

Canadian Tourism Commission

**Quarterly Financial Report for the quarter ending
March 31, 2020**

**Canadian Tourism Commission
Narrative Discussion
March 31, 2020**

Introduction

The Canadian Tourism Commission (the “CTC”) is Canada’s national tourism marketing organization. A Crown corporation wholly owned by the Government of Canada, we lead the Canadian tourism industry in marketing Canada as a premier four-season tourism destination. Reporting to Parliament through the Minister of Economic Development and Official Languages, our legislation requirements are outlined in the Canadian Tourism Commission Act.

The CTC runs marketing campaigns in international markets such as the U.K., Germany, France, Mexico, Japan, Australia, South Korea, China, India and the U.S., targeting leisure travellers and those travelling for business events.

Narrative Discussion

The Narrative Discussion contained herein applies to the quarter.

Canadian Tourism Commission
Narrative Discussion
March 31, 2020

Quarterly and Year to Date Results
(in thousands)

	Three months ended March 31, 2020	Three months ended March 31, 2019	Variance
Partner revenues	\$ 3,857	\$ 3,110	\$ 747

The CTC is continuing to expand partnerships with provincial and territorial marketing organizations, national, regional and local companies, destination marketers and tourism associations.

The increase in Q1 partnership revenues compared to Q1 of last year relates mainly to increased partner co-investment in Business Events of \$401K. There was also an increase in revenues generated on the domestic campaign of \$542K. Increased revenues were also seen in the North America \$188K, offset by a decrease in the Europe & India (\$30K) and Asia Pacific market (\$392K). The Research department also saw an increase in revenues of \$38K.

The CTC continues to recognise partner revenues when the related marketing activity takes place and according to signed partner contracts. Management will continue to monitor the impact of the coronavirus outbreak and will adjust revenue in future in accordance with amended partnership contracts.

Other revenue	427	464	(37)
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Other revenue includes operational recoveries within the China office, interest revenues and recoveries of commodity taxes. Other revenue has decreased mainly due to a decrease in interest earned on GST refunds.

Marketing and sales expenses	15,728	18,204	(2,476)
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Marketing and sales spend is (\$2.5M) lower in Q1 2020 compared to the prior year primarily because of the postponement and rescheduling of campaigns and events to later in 2020, due to COVID-19.

As a result of these postponements and delays there has been a reduction in spend in Q1 2020 in the following markets: Asia Pacific (\$1.6M), Europe & India (\$1.4M), and North America (\$2.4M). There was also a decrease in spend in Business Events (\$662K) and Research (\$157K). These decreases are offset by spend on the 2020 domestic campaign in Q1 of \$3.7M.

Corporate services	2,058	1,773	285
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The CTC is dedicated to delivering efficient operations to maximize investment in our programs.

The Corporate Services spend for Q1 2020 is higher when compared to Q1 of last year mainly due to increased professional fees. The variance is also due to the fact that foreign exchange losses were recognized in Q1 2020 while foreign exchange gains were recorded in Q1 2019. FX losses increased Corporate Services expenses in 2020 while the FX gains in 2019 reduced expenses.

Strategy and planning	240	162	78
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Strategy and planning spend includes salaries, consulting fees, office rent and travel expenses.

Parliamentary appropriations	23,916	22,444	1,472
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The variance in parliamentary appropriation for Q1 2020 compared to Q1 of last year is the result of timing differences in scheduled drawdowns on the main estimates.

Risks and uncertainties

As part of our strategic management process, we conduct an enterprise risk assessment and use the results of that assessment in the development of our five-year strategic plan, risk mitigation strategy and internal audit plan. Risk mitigation action plans are developed and implemented accordingly.

The risks outlined in the 2019-2023 Corporate Plan which could potentially impact our organizational objectives are highlighted below.

- **Global Economic and Geo-Political**

There is a risk that global economies of the markets where we invest could experience a significant slowdown in growth, changes in the political landscape or changes in security which would impact international travel to Canada.

Mitigation activities: We will continue to maintain a balanced investment approach across our portfolio of markets, and ensure that country budgets are flexible to allow reallocations if necessary. We will continue to offer support, tools, assets and sales opportunities to the industry to help withstand these issues, facilitate their export readiness and help grow their businesses.

- **Marketing Effectiveness**

There is a risk that we are not effective at promoting Canada as a premier tourism destination.

Mitigation activities: We will continue to maintain a strong brand, employ marketing that is innovative and aligned with a consumer's path to purchase, assess the effectiveness of our marketing, use insights to inform decisions, communicate our value and impact to the tourism industry, and apply human and financial resources optimally.

