STRATEGIC REPORT, REPORT OF THE TRUSTEES AND

CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

FOR

THE ROYAL YACHT BRITANNIA TRUST

Registered Company No: SC185443 (Scotland)

Registered Charity No: SC028070

THE ROYAL YACHT BRITANNIA TRUST GROUP

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THE ROYAL YACHT BRITANNIA TRUST GROUP

REPORT OF THE TRUSTEES

For the year ended 31 December 2025

The Trustees, who are also Directors for the purposes of the Companies Act 2006, are pleased to present their Annual Report, together with the financial statements of the Charity and the Group, for the year ended 31 December 2025 and which have also been prepared to meet the requirements for a Directors' Report and Accounts for Companies Act purposes.

The financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

PRINCIPAL ACTIVITY

After the major disruption to our charitable and trading companies' activities in 2020 and 2021 due to the Covid Pandemic, followed by partial recovery in 2022, The Royal Yacht Britannia Trust fully recovered in 2023 with a return to its principal activity of the operation and maintenance of The Royal Yacht BRITANNIA as a visitor attraction. This return to 'business as usual' was affected in both 2024 and the first four months of 2025 by the redevelopment of Ocean Terminal by our landlord, Ambassador Group. The disruption impacted both the Trust and its subsidiary, Royal Yacht Enterprises Ltd through 5 days of closure, a temporary route via the quayside during the demolition work, and a move for both the visitor centre and the shop to the ground floor into temporary accommodation. Subsequently, the temporary unit for the temporary shop was required by our landlord for the fit out of Tesco in Ocean Terminal and the retail experience had to be redesigned within the exit hall (ended up offering only 25% of the products) for over 5 weeks before closing for an additional 4 days to facilitate the move to the brand new shop on level 2 of the shopping centre in its permanent location. The new visitor centre was launched on 5th May 2025, the anniversary day of the arrival of HMY Britannia in the Port of Leith in 1998. Despite all the challenges, the Team proved to be very resilient and creative in finding ways to satisfy our visitors and guests, whilst still managing to drive an acceptable performance overall whilst setting a solid foundation for the future. It is to be noted that the brand-new visitor centre and retail experience were welcomed by our visitors and landlord as they recognise the aspirational quality of the future fit out of Ocean Terminal in the future. Finally, the demolition of a third of Ocean Terminal continued to disrupt the overall experience onboard and, on the quayside.

OBJECTIVES AND ACTIVITIES

The principal charitable objective of the Trust is to advance the education of the public concerning the historical significance of The Royal Yacht BRITANNIA and promote the permanent and dignified preservation, maintenance, and use of BRITANNIA in a manner consistent with her previous role as a floating Royal Palace. This objective received a major boost on 3rd July 2023 when the Trust was honoured to receive a visit by His Majesty King Charles III in celebration of the 25th Anniversary of BRITANNIA being on public display in Leith.

The Trust's main aim is to ensure that sufficient funds are raised each year to enable BRITANNIA to be properly maintained in keeping with her former role and displayed to the public as a high-quality visitor attraction. In this respect, in July 2025 we were delighted that BRITANNIA was once again named as Tripadvisor's 'Best of the Best' visitor attraction in the UK, and 12th overall in the World 2025/26. This marked a significant milestone for the Trust, positioning the attraction in a unique position of having been awarded such accolade three times in 11 years - which had never been previously achieved before. It was highlighted also that we had reached the substantial number of visitors of over 17.5 million since the Trust's creation in 1998. We were also delighted that our luxury, static floating hotel, FINGAL - consistently TripAdvisor's No.1 Edinburgh Hotel for both quality and value for money - received yet another "Best of the Best" award in the newly launched category of "One-of-a-Kind" as the No.1 in the Uk and No.4 in the World. Following on from the prestigious award of the "AA Hotel of the Year 2023 – Scotland in 2023", these further awards came as a confirmation of our outstanding positioning in the luxury hospitality market. The success of both ships ensured that the Trust had a successful financial year and was thereby able to afford and undertake all necessary maintenance works.

STRATEGIC REPORT

Achievements and performance

BRITANNIA welcomed 310,502 visitors in 2025. This was a decrease compared to the previous year, allied to an erosion of UK market and international visitors in Edinburgh in the first two quarters of the year. The delayed demolition plan for Ocean Terminal lead to having to extend the temporary access to BRITANNIA until the beginning of May 2025. The Third Quarter of 2025 was strong and the Fourth Quarter up to expected levels, resulting in an overall yearly performance behind expectations. The demolition programme also required a closure of the site for 4 days and two moves for the retail experience, including a closure of 5 days for the shop only.

Despite these challenges, the dedication of the Team to drive excellence in service delivery has driven, once again, the RYBT experience to the position of No.1 tourist attraction in the UK. Another milestone for our experience was to successfully launch a brand-new Visitor Centre and Shop on the 5th May 2025. The new experiences bring valuable context to the tour, whilst offering a state-of-the-art retail experience, both of which have delivered a significantly higher performance since opening and contributed to increasing our Net Promoter Score.

