REGISTERED COMPANY NUMBER: 00477145 (England and Wales)
REGISTERED CHARITY NUMBER: 210066

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

FOR

INTERNATIONAL FOUNDATION FOR AIDS TO NAVIGATION

INTERNATIONAL FOUNDATION FOR AIDS TO NAVIGATION

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FOR THE YEAR ENDED 31 DECEMBER 2025

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INTERNATIONAL FOUNDATION FOR AIDS TO NAVIGATION

COMPANY INFORMATION
FOR THE YEAR ENDED 31 DECEMBER 2025

The Directors of International Foundation for Aids to Navigation ("the Company") are the Company's charity trustees under charity law and the directors of the charitable company. The members of the Board who served in office as Directors during the year and subsequently are detailed below:

KEY MANAGEMENT PERSONNEL:

DIRECTORS	R. G Mason ‡ - Chairman Captain Y. Y. Al Saqer L. M. Evans ‡ Captain D. Hill A. R. W. Marsh MBE FICS (Resigned 18 September 2025) A. Ross ‡ Captain I. Scally P. Stanley D. Summerhill A. Nordseth (Appointed 27 May 2025) Rear Admiral J Clink ‡ (Appointed 18 September 2025) ‡ Member of Audit Committee
CHIEF EXECUTIVE	C. M. Mulvihill
REGISTERED OFFICE	4th Floor 8-9 Lovat Lane London EC3R 8DW
CHARITY STATUS	Company Limited by Guarantee not having a share capital Registered in England and Wales No. 00477145 Registered Charity No. 210066 The word Limited is omitted by licence of the Board of Trade, London
BANKERS	HSBC, London and Bahrain
INDEPENDENT AUDITORS	Azets Audit Services, 2nd Floor, Regis House, 45 King William Street, London EC4R 9AN
SOLICITORS:	Farrer & Co, London 66 Lincoln's Inn Fields, London, WC2A 3LH Campbell Johnston Clark Solicitors 59 Mansell Street, London, E1 8AN
INVESTMENT MANAGERS	Cazenove Capital 1 London Wall Place, London, EC2Y 5AU

COMPANY INFORMATION
FOR THE YEAR ENDED 31 DECEMBER 2025

DIRECTORS

Guy Mason (Chairman)
Mr. Mason was appointed Chairman in November 2022. He joined the Board in March 2022 having retired from BP at the end of 2020 as Senior VP and Global Head of BP Shipping. Whilst in BP Shipping, he served on supervisory boards at UK Chamber of Shipping, P&I Clubs, ITOPF and Oil Spill Response Limited. Prior to his time in shipping, he worked in BP's Alternative Energy business building new global low-carbon energy businesses. He currently serves as an Independent Director on the Board of AB KN Energies. He has first class degree in Engineering Science and Technology from Loughborough University and is a chartered engineer and a Fellow of the Institute of Mechanical Engineers.

Captain Yousef Al Saqer
Captain Al Saqer was appointed to the Board in November 2010. He is presently Deputy CEO Fleet Operations KOTC, formerly Manager Fleet newbuilding projects and prior to that, Manager fleet marine operations where he was accountable for the day-to-day operations, safety & security of KOTC Fleet. He started his career as Navigation Officer, leading to Master on board KOTC's VLCC, LPG and Product tankers. He served in numerous roles on shore in Fleet operations, Marine Affairs and risk assessment. He holds a BSc in Maritime Transport Technology and is a Master Mariner.

Louise Evans
Ms. Evans was appointed to the Board in June 2020. She is currently non-executive director and audit committee chair of AB Dynamics plc and World Rugby, as well as the senior independent director and audit committee chair of Gooch & Housego PLC. Ms. Evans previously held Group Finance Director roles at Braemar Shipping Services plc and Williams Grand Prix Holdings plc. She has also held senior positions at RPS Group plc and Reynard Motorsport. She qualified as a chartered accountant whilst working with Ernst & Young. Ms. Evans graduated from the University of Wales with a first class degree in Management Science and is a Fellow of the Institute of Chartered Accountants in England & Wales.

Captain David Hill
Captain Hill was appointed to the Board in March 2023. He is presently serving as LNG Fleet Manager with Shell International Trading & Shipping Company. Captain Hill served within the Shell Fleet for more than 17 years, rising to the rank of Captain before transferring ashore where he was appointed Operations Superintendent, later also holding roles of Company Security Officer and Deputy Designated Person Ashore. Following a period working as a Ship Management Consultant as Director of Great Bear Marine, he returned to Shell in November 2018 as Operations Superintendent before becoming Fleet Manager in 2021. Captain Hill is an Associate Fellow of both the Nautical Institute and Royal Institute of Navigation, as well as a Freeman of The Honourable Company of Master Mariners.

Alan Marsh
Mr. Marsh was appointed to the Board in August 2018 and stepped down as Chairman after three years in the post. He is Vice President of The Marine Society and Sea Cadets (MSSC), a Vice President of the RNLI. He sits on the development board of WetWheels UK and is an Associate Member of the Stelios Philanthropic Foundation, a UK Charity. He is a Fellow of the Institute of Chartered Shipbrokers for whom he is a former President. He is also a Younger Brother of Trinity House, Past Prime Warden of the Worshipful Company of Shipwrights and formerly CEO of Braemar Shipping Group PLC as well as a Director of ITIC.

Aslak Ross
Mr. Ross was appointed to the Board in March 2022. He is currently Head of Safety and Resilience at APM Terminals (part of A.P. Moller-Maersk Group) responsible for HSSE and Business Resilience for APM Terminals. Prior to that he was Head of Marine Standards and Designated Person Ashore in Maersk A/S with responsibility for all Health, Safety, Security, Environmental and Quality matters for the Maersk managed container fleet, including navigational safety. Mr. Ross started his career in Maersk in 1994 as an engineer apprentice and has a degree in marine engineering. He has also completed a master mariner degree. Aslak has been the Chairman of Container Ship Safety Forum and is currently chairman of TEKNIKA – Copenhagen College of Technology Management and Marine Engineering.

Captain Iain Scally
Captain Scally was appointed to the Board in November 2021. He is presently serving as Marine Advisor to NYK's Global Tanker Quality Group in Tokyo. Formerly with ExxonMobil for 28 years serving as Master and then a variety of shore-based positions including HSQE, Marine Operations and Shipping Manager within LNG operations. Captain Scally commenced his seagoing career with Shell in 1970. He is a founding member and Fellow of the Nautical Institute and serves on technical committees within Intertanko and SIGTTO.

COMPANY INFORMATION
FOR THE YEAR ENDED 31 DECEMBER 2025

Peter Stanley
Mr. Stanley was appointed to the Board in September 2019. He was previously the IFAN CEO from July 2019 to October 2023. Formerly with BP for 30 years working in BP Shipping, HSE, Refining Manufacturing and Supply, Chemicals and finally as Head of Control of BP's Corporate segment. He graduated from Newcastle University obtaining a first-class honours degree in Marine Engineering and has an MBA from the Judge Business School, Cambridge University. He is a Chartered Engineer and Fellow of the Institute of Marine Engineering, Science and Technology.