- **Performance Measurement**

There is a risk that we will be unable to measure the impact, effectiveness and attributable results of our marketing efforts, including the use of new marketing communications technologies in a manner that is meaningful to our stakeholders.

Mitigation activities: We will continue to utilize the latest technology to measure the results of our marketing efforts and we will continue working with our partners to standardize performance measurement approaches.

- **Change and Talent Management**

There is a risk that our dynamic and changing needs for skills and talent to support our business will negatively affect the recruitment of key talent, employee engagement and succession planning, impacting our organization's efficiency and effectiveness. These market dynamics potentially impact our ability to recruit, maintain employee engagement and ultimately retain staff due to the competition in the marketplace for these skills, which are new and in demand.

Mitigation activities: We will continue to focus on training, job enrichment opportunities and enhancing employee communications. We will implement a modernized staffing approach and roll out succession plans at the management level to ensure the seamless continuity of business when key leadership positions are vacated.

- **Currency**

There is a risk that the impact of a lower valuation of the Canadian dollar and the resulting decreased purchasing power will result in diminished reach and reduced impact of our marketing efforts in highly competitive international marketplaces.

**Canadian Tourism Commission
Narrative Discussion
March 31, 2020**

Mitigation activities: We employ a balanced portfolio approach where investments are spread across a diversified set of leisure and business markets to balance risk and maximize return. In addition, we make concerted efforts with vendors to transact in Canadian dollars whenever possible.

Significant changes to programs, personnel and operations

At the time of writing this report, we are in the midst of the coronavirus outbreak. While it is too early to tell what long-term impact this crisis will have on Canada's tourism sector, we know that sector performance in 2020 will differ greatly from 2019 and that budgets will need to be recast. There will be a significant impact on 2020 partnership revenues and spend against appropriations in future quarters. However, a reasonable estimate of the financial impact cannot be made at this time. The Global Economic and Geo-Political risks mentioned above are amplified and management is working on a response, recovery and resilience plan.

Statement of Management Responsibility by Senior Officials

Management is responsible for the preparation and fair presentation of these quarterly financial statements in accordance with the Treasury Board of Canada Standard on Quarterly Financial Reports for Crown Corporations, and for such internal controls as management determines is necessary to enable the preparation of quarterly financial statements that are free from material misstatement. Management is also responsible for ensuring all other information in this quarterly financial report is consistent, where appropriate, with the quarterly financial statements.

Based on our knowledge, these unaudited quarterly financial statements present fairly, in all material respects, the financial position, results of operations and cash flows of the corporation, as at the date of and for the periods presented in the quarterly financial statements.



David Robinson

*Interim President and CEO
Ottawa, Canada
May 22, 2020*



Anwar Chaudhry

*SVP, Finance and Risk Management, and CFO
Vancouver, Canada
May 22, 2020*

Canadian Tourism Commission**Statement of Financial Position**

As at March 31, 2020

(in thousands)

	March 31, 2020	December 31, 2019
Financial assets		
Cash and cash equivalents	\$ 34,559	\$ 31,641
Accounts receivable		
Partnership contributions	2,755	1,617
Government of Canada	37	618
Other	5	4
Accrued benefit asset	1,567	1,653
Portfolio investments	809	803
	<u>39,732</u>	<u>36,336</u>
Liabilities		
Accounts payable and accrued liabilities		
Trade	5,952	14,333
Employee compensation	1,166	1,677
Government of Canada	62	81
Accrued benefit liability	5,435	5,435
Deferred revenue	3,125	488
Deferred lease inducements	556	580
Asset retirement obligation	164	164
	<u>16,460</u>	<u>22,758</u>
Net financial assets	<u>23,272</u>	<u>13,578</u>
Non-financial assets		
Prepaid expenses and other assets	2,559	1,721
Tangible capital assets	1,320	1,413
	<u>3,879</u>	<u>3,134</u>
Accumulated surplus	<u>\$ 27,151</u>	<u>\$ 16,712</u>

UNAUDITED

Canadian Tourism Commission

Statement of Operations

For the three months ended March 31
(in thousands)