This satisfactory performance allowed the Trust to continue being a Real Living Wage Employer and offer better terms and conditions of employment than most other employers in the industry. The competitive advantage remained strong based on previous years, with additional benefits for all, including an individual pension matching scheme (up to a further 5% contribution per individual) above and beyond our already very commendable company-wide 10% contribution, a 'wind down' scheme that allows our older team members to be supported on their journey to retirement, a cycle to work scheme and an annual pay increase from 1st January (instead of Quarter Two).

We were delighted that, in 2025, we once again retained the Gold Standard for the Green Tourism Business Scheme, and the Gold Standard for Environmental Excellence from Keep Scotland Beautiful. Furthermore, we were also awarded two Green Keys for both BRITANNIA and Fingal Hotel for the second year in a row, marking a progression of at least 5% on the previous year, and confirming our fully embedded culture and commitment to all matters of ESG (Environment Social Governance). The Green Keys certificate is the leading standard for excellence in the field of environmental responsibility and sustainable operation within the global tourism industry. Furthermore, our commitment to Corporate Social Responsibility has also grown in furthering partnerships with local charities, as well as strengthening relationships with local businesses to drive the destination's attractiveness.

We continue to have an excellent working relationship with The Royal Collection Trust, whose artefacts make up the majority of the items that are on display in BRITANNIA. It is particularly important since this Agreement now encompasses those items that were historically on loan from both the Ministry of Defence and the Britannia Wardroom Officers' Trust. Now all collections fall under the Royal Collection Trust. Similarly, we continue to nurture and enjoy a particularly good relationship with the Association of Royal Yachtsmen (the 'Yotties,' who

STRATEGIC REPORT - continued

Achievements and performance - continued

previously served on board), and welcomed their return for their annual Working Party in May.

Having originally received permission from His Royal Highness The Duke of Edinburgh in 2017 to restore and race the Royal Dragon Class yacht BLUEBOTTLE again after 60 years in retirement, work was undertaken at David Heritage's Cowes boatyard and took nearly two years to complete. We were delighted with her performance this year, finishing a highly commendable second in the National ranking of the British Dragon Association after having also successfully defended the title of French Champion in Port Camargue. The crew kept the most significant performance for the end of the Season by winning the Marblehead trophy in St Tropez, France. This is an outstanding and historical achievement as this very prestigious trophy had never been won by a British Boat since its creation in Marblehead, MA, USA in 1929. We are looking forward to delivering a successful defence in August 2026 at Cowes in collaboration with The Royal Yacht Squadron and defending the title. As in previous years, BLUEBOTTLE was helmed by international champion Graham Bailey and his crew throughout included his wife, Julia (herself an accomplished Dragon helm), with William Bedford and Killian Boag; two young outstanding talents and rising stars in the sailing world.

We were also delighted to launch a brand-new partnership with the British Motor Museum which led to the opportunity of exhibiting consecutively two Land Rover's, 110 and 109, that had travelled onboard BRITANNIA in support of Royal Duties. The vehicles have been extremely well received by our visitors and this addition to the quayside display, next to the Rolls Royce and COWESLIP demonstrated our appetite for continuous improvement.

BLOODHOUND, fully owned by the Trust, headed South initially for cosmetic work with the intention of contributing to the highly regarded 250th anniversary of the Royal Thames Yacht Club. The voyage exposed some failures, and after diligent efforts to bring her safely to shore and her intended destination, the Trust commissioned a comprehensive survey of the vessel. As a result, BLOODHOUND is now undergoing a full refit, ensuring this celebrated ocean racer will be ready for her 90th birthday in 2026.

Plans to reconfigure the Ocean Terminal Shopping centre have progressed well with the launch of the new side entrance on the North face and the opening of a Tesco unit. Whilst the level of leasing remained very low throughout the year, progress was made, creating a much better sense of arrival for our visitors. The demolition site was made good and flattened in quarter four and we are now awaiting confirmation of the build for over 500 new apartments and commercial units. The sale transaction of Ocean Terminal was finalised in December 2025, with confirmation that the current asset managers were to be retained.

In terms of innovation, the Trust has also made noteworthy progress in this area in 2025. The original project of creating an e-book has now evolved into the creation of a digital archive site, including the digitalisation of the two books "The Royal Yacht Britannia: The Official History" by Richard Johnstone-Bryden (author of various nautical books) and "British Royal Yachts: A Complete Illustrated History" by Tony Dalton (author and Season Officer aboard Britannia, 1969-1970). The new site will also host the fruits of the project "The Royal Yacht Papers Program", led by Richard Johnstone-Bryden, with the aim to educate the public and deepen their knowledge on all matters related to BRITANNIA and the Royal Sailing Yachts. Whilst this project, by its nature, will be ever-growing, we shall be looking to launch the website in 2026, with regular updates during the years to come. In 2025 The Trust also commissioned the scanning in 3 dimensions (3D) of BRITANNIA, in a spirit of conservation and preservation by creating a digital twin, a project that will continue into 2026. The ambition is to ensure that BRITANNIA's legacy is safeguarded for future generations, utilising innovative technology to make information accessible both online and in-person. This initiative will provide a comprehensive resource for researchers and enthusiasts, offering unique insights into the vessel's history and structure.

