MILITARY MINISTRIES INTERNATIONAL

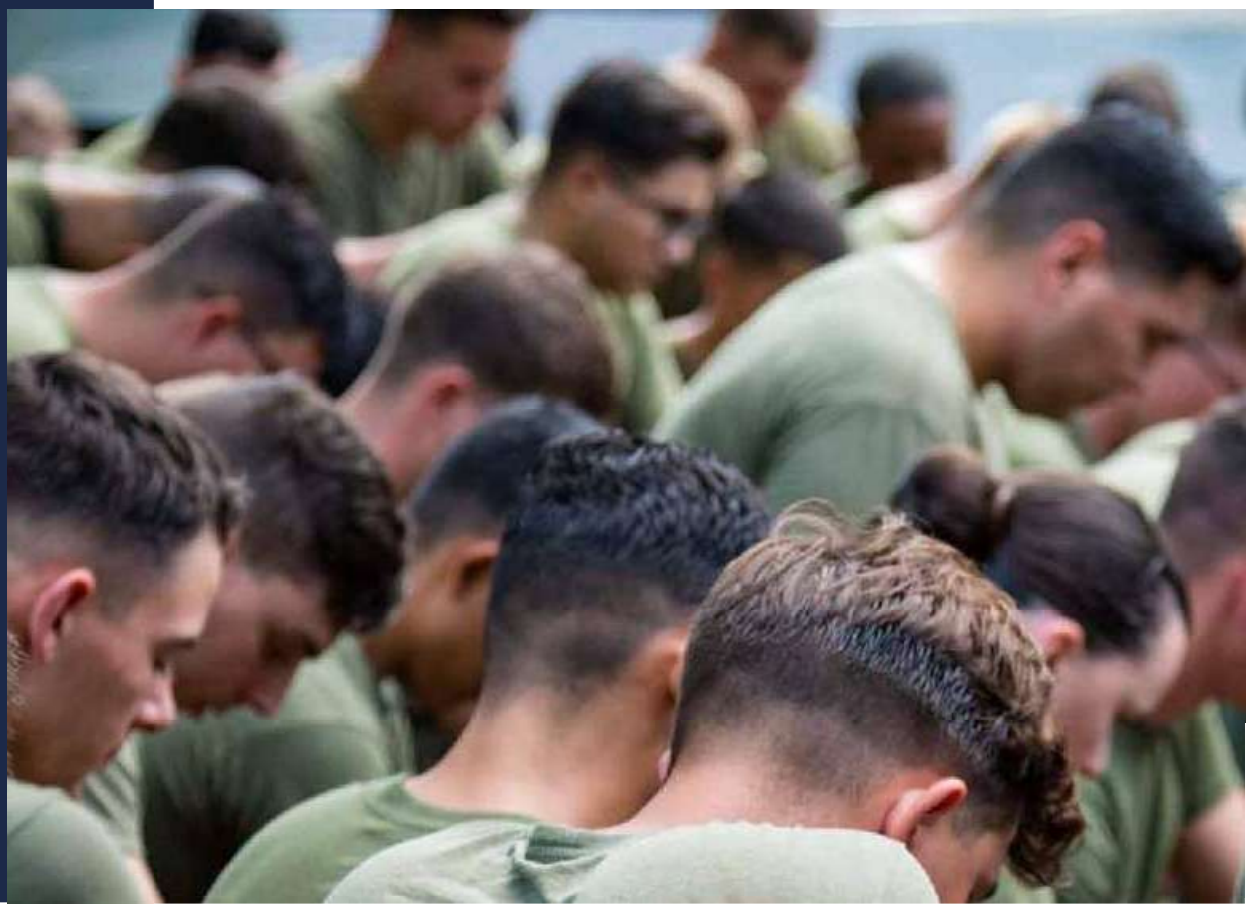


ANNUAL REPORT

January 25 - December 2025

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CHIEF EXECUTIVE - TEAM LEADER REPORT

2025 has been another significant year for MMI as Roddy Porter handed over the leadership to Richard Giles mid-way through the year on 1 May 2025. Building on Roddy's leadership and impact, Richard was charged by the Board to move MMI onto a more sustainable footing, utilising the funds generated by the 50th Anniversary.