Doug Summerhill
Mr. Summerhill was appointed to the Board in November 2020. He is presently Vice President of Chartering for BP Shipping Limited, accountable for the global chartering activity and monetisation of BP's oil and gas fleet. He is a supply, shipping and trading specialist, having worked in this sector for over 20 years and holds a Bachelor of Business degree from RMIT University, Australia.

Andreas Nordseth
Mr. Nordseth was appointed to the Board in May 2025. He served as Director General of the Danish Maritime Authority from 2009 to 2024 and was Chairman of the EMSA Administrative Board and the Consultative Shipping Group. He holds a Shipmaster's Diploma and has studied Engineering and Naval Architecture at the Technical University of Denmark as well as Public Policy at Roskilde University. He now works independently as a strategic advisor and board member within maritime governance and sustainability.

Rear Admiral John Clink
Rear Admiral Clink was appointed to the Board in September 2025. He is a Royal Navy Specialist Navigator who has commanded at sea from patrol boat to aircraft carrier as well as Coalition Task Force command in the Gulf & Indian Ocean. Since retiring from the Royal Navy in 2018, he was Chief Executive of the Merchant Taylors' Company operating a medieval banqueting hall, running £100m property and investment portfolios and three charities that supported almshouses, education and improving lives. He is a Fellow of the Royal Institute of Navigation, an alumnus of Windsor Leadership and has a MA in International Security and Strategy.

CHAIRMAN'S STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2025

2025 saw continued market turbulence, volatile energy markets and heightened geopolitical unrest which have impacted global shipping operations. Against this backdrop, the charity maintained a sound and sustainable financial position.

In 2025, IFAN's charitable objects have driven a continued focus on our two core activities: the management of our funds and their distribution to projects which enhance safety at sea and protect the environment and the reliable operation of navigational aids and associated communication systems in the Gulf.

Management of funds and distributions to projects
We continue to be active in the management of our invested funds aiming for improved income. Our Investment Committee monitors the performance of our fund managers against our investment objectives with a quarterly meeting to discuss performance and market intelligence.

During 2025 we donated $1.08m to projects which seek to improve safety at sea and protect the marine environment; some of these projects are planned to continue through 2026.

We revised our charitable giving strategy to clarify which projects we will support having regard to legal imperatives, our resources, and our ability to provide appropriate oversight to projects. We continue to find ways to integrate IFAN into marine regulatory organisations to both better understand the requirements for aids to navigation globally and contribute to the decision-making and guidelines for enhancing safety at sea and protecting the environment. In 2025 we supported environmental development projects in their own right and continue to have dialogue with competent authorities to explore opportunities to provide aids to navigation for Particularly Sensitive Sea Areas (PSSA). An example of this is the grant to Puertos del Estado in the Canary Islands to support them in carrying out risk assessments of the PSSA situated in and around the Canary Islands with a view to installing Aids to Navigation to protect these areas.

Since early 2012, we have supported the International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA) which has now been renamed International Organisation for Marine aids to Navigation (IALA) since becoming an IGO in 2025 in continuing to operate its Worldwide Academy (WWA). We contribute an average of $706k equivalent each year. In November 2025, the Board agreed to increase the annual funding of IALA_WWA to enable it to broaden the scope of its activities._The WWA provides training packages designed to spread knowledge amongst government representatives. Instruction is given both in respect of a Coastal State's obligations under international law and the benefits to commerce of having effective aids to navigation. The IALA programme is a rolling programme, progressively expanding the knowledge of aids to navigation throughout the world. Over time, continually improving services will enable it_to better assist navigators to safely operate their vessels

We have previously helped The Marine Society and Sea Cadets (MSSC) develop and commission teaching modules to improve mathematical, English language and marine vocational skills amongst mariners, committing a final project payment of $12k in 2023. We did not receive any further requests for funding in 2025 but continue discussing future potential opportunities. We have also funded a significant outreach programme that The Nautical Institute (NI) promotes to improve navigators' technical skills since 2014. At the meeting in November 2025 the Board agreed to continue the funding of the production of the NI magazine "Navigator" in the sum of $128k per annum

Since 2016, we have jointly funded a project to improve the aids to navigation and technical capability present in the Pacific Ocean for The South Pacific Community (SPC), the pan-government agency responsible for marine matters in that region. An initial survey was a pre-requisite to the project to improve positioning infrastructure in a region heavily dependent upon marine transport but poorly supplied with aids to navigation. A second phase was completed in 2021, albeit reduced in scope due to the pandemic. We agreed to fund a third phase of the project, which sought to establish a sustainable funding model for the provision of navigational aids in the 13 target island communities. Between 2016 and 2022, $2.78m has been donated with a further $400k paid in 2023. A balance of $196k was paid in July 2024 which represented the final work of Phase 3. Phase 4 is currently under development by the SPC and will be considered by IFAN when brought forward.

IFAN has provided funding to support the Aids to Navigation Fund (ANF) linked to the Straits of Malacca and Singapore (SOMS). The ANF provides funding to support maintenance of the existing Aids to Navigation within the SOMS. We monitor the ongoing programme of maintenance and improvement through our participation at the ANF meetings.

During 2025 the Board has agreed to support the following projects:

Safe Navigation for All in the Western Province of Solomon Islands: the goal of the project is to reduce marine incidents in the Western Province through improved marine weather prediction and safety of navigation services, leveraging Solomon Islands Maritime Authority and -Solomon Islands Meteorological Services cooperation. The project seeks to demonstrate how coordinated efforts in maritime safety and marine meteorology can significantly reduce risks, enhance resilience, and provide a replicable model for broader implementation across Solomon Islands and the Pacific Islands region.

Navigate with Care: Protect Our Oceans: the goal of the campaign is to encourage those on the water to navigate safely while avoiding damage to coral reefs and associated marine ecosystems. Through impactful visuals, educational media, and a robust community engagement plan, this campaign aims to instil a culture of responsible navigation among the marine community to preserve marine biodiversity and protect sensitive ecosystems.

AtoN Design for SIDS and LDC: the primary objective of the project is to develop and disseminate technical guidance to Small Island Developing States (SIDS) and Least Developed Countries (LDCs), enabling them to enhance safety of navigation through the provision of AtoN that complies with IALA and other international standards, while being sensitive to their financial and material sourcing resource constraints.

Marking of the central core of the Gorée Marine Protected Area: the primary objective of the project is to install locally built buoys the limits of the central core of the Gorée Marine Protected Area (MPA) and therefore enhance both safety of navigation and protection of the marine environment. Through the project's implementation, it was agreed to extend the scope to include an IALA compliant assessment with the inclusion among the project's stakeholders of both MENAS and the Senegalese AtoN Competent Authority.

