored in Yangon's Chinatown, continues to partner with international jewellers and create incomes for artisans. In 2019, we sold lines designed by ethical jeweller Pippa Small and others through luxury retailers such as Barneys NY and Net-a-Porter. This year we also expanded our textiles programme, supporting female artisans in Chin State, Kachin State, Northern Rakhine, and Mandalay to produce high-quality textiles for local and international clients. Turquoise Mountain now brings jewellery, textiles, and lacquer from Myanmar to export markets around the world and intends to continue to grow the high value craft industry in the country.

Kingdom of Saudi Arabia

Turquoise Mountain has been supporting artisans across the Kingdom of Saudi Arabia since 2015, and our supported artisans are now producing handmade, beautifully crafted pieces steeped in local design traditions and set in a contemporary context, for local and international clients. In 2019, Saudi artisans were directly supported through commissions to the value of USD 342,481 and produced close to 3,700 pieces across 16 crafts traditions. Turquoise Mountain also worked with more commercial clients than ever before (with 26 commissions in 2019 alone). These include the Four Seasons Riyadh Hotel; The Radisson Blue Hotel & Residence, Riyadh Diplomatic Quarter; the Marriott Airport Hotel in Riyadh; Atharna.com; and more. We also expanded our network of artisans to nearly 130 craftsmen and women across 10 Saudi regions, including Al Jouf, Madinah, Asir, Qassim, Makkah, Eastern Province, Riyadh, Jizan, Al Bahah, and Ha'il. In 2019, the Turquoise Mountain and Saudi Handicrafts Programme collaboration also began to operate under the umbrella of the new Ministry of Culture and was integrated into its cultural agenda, which

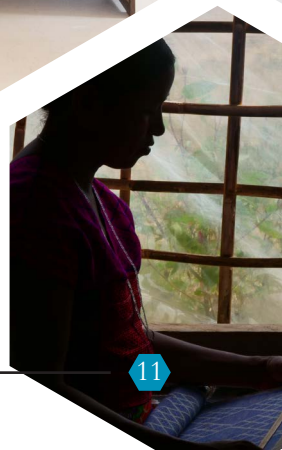


Objectives & Activities

acknowledges heritage as a cornerstone of culture and national identity.

Jordan

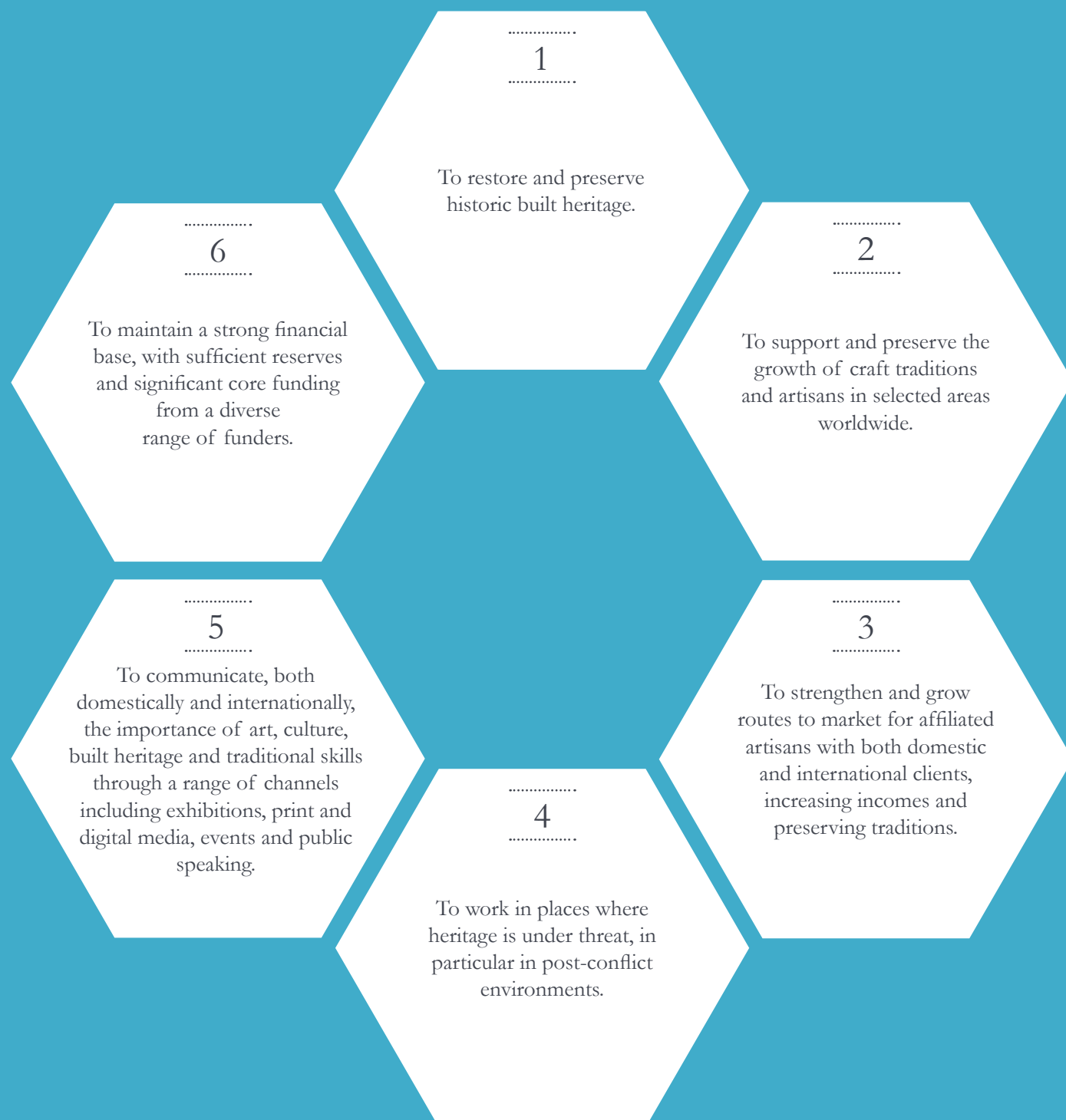
In 2018, Turquoise Mountain launched a programme to support master artisans from Jordan, Syria and across the region, train the next generation of artisan entrepreneurs and reconnect thousands of children and families with their heritage. Our supported artisans, now over 100 individuals, are producing handcrafted pieces for clients all over the world, generating much-needed income for them and helping to ensure the survival of their craft traditions. Over 500 children and young people have taken part in our children's heritage outreach programme, which offers a connection to Levantine cultural heritage through a range of online and classroom-based teaching sessions. This year, we also engaged with a number of heritage sites in Jordan and created new homes for both our offices and a new showroom. We restored and established ourselves in a new building in Amman, the Dar Hassan Palace, a private home designed by the Egyptian architect Hassan Fathy, and generously provided for our use by His Highness Sheikh Nasser Bin Sabah Al-Ahmad Al-Sabah of Kuwait. It is now home to training for our students and much of our project operations. This year, we also renovated and opened a new workshop and showroom in Jabal Amman, in a 1930s courtyard home which now serves as a crafts hub, bringing together our jewellery training and a shop selling high-quality craft products to tourists and locals alike.