A strategic review was held and strategic plan produced that fed the budget priorities for 2026. Whilst this was conducted, mission commitments and priorities remained unchanged.

Strategic Review

The review consisted of several online and in-person workshops. At the Supporters Prayer Day in September, the preliminary findings were shared to gain further feedback.

The review concluded that, whilst the direction of travel should remain the same, slight changes to vision, mission, priorities and organisational structure were required to respond to the changing environment. The key factors were:

- **Growing global conflicts,** and the need to inspire and equip Christians in the military as they responded to those changes.
- **A loyal but aging supporter base,** and the need to attract younger supporters both from within the armed forces and outside - noting that they are attracted to and engage with charities in a different way to our existing supporter base.
- **UK employment and charity regulations**, that there were big changes occurring in April 2026, and there was a need to ensure MMI remained regulatory compliant and efficient.
- **Income generation** had been challenging for many years and a professional fund raiser was needed to grow the income so MMI could more effectively meet its current and future ministry needs.

In response the follow on activity focused on 4 workstreams:

- Reviewing the vision, mission and values.
- External communications.
- Developing a fundraising strategy.
- Organisational and HR issues.



This led to a revised vision and mission which focused more on inspiring and empowering the Military Christian Fellowships (MCFs) within the regions that MMI worked.
There was an acknowledgement that the vision and plans for the work within individual nations rested with those from the countries, the local MCFs. MMI was to focus on inspiring individuals, establishing MCFs where they didn't exist and equipping those that did exist.

WHY WE EXIST

OUR VISION

Growing Christians, fellowships and chaplaincies in the armed forces worldwide, reflecting the values and grace of the Gospel of Jesus Christ.

OUR MISSION

To Inspire, Establish and Equip Christian fellowship, ministry and chaplaincies within the armed forces of the world.

OUR VALUES



Prayer Led



Servant Hearted



Relational
[with all that we work for and with, recognising that it is at the heart of the gospel]



Collaborative
[Chaplaincy, multi-confessional, multi-denomiational partnership , local churches]

CHIEF EXECUTIVE - TEAM LEADER REPORT CONT.

The Vision and Mission were encapsulated in the following statement or tag line, which reflects what we believe and the impact we can make:

Christians in the military...
... a force for good

These changes and statements have been pulled together into a "Playbook" or strategy document that has been communicated to staff and supporters. This lays out statements on how the vision and mission will be achieved, including the strategic anchors that will be used to inform decisions and provide the lens through which decisions will be evaluated.

These strategic anchors state how MMI will succeed:

- Through effective communications that facilitate engagement and growth.
- Collaboration and relationships - with those:
  - that we are supporting, (beneficiaries)
  - involved in a similar ministry, (partners)
  - with resources that can equip those that we are supporting
- Prayer that is central and underpins decisions and actions.



CHIEF EXECUTIVE - TEAM LEADER REPORT CONT.

The review also identified the most important goal which needed to be achieved in the next 3-12 months, which was to, “Create a sustainable growth that excites stakeholders.” This reflected the acknowledgement that if MMI is to meet the growing ministry needs it was required to first consolidate its current activities then position itself and adopt a model that will support growth. This included addressing internal organisational issues as well as being able to respond more effectively to ministry requirements.

The review findings and Playbook were presented to the Trustees in the 4th quarter of 2025. They were approved together with agreement to commence some early work that included contracting a HR support organisation to assist in addressing employment and compliancy issues, and a fundraising consultant to produce a fundraising strategy and assist in recruiting a part-time fundraiser. Alongside the Playbook an implementation plan or roadmap was produced, identifying key workstreams for activities.