PhD grants: new approaches to valuation and integrated governance of Aids to Navigation and environmental threats: the project goal is to sponsor two PhD students who will research the development of a governance framework for Marine Protected Areas (MPAs) within the broader context of Marine Spatial Planning (MSP), with a particular focus on Aids to Navigation (AtoN), including the development of a data-supported decision-making tool. The research will explore the availability and suitability of data for such a framework and, where gaps exist, propose approaches for data collection as well as the use of expert judgement as an interim solution.

OTHER PROJECTS IN 2025

In 2024 our office in Bahrain was successful in securing a new contract to provide refurbishment and installation of AtoNs in Bahraini waters for the Ports and Maritime Affairs division of the Ministry of Transportation and Telecommunications (PMA). The work was completed in 2025.

Beyond our existing projects, we continue to seek new opportunities aligned to our charitable objects and examine funding requests to determine appropriate levels of support to improve the safe passage of ships using global sea routes and protection of the marine environment.

Navigation Aids and communication systems in the Gulf

The navigational services provided by MENAS in the Gulf depend on the collection of Navigation Dues from ship owners. These charges fund the costs of providing navigational aids, essential for safety and continued trade in the Gulf. As announced in last year's report, Navigation Dues charges to shippers were increased with effect from 1st October 2023; the increased charges more accurately reflect the overall cost of providing MENAS services to shippers in the Gulf, thereby underpinning the sustainable provision of these services into the future. On this basis, in their Board meeting in November 2025, the Directors agreed that no further increase was required for 2026. This decision will be revisited annually, with the next review in November 2026.

We continually seek to enhance awareness of our activities in the Gulf with shippers through the use of media campaigns and targeted communications.

We also provide regular updates and support to the agents collecting Navigation Dues on our behalf and have closely involved them in the development of the current IT system development and ongoing enhancements.

In our 2022 annual report, we advised that some elements of our Differential Global Positioning System (DGPS) service in the Gulf were reaching the end of their serviceable life. Having looked at different ways to provide accurate positioning systems in the Gulf we concluded that DGPS remains the best solution. A new DGPS site at Ras Al Khaimah (RAK) has been built and went into operation in May 2024.

In 2021, MENAS successfully achieved the designation of Accredited Training Organisation (ATO). We are now offering technical skills and educational courses in the field of Marine Aids to Navigation (AtoN) for service providers and stakeholders, such as Port Authorities in the Middle East region. Our goal is to help them develop their own resources over time, ultimately improving the safety of navigation throughout the region. The first IALA Level 3 course (AtoN Foundation Course) took place on November 8th and 9th, 2023, at the MENAS Training Centre in Manama. This event was attended by senior representatives from the authorities in the Gulf Cooperation Council (GCC), and it was the first of its kind in this region. We have delivered the first IALA Level 2 course in May 2025, which focussed on training Technicians and Engineers responsible for AtoN maintenance.

Hostilities in the Gulf Region

The hostilities launched in the region in early 2026 are having an impact on the Charity. The closure of the Strait of Hormuz and the resulting cessation of ships entering the region has all but eliminated our income from Navigational Dues. The Charity is fortunate to have such strong reserves which can sustain our activities and the service we provide through this difficult time; the Board is keeping this under close review.

In early 2026, the Board instigated a review of strategy to take the Charity forward to 2040. This review will also consider the issues which have been raised by the hostilities.

I welcomed Catherine Mulvihill as IFAN's CEO in 2023. Catherine has continued to work closely with the Board bringing new ideas and insights including new charitable funding opportunities for the Charity to consider. We were also sorry to say goodbye to our past Chairman and Board Director Alan Marsh who retired in September 2025. However, we were fortunate to welcome Mr Andreas Nordseth and Rear Admiral John Clink to the board both of whom bring strong experience in the field of aids to navigation. We look forward to continuing the next phase of IFAN's development.



R. G. Mason
Date: 21 May 2026

REPORT OF THE DIRECTORS
FOR THE YEAR ENDED 31 DECEMBER 2025

The Directors of International Foundation for Aids to Navigation ('the Company') present their Annual Report together with the audited financial statements for the year ended 31 December 2025 which comply with the Charities Act 2011, the Companies Act 2006 and Accounting and Reporting by Charities: 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 (FRS 102) (effective 1 January 2015).

REFERENCE AND ADMINISTRATIVE INFORMATION

The Company is constituted as a company limited by guarantee with two wholly owned operating subsidiary undertakings, Menas Marine Services Limited and Oman Marine Services Limited. The charitable objectives of The International Foundation for Aids to Navigation ("IFAN"), as stated in the Articles of Association, are 1.The promotion of safety at sea and the protection of the marine environment in the Middle East and worldwide by all charitable means including directly or indirectly providing and maintaining navigation aids, safety systems and safety information; 2 Promoting the use of modern navigation techniques and procedures and other essential maritime skills; and 3.Protecting and improving all aspects of the marine environment

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing documents
The Company is governed by its Articles of Association.

Governing Body
The Directors are appointed in accordance with the Articles of Association by the Members and are mostly drawn from the shipping, maritime and oil industries.

Recruitment and training of Directors
New Directors are briefed on their legal obligations under charity and company law, the content of the Articles of Association and the workings of the Board of Directors and the decision making process.

Organisational management
The Board of Directors, as the charity trustees, are legally responsible for the overall management and control of the Company. The Board of Directors meets at least four times a year.

The Audit Committee is responsible for ensuring that the financial performance of the Company is properly reported that adequate internal control systems are maintained and managing the relationship with the external auditors.

Day to day administration is carried out by the Chief Executive Officer. The operation of the Bahrain facility is undertaken by a senior manager reporting to the CEO in London.

The remuneration of key management personnel is set by the Board and the appropriateness and relevance of the remuneration policy is reviewed annually by the Remuneration Committee.

Group structure and relationships
The Company has two wholly owned non-charitable subsidiaries: Menas Marine Services Limited, which operated a commercial vessel until September 2023, and Oman Marine Services Limited (OMSL), which has a branch in Ras Al Khaimah Freeport Zone for the purposes of renting land for a new DGPS.

REPORT OF THE DIRECTORS
FOR THE YEAR ENDED 31 DECEMBER 2025

OBJECTIVES AND ACTIVITIES

Charitable Objectives

The Company's Objectives, as set out in the Articles of Association, are the promotion of safety at sea and the protection of the marine environment in the Middle East and worldwide by all charitable means, including providing and maintaining navigation aids, safety systems and safety information; promoting the use of modern navigation techniques and procedures and other essential maritime skills; and protecting and improving all aspects of the marine environment.

The objectives are variously achieved for the public benefit through the provision, under the name MENAS, of an aids to navigation service in the Gulf and by assisting other organisations undertaking projects which meet the Company's charitable objectives of the promotion of safety at sea and the protection of the marine environment in the Middle East and worldwide by all charitable means including directly or indirectly 1.Providing and maintaining navigation aids, safety systems and safety information; 2 Promoting the use of modern navigation techniques and procedures and other essential maritime skills; and 3.Protecting and improving all aspects of the marine environment of promoting safety at sea and protection of the marine environment. We are actively seeking additional organization to support and are in dialogue concerning a number of potential opportunities. We welcome the opportunity to discuss new projects.