STRATEGIC REPORT – continued

Financial review

The Trust is financially supported by its trading activities through its subsidiary company, Royal Yacht Enterprises Limited. Whilst the Trustees acknowledge the current negative equity position in the Company's financial statements, the record operating profit achieved in 2023, underlying operational profit achieved in 2024 despite 17 days of closure, and a recognition that financial results in 2025, that were heavily impacted by the delayed opening of the new Shop and lower than anticipated visitor numbers, demonstrate that the Company is expected to rectify this through future profitable trading.

The Group recorded a net income for the year amounting to £1,472,935 (2024: net income of £713,420). The total value of funds held on 31 December 2025 amounted to £17,175,744, comprising £250,000 of a restricted nature and £16,925,744 of an unrestricted nature. The Unrestricted Fund balance comprises £11,607,336 Capital Funds (which will be released as depreciation over time) and £5,318,408 Operational Funds. Restricted funds include £250,000 Capital Funds.

Investment policy

The Trust operates an investment policy to maximise income generation. Traditionally, this is on low to medium risk investment of the Trust's funds not otherwise required for undertaking its annual charitable activities, whilst monitoring risk and investment in relation to liquid funds.

Reserves policy

The unrestricted reserves of the Group amount to £16,925,744 (2024: £15,452,809). The reserves policy of the Trust is to hold £2.5m in general reserve for more immediate operational working capital requirements and a contingency of 6 months operating costs should the need ever arise, a policy which proved prudent in relation to ameliorating the impact of the Covid-19 pandemic. At the year end, the Group has £5,318,408 (2024: £4,239,299) in General Funds and a Fixed Asset designated fund of £11,607,336 (2024: £9,713,510), which represents the net book value of fixed assets held by the Group that are not freely available to be used as working capital.

Risk Management

The Trustees have an Audit, Remuneration and Risk Management Committee to monitor risk, review the Trust's draft Annual Report and Accounts, and make recommendations to the Board. The Audit Committee meets for a minimum of three times a year.

A comprehensive Risk Assessment was first undertaken by the Trust's Company Secretary, Turcan Connell in 2006 and is periodically reviewed by them, with the most recent scrutiny approval by Trustees being in May 2025. Further to this, under the guidance of the Audit, Remuneration and Risk Management Committee, in early 2026 the Executive Team put in place a new Risk Framework and a revised Risk Register, both with a view to further embedding risk management into the company culture. The risk review has always involved identifying the types of risk the Trust faces, prioritizing them in terms of likelihood and potential impact of occurrence, identifying means of managing the risks. Going forward, the level of risk post mitigation will also be documented. Appropriate measures have been put in place to mitigate and best manage the risks identified.

STRATEGIC REPORT – continued

Risk Management - continued

The principal risks identified, and mitigating actions are:

Principal Risk	Category	Mitigating Actions
Loss of income resulting from a return of Covid or similar viral related restrictions or lockdowns	Financial	Audit, Remuneration and Risk Management Committee conducts regular reviews; financial forecasts are regularly revisited and updated.
Fire threat/ terrorist threat	Security	Extensive network of CCTV on BRITANNIA and FINGAL, monitored 24 hours a day, 365 days a year; BRITANNIA is also berthed alongside a fenced compound set within a wider barrier-controlled area that is monitored 24/7 by the landlord's security staff; a major review of Security was undertaken and all systems and procedures were updated to ensure that they continue to be fit for purpose; extensive fire detection system on both ships.
Inappropriate investment/ management of reserves	Financial	Ensure adequate financial analysis of new projects, or investments, are carried out by external experts; to ensure that the Trust's Reserves were not all invested in a single project, the Reserves Policy was reviewed and increased from £1M to £1.5M.
Redevelopment of Ocean Terminal	Operational	Ensure that BRITANNIA interests are protected in the redevelopment of the centre.

The Risk Assessment will continue to be reviewed by the Board and be regularly updated as necessary by the Audit, Remuneration and Risk Management Committee.

Whilst not regarded as a serious risk, the quality of the customer experience being delivered is viewed as being paramount to the success of the business as a whole and is, therefore, kept at the forefront of the decision-making processes concerned with visitor numbers, corporate events, and Fingal Hotel.

STRATEGIC REPORT - continued

Future plans

Generating sufficient funds to maintain and display an historic vessel like BRITANNIA is a considerable challenge and this will remain the overriding objective. To date, this has been achieved without the need for public sector financial support, and this remains an underlying aim. At the heart of this strategy is ensuring the quality of the visitor experience required to deliver excellent value for time, money, and the generation of customer satisfaction.

The success of this strategy is demonstrated by BRITANNIA remaining No.1 of TripAdvisor's UK Attractions which is unique as this represents the first ever tourist attraction to receive this accolade for the third time; as well as the FINGAL Hotel achieving No.1 in "one of a kind" category of hotels in the UK, and No.4 in the World.