Dedicated communications and fundraising streams were part of this roadmap. Refreshing the brand and website were identified as key requirements to improve the way in which MMI engaged and appealed to new supporters. The roadmap provides a detailed plan for 2026 but goes further into the following years. It informed the budget set for 2026.

The plan is to continue missionary activity at the current levels for 2026, focusing on addressing the repositioning of MMI for growth during the early part of 2026 and then starting to review future missionary activity during 2026 so that revised focus and priorities would be reflected in the budget for 2027.



MISSION ACTIVITY

Throughout the strategic review, mission activity in the primary regions of Europe, Africa, the Middle East and South Asia continued under the leadership of the Regional Team Leaders.

Europe

The ongoing war in Ukraine continued to be a dominating factor. MMI was active in leading the daily online prayer meeting which continues to be well supported. MMI also coordinated a meeting drawing together ministries working with the military and providing practical, spiritual and emotional support. They were invited to the national military prayer meeting hosted by President Zelensky. The other major activities include the Alphabet of Faith, a collaborative project with Alpha. This received endorsement from the Orthodox Patriarch of Bulgaria and it is hoped this will now lead to similar endorsements from other Patriarchs. It has been translated into Ukrainian and Serbian and work is progressing for translations into English and Greek.

Major events during 2025 were EMCM, the European Christian leaders conference which took place at Sjleav Monastery, Czech Republic and the Summer Adventure Retreat (SAR) for young service men and women, which took place in Bulgaria and Greece. EMCM led to the founding of a new MCF in Serbia. Representatives from 5 countries attended SAR, including Georgia, which currently does not have an MCF.

Africa

Activity in Africa continues to be vibrant and growing. In Africa West, "Operation Duty Post" was launched. This aims to distribute Bibles and devotional material across the guard posts and barracks, firstly in Ghana and then beyond. This has gained the support and approval of Ghana's Chief of Defence Staff. The National Day of Prayer by Security Services has also been widely patronised as an annual activity with a plan to increase it to twice a year. It started in Nigeria and there are plans to roll it out to the rest of the West Africa countries.

In Africa East, the East African Prayer Convention (EAPC) (80 participants, predominately from Ethiopia and Uganda) was the major activity. A Chaplaincy course was run in collaboration with the International Association of Evangelical Chaplains (IAEC) in Uganda, 54 participants attended. Chaplaincy courses were also run in Mozambique by the Lusophone team (25 students attended) and in Guinea (32 soldiers). MCF visits were also conducted to Rwanda, Ethiopia, Mozambique and Angola.

In Africa South the annual Mountain Top Interaction was run in Mauritius. This programme is aimed at young service personnel, seeking to encourage and disciple them in their faith, inspiring them to be the next generation of Christian military leaders. It was attended by 25 personnel from 9 different countries.

MISSION ACTIVITY

Middle East

MCF presence in the Middle East continues to be fledgling, due to the pressure Christians are under and even more so within the military.

However there remain individuals and small groups still serving and retired.
Visits to these areas took place throughout the year including trips to Israel visiting a partner organisation, Netivah, supporting Messianic Jews, and to Palestinian Christians in the West Bank. A further visit to Lebanon developed new contacts which potentially can assist the MCF in that country.

A potential co-worker has been identified in Jordan, and this relationship is being nurtured and developed. This is an exciting development which could lead to a permanent MMI presence in the region.

South Asia

There is a mixture of MCFs within the region, with some growing rapidly and others struggling. Senior members are retiring and many leave their countries to be with their children who have emigrated to the West, and younger members struggle to engage fully because of career pressures. India however has experienced rapid growth. Currently the MCFs groups in India work in blocks but come together regularly in on-line prayer sessions.