The Board is mindful of the long-standing need to provide public benefit and of the requirements of the Charities Act 2011. In this connection the Board has monitored closely the guidance on public benefit produced by the Charity Commission.

Principal Activities

The Company provides and maintains shore and sea based visible aids as well as radio-based aids for the Gulf region, utilising its equipment and facilities in Bahrain. It continues to review technological advances in marine navigation and environmental protection and to rationalise and modernise its facilities and systems to enable it to provide the service to navigators and the marine industry in the Gulf region effectively and efficiently.

Apart from operating the network of aids to navigation and the Navtex warning system, the charity also continues to operate its DGPS's throughout the Gulf. The Company has deployed Automatic Identification System (AIS) equipment to both enhance the service to mariners and improve performance monitoring of aids to navigation to help improve safety at sea and the protection of the environment. The Company has upgraded the DGPS system following more than twenty years in operation.

The Company has and does make grants to organisations concerned with the promotion and/or provision of safety at sea, including:

- The International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA), to assist with its setting up and running its worldwide training organisation The Worldwide Academy (WWA) to improve knowledge and skills required to identify needs, install and maintain aids to navigation services around the world;
- The Nautical Institute (NI), to expand the circulation of its publication The Navigator, improving knowledge and professionalism in the field of marine navigation;
- The Company supports a project being conducted by the South Pacific Community (SPC), in respect of enabling the Pacific Ocean to access its needs in respect of aids to navigation services and infrastructure;
- UNESCO to include an Ocean Literacy module in Aids to Navigation training.

Previously, we have supported:

- The Straits of Malacca and Singapore Aids to Navigation Fund set up by the three littoral States to maintain and improve the traffic separation system for the Malacca and Singapore Straits.

REPORT OF THE DIRECTORS
FOR THE YEAR ENDED 31 DECEMBER 2025

STRATEGIC REPORT

The charity regularly reviews its strategy. Over time and consistent with prevailing general economic conditions and operational needs, the strategy has been to build up reserves to a point that the navigational aids service in the Gulf can be self-sustained and protecting capital to ensure the continued existence of the IFAN Group.

Currently the strategy has several points of focus:

The first priority is to continue the provision of the existing Gulf Aids to Navigations (AtoN) service to international standards. In the absence of the littoral states seeking to take up our offer of assistance to assume responsibility for Gulf AtoN's we remain obligated to continue our AtoN provision. We believe that national services would be the simplest to be created and we would expect our existing technical operations to have a role either as active participants or contractors in some form. Consistent with the aim of ensuring the navigational aids service in the Gulf can be self- sustained, we continue to raise the profile of the services we provide with ship-owners and encourage them to contribute to the costs of their upkeep through raising navigations dues. We have also increased the level and scope of the Nav Dues with effect from 1st October 2023. This is the first increase that has been made and has been made to ensure we continue to have sufficient funds to provide the Aids to Navigation service.

The second aspect of our strategy is concerned with our investments. We have a financial investment portfolio which has been managed to maintain capital with moderate risk. At the Board meeting on 22nd November 2023, it was agreed that, after a tender process, the managers of the investment portfolio would be changed from Evelyn and Partners to Cazenove. This was implemented with effect from 1st June 2024. The continued strategy is to increase active management to improve returns.

ACHIEVEMENTS AND PERFORMANCE

Navigation Dues income for the year was $4.4m (2024: $4.7m). The price charged per NT was increased with effect from 1st October 2023. Costs of charitable activities which include all direct costs in relation to buoy maintenance projects and administration costs other than those relating to ship charter income and including all IFAN owned aids to navigation service costs, are $5.5m (2024: $5.0m).

Other income includes buoy maintenance and project income of $1.6m (2024: $0.7m) and rental income of $145k (2024: $140k). Rental property costs amounted to $17k (2024: $11k).

The charity made grants and donations of $1.1m during the year (2024: $0.8m) to organisations including IALA, The Nautical Institute and the South Pacific Community.

FINANCIAL REVIEW

The financial position is considered satisfactory by the Directors with net assets of the Group amounting to $79.7m against $67.9m in 2024.

As shown on page 15, in the Consolidated Statement of Financial Activities, the Group incurred a profit for the year of $11.7m (2024: $2.7m) largely as a result of the increase in the market value of investments and the increase of buoy maintenance & project income and investment income.

Having reviewed the ongoing expected trading conditions and the Group's projected future cash flows, the Board has a reasonable expectation that the Group has adequate resources to continue its activities for the foreseeable future.

REPORT OF THE DIRECTORS
FOR THE YEAR ENDED 31 DECEMBER 2025

Investment policy and objectives
Cazenove were appointed as investment managers during 2024 in order to create greater efficiency to continue to invest in more secure securities and disinvest in securities more exposed because of greater debt levels whilst maintaining a diversified portfolio and matching non-functional currency flows. The application of the investment policy is regularly monitored by the Investment sub-committee which led to this decision being made. The Investment Committee continues to meet with Cazenove on a quarterly basis to discuss performance and market intelligence.

As of 31 December 2025, the market value of invested funds, including uncommitted deposits, was the equivalent of $74.5m (2024: $65.2m).

Reserves Level and Policy and Financial Viability
The policy in respect of the Gulf navigational aids service continues to be one of matching income with expenditure allowing for uncertainties and capital requirements. Provision is made for the progressive shortening of the operating lives of navigational aids as environmental demands increase and technological developments accelerate. Group reserves held as at 31 December 2025 amounted to $79.7m (2024: $67.9m) of which free reserves amounted to $78.0m (2024: $66.2m). The charity's own reserves amounted to $79.7m (2023: $67.9m).

The Directors consider that reserves will need to be maintained at a level that will provide IFAN with a sustainable future whilst delivering against its objectives. Allowance will be made for the replacement and enhancement of current operational and navigational aids assets and the longer-term possibility of further expansion of navigational aids services into other geographical areas worldwide which would entail significant levels of capital expenditure and working capital.

Principal Risks and Uncertainties
The Directors have undertaken reviews and organised from time-to-time investigations to be reasonably certain that the Company is operating efficiently and effectively, its assets are properly safeguarded against unauthorised use or disposal, proper records are maintained, and that financial information used within the Company, or for publication, is reliable and that the Company complies with relevant laws and regulations. The system of internal controls includes a strategic plan and annual budgets with regular financial and performance reports as appropriate with clear delegation of authority and segregation of duties.

Risk associated with the activities undertaken and objectives laid down by the Board are regularly reviewed, prioritised as to likely impact and likelihood of occurrence and management are satisfied that the applied strategies are appropriate to mitigate those risks.