	2020	2019
Revenues		
Partner revenues	\$ 3,857	\$ 3,110
Other	427	464
	<u>4,284</u>	<u>3,574</u>
Expenses		
Marketing and sales	15,728	18,204
Corporate services	2,058	1,773
Strategy and planning	240	162
Amortization of tangible capital assets	89	92
	<u>18,115</u>	<u>20,231</u>
Net cost of operations before funding from the Government of Canada	(13,831)	(16,657)
Parliamentary appropriations	23,916	22,444
Surplus for the period	<u>10,085</u>	<u>5,787</u>
Accumulated operating surplus, beginning of period	16,906	21,951
Accumulated operating surplus, end of period	<u>\$ 26,991</u>	<u>\$ 27,738</u>

Canadian Tourism Commission

Statement of Remeasurement Gains and Losses

For the three months ended March 31

(in thousands)

	2020	2019
Accumulated remeasurement (loss)/gain, beginning of period	\$ (194)	\$ 154
Unrealized gain/(loss) attributable to foreign exchange	160	(30)
Amounts reclassified to the statement of operations	194	(154)
Net remeasurement gain/(loss) for the period	<u>354</u>	<u>(184)</u>
Accumulated remeasurement gain/(loss), end of period	<u>\$ 160</u>	<u>\$ (30)</u>

Canadian Tourism Commission

Statement of Change in Net Financial Assets

For the three months ended March 31

(in thousands)

	2020	2019
Surplus for the period	\$ 10,085	\$ 5,787
Acquisition of tangible capital assets	-	(15)
Amortization of tangible capital assets	89	92
Net disposition of tangible capital assets	4	-
	<u>93</u>	<u>77</u>
Effect of change in other non-financial assets		
(Increase)/decrease in prepaid expenses	(838)	1,283
	<u>(838)</u>	<u>1,283</u>
Net remeasurement gain/(loss)	354	(184)
Increase in net financial assets	9,694	6,963
Net financial assets, beginning of period	13,578	18,008
Net financial assets, end of period	<u>\$ 23,272</u>	<u>\$ 24,971</u>

UNAUDITED

Canadian Tourism Commission**Statement of Cash Flows**

For the three months ended March 31

(in thousands)

	2020	2019
Operating transactions:		
Cash received from:		
Parliamentary appropriations used to fund operating and capital transactions	\$ 23,916	\$ 22,444
Partners	5,356	7,547
Other	227	189
Interest	175	246
	<u>29,674</u>	<u>30,426</u>
Cash paid for:		
Cash payments to suppliers	(22,974)	(30,785)
Cash payments to and on behalf of employees	(4,134)	(3,485)
Cash provided by/(used in) operating transactions	<u>2,566</u>	<u>(3,844)</u>
Capital transactions:		
Acquisition of tangible capital assets	-	(15)
Disposition of tangible capital assets	4	-
Cash provided by/(used in) capital transactions	<u>4</u>	<u>(15)</u>
Investing transactions:		
Acquisition of portfolio investments	(6)	(4)
Cash used in investment transactions	<u>(6)</u>	<u>(4)</u>
Net remeasurement gain/(loss) for the period	354	(184)
Net increase/(decrease) in cash during the period	<u>2,918</u>	<u>(4,047)</u>
Cash and cash equivalents, beginning of period	<u>31,641</u>	<u>33,624</u>
Cash and cash equivalents, end of period	<u>\$ 34,559</u>	<u>\$ 29,577</u>

Canadian Tourism Commission
Notes to the Quarterly Financial Statements
March 31, 2020

1. AUTHORITY, OBJECTIVES AND DIRECTIVES

The Canadian Tourism Commission (the “CTC”) was established on January 2, 2001 under the *Canadian Tourism Commission Act* (the “Act”) and is a Crown corporation named in Part I of Schedule III to the *Financial Administration Act*. The CTC is for all purposes an agent of her Majesty in right of Canada. As a result, all obligations of the CTC are obligations of Canada. The CTC is not subject to income taxes.

As stated in section 5 of the Act, the CTC’s mandate is to:

- sustain a vibrant and profitable Canadian tourism industry;
- market Canada as a desirable tourist destination;
- support a cooperative relationship between the private sector and the governments of Canada, the provinces and the territories with respect to Canadian tourism; and
- provide information about Canadian tourism to the private sector and the governments of Canada, the provinces and the territories.

In December 2014, the CTC was issued directive PC 2014-1378 pursuant to section 89 of the *Financial Administration Act* directing the CTC to implement pension plan reforms. These reforms are to ensure that pension plans of Crown corporations provide a 50:50 current service cost-sharing ratio between employee and employer for pension contributions by December 31, 2017. The 50:50 cost-sharing ratio was fully implemented as of December 31, 2017.