All MCF India groups were invited to the annual Pan-India Conference, with 65 members and wives participating. A vibrant women's prayer ministry meets regularly. At the Pan India Conference 2025 the new Association of Military Christian Fellowship (AMCF) Vice President (VP2) for India, Bhutan, Maldives and Sri Lanka was commissioned. He works alongside VP1 for Pakistan, Bangladesh, Afghanistan and Nepal.

These groupings may change in 2026 with the planned succession of a new VP1 for the region. MMI continues to have a co-worker living in the region who is regularly creating new MCF groups across India, at the same time as discipling and encourgaging existing MCF groups. However this is not without persecution and personal cost.

PRAYER

Prayer continues to be central to all MMI activity, underpinning the work carried out. MMI runs events to encourage prayer and provides materials to assist supporters in their own personal prayer times, to both inform them of MMI activities and encourage them.

Prayer events include a daily online prayer time focused on the war in Ukraine. There are also regional Prayer and Plan meetings supporting individual RTLs and VPs. These are led by a committee chair. The annual Supporters Prayer Day took place in September in Poole. During the event there was the opportunity for supporters to engage with the RTLs and receive update presentations from them before participating in dedicated times of group prayer. An urgent prayer request system is also available for issues requiring immediate prayer, using email to distribute the requests.

Prayer materials, providing devotions and updates from the MMI team are provided:

- Monthly (as an email) covering key events and feedback from the previous month.
- 4 monthly (a hard copy tri-fold) providing daily prayer points.
- Twice a year as a more detailed "MMI News". This is a A5 booklet with articles and trip report summaries.



DIRECTORS REPORT

The Directors (who are also Trustees of the charitable company) present their annual report together with the financial statements of Military Ministries International for the year 2024. The Annual report serves the purposes of both a trustees' report and a directors' report under company law. The Directors confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Military Ministries International is a public benefit entity under FRS102. The Trustees have undertaken to ensure compliance with the Charity Commission's public benefit guidance when setting grant-making policy and reviewing the aims and objectives of the charity.



Financial Review

Following the exceptional appeal income of the previous year, which raised £103,472, income held up remarkably well at £227,537 (2024 excluding appeal: £200,826.). This was partly due to a significant donation from a regular Trust supporter which has enabled MMI to press ahead with the implementation of its strategic plans for reorganisation without reducing its direct ministry activities around the world.

As planned following the 2024 appeal, the first of three drawdowns from the appeal fund supplemented income by £34,492, further securing the commitment to international operations.

Expenditure on charitable activities increased to £212,070 (2024: £186,576) enabling slight increases in operational activities whilst also covering increases in staff and administration costs.

Overall reserves showed an increase to £241,783 (2024: £230,635) leaving the charity with good foundation for further development in 2026.

Reserves Policy

The Trustees aim to maintain a minimum unrestricted reserve of £30,000 to provide for staff salaries and routine running costs in the event of the charity having to cease operations. This reserve will not be committed without the approval of the majority of trustees and on the recommendation of the Executive Council.

Consideration will be given to committing the reserve, or part thereof, if funds are not available to pay any significant, date-sensitive bill. In the event of the reserve being committed, MMI mainstream activity will be minimised until a reserve of £30,000 has been re-established.

In addition, the Trustees aim to maintain unrestricted reserves of at least £40,000 to enable commitments to be made for travel and events up to twelve months into the future.

Financial Review

Going Concern

After making appropriate enquiries. the Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

Principle Risks

The Directors have identified the severity of the risks to which the charity is potentially exposed. They have also considered the likelihood of those risks. The steps taken to mitigate those risks have been assessed in light of both the severity and likelihood of each risk. Risks have been summarised into appropriate categories covering the principal areas of vision and mission integrity, charity law and regulation, governance and management, field work, finance and property, staff, external influences and further opportunities. MMI's risk assessment is updated annually and approved by the trustees. MMI depends to a large extent on irregular (and therefore unpredictable) donations to cover both running costs and ministry. To mitigate the risk, trustees have directed that a £30,000 reserve be maintained to cover statutory responsibilities in the event of insolvency. While this is not ideal, and we are taking steps to widen our regular supporter base in UK and overseas, it seems God uses this to keep us dependent on Him. Many of our supporters have been with us since our start in 1974, and are now elderly. Our efforts to widen our supporter base will bring in younger people with a heart for the ministry to which we are called. In addition, we are taking steps to increase the number of churches, both in UK and abroad, supporting us regularly.



