



AAE

ACTUARIAL
ASSOCIATION
OF EUROPE

Finance Roadmap

Hartwig Sorger

Honorary Treasurer

31 October 2025



PROJECTS BY TOPIC:

- **Reserve policy:** ready to be discussed/approved by board (e.g. in December board meeting)
- **Investment policy:** ready to be discussed/approved by board (e.g. in December board meeting)
- **VAT:** ongoing process with Grant Thornton support,
 - part 1 (clarity on current situation) aimed to be finalized by mid December 2025,
 - part 2 (proposal for future treatment aimed to be finalized by end of January 2026.
 - To reach that ambition the assignment letter to GT should be sent as soon as possible (I am only waiting for the offer of GT Belgium)
- **Procurement policy:** main principles under development, first draft aimed to be discussed in board in December 2025, aimed to be finalized in Q1/2026.
- **Review of Reimbursement policy** (mainly clarifications): planned to be discussed/approved in December board meeting
- **Accounting platform** (incl. outsourcing of accounting?): public tender in Q1 2026
- **TOM Transition plan** (financial part): ongoing in Q1



PROJECTS BY DATE:

- asap: assignment letter GT Belgium and GT Switzerland (waiting only for concrete offer of GT Belgium)
- December board meeting:
 - 1. Reserve policy,
 - 2. Investment policy,
 - 3. Reimbursement policy,
 - 4. Draft main principles Procurement policy,
 - 5. Clarity on tax status (depending on progress of GT)
- End of January 2026: solution for optimized VAT on Stephanos' contract
- Q1 2026: Procurement policy finalized
- Q1 2026: public tender for Accounting platform (incl. outsourcing of accounting?)
- Q1 2026: TOM Transition plan (financial part)

REGULAR TASKS (to be updated):

task	frequency	responsability
Accounting	Weekly	Sekretariat
Payments	Weekly	Sekretariat
Virtual information meeting	Bi-weekly	Sekretariat, Treasurer
VAT declaration	Quarterly, EOQ	Sekretariat to sign by Treasurer
Budget		
Status report actual vs. budget	Quarterly, EOQ	Sekretariat, Treasurer