The ongoing redevelopment of the Ocean Terminal Centre, within which BRITANNIA now has a new visitor centre and shop, should refresh and enhance the shoreside facilities on offer to our Visitors, as well as providing longer-term security of tenure. Notwithstanding these benefits, the demolition and subsequent building works will create their own near-term challenges that will require to be carefully managed.

The incorporation of innovative technology into the overall experience offers greater opportunities, enhanced experiences, and the opportunity to demonstrate and deliver the educational message beyond the compound in Leith, as early as the year 2026.

Our commitment to support our industry, our destination and local community continues to strengthen. Further partnership opportunities will be explored and delivered to help address the growing challenges associated with cost increases, the erosion of the national segment of visitors, and the evolving international market in the Central belt of Scotland. By fostering collaboration and innovation, the Trust aims to ensure sustainable growth and resilience.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Legal Status

The Charity operates under the name The Royal Yacht Britannia Trust. The Charity is a company limited by guarantee (number SC185443) and is recognised by the Office of the Scottish Charity Regulator as a Scottish charity (number SC028070). The registered office is situated at Princes Exchange, 1 Earl Grey Street, Edinburgh, EH3 9EE.

Governance, Management and Organisational Structure

The Trust is a charitable Company Limited by Guarantee which is governed by a Memorandum of Association.

The Charity owns and maintains The Royal Yacht BRITANNIA, which is normally on display to the public for 363 days of the year. Its wholly owned subsidiary, Royal Yacht Enterprises Limited (company number SC185472), uses the vessel as a venue for high-end evening events and operates the on-board Tea Room, as well as the Gift Shop within the Ocean Terminal shopping centre. It also operates the Fingal Hotel.

Trustees are appointed based on their skills and experience in relation to the identified needs of the Trust. Best endeavours are made to ensure that at least one trustee comes from a maritime background, currently the Chairman Rear Admiral Neil Rankin CB CBE; at least one comes from an Arts/Museum background, currently Comtesse Caroline de Guitaut Surveyor of The King's Works of Art; and at least one has a current and relevant financial qualification, currently Stuart MacGregor FCA.

Trustee vacancies are filled in accordance with the Articles of Association and led by the Chairman with support from the Chief Executive. The formal induction and training of Trustees is carried out by the Chairman, Chief Executive, and Company Secretary.

All major operating decisions are taken by the Board of the Trust, all of whom have substantial Board level experience across the public, private, and charitable sectors, although a Memorandum of Delegated Authority is in place that enables the Chief Executive to manage day-to-day operations.

Pay and Remuneration of Key Personnel

Senior personnel are remunerated in line with industry norms, along with any increments set out at the time of recruitment or awarded because of any additional training, qualifications, responsibility, or competitive market forces. Otherwise, increments are usually limited to annual cost of living increases across all pay scales. The Trust operates a Defined Contribution pension scheme. All staff also receive one additional weeks' annual leave above the statutory minimum.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company Number
SC185443 (Scotland)

Registered Charity Number
SC028070

Registered Office	**Principal Operating Address**
Princes Exchange	The Royal Yacht Britannia
1 Earl Grey Street	Ocean Terminal
Edinburgh	Leith
EH3 9EE	Edinburgh
	EH6 6JJ

Trustees

Rear Admiral Neil E Rankin	Chairman
Mr Terence P Smith	Died 16 April 2025
Mrs Shirley L Spear	
Mrs Lesley J Williams	
Mrs Carole J Cran	Resigned 9 May 2025
Comtesse Caroline de Guitaut	
Commodore Michael P Bullock	
Mr Stuart A MacGregor FCA	Appointed 7 March 2025

Key Management Personnel

Franck Bruyere	Chief Executive
Kerry Burns	Director of Retail Experience
Robert Gill	Director of Visitor Experience
Casey Rust	Director of Marketing
Pete Rubie	Director of Finance & Business Support (resigned 20 March 2026)
Derek Miller	Director of Maintenance
Ross Mclean	Director of Hospitality (resigned 31 May 2025)
Chris Lynch	Director of Hospitality (from 27 October 2025)
Vicki Bygrave	Director of HR Development
Bob Downie	Specialist Advisor (until January 2025)

Company Secretary
Turcan Connell Company Secretaries Limited

Senior Statutory Auditor
Kevin Cattanach

REFERENCE AND ADMINISTRATIVE DETAILS – continued

Independent Auditors
Whitelaw Wells
Statutory Auditor
9 Ainslie Place
Edinburgh
EH3 6AT

Bankers

Santander
301 Vincent Street
Glasgow
G2 5NB

Investec
30 Gresham Street
London
EC2V 7QP

Solicitors

Pinsent Masons
120 Bothwell Street
Glasgow
G2 7EQ

Brodies LLP Solicitors
58 Morrison Street
Edinburgh
EH3 8BP

Anderson Strathern
58 Morrison Street
Edinburgh
EH3 8BP

Boyes Turner LLP
Abbots House
Abbey Street
Reading
RG1 3BD

THE ROYAL YACHT BRITANNIA TRUST GROUP

REPORT OF THE TRUSTEES

For the year ended 31 December 2025

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of The Royal Yacht Britannia Trust Group for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"