Statement of Financial Activities
(Incorporating income and expenditure account) for the year ended 31st December 2025.

	Notes	2025 Unrestricted Funds £	2025 Designated Funds	2025 Restricted Funds £	2025 Total Funds £	2,024 Total Funds £
Income from:	2					
Donations and legacies		186,252	-	41,284	227,537	304,298
Other income		-	-	2,196	2,196	1,040
Total income		186,252	-	43,481	229,733	305,338
Expenditure on:						
Charitable Activities	3	158,017	5,795	48,258	212,070	186,576
Fundraising		6,515	-	-	6,515	9,403
Total expenditure		164,532	5,795	48,258	218,585	195,979
Net movement in funds		21,720	(5,795)	(4,777)	11,148	109,359
Transfers between funds	10	30,183	(30,183)	-	-	-
Fund balance brought forward		93,611	118,472	18,552	230,635	121,276
Fund balance carried forward		145,514	82,494	13,775	241,783	230,635

The notes on pages 13 to 18 form part of these financial statements

Balance Sheet as at 31st December 2025.

	Notes	2025		2024	
		£	£	£	£
CURRENT ASSETS					
Debtors	5	6,954		4,742	
Cash at bank and in hand		237,526		229,077	
		244,480		233,819	
CREDITORS amounts falling due within 1 year	6	2,697		3,184	
NET CURRENT ASSETS			241,783		230,635
TOTAL ASSETS LESS CURRENT LIABILITIES			241,783		230,635
Charity funds					
Restricted income funds	9		13,775		18,552
Unrestricted funds - General funds			145,514		93,611
- Designated funds	10		82,494		118,472
TOTAL FUNDS			241,783		230,635

The Charity holds no endowment funds.
The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.
The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.
The Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Directors on 19/9/26
and signed on behalf by .....

Notes to the accounts for the Year Ending 31st December 2025

a.	Basis of preparation of the financial statements The financial statements have been prepared in accordance with the Charities SORP (FRS 102) 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The company does not prepare a cash flow statement under the exemption for small entities. The charity is a public benefit entity as defined by FRS102.
b.	Going Concern The financial statements have been prepared on a going concern basis and the directors are of the opinion that there are no material uncertainties about the charity's ability to continue as such.
c.	Recognition of income Income is recognised on an accruals basis once the company has entitlement to the funds and it is probable that the income will be received and the amount measured reliably. Income tax recoverable in relation to donations received under Gift Aid is recognised at the time of the donation.
d.	Basis of allocation of expenditure Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.
e.	Allocation of support and governance costs Expenditure on Charitable activities includes both direct expenditure for each category of activity as well as an apportionment of support costs. Governance costs consist of all legal and other costs connected to the charity meeting its statutory governance obligations, and includes the annual examiner's fee and the costs associated with Trustees' meetings.
f.	Fund accounting Unrestricted income funds comprise those funds which the trustees are free to use for any purpose in furtherance of the charitable objects. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose. Restricted income funds are those where the donor has given a specific instruction on how the funds are to be used. The main restricted funds are detailed in note 9 to the accounts.
g.	Debtors Debtors are valued at the settlement amount after any provision for non-recovery.
h.	Cash at bank and in hand Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.
i.	Liabilities Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.
j.	Financial instruments The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.
k.	Pensions The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