In July 2015, the CTC was issued directive PC 2015-1109 pursuant to section 89 of the *Financial Administration Act* to align its travel, hospitality, conference and event expenditures policies, guidelines and practices with Treasury Board policies, directives and related instruments on travel, hospitality, conference and event expenditures in a manner that is consistent with its legal obligations, and to report on the implementation of this directive in the CTC’s next corporate plan. The CTC implemented its new Travel, Hospitality, Conference, and Event Expenditures Policy on August 21, 2015 which complied with the requirements of the directive. The Treasury Board issued revised directives and guidelines in 2017. On November 29, 2018, the CTC approved an updated policy to align with the new requirements.

2. SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian public sector accounting standards (“PSAS”). Significant accounting policies are as follows:

a) Parliamentary appropriations

The CTC is mainly financed by the Government of Canada through parliamentary appropriations. Parliamentary appropriations used to fund core operations and capital expenditures are considered unrestricted and recognized as revenues when the appropriations are authorized and any eligibility criteria are met. Parliamentary appropriations used to fund one-time activities, such as Connecting America, are considered restricted. Restricted appropriations have eligibility criteria and stipulations that give rise to an obligation that meets the definition of a liability. Restricted appropriations are recognized as deferred revenue when the stipulation gives rise to a liability. Restricted appropriation revenue is recognized as the stipulation liabilities are settled.

As a result of the CTC’s year-end date (December 31) being different than the Government of Canada’s year end date (March 31), the CTC is funded by portions of appropriations from two Government fiscal years.

Canadian Tourism Commission
Notes to the Quarterly Financial Statements
March 31, 2020

The CTC will have a deferred parliamentary appropriations balance at year-end when the restricted funding received for the period exceeds the restricted appropriations recognized for the related fiscal period. The CTC will have a parliamentary appropriations receivable balance when restricted appropriations recognized exceed the restricted funding received.

The CTC does not have the authority to exceed approved appropriations.

b) Partnership contributions

The CTC conducts marketing activities in partnership with a variety of Canadian and foreign organizations. Where the CTC assumes the financial risks of conducting a marketing activity, contributions received from a partnering organization are recognized in income when the related marketing activity takes place. Partnership contributions received for which the related marketing activity has not yet taken place are recognized as deferred revenue.

c) Other revenues

Other revenues consist of cost recoveries from co-location partners, interest revenues, capital asset sales and other miscellaneous revenues. These items are recognized as revenue in the period in which the transaction or event occurred that gives rise to the revenue.

d) Foreign currency translation

Monetary assets and monetary liabilities denominated in foreign currencies are translated into Canadian dollars at the applicable year-end exchange rate. Non-monetary assets and non-monetary liabilities denominated in foreign currencies are translated into Canadian dollars at historical exchange rates. Revenue and expense items are translated during the year at the exchange rate in effect on the date of the transaction. Amortization expenses of tangible capital assets are translated at historical rates to which the assets relate. Realized gains and losses are considered Operating Expenses and are included in the Statement of Operations as Corporate Services. Unrealized gains and losses are reported on the Statement of Remeasurement Gains and Losses and in the Statement of Change in Net Financial Assets. The CTC does not hedge against the risk of foreign currency fluctuations.

e) Cash and cash equivalents

Cash and cash equivalents include cash in bank and mutual funds. These items are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

f) Portfolio investments

Portfolio investments are measured at amortized cost. Interest income related to these investments is calculated based on the effective interest method.

g) Prepaid expenses

Payments made prior to the related services being rendered are recorded as a prepaid expense. Prepaid expenses are recognized as an expense as the related services are rendered. Prepaid expenses consist of program and operating expenses such as subscriptions and tradeshow expenditure.

h) Tangible capital assets

Tangible capital assets are recorded at cost less accumulated amortization and the amount of any write-downs or disposals. Tangible capital assets are written down when conditions indicate they no

Canadian Tourism Commission
Notes to the Quarterly Financial Statements
March 31, 2020

longer contribute to the ability to provide services and are accounted for as expenses in the Statement of Operations.