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

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charity SORP.
- make judgements and estimates that are reasonable and prudent.
- state whether applicable accounting standards have been followed; and prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

As far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, Whitelaw Wells, will be proposed for re-appointment at the forthcoming Annual General Meeting.
Report of the Trustees, incorporating a strategic report, approved by order of the Board of Trustees, as the company directors, on 8 May 2026 and signed on the board's behalf by:

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Turcan Connell Company Secretaries Limited
Company Secretary

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES AND MEMBERS OF

THE ROYAL YACHT BRITANNIA TRUST GROUP

For the year ended 31 December 2025

We have audited the financial statements of The Royal Yacht Britannia Trust (the 'group' and the 'parent company') for the year ended 31 December 2025, which comprise the Consolidated Statement of Financial Activities, the Statement of Financial Activities, the Consolidated Statement of Financial Position, the Statement of Financial Position, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (effective 1 January 2019) (United Kingdom Accounting Generally Accepted Accounting Practice).

Opinion
In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent company's affairs as at 31 December 2025 and of its net income or 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 Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group and the parent company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern
In auditing the financial statements, we have concluded that the trustees' (who are also directors of the company for the purposes of company law) 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 group or the parent 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 trustees with respect to going concern are described in the relevant sections of this report.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

- the information given in the Strategic Report and the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Trustees' Report have 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 parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Trustees' Report.

We have nothing to report in respect of the following matters where the Charity Accounts (Scotland) Regulations 2006 (as amended) 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 trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities set out on page 9, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine 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 trustees are responsible for assessing the Group and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements
We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Act and relevant regulations made or having effect thereunder.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES AND MEMBERS OF

THE ROYAL YACHT BRITANNIA TRUST GROUP

For the year ended 31 December 2025

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Irregularities that result from fraud are inherently more difficult to detect than irregularities that result from error.

From enquiries of those charged with governance, it was determined that the risk of material misstatement from fraud was low with little scope for fraud to occur. Our audit testing is designed to detect material misstatements from fraud where there is not high-level collusion.

Our audit testing was designed to detect material misstatements from other irregularities that result from error where there is not high-level concealment of the error. In this regard the following audit work was undertaken: applicable laws and regulations were reviewed and discussed with management; senior management meeting minutes were reviewed; internal controls were reviewed; and journals were reviewed. From this audit testing it was determined that the risk of material misstatement in this regard was low.

We carried out income and expenditure testing which was designed to identify any irregularities as a result of simple mistakes or human error. From this audit testing it was determined that the risk of material misstatement in this regard was low.

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

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES AND MEMBERS OF

THE ROYAL YACHT BRITANNIA TRUST GROUP

For the year ended 31 December 2025

Use of our report
This report is made solely to the charity's trustees, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). 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 charity and its trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

Kevin Cattanach

Kevin Cattanach (Senior Statutory Auditor)
For and on behalf of Whitelaw Wells
Statutory Auditors
9 Ainslie Place
Edinburgh EH3 6AT

8 May 2026

Whitelaw Wells are eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006

THE ROYAL YACHT BRITANNIA TRUST GROUP

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)

For the year ended 31 December 2025

	Notes	Unrestricted Fund £	Restricted Fund £	2025 Total Funds £	2024 Total Funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	616	-	616	533
Charitable activities					
General	5	5,737,819	-	5,737,819	5,950,643
Other trading activities	3	7,723,451	-	7,723,451	7,695,543
Investment income	4	228,958	-	228,958	321,916
Other income					
Capital Contribution	16	1,450,000	-	1,450,000	-
Total		15,140,844	-	15,140,844	13,968,635
EXPENDITURE ON					
Raising funds		7,860,379	-	7,860,379	7,732,669
Charitable activities					
General		5,807,530	-	5,807,530	5,522,549
Total	6	13,667,909	-	13,667,909	13,255,218
NET INCOME	7	1,472,935	-	1,472,935	713,417
RECONCILIATION OF FUNDS					
Total funds brought forward		15,452,809	250,000	15,702,809	14,989,392
TOTAL FUNDS CARRIED FORWARD	17	16,925,744	250,000	17,175,744	15,702,809

The notes form part of these financial statements

THE ROYAL YACHT BRITANNIA TRUST GROUP

TRUST STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)

For the year ended 31 December 2025

	Notes	Unrestricted Fund £	Restricted Fund £	2025 Total Funds £	2024 Total Funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	616	-	616	533
Charitable activities					
General	5	5,737,819	-	5,737,819	5,950,643
Investment income	4				
Loan interest		266,686	-	266,686	266,686
Bank interest		228,958	-	228,958	321,916
Other income					
Capital Contribution	16	1,450,000	-	1,450,000	-
Total		7,684,079	-	7,684,079	6,539,778
EXPENDITURE ON					
Charitable activities					
General	6	5,807,532	-	5,807,532	5,522,549
NET INCOME	7	1,876,547	-	1,876,547	1,017,229
RECONCILIATION OF FUNDS					
Total funds brought forward		16,590,587	250,000	16,840,587	15,823,358
TOTAL FUNDS CARRIED FORWARD	17	18,467,134	250,000	18,717,134	16,840,587