	Unrestricted	Designated	Restricted	2025	2024
	£		£	£	£
Donations and legacies				Total	Total
Donations	119,401	-	14,680	134,081	198,059
Legacies	-	-	-	-	
Grants from organisations	54,364	-	26,017	80,381	93,518
Gift Aid	12,487	-	587	13,074	12,721
Total	186,252	-	41,284	227,537	304,298
Other income					
Event income	-	-	2,196	2,196	1,040
Total	-	-	2,196	2,196	1,040

Note 3:
Analysis of Expenditure

	Unrestricted	Designated	Restricted	2025	2024
	£		£	Total £	Total £
Charitable Activities					
Staff costs	96,300		5000	101,300	81,868
International regions activities	21,622		35,533	57,155	55,291
UK and non-regional activities	22,813	5,795	7,725	36,333	31,720
Printing & Publicity	2,849		-	2,849	6,395
Office costs	11,520		-	11,520	10,020
Governance costs	2,913		-	2,913	1,282
Total	158,017	5,795	48,258	212,070	186,576

Note 4: Governance costs

	2025	2024
	£	£
Trustees meetings	580	-
Independent Examiner's fees	2,000	1,007
Other compliance expenses	333	275
	2,913	1282

Note 5: Debtors

	2025	2024
	£	£
Prepayments and accrued income	6,954	4,742
	6,954	4,742

Note 6: Creditors: amounts falling due within one year

	2025	2024
	£	£
Social security and other taxes	1197	767
Accruals	1,500	2,417
	2,697	3184

Note 7: Staff costs

	2025 £	2024 £
Salaries	102,906	82,983
Social Security costs	-	-
Pension costs	971	401
Total Emoluments	103,877	83,384

No employee received remuneration over £60,000 p.a.
Key management personnel comprised only the Chief Executive, who received a salary of £15,159 (2024: £15,159))

	2025		2024	
Average number of employees during the year: (Actual number / Full time equivalent)	No	Fte	No	Fte
Management and administration	5	2.15	5	2.15
Regional coordinators	4	1.10	6	1.35
	9	3.25	11	3.50

Pension commitments
The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund.

Note 8: Analysis of Charitable Activities Expenditure

	Staff costs £	International regional activities £	Uk / non regional activities £	Printing and publicity £	Office costs £	Govern-ance costs £	2025 Total £	2024 Total
Africa	16,305	12,927					29,232	27,685
South Asia	4,807	3,874					8,681	7,570
Europe	17,748	27,803					45,551	43,196
Middle East	-	12,551					12,551	10,535
UK and non regional	10,894	-	36,333				47,227	40,312
Support costs	51,545	-	-	2,849	11,520	2,913	68,827	57,279
Total charitable activities	101,300	57,155	36,333	2,849	11,520	2,913	212,070	186,576
Fundraising	2,577	-		317	3,621	-	6,515	9,403
Total year to 31 Dec 2025	103,877	57,155	36,333	3,166	15,141	2,913	218,585	
Total year to 31 Dec 2024	83,384	55,291	38,895	7,106	10,020	1,282		195,979

	1st January 2025 £	Income £	Expenditure £	Transfers £	31st December 2025 £
Africa regional programme	35	23			58
Africa - Kenya	300				300
Africa - francophone	2,307		2,041		266
Africa - East	0	3,138	16		3,122
Africa - South (TMTI)	554	854	1,408		0
Africa - West	501	2,513			3,014
Asia regional programme	664	420	600		484
Asia - India Service Booklet	2,833		199		2,634
Europe regional programme	163	1,821	1,288		696
Europe - Balkans programme	277				277
Europe - ACCTS	328				328
Europe - Alpha	200	970	1,170		0
Europe - EMCM	333	9,682	10,015		0
Europe - Balkans conference (SAR)	0	5,675	5,673		2
Europe - Ukraine MCF	430	470	860		40
Europe - Ukraine chaplain	270	170	370		70
Middle East regional programme	5,493	6,038	10,876		655
Middle East - coordinator	1,099		266		833
Non-regional - Ukraine Bibles	0	2,996	2,996		0
Non-regional - World conference	1316		1,316		0
Non-regional - AMCF	955		304		651
Non-regional - Africa staff	494	7,961	8,110		345
	18,552	42,731	47,508	0	13,775