The Directors are satisfied that during the year all activities have been conducted in compliance with the Company's HSE policy. Adherence and improvements to the HSE policy has ensured that all operations are conducted in a manner which safeguards the health and safety of employees and avoids damage to the environment. We maintain ongoing reviews of our HSE policy and procedures. During 2025, IFAN remained compliant with the UK Government small business guidelines for cyber security.

The Company has adopted a policy of spreading its investments over a range of instruments in both UK pound sterling and US dollars with the aim of protecting the capital against imported inflation, whilst mitigating the effect of currency movements.

Future Plans
The charity has a global remit and focuses its outlook to support projects of international scope.

The charity has a branch in Bahrain undertaking marine contracting activities as part of the provision of a regional aid to navigation service and also has two trading subsidiaries.

The Middle Eastern branch in Bahrain has existed for many years and efforts have been successfully made to modernise, expand its resources and offerings. The branch is managed locally with in-house trained personnel and is expanding its skill base to allow a build-up of marine engineering work and AtoN training courses. There is also an office in the United Arab Emirates. Improved services currently being considered include upgraded AIS technology to both monitor the position and performance of floating aids to navigation and collect vessel movement data for billing purposes. We continue to investigate the suitability of elasticated moorings in place of traditional metal chains.

We have executed plans to upgrade DGPS systems which is over twenty years old. Research has been undertaken over several years to ensure that the reliability and performance of new equipment will be optimal. We are, in conjunction with IALA, researching problems suffered by DGPS systems in connection with signal reliability and then researching suitable solutions. We are now in a position to deliver IALA accrediting training courses as an Accredited Training Organisation (ATO).

Hostilities in the Gulf Region

The hostilities launched in the region in early 2026 are having an impact on the Charity. The closure of the Strait of Hormuz and the resulting cessation of ships entering the region has all but eliminated our income from Navigational Dues. The Charity is fortunate to have such strong reserves which can sustain our activities and the service we provide through this difficult time; the Board is keeping this under close review.

In early 2026, the Board instigated a review of strategy to take the Charity forward to 2040. This review will also consider the issues which have been raised by the hostilities.

REPORT OF THE DIRECTORS
FOR THE YEAR ENDED 31 DECEMBER 2025

STATEMENT OF ACCOUNTING AND REPORTING RESPONSIBILITIES

The members of the Governing Body (who are also the Directors of International Foundation for Aids to Navigation for the purposes of company law) are responsible for preparing the Annual Report and the financial statements with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the Directors to prepare financial statements for each financial year. Under that 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 charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Directors are required to:

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

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions, 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 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Relevant Audit Information

In so far as each of the Directors, as members of the Governing Body, at the date of approval of this report is aware, there is no relevant audit information (information needed by the Company's auditor in connection with preparing the audit report) of which the Company's auditor is unaware. Each Director has taken all the steps that he should have taken as a Director in order to make himself aware of the relevant audit information and to establish that the Company's auditor is aware of that information.

Approved by the Board on
including, in their capacity as company directors, approving the Directors' and Strategic Reports contained therein, and signed on its behalf by:



L. M. Evans
Director and Audit Committee Chair

Date: 21 May 2026

Opinion
We have audited the financial statements of International Foundation for Aids to Navigation (the 'charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2025 which comprise the consolidated statement of financial activities, the consolidated and charitable company statement of financial position, the consolidated cash flow statement and notes to the consolidated financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 of the charitable company's affairs as at 31 December 2025 and of the group's 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.

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 charitable company and of the group 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.

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information
The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Directors are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Directors has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the group and the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Directors.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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 Directors
As explained more fully in the Statement of Accounting and Reporting Responsibilities, the Directors 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 Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Directors are responsible for assessing the group's and the 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 Directors either intend to liquidate the group or the 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
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 is available on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the charitable company through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;

- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non- compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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. Our audit work has been undertaken so that we might state to the charitable company's members 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 and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services

John Howard (Senior Statutory Auditor)
For and on behalf of Azets Audit Services
Chartered Accountants
Statutory Auditor
2nd Floor, Regis House
45 King William Street
London
EC4R 9AN

Date:
21 May 2026

INTERNATIONAL FOUNDATION FOR AIDS TO NAVIGATION

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	2025 $	2024 $
INCOME FROM:			
Charitable activities	3		
Non contractual navigation dues		3,670,750	3,963,410
Contractual navigation dues		745,204	752,968
Buoy maintenance and project income		1,562,240	690,891
Other trading activities			
Rental income		145,014	140,426
Other income		9,579	-
Investments	4		
Investment income		2,696,012	1,744,608
Total income		**8,828,799**	**7,292,303**
EXPENDITURE ON:			
Generating funds	5		
Ship charter income costs		-	58,552
Rental property costs		16,698	11,350
Charitable activities	5	7,510,601	6,538,138
Total expenditure		**7,527,299**	**6,608,040**
Net funds from operations		**1,301,500**	**684,263**
Increase in value of investments	9	10,441,137	1,996,801
NET MOVEMENT IN FUNDS FOR THE YEAR		**11,742,637**	**2,681,064**
Total funds brought forward		67,916,506	65,235,442
Total funds carried forward		**$79,659,143**	**$67,916,506**

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure is unrestricted.

The notes on pages 19 to 30 form part of these financial statements.

CONSOLIDATED AND CHARITABLE COMPANY STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2025

	Note	Group 2025 $	Group 2024 $	Company 2025 $	Company 2024 $
FIXED ASSETS					
Tangible assets	7	1,616,665	1,694,688	1,616,665	1,694,688
Investments	9	74,512,139	65,166,512	74,512,143	65,166,516
		76,128,804	66,861,200	76,128,808	66,861,204
CURRENT ASSETS					
Stock	10	362,454	309,896	362,454	309,896
Debtors	11	2,804,181	2,675,106	2,859,019	2,636,173
Cash and deposits	12	3,203,596	919,168	3,184,299	900,102
		6,370,231	3,904,170	6,405,772	3,846,171
CURRENT LIABILITIES					
Creditors payable within one year	13	(2,678,227)	(2,848,864)	(2,677,463)	(2,848,864)
NET CURRENT ASSETS		3,692,004	1,055,306	3,728,309	997,307
Provisions for liabilities	14	(161,665)	-	(161,665)	-
NET ASSETS		**$79,659,143**	**$67,916,506**	**$79,695,452**	**$67,858,511**
FUNDS					
Unrestricted funds					
General reserve	15	79,659,143	67,916,506	79,695,452	67,858,511
TOTAL FUNDS		**$79,659,143**	**$67,916,506**	**$79,695,452**	**$67,858,511**

The financial statements were approved by the Board on 21 May 2026 and were signed on its behalf by

.....
R. G. Mason
Chair

.....
L. M. Evans
Audit Committee Chair

Company No: 00477145

The notes on pages 19 to 30 form part of these financial statements.

CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	2025 $	2024 $
Cash generated from operating activities	**21**	(1,376,763)	(1,151,495)
Cash flow from investing activities			
Payments for tangible fixed assets		(275,345)	(421,195)
Reinvestment of proceeds on disposal of Relume		-	(13,739,662)
Purchases of investments		-	(16,780,221)
Proceeds on sale of investments		645,886	14,740,196
Other cash movements on investments		449,624	(257,000)
Investment income receipts		2,696,012	1,744,608
Rental income receipts		145,014	140,426
Cash generated from investing activities		3,661,191	(14,572,848)
Increase/(decrease) in cash in the year		**$2,284,428**	**$(15,724,343)**
Reconciliation of cash flow to net movement in net funds			
Increase/(decrease) in cash in the year		2,284,428	(15,724,343)
Net funds at the beginning of the year		919,168	16,643,511
Net funds at the end of the year		**$ 3,203,596**	**$919,168**

The notes on pages 19 to 30 form part of these financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

1. COMPANY STATUS

The Company is a charitable company limited by guarantee, registered in England and Wales and governed by its Articles of Association. It has no share capital. In the event of the company being wound up the liability of the members is limited to a maximum of £1 each. The Company's registered number and registered office address can be found on page 1.

The presentational currency of the financial statements is the US Dollar ($) which is also the functional currency for the group.

The International Foundation for Aids to Navigation meets the definition of a public benefit entity under FRS 102.

2. ACCOUNTING POLICIES

Basis of preparation
These financial statements have been prepared under the Companies Act 2006 and in accordance with the Charities Statement of Recommended Practice ("Charities SORP (FRS102)") and Financial Reporting Standard 102. The financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain tangible assets and securities investments.

Going concern
Having reviewed the funding facilities available to the Company together with the expected ongoing trading conditions and the Company's projected future cash flows, the directors have a reasonable expectation that the company will have sufficient funds to continue to meet its liabilities as they fall due for the foreseeable future and therefore have prepared the financial statements on a going concern basis.

Accordingly, the Board continues to adopt the going concern basis in preparing its financial statements as outlined in the Statement of Accounting and Reporting Responsibilities on page 11.

Basis of consolidation
The consolidated financial statements incorporate the financial statements of the Company and its wholly owned subsidiaries Menas Marine Services Limited and Oman Marine Services Limited. Control is achieved where the Group has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. All intra-group transactions, balances, income and expenses are eliminated in full on consolidation. No separate SOFA has been presented for the Company alone, as permitted by Section 408 of the Companies Act 2006.

Income
Income is the amount derived from the provision of charitable activities and other trading activities, and from investments, and is stated net of VAT.

Income from Charitable Activities
Charitable income represents navigation aids dues receivable, both contractual and non-contractual, as well as buoy maintenance and project income. Navigation aids dues are accounted for at the point a ship enters the port. Buoy maintenance and project income is accounted for in accordance with the contractual terms of each project and income is accrued or deferred accordingly.

Income from Other Trading Activities
Ship charter and management income represents third party income from the OSV Relume and is accounted for in the period in which the vessel is chartered for use.

Income from Investments
Investment income from fixed asset securities is accounted for on an accruals basis. Rental income is accounted for in the period to which the rental income relates.

2. ACCOUNTING POLICIES (continued)

Expenditure
Expenditure is accrued once there is a legal constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure attributed to more than one cost category in the SOFA is allocated to activities on a proportional basis. Direct costs, including directly attributable salaries, are allocated on an actual basis to the key strategic areas of activity. Overheads and other salaries are also allocated between expense headings on a proportional basis. Governance costs comprise the costs of complying with constitutional and statutory requirements.

Hire purchase and leasing commitments
Rentals payable under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term. Lease incentives are recognised over the lease term on a straight line basis.

Employee benefits
Short term employee benefits, including holiday entitlement and other non-monetary benefits, and contributions to defined contribution plans are recognised as an expense in the period in which they are incurred.

The Company's defined benefit scheme has now been wound up. The Company is also required to contribute towards a deficit in the Merchant Navy Officers Pension Fund, and any future deficits which may occur in the foreseeable future will be relieved against amounts already expensed.

Foreign currency translation
Assets and liabilities in foreign currencies are translated into US Dollars at the rates of exchange prevailing at the balance sheet date. Transactions in foreign currencies are translated into US Dollars at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

Taxation
The Company is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010. Therefore it meets the definition of a Charitable Company for UK corporation tax purposes.

Fund accounting
Unrestricted funds represent those funds which can be used in accordance with the Charitable Company's objects at the discretion of the Directors.

Tangible fixed assets
Tangible fixed assets are stated at cost or valuation less depreciation. In accordance with FRS102 the land, which is held in perpetuity in Bahrain, is not depreciated. Fixed assets are subject to an annual impairment review. Any permanent diminutions in value are recorded. Depreciation is provided to write off the cost of all relevant tangible fixed assets, less estimated residual value, in equal annual instalments over their expected useful economic lives as follows:

Buildings	20 years
Navigation aids, plant and equipment, DGPS	5 years
Computers and equipment	2 years
Vehicles, plant and machinery and office equipment	4 years
Other navigation aids and equipment	Up to 10 years

2. ACCOUNTING POLICIES (continued)

Investments
Listed investments are valued at market value as at the balance sheet date. Unrealised gains and losses arising on the revaluation of investments are credited or charged to the Statement of Financial Activities. Gains and losses arising from changes in fair value are included in the Statement of Financial Activities as either an unrealised gain or loss on investments. Interest determined using the effective interest method, impairment losses and translation differences on monetary items are recognised in the Statement of Financial Activities.

Stocks
Stocks are valued at the lower of cost and net realisable value.

Trade and other debtors
Trade and other debtors are measured at transaction price, less any impairment.

Cash and cash equivalents
Cash and cash equivalents in the consolidated and charitable company statement of financial position and in the consolidated cash flow statement comprise cash at bank and in hand and short term deposits with an original maturity date of three months or less.

Trade and other creditors
Trade and other creditors are measured at their transaction price.

Judgements and key sources of estimation uncertainty
Accounting estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Useful economic lives of tangible assets
The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets.

Bad debt provision
The value of trade debtors is sensitive to the recoverability in full of any invoices issued to each customer. Once the debt becomes overdue it is chased and periodically reviewed to ensure it is recoverable in full. If a provision is deemed necessary this is included on an annual basis.