The notes form part of these financial statements

THE ROYAL YACHT BRITANNIA TRUST GROUP

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 December 2025

	Notes	Unrestricted Fund £	Restricted Fund £	2025 Total Funds £	2024 Total Funds £
FIXED ASSETS					
Intangible assets	10	150,120	-	150,120	28,105
Tangible assets	11	11,457,216	250,000	11,707,216	9,935,406
		11,607,336	250,000	11,857,336	9,963,511
CURRENT ASSETS					
Stocks	13	579,391	-	579,391	464,916
Debtors	14	487,937	-	487,937	578,155
Cash at bank		6,210,689	-	6,210,689	8,496,568
		7,278,017	-	7,278,017	9,539,639
CREDITORS					
Amounts falling due within one year	15	(1,959,609)	-	(1,959,609)	(3,800,341)
NET CURRENT ASSETS		5,318,408	-	5,318,408	5,739,298
NET ASSETS	18	16,925,744	250,000	17,175,744	15,702,809
FUNDS	17				
Unrestricted general funds				5,318,408	4,239,299
Unrestricted designated funds				11,607,336	11,213,510
Restricted funds				250,000	250,000
TOTAL FUNDS				17,175,744	15,702,809

The financial statements were approved by the Board of Trustees and authorised for issue on 8 May 2026 and were signed on its behalf by:

Neil Rankin

Rear Admiral Neil E Rankin – Trustee

S Macgregor

Mr Stuart Macgregor - Trustee

The notes form part of these financial statements

THE ROYAL YACHT BRITANNIA TRUST GROUP

TRUST STATEMENT OF FINANCIAL POSITION

As at 31 December 2025

	Notes	2025 Total Funds £	2024 Total Funds £
FIXED ASSETS			
Intangible assets	10	137,550	23,345
Tangible assets	11	5,251,338	3,593,318
Investments	12	100,002	100,002
		5,488,890	3,716,665
CURRENT ASSETS			
Debtors: amounts falling due within one year	14	1,799,959	1,380,345
Cash at bank		5,703,796	7,619,022
		7,503,755	8,999,367
CREDITORS			
Amounts falling due within one year	15	(625,176)	(2,225,110)
NET CURRENT ASSETS		6,878,579	6,774,257
Debtors: amounts falling due after more than one year	14	6,349,665	6,349,665
TOTAL ASSETS LESS CURRENT LIABILITIES		18,717,134	16,840,587
NET ASSETS	18	18,717,134	16,840,587
FUNDS			
Unrestricted general funds	17	13,228,244	11,623,922
Unrestricted designated funds		5,238,890	4,966,665
Restricted funds		250,000	250,000
TOTAL FUNDS		18,717,134	16,840,587

The financial statements were approved by the Board of Trustees and authorised for issue on 8 May 2026 and were signed on its behalf by:

Neil Rankin

Rear Admiral Neil E Rankin – Trustee

S Macgregor

Mr Stuart Macgregor - Trustee

The notes form part of these financial statements

THE ROYAL YACHT BRITANNIA TRUST GROUP

CONSOLIDATED STATEMENT OF CASH FLOWS

for the year ended 31 December 2025

	Notes	2025 Total Funds £	2024 Total Funds £
Cash flows from operating activities			
Cash generated from operations	21	1,502,074	1,318,803
Net cash provided by/ (used in) operating activities		1,502,074	1,318,803
Cash flows from investing activities			
Purchase of tangible fixed assets		(2,473,376)	(2,715,796)
Purchase of intangible assets		(93,535)	-
Interest received		228,958	321,916
Cash advance for capital projects		(1,450,000)	1,450,000
Net cash (used in) investing activities		(3,787,953)	(943,880)
Cash flows from financing activities			
Cash inflow from new borrowings		-	-
Repayment of loan		-	-
Net cash provided by/ (used in) financing activities		-	-
Change in cash and cash equivalents in the reporting period		(2,285,879)	374,923
Cash and cash equivalents at the beginning of the reporting period	22	8,496,568	8,121,645
Cash and cash equivalents at the end of the reporting period	22	6,210,689	8,496,568

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The Directors consider that there are no material uncertainties about the ability of the charity to continue as a going concern for the foreseeable future. Accordingly, the accounts have been prepared on a going concern basis. This assessment of going concern covers the period of 12 months following the signing of these financial statements.

Basis of consolidation

The consolidated financial statements of The Royal Yacht Britannia Trust include the accounts of The Royal Yacht Britannia Trust and its wholly owned subsidiary, Royal Yacht Enterprises Ltd. All intercompany balances and transactions have been eliminated. The financial statements of Royal Yacht Enterprises Ltd are prepared for the same reporting period as the parent, using consistent accounting policies in all material respects.

Income

Admissions income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably. As no restrictions are put on admissions income this is recognised in the general fund.

Income from trading activities in the Shop, NAAFI and Tea Room as well as income from Events, the Internet and from Fingal Hotel are recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably. As no restrictions are put on this income it is recognised in the general fund.