Note 10: Designated Funds

	1st January 2025 £	Income £	Expenditure £	Transfers £	31st December 2025 £
Staff benevolent fund	5,000		1,486		3,514
Discretionary fund	10,000		4,309	4,309	10,000
50th Anniversary development fund	103,472			(34,492)	68,980
	118,472	-	5,796	(30,183)	82,494

The Staff Benevolent Fund is used for loans or grants to staff who may be experiencing hardship. The Trustees have set aside a Discretionary Fund which receives up to 5% of all unrestricted income that is not earmarked for a special purpose and is used as a contingency fund for ad hoc grants which fall outside of the charity's normal planned activities. The balance on the fund is limited to £10,000. The 50th Anniversary development fund comprises the net proceeds of the 2024 appeal. The Trustees intend to release this fund over the subsequent three years to support the organisation's normal activities while efforts are made to strengthen the funding base for the future.

	1st January 2024 £	Income £	Expenditure £	Transfers £	31st December 2024 £
Africa regional programme	267	1,476	224	0	1,519
Africa - Kenya	300				300
Africa - francophone	2,307				2,307
Africa - Lusophone		2,500	2,500		0
Africa - South (TMTI)		554			554
Africa - West	1	500			501
Asia regional programme	99	457	550	0	6
Asia - India Service Booklet	2,833				2,833
Europe regional programme		252	89		163
Europe - Balkans programme	516		239		277
Europe - ACCTS	328				328
Europe - Alpha		3,123	2,923		200
Europe - EMCM	1,648	13,947	15,262		333
Europe - Balkans conference (SAR)		4,300	4,300		0
Europe - Ukraine MCF	150	280			430
Europe - Ukraine chaplain	150	1,067	947		270
Middle East regional programme	5,792	10,236	10,535		5,493
Middle East - coordinator	1,099				1,099
Non-regional - office IT equipment	219		219		0
Non-regional - World conference		6,953	7,121	1,484	1,316
Non-regional - AMCF	955				955
Non-regional - Africa staff		494			494
	16,663	46,139	44,909	-	19,377

Note 10a: Designated Funds for previous years

	1st January 2024 £	Income £	Expenditure £	Transfers £	31st December 2024 £
Staff benevolent fund	5,000				5,000
Discretionary fund	8,882		5,142	6,260	10,000
50th Anniversary development fund				103,472	103,472
	13,882	-	5,142	109,732	118,472

	2025			
	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Debtors and prepayments	6,954			6,954
Cash at bank and in hand	141,258	82,494	13,775	237,526
Creditors: amounts falling due within 1 year	(2,697)			(2,697)
Total	145,515	82,494	13,775	241,784

Note 12: Related party transactions

Two of the Trustees have been paid remuneration or received any other benefits during the year. In 2025, one trustee was reimbursed £80.15 for meetings expenses, one was reimbursed £1045 for publicity products (notebook) and two trustees were reimbursed £407.91 for mission trip expenses in 2025. 2024:nil. There were no other transactions with related parties.

Note 13: Alternative banking

In certain cases where the international banking system is impractical for sending money to known associates, alternative money transfer agents such as Moneygram and Western Union have been used.

	2025	2024
	£	£
Total funds transferred via Money Service Businesses	6,262	1,864

Note 14: Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £10 for the debts and liabilities contracted before he/she ceases to be a member

Independent Examiners Report

I report to the charity trustees on my examination of the accounts of the Charity for the year ended 31 December 2025 which are set out on pages 11 to 12 following, which have been prepared on the basis of the accounting policies set out on pages 13 to 18.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

.....