2.

Strategic Report

Turquoise Mountain identifies 6 key strategic aims:



A woman wearing a white jacket and a black headscarf is seated and working on a large, colorful, fringed rug. The rug features intricate patterns in shades of orange, blue, and red. The background is slightly blurred, showing a workshop setting with blue structural elements.

2.1

Turquoise Mountain Afghanistan

Urban Regeneration

Turquoise Mountain has been restoring historic buildings in the heart of the Old City of Kabul, Murad Khani, since 2006. Working closely with the community of Murad Khani, we have focused on the physical conservation and re-use of existing historic houses and public buildings, and the creation of new traditional buildings on the sites of destroyed buildings.

In 2019, Turquoise Mountain's team of national and international architects and engineers did repairs on over 50 community and commercial buildings in Murad Khani, providing emergency masonry and carpentry work, roof plastering and general maintenance, thanks to the support of the British Council's Cultural Protection Fund and the US Office of Public Affairs. We are soon to open the new Primary School, which will accommodate over 130 children, and have opened a dormitory for 20 students and ustads (master teachers) from the Institute for Afghan Arts and Architecture. These buildings incorporate traditional Afghan design elements that complement the area's wider historic urban fabric, alongside modern improvements including wheelchair accessibility. The Dorm House allows the Institute to take a greater number of students coming from provinces around the country.

Work has been completed on a new Visitor Centre, the restoration of more shops in the historic bazaar, new playgrounds for the children of Murad Khani, a beautiful community garden adjacent to the new Dorm House, and a new workshop which will serve as a centre for woodwork production and training.

Turquoise Mountain continues to train architects, engineers and site supervisors as well as masons, carpenters, electricians, plumbers, and others in traditional construction methods. In 2019, we trained over 250 people, from day labourers to engineers at the Ministry of Culture.



Traditional Craft and Heritage

Turquoise Mountain is committed to preserving and promoting traditional craft skills and documenting intangible cultural heritage, as well as creating economic opportunities for the artisans of Afghanistan.

The Institute for Afghan Arts and Architecture was founded by Turquoise Mountain in 2006 to train a new generation of artisans in calligraphy and miniature painting, jewellery and gem-cutting, woodwork, and ceramics, in order to revive these threatened traditions and create economic opportunities. A full three-year course, accredited by the Ministry of Education and internationally by the UK-based City and Guilds, is training over 100 students per year, 25% of whom are women. More than 70% of the students who graduated from the Institute in 2019 are now employed, teaching, pursuing further studies or have opened their own independent businesses.