All other income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably. The income is recognised in the appropriate fund based on any restrictions applied by the provider.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources.

1. **ACCOUNTING POLICIES - continued**

Allocation and apportionment of costs
All costs and overheads relating to Admissions, Shop, NAAFI, Events, Tea Room, Internet and Fingal Hotel are allocated to the general fund. Where a restricted fund is in place, costs are allocated to the fund based on the nature of the fund and the restrictions placed by the funder.

All expenditure is allocated on an activity basis. Expenditure relating to admissions is allocated to charitable activities whilst all other expenditure is allocated to raising funds.

Intangible assets
Amortisation is calculated so as to write off the cost of the asset, less its estimated residual value, over the useful economic life of that asset as follows:-

Patent and Trademarks -	10% on cost
Websites -	10% on cost

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Vessels	Britannia is included at cost and as the value of the ship is considered to at least be maintained, no depreciation is charged. Bloodhound, Bluebottle and Fingal are depreciated at varying rates: 33% on cost, 20% on cost, 10% on cost, 5% on cost and 2% on cost.
Plant, machinery and equipment	33% on cost, 20% on cost, 10% on cost and 5% on cost.
Fixtures and fittings	50% on cost, 33% on cost, 20% on cost, 10% on cost, 7% on cost and 5% on cost.
Assets under construction	To be depreciated in accordance with the appropriate policy once ready for use.

Stocks
Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation
The charity is exempt from corporation tax on its charitable activities.

1. **ACCOUNTING POLICIES - continued**

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Foreign currencies
Foreign currency transactions are recorded at the exchange rate on the date of the transaction. All differences are taken to the statement of financial activities.

Hire purchase and leasing commitments
Rentals applicable to operating leases, where substantially all of the benefits and risks of ownership remain with the lessor are charged against the statement of financial activities as incurred.

Pension costs and other post-requirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Finance lease
Where the company enters into a lease which entails taking all the risks and regards of ownership of an asset, the lease is treated as a finance lease. The asset is recorded in the balance sheet as a tangible fixed asset and is depreciated in accordance with the above depreciation policies. Future instalments under such leases, net of finance charges, are included within creditors. Rentals payable are apportioned between the finance element, which is charged to the statement of financial activities and the capital element which reduced the outstanding obligation for the future instalments.

Irrecoverable VAT
All income and expenditure is recorded net of VAT. Royal Yacht Britannia Trust is partially exempt for VAT purposes. Any VAT that is not recoverable is included in the Income and Expenditure account as a separate cost.

Impairment
At each balance sheet date, the company reviews the carrying amounts of its tangible and investment assets to determine whether there is any indication that those assets have suffered an impairment loss. If such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1. **ACCOUNTING POLICIES - continued**

Critical accounting judgement and estimation uncertainties
The preparation of the financial statements in conformity with generally accepted accounting principles requires the Directors to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results in the future could differ from those estimates. In this regard, the Directors believe that the critical accounting policies where judgements or estimations are necessarily applied are summarised below.

Depreciation and residual values
The Directors have reviewed the asset lives and associated residual values of all fixed asset classes and in particular the useful economic life and residual values and have concluded that assets lives and residual values are appropriate.

Deferred tax
Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date.

Timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in the financial statements. Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the year end that are expected to apply to the reversal of the timing difference.

Unrelieved tax losses and other deferred tax assets are recognised only to the extent that is required to offset deferred tax liabilities.

Debtors
Trade and other debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any discounts.

Creditors
Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any discounts due.

Financial instruments
The Trust 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, including loans to subsidiary, which are repayable on demand.

Provisions
Provisions are recognised where the company has a present obligation as a result of a past event, it is probably the company will be required to settle the obligations, and a reliable estimate can be made of the obligations. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.

2. DONATIONS AND LEGACIES

	31.12.25 £	31.12.24 £
Donations	616	533

3. OTHER TRADING ACTIVITIES

	31.12.25 £	31.12.24 £
Sales - Shop	1,416,756	1,259,341
Sales – NAAFI	217,963	189,192
Sales – Events	1,416,069	1,529,721
Sales – Tea Room	1,235,942	1,218,570
Sales – Internet	20,156	8,656
Sales – Hotel	3,416,565	3,490,063
	7,723,451	7,695,543

4. INVESTMENT INCOME

	31.12.25 £	31.12.24 £
Loan interest (Intra-group)	266,686	266,686
Deposit account interest	228,958	321,916
	495,644	588,602