3. INCOME FROM CHARITABLE ACTIVITIES

Charitable income is attributable to the principal activities of the Company and arose wholly in the Middle East. Charitable activities of the company comprise non-contractual and contractual navigation dues, and the provision and maintenance of the buoys and other navigation aids.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2025

4. INVESTMENT INCOME

	2025 $	2024 $
Deposit interest	52,037	482,993
Dividend income	2,643,975	1,261,615
	$2,696,012	**$1,744,608**

5. ANALYSIS OF EXPENDITURE

	2025					2024
(a) Total expenditure	**Staff Costs $**	**Support Costs $**	**Grant Making $**	**Depreciation $**	**Total $**	**Total $**
Costs of generating funds:						
Ship charter income costs	-	-	-	-	-	58,552
Rental property costs	-	16,698	-	-	16,698	11,350
	-	16,698	-	-	16,698	69,902
Charitable activities:						
Costs of charitable activities	2,013,746	3,180,127	1,088,028	353,368	6,635,269	5,874,118
Governance costs	-	875,332	-	-	875,332	664,020
	$2,013,746	**$4,072,157**	**$1,088,028**	**$353,368**	**$7,527,299**	**$6,608,040**

(b) Grant making

During the year the following grants and donations were made:

	2025 $	2024 $
IALA	779,956	748,997
Khalid Bin Sultan Living Oceans	50,000	-
The Nautical Institute	131,770	126,967
South Pacific Community	-	(38,872)
Ocean Matcher	50,000	-
Puerto Del Stados	47,073	-
Small Islands	20,516	-
Irish Lights	7,154	-
Other donations	1,559	1,454
	$1,088,028	**$838,546**

(i) IALA - an international technical organization that gathers together marine information to share worldwide.
(ii) Khalid Bin Sultan Living Oceans - the production of media campaign to highlight and educate in safety of navigation.
(iii) The Nautical Institute - an international body for maritime professionals involved in the control of sea-going ships.
(iv) South Pacific Community - the principal scientific and technical organisation in the Pacific region.
(v) Ocean Matcher - contribution to the project to develop a tool to match charitable donors with charities.
(vi) Puerto Del Stados – level 2 and 3 IALA course fees and expenses to enable PDS staff to carry out risk assessments in the Canary Islands.
(vii) Small Islands - payment for IALA risk assessment.
(viii) Irish Lights - sponsor a conference.

5. ANALYSIS OF EXPENDITURE (continued)

(c) Governance costs included in support costs	2025 $	2024 $
Remuneration paid to auditor for audit services	56,583	47,657
Other governance costs	818,749	616,363
	$875,332	**$664,020**

(d) Net outgoing funds from operations	2025	2024
The following amounts have been charged within resources expended:	$	$
Directors emoluments	259,517	222,977
Auditors' remuneration (audit services)	56,583	47,657
Auditors' remuneration (non-audit services)	23,630	11,118
Rental paid under operating leases	318,278	303,697
Foreign exchange movement	203,106	(87,836)

6. STAFF COSTS

	2025 $	2024 $
Directors remuneration		
Director's fees	247,535	215,488
Social security costs	11,982	7,489
Staff remuneration		
Wages and salaries	1,238,421	1,112,267
Social security costs	157,939	143,626
Other employee benefits	357,869	319,759
	$2,013,746	**$1,798,629**

The above staff costs include $1,268,623 (2024: $1,157,425) relating to employees in Bahrain and $745,123 (2024: $641,204) relating to employees in the United Kingdom.

All directors' emoluments are paid in accordance with the Company's Articles of Association as approved by the Charity Commissioners. The highest paid director's emoluments totalled $37,716 (2024: $23,025) with no accrued pension as at 31 December 2025.

During the year the following employers were entitled to receive payment for the services of Directors as indicated below:

Maersk Line	$24,246	A Ross
BP Shipping	$24,246	D Summerhill
Kuwait Oil Tanker Company	$24,246	Captain Y Al Sager
Shell Transport & Trading	$24,246	Captain D Hill
NYK	$24,246	Captain I Scally

6. STAFF COSTS (continued)

Aggregate emoluments of key management personnel: $187,481 (2024: $153,798).

During the year no Directors were reimbursed expenses in respect of travel and attendance at board meetings (2024: Nil).

	2025 Number	2024 Number
Number of higher paid employees (including retirement benefits paid under local employment laws) in bands of:		
$170,000 - $210,000	**2**	**1**
$140,000 - $170,000	**1**	**2**
$100,000 - $140,000	**2**	**1**
$90,000 - $100,000	**-**	**1**
$70,000 - $80,000	**1**	**1**
	6	**6**

The above amounts all relate to employees in Bahrain and London.

The average number of the Company's employees (excluding Non-Executive Directors) during the year calculated on a full time equivalent basis, was 17 (2024:16).

	2025 Number	2024 Number
Engineering and maintenance	8	10
Finance and administration	4	2
Management	5	4
	17	**16**

7. TANGIBLE FIXED ASSETS

GROUP	Freehold Land & Buildings	Navigation Aids, plant & Equipment	Total
	$	$	$
Cost or valuation			
At 1 January 2025	2,369,710	9,487,756	11,857,466
Additions	-	275,345	275,345
At 31 December 2025	2,369,710	9,763,101	12,132,811
Depreciation			
At 1 January 2025	2,156,634	8,006,144	10,162,778
Charge for the year	113,981	239,387	353,368
At 31 December 2025	2,270,615	8,245,531	10,516,146
Net book value			
At 31 December 2025	**$99,095**	**$1,517,570**	**$1,616,665**
At 31 December 2024	$213,076	$1,481,612	$1,694,688

COMPANY	Freehold Land & Buildings	Navigation Aids, Plant & Equipment	Total
	$	$	$
Cost or valuation			
At 1 January 2025	2,369,710	9,487,756	11,857,466
Additions	-	275,345	275,345
At 31 December 2025	2,369,710	9,763,101	12,132,811
Depreciation			
At 1 January 2025	2,156,634	8,006,144	10,162,778
Charge for the year	113,981	239,387	353,368
At 31 December 2025	2,270,615	8,245,531	10,516,146
Net book value			
At 31 December 2025	**$99,095**	**$1,517,570**	**$1,616,665**
At 31 December 2024	$213,076	$1,481,612	$1,694,688

7. TANGIBLE FIXED ASSETS (continued)

Substantially, the Group's fixed assets are held for use on charitable activities. The land in Bahrain is held under tenure appropriate for the Group's activities.

The navigation aids and plant and equipment, excepting major land based aids and office equipment used in the management office, were re-valued at the end of 2001 on the basis of depreciated replacement cost having regard to the remaining operating lives of the assets re-valued. The major land based navigation aids (excluding land) were also re-valued as at 1 January 2010 on a replacement cost basis by the directors and reflected in these financial statements. The Company freehold property in Bahrain is held at a professional valuation as at 31 December 2005, less accumulated depreciation. The property has been revalued in prior periods by Cluttons Chartered Surveyors at an amount above book value but the Directors are concerned given the present political unrest in the region that the increased valuation is possibly unrealistic. No adjustment has therefore been made in this respect. The Directors are not aware of any other material change since the last valuation.

8. FUTURE CAPITAL EXPENDITURE

The company has entered into contracts for the provision of a crane at a total contract price of $408,000, a boat at a total contract price of $82,000, and an electric forklift at a total contract price of $32,000. All contracts were agreed in December 2025 and delivery is anticipated during 2026.