The Institute maintains close relationships with the Ministry of Information and Culture; the Ministry of Education, Technical Educational and Vocational Training; and Kabul University. It is also an honorary member of the High Commission of Art of the Ministry of Information and Culture.

As part of a broader collaboration between the Norwegian Refugee Council and Turquoise Mountain, in 2019 the Institute implemented a vocational training programme in woodwork and upholstery for refugees and internally displaced people. In total, 70 men and 30 women attended courses focused on learning practical and usable skills that will allow them to join or establish an artisan business.

We continue to welcome students to the recently completed Design Centre, which acts as a hub for Afghan design. The Centre is helping to forge the next generation of Afghan designers who will create new interpretations of Afghan traditions, giving them new life and economic potential. In 2019, we hosted workshops in photography, carpet and fashion design, as well as a virtual training series, supported by the British Council, which linked female Afghan artisans with trainers in London.

For Dubai Design Week 2019, the Institute presented Kabul Old City – A Visual Journey, a large-scale multi-media installation offering audiences an immersive and interactive experience of Murad Khani, the heart of the Old City of Kabul, and an exploration of its rich cultural history. Illustrations from our newly published colouring book, created by 10 students from the Institute, were blown up and

put on the walls of the pop-up, where visitors could colour them in. Carpets from Afghanistan covered the floors and a recreated Afghan room, wallpapered to resemble a room in Murad Khani, sat in the centre of the space where visitors could browse our new interactive 'Explore Murad Khani' app. The app incorporates Google Street View content, 3D building scans, 360-degree videos, and images in an immersive platform that allows the user to virtually explore the Old City of Kabul. The installation had over 1,300 visitors during the course of a week.

The Institute also collaborated with Dubai-based Mirzam Chocolate Makers for their newest dark chocolate bar filled with roasted Shakhurbai Almonds grown in Afghanistan. Ustad Mohammed Zaman, the Institute's Miniature Painting teacher, painted the artwork that was used for the chocolate wrapping. The chocolate bar was launched in a dedicated event during Dubai Design Week 2019.

In 2019, Turquoise Mountain completed the documentation of 19 forms of cultural heritage; including Nuristani and classical carving, five forms of calligraphy and miniature painting, Istalifi ceramics and traditional construction techniques, thanks to the generous support of the US Office of Public Affairs and the International Alliance for the Protection of Heritage in Conflict Areas. We also documented gold and coppersmithing, silk weaving and glassmaking in Herat. Additional research has also begun in Bamiyan with a focus on carpet and felt production. Much of this work is now available to audiences all over the world through the Turquoise Mountain page on Google Arts & Culture. Using the UNESCO 2003 Convention as a template,



we are also mapping the communities of craftsmen and women and involving them in the documentation process. In 2019, we expanded our training in intangible cultural heritage mapping to include 361 students, craftspeople, teachers and government officials in Kabul, Herat and Bamiyan. Our team also worked to support the government in the nomination of rubab-making to the list of UNESCO's endangered practices.

Turquoise Mountain also works to connect the artisans of Afghanistan with national and international buyers, through a programme of business development activities, trade fairs and exhibitions. Since 2015, Turquoise Mountain has focused on furthering the development of traditional craft industries across Afghanistan, devising an end-to-end support model for artisan businesses that encompasses every step from conceptualisation, to production, quality control, to export. The year 2019 saw an increase in the number of sales events nationally and internationally directly supporting over USD 380,000 in sales for local artisans. In addition, our Business Development programme assisted over 138 independent handicraft businesses.



Community

Through its community work, Turquoise Mountain aims to improve access to healthcare and education to the communities with which it works.

The Feroz Koh (Turquoise Mountain) Family Health Centre is an urban clinic offering community-oriented primary health care and training in family medicine, which has been serving the community of Murad Khani in the Old City of Kabul since 2011. It focuses on family health and specialises in maternal-child health and community health outreach. Its mission is to develop a model of urban primary healthcare that is sustainable, affordable, accessible, continuous, comprehensive, and integrated with other health services in Kabul.

In 2019 Turquoise Mountain provided healthcare to over 19,000 patients. We also improved five new services: radiology, dentistry, psycho-social counselling, minor surgery, and dermatology. This year we also widened the scope of our Community Health Programme with free care – especially antenatal care – provided to the poorest of families. We also introduced a new public health outreach programme, supported by States of Guernsey Overseas Aid & Development Commission, which has facilitated vaccines for over 4,000 members of the community. The clinic has treated over 136,000 patients since 2011 and is recognised as a beacon of best practice within Kabul. Some patients have indicated that they travel from hundreds of miles away on the strength of family recommendations.