Tangible capital assets are amortized on a straight-line basis over the estimated useful life of the assets as follows:

Leasehold improvements	remaining term of lease
Office furniture	5 years
Computer hardware	3 years
Computer software	5 years

Intangible assets are not recognized in these financial statements.

i) Deferred revenue

Deferred revenue consists of contributions from partnering organizations and restricted appropriations received from the Government of Canada. When contributions are received from partnering organizations, they are recognized as deferred revenue until the event has taken place or recognized as partner revenue over the effective life of the contract. When restricted appropriations are received from the Government of Canada, it is recognized as deferred revenue until the criteria and stipulations are met that gave rise to the liability. As at March 31, 2020 and December 31, 2019, the deferred revenue balance is solely made up of deferred contributions from partnering organizations.

j) Deferred lease inducements

Deferred lease inducements consist of various office lease inducements including reimbursement of leasehold improvement costs and free rent periods. These inducements are deferred and recognized as a straight-line reduction to office lease expenses over the term of the lease.

k) Asset retirement obligation

Asset retirement obligation consists of decommissioning costs for various office leases. The CTC recognizes asset retirement obligations as a result of legal obligations to restore leased office spaces back to their original states at the end of the lease term. Asset retirement obligations are measured initially at fair value, based on management's best estimates, with the resulting amount capitalized into the carrying amount of the related asset. The capitalized asset retirement cost is amortized on a straight-line basis over the term of the lease. The amortization expense is included in corporate services in determining the net cost of operations.

l) Employee future benefits

The CTC offers a number of funded, partly funded and unfunded defined benefit pension plans, other unfunded defined benefit plans (which include post-employment benefits, post-retirement benefits and non-vested sick leave), as well as defined contribution pension plans. The pension plans include a statutory plan, a supplemental plan and a plan to cover certain employees working outside of Canada. Other benefit plans include post-employment severance benefits and post-retirement health, dental and life insurance benefits and non-vested sick leave. The defined benefit pension plans provide benefits based on years of service and average pensionable earnings at retirement. The defined benefit component of the statutory plan and the supplemental plan has been closed effective December 30, 2017 and benefits and service of plan participants are frozen as of that date. The CTC funds certain pension plans annually based on actuarially determined amounts needed to satisfy employee future benefit entitlements under current benefit regulations. Cost of living adjustments are automatically provided for retirees in accordance with Consumer Price Index increases.

Canadian Tourism Commission
Notes to the Quarterly Financial Statements
March 31, 2020

The costs and obligations of the defined benefit plans are actuarially determined using the projected benefit method prorated on service that incorporates management's best estimates of the rate of employee turnover, the average retirement age, the average cost of claims per person, future salary and benefit levels, expected return on plan assets, future medical costs, and other actuarial factors. For the purposes of calculating the expected return on plan assets, those plan assets are based on the market value of plan assets.

Past service costs arising from plan amendments are recognized in the years of which the plan amendment occurred.

The unamortized actuarial gains and losses incurred prior to the plan settlement that relate to the obligation settled are recognized in the period of settlement. This amount is included as part of the gain or loss arising on settlement. Gains and losses determined upon a plan settlement are accounted for in the Statement of Operations in the period of settlement.

Actuarial gains and losses are amortized over expected average remaining service lifetime ("EARSL") of active employees. If no active employees are remaining, actuarial gains and losses are amortized fully in the next fiscal year. For 2019, EARSL has been determined to be 5.6 years (6.6 years - 2018) for the Registered Pension Plan for Employees of the CTC ("RPP"), 0.0 years (0.0 years - 2018) for the Supplementary Retirement Plan for certain employees of the CTC ("SRP"), 15.5 years (15.4 years - 2018) for the Pension Plan for Employees of the CTC in Japan, South Korea and China ("WWP"), 21 years (21 years - 2018) for non-pension post-retirement benefits, 12 years (12 years - 2018) for severance benefits and 14 years (14 years - 2018) for sick leave benefits.

Employees working in the United Kingdom and the United States participate in the Department of Foreign Affairs defined benefit pension plans administered by the Government of Canada. The assets of these plans cannot be allocated among participating employers, and as such, these plans are deemed "multi-employer" plans and accounted for as defined contribution plans. The CTC's contributions to these plans reflect the full benefit cost of the employer. These amounts vary depending upon the plan and are based on a percentage of the employee's gross earnings. Contributions may change over time depending on the experience of the plans since the CTC is required under present legislation to make adjustments for the rate of contributions to cover any actuarial deficiencies of these plans. Contributions represent the total pension obligations of the CTC for these employees and are charged to operations during the year in which the services are rendered.

m) Financial instruments

Financial assets consist of cash and cash equivalents, accounts receivable, and portfolio investments, while financial liabilities consist of accounts payable and accrued liabilities. Financial assets and financial liabilities are measured at amortized cost, which approximates their fair value.

n) Measurement uncertainty

The preparation of financial statements in accordance with Canadian PSAS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the amounts of income and expense during the reporting periods. Actual results could differ significantly from those estimates. The most significant estimates involve the determination of the employee future benefits liability and related accrued benefit asset, the useful lives for amortization of tangible capital assets, the fair value of the asset retirement obligation and contingencies.