9. FIXED ASSET INVESTMENTS

Securities investments	**Group 2025 $**	**Group 2024 $**	**Company 2025 $**	**Company 2024 $**
At 1 January	65,166,512	47,133,024	65,166,512	47,133,024
Additions	-	30,519,883	-	30,519,883
Disposals	(645,886)	(14,300,590)	(645,886)	(14,300,590)
Other costs	(449,624)	(182,606)	(449,624)	(182,606)
Increase in value of investments	10,441,137	1,996,801	10,441,137	1,996,801
	74,512,139	65,166,512	74,512,139	65,166,512
Investment in Subsidiaries	-	-	4	4
At 31 December	**$74,512,139**	**$65,166,512**	**$74,512,143**	**$65,166,516**

The fixed asset investments noted above are denominated in the following currencies: -	**2025 %**	**2024 %**
Sterling	100	100

The historical cost of securities investments held at 31 December 2025 was $68,017,612 (2024: $68,651,959).

The Company owns the whole of the issued share capital of Menas Marine Services Limited (£1 paid) and Oman Marine Services Limited (£1 paid) both of which are registered in England and Wales, registered office at 8/9 Lovat Lane, London EC3R 8DW. Both subsidiary undertakings are included within the consolidated financial statements.

OMSL has a branch in Ras Al Khaimah Freeport Zone for the purposes of renting land for a new DGPS.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2025

10. STOCKS

	Group 2025 $	Group 2024 $	Company 2025 $	Company 2024 $
Consumables	362,454	309,896	362,454	309,896
	$362,454	**$309,896**	**$362,454**	**$309,896**

11. DEBTORS

	Group 2025 $	Group 2024 $	Company 2025 $	Company 2024 $
Income due from charitable activities	1,639,475	1,662,251	1,639,475	1,662,251
Other debtors	591,980	508,629	566,884	469,696
Prepayments and accrued income	572,726	504,226	572,726	504,226
Amounts due from subsidiary companies (net of provision)	-	-	79,934	-
	$2,804,181	**$2,675,106**	**$2,859,019**	**$2,636,173**

All debtors are due within one year.

12. CASH AND DEPOSITS

	Group 2025 $	Group 2024 $	Company 2025 $	Company 2024 $
HSBC short term deposits and working balances	466,650	881,322	447,392	862,295
Cash held by Investment managers	2,729,037	26,939	2,729,037	26,939
Cash in hand	7,909	10,907	7,870	10,868
	$3,203,596	**$919,168**	**$3,184,299**	**$900,102**

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2025 $	Group 2024 $	Company 2025 $	Company 2024 $
Trade creditors	214,489	425,110	213,725	425,110
Other creditors	1,633,019	1,439,499	1,633,019	1,439,499
Taxation and social security	18,571	22,519	18,571	22,519
Accruals and deferred income	812,148	961,736	812,148	961,736
	$2,678,227	**$2,848,864**	**$2,677,463**	**$2,848,864**

14. PROVISIONS FOR LIABILITIES

	Group 2025 $	Group 2024 $	Company 2025 $	Company 2024 $
Other liabilities	161,665	-	161,665	-
	$161,665	**$-**	**$161,665**	**$-**

15. SUMMARY OF MOVEMENTS ON FUNDS

	General Reserve $
Group	
At 1 January 2025	**67,916,506**
Incoming resources	8,828,799
Resources expended	(7,527,299)
Increase in value of investments	10,441,137
At 31 December 2025	**$79,659,143**

	General Reserve $
Company	
At 1 January 2025	**67,858,511**
Incoming resources	8,828,361
Resources expended	(7,432,557)
Increase in value of investments	10,441,137
At 31 December 2025	**$79,695,452**

All funds are unrestricted.

16. PENSION SCHEMES

Pensions for the benefit of UK shore staff have been funded through the MENAS Pension and Life Assurance Scheme managed by Aviva. Contributions to the Scheme ceased in a previous year as the Scheme had been closed to new members and all participants have now had pensions provided.

Menas Marine Services Limited is a former employer of Merchant Navy Officers Pension Fund (MNOPF) members and as such, following a court case in 2006, is liable to contribute towards a deficit on an on-going basis of the New Section of that pension scheme. The financial effect of this has not finally been fully quantified at the present time and the trustees of that scheme have made the charity aware that they are liable for their share of the deficit. Significant payments have been made against these liabilities and all notified requests for payment to date have been fully paid. Any future deficits which may occur in the foreseeable future will be relieved against amounts already expensed. As the trustees of MNOPF have indicated that as of 31 December 2025 there was no liability payable by the company, there has been no charge to the Statement of Financial Activities in 2025.

17. FINANCIAL COMMITMENTS

Operating Leases
The total of future minimum lease payments under non-cancellable operating leases for each of the following periods are:-

	2025	2024
	$	$
Within 1 year	280,886	194,944
Within 1 to 5 years	922,544	800,154
	$1,203,430	**$995,098**

18. CONTINGENT LIABILITIES

From time to time, the Company may be involved in contractual disputes in the ordinary course of business. There are currently no liabilities expected to have a material adverse financial impact on the Company's results or net assets.

19. COMPANY RESULTS

The surplus dealt with in the financial statements of the company is as follows:	2025 $	2024 $
Net incoming funds	$11,836,941	$2,634,028

20. SUBSIDIARIES

The Company owns all of the issued share capital of Menas Marine Services Limited, a company incorporated in England, number 04505570. This company operated a commercial vessel, the OSV Relume, which was sold on 17 September 2023.

	2025 $	2024 $
Income	161	205,330
(Loss)/profit before tax	(1,265)	135,781
Shareholders' funds	14,529	15,795

The Company also owns all of the issued share capital of Oman Marine Services Limited, a company incorporated in England, number 04499121. This company is a marine services contractor.

	2025 $	2024 $
Income	276	274
Loss before tax	(93,038)	(88,745)
Shareholders' funds	(50,726)	42,311

21. RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH FLOW FROM OPERATIONS

	2025 $	2024 $
Net incoming resources	1,301,500	684,263
Depreciation charge	353,368	266,787
Investment income receivable	(2,696,012)	(1,744 608)
Rental income receivable	(145,014)	(140,426)
(Increase)/decrease in stock	(52,558)	38,405
(Increase) in debtors	(129,075)	(369,091)
(Decrease)/increase in creditors	(170,637)	113,175
Increase in provisions	161,665	-
Net cash outflow from operations	**$(1,376,76)**	**$(1,151,495)**

22. CASH AND CASH EQUIVALENTS

	At 1 January 2025	Net cash flow	At 31 December 2025
	$	$	$
Cash and deposits	**919,168**	**2,284,428**	**3,203,596**

Cash and cash equivalents are made up entirely of cash and deposits in both the current and prior year.

23. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year that require disclosure other than those disclosed in note 6.

24. ULTIMATE CONTROLLING PARTY

As at the balance sheet date there is no one ultimate controlling party.