The Turquoise Mountain Primary School provided supplementary education to over 120 students in 2019, including classes in Calligraphy, Miniature Painting, Mathematics, Drawing, Embroidery, English, Islamic Education and Dari Dictation. These students receive exemplary education, with an opportunity to learn about Afghan craft, culture and architecture through the school's connection to the Institute for Afghan Arts and Architecture. We have also taken over two schools and a community centre in Bamiyan, offering basic education to the community of weavers we support there.



A photograph showing the silhouettes of two people, likely a man and a woman, looking out of a window with a wooden frame. The window is divided into a grid of panes. The person on the right is wearing a red garment with a floral pattern. The person on the left is wearing a dark garment. The scene is dimly lit, with light coming from the window.

2.2

Turquoise Mountain Myanmar

Urban Regeneration

Turquoise Mountain Myanmar aims to save the iconic urban heritage of Yangon's historic downtown, thereby safeguarding cultural assets, training a workforce of highly skilled conservation practitioners, and providing a sustainable example by which more historic buildings may be saved.

Following the successful completion of the Merchant Street renovation, the Yangon Regional Government asked Turquoise Mountain to undertake the renovation of the old Tourist Burma Building in the heart of Yangon. This landmark building in Yangon's downtown overlooks Sule Pagoda and Mahabaddoola Park and is a fine example of classical architecture. The Tourist Burma Building's renovation, which began in November 2017, was completed in September 2019. It fully opened to the public for the first time for Turquoise Mountain's Crafts Weekend, attracting thousands of visitors and reconnecting them with the iconic building. Other events held at the building include two contemporary art exhibitions and a careers fair.

The project celebrated the traditional crafts used to construct the building over a century ago, and these same crafts and techniques were used to repair and adapt the building during the renovation. These included wrought and cast ironwork, copper roofing, carpentry, fine decorative lime plastering, encaustic tiling, limewashing, and sign painting.



Traditional Craft and Heritage

Turquoise Mountain is supporting artisans in Myanmar to preserve the rich traditions of the country and provide economic opportunities through routes to market.

Our crafts programmes in Myanmar continued to flourish throughout 2019, supported by Alwaleed Philanthropies, Monsoon, The Kadoorie Charitable Foundation and DaNa, which is funded by the UK Department for International Development.

Our jewellery workshop is now home to six master goldsmiths and three junior goldsmiths and we also welcomed our third cohort of apprentices in August 2019. The jewellery workshop completed its ninth collection with ethical jewellery designer Pippa Small, and welcomed new collaborations with designers from the United Kingdom, the United States, and New Zealand.

Myanmar is home to extraordinary artisanal textile traditions, and 2019 was a year of growth for Turquoise Mountain's textiles project. The project is supporting 230 weavers, the vast majority of whom are women from ethnic minority backgrounds, in Chin State, Kachin State, Northern Rakhine, and Mandalay Division. By raising the capacity of these weavers, in terms of technical skill, design aesthetic, and order fulfilment, matching it to the stringent demands of the international market, we are helping to provide weavers with a sustainable income and meaningful livelihood, focusing also on ensuring a safe and engaging work environment.

In 2019, Turquoise Mountain supported weavers in Northern Rakhine, Kachin and Chin States wove silk and cotton backstrap panels for an artistic display at the five-star Rosewood Hotel in Yangon, showcasing the wealth of Myanmar's weaving traditions and demonstrating their ability to weave to the highest standards. The fabric was produced by weavers in rural areas but the final products were produced at our Cut and Sew Textiles Facility in Yangon, which was set up at the end of 2018. In addition to soft furnishings and displays for hotel clients, the workshop is producing fashion items for various international designers – all inspired by the design traditions of Myanmar. A collection for a French designer was launched to critical acclaim at fashion shows in Yangon and Naypyidaw at the end of 2019.

Turquoise Mountain has also begun working with lacquer artisans from Bagan, a UNESCO world heritage site. Skills there have been passed within families from generation to generation, but this chain of transmission is at risk of breaking. Turquoise Mountain has partnered with Black

Elephant, a Bagan-based workshop led by artist Veronica Gritsenko, to train the next generation of artisans and bring this exquisite product to international markets. In 2019, we sold handmade lacquer products at sales in London, New York and California.





2.3

Turquoise Mountain Saudi Arabia

Traditional Craft and Heritage

Turquoise Mountain is committed to developing a thriving national handicrafts sector in the Kingdom of Saudi Arabia driven by a skilled community of artisans, to preserve unique heritage and generate economic opportunities.

Turquoise Mountain and the Saudi Handicrafts Programme have been working together since 2015 to create employment in cultural heritage and handicrafts, especially for women, and to help artisans develop their craft skills to create high-quality and commercially viable products rooted in local tradition. In 2019, we supported artisans in 18 workshop locations, with nine new workshops established in Riyadh, Qassim, Al Jouf, Makkah, and Asir.