Canadian Tourism Commission
Notes to the Quarterly Financial Statements
March 31, 2020

o) Related party transactions

Through common ownership, the CTC is related to all Government of Canada created departments, agencies and Crown corporations. The CTC's transactions with these entities are in the normal course of operations and are measured at the exchange amount.

Related parties also include key management personnel (KMP) having authority for planning, controlling, and directing the activities of the CTC, as well as their close family members. The CTC has defined its KMP to be members of the Board of Directors and management employees at the Senior Vice-President level and above.

p) Partnership contributions in-kind

In the normal course of business, the CTC receives in-kind contributions from its partners including the transfer of various types of goods and services to assist in the delivery of programs. The audit services and the in-kind contributions from partners are not recognized in the financial statements.

q) Inter-entity transactions

Inter-entity transactions are transactions between commonly controlled entities. The CTC records inter-entity transactions at the exchange amount except the following:

- Audit services received without charge between commonly controlled entities.
- In-kind contributions received from commonly controlled entities.

The value of the audit services is considered insignificant in the context of the financial statements as a whole and inter-entity in-kind contributions are not recognized in the financial statements.

3. FINANCIAL STATEMENT PRESENTATION

These unaudited interim financial statements should be read in conjunction with the annual financial statements of the Canadian Tourism Commission (the "Commission") as at and for the year ended December 31, 2019 and the narrative discussion included in the quarterly financial report. Amounts in these interim financial statements as at March 31, 2020 are unaudited and are presented in Canadian dollars.

4. PARLIAMENTARY APPROPRIATIONS

Parliamentary appropriations approved for the Government fiscal period April 1, 2020 to March 31, 2021 are \$95.7M (April 1, 2019 to March 31, 2020 \$103.7M). The Commission does not have the authority to exceed approved appropriations.

Canadian Tourism Commission
Notes to the Quarterly Financial Statements
March 31, 2020

5. ACCUMULATED SURPLUS (000S)

The accumulated surplus is comprised of:

	March 31, 2020	December 31, 2019
Accumulated operating surplus	\$ 26,991	\$ 16,906
Accumulated remeasurement gain/ (loss)	160	(194)
Accumulated surplus	<u>\$ 27,151</u>	<u>\$ 16,712</u>

6. TANGIBLE CAPITAL ASSETS (000S)

(in thousands)	Computer Hardware	Computer Software	Leasehold Improvements	Office Furniture	March 31, 2020
Cost of tangible capital assets, opening	\$ 632	\$ 19	\$ 2,123	\$ 352	\$ 3,126
Acquisitions	-	-	-	-	-
Disposals	-	-	(175)	(2)	(177)
Cost of tangible capital assets, closing	<u>632</u>	<u>19</u>	<u>1,948</u>	<u>350</u>	<u>2,949</u>
Accumulated amortization, opening	464	19	988	242	1,713
Amortization expense	24	-	49	16	89
Disposals	-	-	(171)	(2)	(173)
Accumulated amortization, closing	<u>488</u>	<u>19</u>	<u>866</u>	<u>256</u>	<u>1,629</u>
Net book value	<u>\$ 144</u>	<u>\$ -</u>	<u>\$ 1,082</u>	<u>\$ 94</u>	<u>\$ 1,320</u>

(in thousands)	Computer Hardware	Computer Software	Leasehold Improvements	Office Furniture	December 31, 2019
Cost of tangible capital assets, opening	\$ 690	\$ 19	\$ 1,989	\$ 275	\$ 2,973
Acquisitions	145	-	144	97	386
Disposals	(203)	-	(10)	(20)	(233)
Cost of tangible capital assets, closing	<u>632</u>	<u>19</u>	<u>2,123</u>	<u>352</u>	<u>3,126</u>
Accumulated amortization, opening	560	18	805	208	1,591
Amortization expense	107	1	193	54	355
Disposals	(203)	-	(10)	(20)	(233)
Accumulated amortization, closing	<u>464</u>	<u>19</u>	<u>988</u>	<u>242</u>	<u>1,713</u>
Net book value	<u>\$ 168</u>	<u>\$ -</u>	<u>\$ 1,135</u>	<u>\$ 110</u>	<u>\$ 1,413</u>