Sarah Shearer FCA
Member of the Institute of Chartered Accountants England & Wales
Emmaus Chartered Accountants
377-399 London Road
Camberley
Surrey
GU15 3HL
Date:
23 September 2026

2026 AND BEYOND

In December 2025, the Board of Trustees approved the findings of the Strategic Review, revised Vision, Mission and Values statements, the Road Map (Strategic Plan) and 2026 budget to implement the recommendations. The implementation, which includes the appointment of a part-time fundraiser, new branding to appeal to a younger generation of supporters and website, will take place during the first half of 2026. Attention is now being given to future ministry work.

The importance of collaboration to achieve the vision and mission was another key recommendation from the Review. The other global Christian military ministries, the Association of Christian Conferences, Teaching and Service (ACCTS, from the US) and Ministry Support Organisation (MSO, from South Korea) completed similar reviews and have reached similar conclusions. However, to work effectively, there is a need to develop coordinated regional development plans. This need to be owned by the AMCF VPs responsible for each of the Regions. To assist in addressing this issue, MSO have offered to host a global conference in June 2026, at which the plans will be presented and discussed.

MMI's intent is therefore to work with the VPs during the first half of 2026, assisting in the development of these plans, and then after the event, incorporate their priorities into our own ministry plans (during the second half of 2026) so they can be funded in our budgets for the following years. Knowing their 3-5 years plans will help ensure that we can plan our work and seek funding in a much more focused way, ensuring that activities and events build upon what precedes them. VPs are being encouraged to develop their plans across multiple work streams which address: the establishment of new MCFs, developing strong relationships with Chaplaincies, evangelism, discipleship, Christian leadership development and ethics.



DIRECTORS REPORT

The Directors (who are also Trustees of the charitable company) present their annual report together with the financial statements of Military Ministries International for the year 2024. The Annual report serves the purposes of both a trustees' report and a directors' report under company law. The Directors confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and targe companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Military Ministries International is a public benefit entity under FRS102. The Trustees have undertaken to ensure compliance with the Charity Commission's public benefit guidance when setting grant-making policy and reviewing the aims and objectives of the charity.



Revd Mark Chester (Chair)
Revd David Gilchrist (retired 4 November 2025)
William Graham
Richard Downes (appointed 6 December 2023, re-appointed 23 July 2025)
Alister Mogford (appointed 23 July 2025)
Mark Hibbert-Hingston (appointed 23 July 2025)
Elizabeth Shuli (appointed 23 July 2025)

The Members of the Company guarantee to contribute an amount not exceeding £10 to the assets of the Company in the event of winding up.

MMI is managed by a Chief Executive/Team Leader (CE/TL) recruited by the trustees.

Currently, the CE/TL's team comprises:

- Finance and Administration Manager
- Team Leader for Prayer and Communications
- Executive Secretary
- Finance Secretary

All four posts are part-time. MMI's regions are supported by part-time Regional Team Leaders (RTL) and co-workers often, but not exclusively, living in the region or being fluent in the major language(s) of the region (for example, French, Arabic and Portuguese).

MMI seeks to collaborate with like-minded charities and Christian men and women of or retired from regional armed forces to fulfil its mission.

Statement of Director's Responsibilities

Company law requires the Directors to prepare financial statements for each financial year . Under company law, the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, for that period.
In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The report was approved by the trustees on 19/9/26.

And was signed for and on behalf of the board by .....

M. CHESTER
CHAIR

Administrative details of the company

Company directors
Revd Mark Chester, Chair
Richard Downes
William Graham
Alister Mogford
Elizabeth Shuli
Mark Hibbert-Hingston

Company secretary:
Pamela Davis

Company registered number: 13748875

Charity registered number: 1200420

Registered Office:
Havelock House
Barrack Road
Aldershot
GU11 3NP

Independent examiner:
Emmaus Chartered Accountants
377-399 London Road
Camberley
Surrey
GU15 3HL

Bankers:
Barclays Bank
Leicester
LE87 3BB


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