Turquoise Mountain also started a new two-year partnership with Alwaleed Philanthropies in 2019. As part of the collaboration, we have established three production workshops with 10 artisans each, all of whom are female. The artisans are working with trainers to develop their woodworking, ceramics and leather making skills, with the aim of bringing handmade craft collections to market.

At the end of 2019, the JP Morgan Chase Foundation awarded Turquoise Mountain a grant to help support the development of a jewellery beading workshop. Through this project, we will empower at least 16 female artisans to build a collective or small business in Riyadh. These collectives or businesses will generate sustainable income by making and selling commercially viable beading collections steeped in local heritage, under the tutelage of master artisan and jewellery maker Um Ahmad.

This year, with the opening of Saudi borders to international tourists, our artisans have also had the opportunity to access new markets and reach new audiences. We showcased Saudi craftsmanship at the E-visa launch event, presenting 40 beautiful handmade artisanal pieces and generating commissions for Saudi artisans. Our artisans also took part in live demonstrations and curated a craftsmanship exhibition for the arrival of the first G20 delegates in Riyadh. The G20 commissioned exhibit pieces and gifts for guests including hand-beaded and threaded bracelets, a hand-painted wooden table, and a G20-themed ceramic bowl. Our artisans also took part in Red Sea Week, an event in the pristine islands along Saudi Arabia's west coast, creating over USD 100,000 of sales across a range of Saudi heritage craft products, showcasing more than 400 pieces.

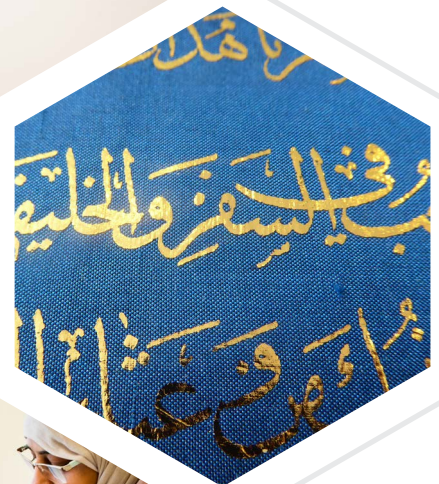
Turquoise Mountain held a showcase of Saudi crafts, Common Threads, at the British Ambassador's residence in March 2019, under the patronage of HRH Princess Nora Bint Mohammad, and hosted by Huda Collis, the spouse



of the British Ambassador. We also participated in several presentations and exhibitions in 2019 including talks at The Saudi Heritage Preservation Society; The Irish Embassy (hosted by the Irish Business Network); Corona Worldwide (a women's group offering support to those living overseas around the world); and Ana Arabiya, the first large-scale gathering of regional women designers in the Kingdom.

Commercially, there is a clear and growing demand for quality gift items that represent the country – particularly in the wake of so many new tourism and entertainment development projects. In 2019, Saudi artisans produced 150 artworks and gifts for the Embassy of Saudi Arabia in Washington, D.C. to present as gifts to dignitaries, statesmen and stateswomen, and guests. The Radisson Blu Hotel & Residence, Riyadh Diplomatic Quarter officially opened its doors in April 2019 and unveiled The Living Exhibition, a collection of over 1,000 crafts and art pieces created by nearly 60 Saudi artisans supported by Turquoise Mountain. The permanent exhibition, supported by The King Salman Centre for Disability Research, showcases the significance of traditional crafts as part of Saudi Arabia's proud cultural narrative. Our artisans are also working on three large-scale commissions with luxury hotels: the Park Inn by Radisson Hotel, using more than 300 pieces of sedu, zari, palm, woodwork, ceramics, silk-printing, qat, plaster and embroidery artworks; the Riyadh Airport Marriott Hotel, to which we recently delivered 300 additional plaster panels, totalling 1,000 panels to date; and the Four Seasons Riyadh, which has commissioned 789 handmade pieces across six crafts.

While the large-scale luxury commissions will always be the cornerstone of Turquoise Mountain Saudi Arabia's work, our artisans have been eager to develop gift ranges that provide a steady stream of income throughout the year, and that make crafts more accessible to everyone. They are now producing retail collections for consumer outlets including Sogha at the Radisson Blu Hotel and Residence, Riyadh Diplomatic Quarter, and Atharna.com, an online artisan platform. Our artisans have also received their first corporate gifts commission from the King Salman Centre for Disability Research for 50 small-scale painted qat pieces. In total, we have produced nearly 2,000 corporate gift items in 2019, including personalised pieces such as a zari embroidered photograph of King Faisal, small qat and ceramics artworks, jewellery, and more.



A smiling woman wearing a red hijab and a white dress with gold embroidery is working on jewelry in a workshop. She is holding a small piece of jewelry in her hands. In the background, there is a black slow cooker and a window with greenery outside.

2.4

Turquoise Mountain Jordan

Traditional Craft and Heritage

Turquoise Mountain aims to protect and sustain Syrian and wider Levantine cultural heritage, by inspiring children and families, teaching a new generation of craft practitioners and building a sustainable craft sector in Jordan.

Turquoise Mountain's project in Jordan is rooted in a response to the Syria crisis and with over one million Syrian refugees residing in Jordan, we are working to level the playing field and offer them a chance at meaningful employment and a continued connection to their heritage. In 2019, we launched and established our three pillars of activity in Jordan: children's heritage outreach; artisan training; and artisans to market. All three project components were running at full capacity by year end, supported by the Said Foundation, the British Council's Cultural Protection Fund, and the United States Agency for International Development Jordan Local Enterprise Support.

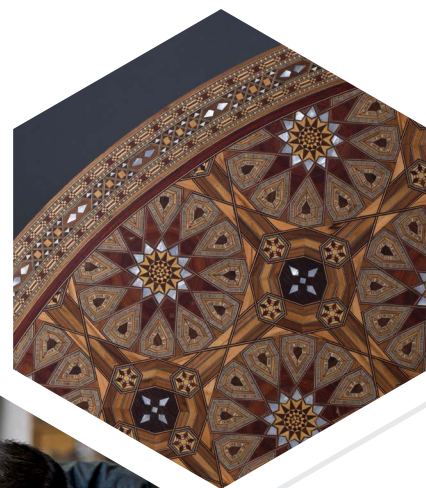
Our children's heritage outreach programme began its pilot phase in 2018, connecting Syrian and Jordanian children to Levantine cultural heritage. We began working with Syrian families in Azraq and Zaatari refugee camps using hands-on activities to learn about traditions such as Mosaic, Islamic Geometric Patterns, Storytelling, Traditional Songs, Folklore Dance, and much more. We are now teaching children and families through our in-house workshops and in many other areas around the Kingdom. The curriculum was built around the model of a typical Arabic house, with the project culminating in its decoration and construction using the skills developed through the course. In 2019, the programme ran in two-month courses in Azraq and Zaatari refugee camps and beyond, and has reached over 500 children to date.

In 2019, Turquoise Mountain also offered vocational training to Syrians and Jordanians, helping them to build their careers within the craft sector. We now teach entry-level woodwork, jewellery, embroidery, and stonemasonry. Turquoise Mountain offers apprenticeships to graduates of these programmes in woodwork, specialising in micro-mosaic marquetry, carpentry, wood carving and inlay using mother of pearl, brass or tin. This year, woodwork apprentices were placed across Amman in partner workshops, and we also began offering apprenticeships in jewellery and stonemasonry at our in-house workshops. In 2019, we supported over 100 master and aspiring artisans in total.

The Turquoise Mountain artisans to market programme is building a sustainable craft sector for the future in Jordan. We are building markets for heritage craft products and connecting artisans to new and existing markets. In 2019, we sold products globally, from London's Fortnum & Mason to NY Now, a retail show in New York City, and opened our

store in central Amman. Housed in a 1930s courtyard home in Ammani vernacular style, the space sells a range of products and houses a small exhibition space showing visitors the potential of heritage. Throughout the year, the store generated steady income for our network of 40 artisan workshops. The store is fast becoming a 'must see' destination for visiting tourists, and in 2019 its presence generated additional projects for our artisans as clients visited and were inspired to commission bespoke pieces.

Turquoise Mountain has also moved into a new training and home-base facility in Amman, Dar Hassan. This 1980s, villa, designed by Hassan Fathy, was generously provided by His Highness Sheikh Nasser Bin Sabah Al-Ahmad Al- Sabah of Kuwait. It now houses Turquoise Mountain's operations and education centre, carpentry and stone masonry workshops for Jordanian and Syrian training beneficiaries, and incubation space for our graduates' businesses.





4.

Plans for Future Periods

Plans for Future Periods

The Charity will deliver its strategic aims through the following plans:





5.

Principle Risks & Uncertainties

Principle Risks and Uncertainties

Turquoise Mountain's Board has responsibility for ensuring that:

- The charity has an appropriate system of financial and non-financial controls to provide reasonable assurance that it is operating efficiently and effectively;
- The charity's assets are safeguarded against unauthorised use or disposition;
- Proper records are maintained; and,
- Financial and operational information used within the charity or for publication is reliable.

Turquoise Mountain complies with relevant laws and regulations. The key components of Turquoise Mountain's internal control and risk management environment include the following:

- A documented framework of delegated authority with procedures for reporting decisions;
- An approved business plan and annual budget against which progress is reported on a regular basis, including monthly financial reporting of actual results compared with budgets and forecasts; and,
- Regular review of the critical business systems and policy areas of our operations.

Turquoise Mountain operates a formal risk-management process, culminating in a corporate risk register that identifies the top risks, their likelihood and impact, and the consequent actions necessary to manage them effectively. The process follows good practice methods and guidance from the Charity Commission and others, with risks mapped against the objectives of the charity.

The principal risk that we have identified as having a serious potential impact on performance and future prospects continues to be a significantly worsened security landscape within Afghanistan, potentially prohibiting the organisation from fulfilling its obligations to funders and meeting its charitable aims in country.

The second highest value risk is funding pressure originating from two main sources; credit risk from suppliers where overseas clients

fail to pay on time thus causing short to medium pressure on cashflows and lower unrestricted income making payment on core activities and resources more difficult.

Though not present in 2019, the emergence of COVID-19 in 2020 creates a set of ongoing risks across staff health, operations and finances. These range from the loss of core capacity, inability to reach or carry out our work and the reduction or loss of financial support for an unspecified period of time.

The Board and senior management are satisfied that appropriate actions have been identified and are being taken so risks are managed effectively and that ongoing reviews are maintained of the issues and responses conducted in light of the international pandemic that has emerged following the end of this reporting period.



6.

Structure, Governance & Management

Structure, Governance and Management

The Turquoise Mountain Trust is a company limited by guarantee (registered in Scotland, company number SC299579). It operates worldwide and is a charity registered in Scotland (Office of the Scottish Charity Regulator registration number SC037343). It is governed by Articles of Association, last reviewed and revised in 2014. The Articles of Association set out the following charitable purposes to promote education and rural and urban regeneration in areas of social and economic deprivation in primarily, but not restricted to, the Republic of Afghanistan by all or any of the following:

- Relief of poverty;
- Relief of unemployment;
- Advancement of education, training or retraining, particularly any unemployed people, and providing unemployed people with work experience;
- The creation of training and employment opportunities by the provision of funding, etc;
- The protection of buildings or sites of historical or architectural importance;
- Protection or conservation of the environment;
- The advancement of the arts, heritage, culture or science; and,
- Other charitable purposes related to the above.

The Trust established a branch, operating as “Turquoise Mountain Foundation” to help achieve its objectives in Afghanistan. Turquoise Mountain Foundation is registered as a charitable organisation in Afghanistan.

Turquoise Mountain Trading Limited (TMTL) is a 100% subsidiary of TMT and was established in the UK in 2014. It is consolidated within the group accounts.

The Trust has also established a 100% subsidiary of TMT, operating as “Turquoise Mountain for Heritage Preservation Training” to help achieve its objectives in Jordan. The Limited Liability Company was registered as a not for profit organisation in Jordan in 2019. It is consolidated within the group accounts.

Board of Trustees

The Turquoise Mountain Trust is the oversight body for Turquoise Mountain. The Board of Trustees meet quarterly to review progress and approve strategy for Turquoise Mountain. The Trustees hold an Annual General Meeting. The Trustees during 2019 and at the time of the approval of the financial statements were as follows:

- Richard Keith
- Edward Viscount Chelsea
- Khaled Said

- Sir John Tusa KBE
- Tamim Samee
- Sir William Patey
- Henrietta Martin Fisher
- Sir Richard Stagg
- Thiri Thant Mon

Trustees can be nominated to the Board when existing Trustees resign or when the Board agrees that the expertise of additional Trustees is required. Trustees can be nominated at Board meetings and a majority vote will determine if the nominated Trustee will be appointed. New Trustees are inducted during their first quarterly meeting and provided with an introduction to their responsibilities during their first quarter in office. The Board of Trustees, which can have up to 10 members, administers the charity. Decisions are made at quarterly Trustees meetings, or via e-mail agreement based on reports from the Chairman or CEO. Richard Keith remained Chairman of the Board and Shoshana Stewart remained CEO of the Trust.

Related Parties

Turquoise Mountain Trading Ltd (TMTL), a company registered in Scotland, is a 100% subsidiary of The Turquoise Mountain Trust. In 2019 Turquoise Mountain Trading Ltd repaid loans totalling £35,000 to Turquoise Mountain Trust as well as interest for the year totalling £1,397. No further loans remain in place as at the end of 2019 (2018: £35,000). In addition, both entities have settled liabilities on behalf of the other and sales invoices have also been received by The Turquoise Mountain Trust on behalf of TMTL. At 31 December 2019, Turquoise Mountain Trading Ltd owed The Turquoise Mountain Trust £94,007 (2018: £109,915).

Turquoise Mountain Foundation US is a US 501c3 that works to achieve similar goals to The Turquoise Mountain Trust. During the year transactions between the parties for recharging costs and reimbursing expenditure on shared resources were incurred. At 31 December 2019, Turquoise Mountain Foundation US owed The Turquoise Mountain Trust £1,542 (2018: £2,476).

The Organization for Afghan Arts & Architecture (The Institute), an NGO registered in Afghanistan, is a related party as detailed in the Trustees’ Report on page 7. The Turquoise Mountain Trust provided The Institute with direct grant funding of £392,431 (2018: £382,527) and indirect grant funding of £Nil (2018: £1,077). At 31 December 2019, The Institute owed The Turquoise Mountain Trust £15,803 (2018: £28,150).

Myanmar Artisans Limited (MAL) is a company registered in Myanmar over which The Turquoise Mountain Trust hold no overall control but does provide practical management advice to support their social enterprise model as detailed in the Trustees’ Report on pages 8 and 9. As at 31 December 2019, MAL owed

Structure, Governance and Management

The Turquoise Mountain Trust £64,955 (2018: £67,911. MAL paid the Trust £15,828 (2018: £25,768) for services and support provided during the year.

Turquoise Mountain for Heritage Preservation Training (LLC), a Non Profit limited liability company registered in Jordan, is a 100% subsidiary of The Turquoise Mountain Trust. The Turquoise Mountain Trust provided LLC with direct grant funding of £802,411 (2018: £Nil). At 31 December 2019, The LLC owed The Turquoise Mountain Trust £13,133 (2018: £Nil).

The key management personnel of the Trust comprise the Trustees, the Chief Executive Officer, the Finance Director and the Country Directors for each of Afghanistan, Myanmar, Saudi Arabia and Jordan.

Remuneration Policy for Senior Staff

To deliver our charitable aims and to meet the needs of various grant agreements, Turquoise Mountain employs a significant number of staff alongside the vital support that our volunteers provide.

We are committed to ensuring that we pay our staff a fair and appropriate salary while always making sure we have the ability to do so. This is to enable us to attract and retain people with the right skills and therefore have the greatest impact in delivering our objectives.

7.

Reference & Administrative Information

Registered Scottish Charity Number: SC037343

Company Number: SC299579

Registered Office: Turcan Connell LLP
Princes Exchange
1 Earl Grey Street
Edinburgh
EH3 9EE

Advisors

Auditor: Saffery Champness LLP
Edinburgh Quay
133 Fountainbridge
Edinburgh
EH3 9BA

Banker: Coutts & Co.
440 Strand
London
WC2R 0QS

Solicitors: Turcan Connell
Princes Exchange
1 Earl Grey Street
Edinburgh
EH3 0BR

8.

Trustees' Responsibilities

The Trustees (who are also Directors of The Turquoise Mountain Trust for the purposes of company law) are responsible for preparing the Trustees' Report including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principals in the Charities SORP (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards have been followed, subject to any 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 charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and,
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.


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

9.

Appointment of Auditor

Saffery Champness LLP were appointed as auditor to the company and in accordance with section 485 of the Companies Act 2006, a resolution proposing that they be re-appointed will be put at General Meeting.

The Trustees' Report and the Strategic Report have been approved by the Trustees on 16th December 2020 and signed on their behalf by:

A handwritten signature in black ink, appearing to read 'R. Keith', is written over a horizontal dashed line.

Richard Keith (Chairman)

10.

Independent Auditor's Report

Independent Auditor's Report

Opinion

We have audited the financial statements of The Turquoise Mountain Trust (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 December 2019 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Trust Balance Sheet, the Consolidated and Trust Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2019, and of the groups incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

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

Emphasis of matter – subsequent events

In forming our opinion on the financial statements, which is not qualified, we have considered the adequacy of the disclosures made in notes 3 and 25 to the financial statements concerning the charitable company and the Group's ability to continue as a going concern and the impact of COVID 19 and other sustainability matters thereon. As disclosed, the charitable company and the Group rely upon ongoing support from core and private grant providers and the generation of income from future charitable and trading operations to meet obligations as they fall due. The charitable company and group also rely on the stability of the security landscape in each of the operational regions for the continuation of activities. Owing to the significance of these

disclosures and the Board's ongoing funding and operational assumptions at the date of approval we draw these matters to the readers' attention however we reiterate that our opinion is not modified in this regard.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

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 such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in 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 in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Independent Auditor's Report

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 require us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, set out on page 18, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Responsibilities of trustees

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

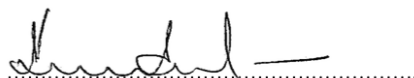
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Kenneth McDowell (Senior Statutory Auditor)

For and on behalf of

Saffery Champness LLP

Chartered Accountants
Statutory Auditors

Edinburgh Quay
133 Fountainbridge
Edinburgh
EH3 9BA

Date: 17th December 2020