5. INCOME FROM CHARITABLE ACTIVITIES

	31.12.25 £	31.12.24 £
Admissions	5,737,819	5,950,643
	5,737,819	5,950,643

6. EXPENDITURE

	Trading	Admissions	31.12.25	31.12.24
	£	£	£	£
Staff costs (see note 9)	4,208,605	3,273,831	7,482,436	7,466,106
Rent	55,164	120,750	175,914	78,196
Rates and water	49,898	72,049	121,947	103,069
Cost of sales	1,983,735	-	1,983,735	1,989,381
Insurance	142,539	227,592	370,131	351,486
Light and heat	189,831	214,593	404,424	428,709
Telephone	6,198	14,462	20,660	17,912
Postage and stationery	9,636	5,911	15,547	20,901
Marketing and advertising	153,392	318,746	472,138	396,588
Sundries	4,796	7,307	12,103	10,851
Hire of equipment	5,311	24,697	30,008	44,259
Training	11,125	44,576	55,701	33,486
Travel and subsistence	39,705	59,399	99,104	52,031
Motor expenses	6,523	5,892	12,415	21,824
Staff costs	32,916	9,540	42,456	91,046
Repairs and maintenance	225,646	214,496	440,142	491,703
Health and safety	850	15,913	16,763	13,147
Flowers and plants	48,052	14,391	62,443	47,225
Household and cleaning	133,659	39,718	173,377	157,206
Printing	10,720	7,376	18,096	31,130
Computer costs	78,146	130,554	208,700	178,425
Uniforms	28,258	23,217	51,475	71,989
Irrecoverable VAT	-	111,318	111,318	88,790
Security costs	5,309	4,117	9,426	11,680
Entertainment	66,897	39,968	106,865	84,356
Bad debts	3,204	-	3,204	-
Subscriptions	61,300	16,997	78,297	71,764
Bags and Packaging	9,185	-	9,185	13,649
Depreciation	212,967	426,027	638,994	506,831
Amortisation	2,190	17,299	19,489	7,808
Loss on disposal of assets	-	11,335	11,335	92,890
Interest payable and similar charges	46,510	46,510	93,020	94,538
Yachts – Charitable Activities	-	236,847	236,847	117,758
Donations	-	40	40	-
Support costs				
Legal and Professional	17,962	41,912	59,874	49,934
Auditors Remuneration	10,150	10,150	20,300	18,550
	7,860,379	5,807,530	13,667,909	13,255,218

7. NET INCOME

Net income is stated after charging:

	31.12.25	31.12.24
	£	£
Auditors' remuneration	19,600	17,850
Auditors' remuneration – non audit	700	700
Depreciation – owned assets	638,994	506,831
Other operating leases	103,231	78,196
Hire of plant and machinery	30,008	44,259
Patents and licences amortisation	5,645	150
Website amortisation	13,844	7,658

All income received was unrestricted in both the current and the previous year. All expenditure incurred was unrestricted in both the current and previous years.

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 December 2025 nor for the year ended 31 December 2024.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 December 2025 nor for the year ended 31 December 2025. £4,497 (2024: £4,577) was paid for trustees' indemnity insurance in the year.

9. STAFF COSTS

	31.12.25	31.12.24
	£	£
Wages and salaries	5,972,424	6,065,106
Social security costs	721,343	642,744
Other pension costs	788,689	758,256
	7,482,436	7,466,106

During the year no employees (2024: three employees) left the business under settlement agreement, at a total cost of £Nil (2024: £31,918). The policy for settlement agreements follows the statutory provisions.

9. **STAFF COSTS - continued**

The average monthly number of employees during the year was as follows:-

	31.12.25	31.12.24
Number of corporate event staff	23	22
Number of sales and marketing staff	7	7
Number of finance and admin staff	13	13
Number of retail office staff	3	3
Number of retail staff	10	9
Number of tea room staff	16	17
Number of visitor experience staff	24	29
Number of maintenance staff	18	20
Number of security staff	6	5
Number of hotel staff	46	47
	166	172

The number of employees whose employee benefits (excluding employer pension cost) exceeds £60,000 was:

	31.12.25	31.12.24
£60,001 - £70,000	1	1
£70,001 - £80,000	4	1
£80,001 - £90,000	2	1
£90,001 - £100,000	-	3
£100,001 - £110,000	1	-
£110,001 - £120,000	-	1
£120,001 - £130,000	-	1
£170,001 - £180,000	1	-
£250,001 - £260,000	-	1
	9	9

10. INTANGIBLE FIXED ASSETS

GROUP

	Patents & Licenses	Website	Totals
COST	£	£	£
At 1 January 2025	3,422	76,574	79,996
Additions	39,601	53,934	93,535
Disposals	-	-	-
Reclassification	21,720	26,249	47,969
At 31 December 2025	64,743	156,757	221,500
AMORTISATION			
At January 2025	3,049	48,842	51,891
Charge for year	5,645	13,844	19,489
Elimination on Disposal	-	-	-
At 31 December 2025	8,694	62,686	71,380
NET BOOK VALUE			
At 31 December 2025	56,049	94,071	150,120
At 31 December 2024	373	27,732	28,105

INTANGIBLE FIXED ASSETS

TRUST

	Patents & Licenses	Website	Totals
COST	£	£	£
At 1 January 2025	3,422	64,674	68,096
Additions	39,601	43,934	83,535
Disposals	-	-	-
Reclassification from tangible fixed assets	21,720	26,249	47,969
At 31 December 2025	64,743	134,857	199,600
AMORTISATION			
At January 2025	3,049	41,702	44,751
Charge for year	5,645	11,654	17,299
Elimination on Disposal	-	-	-
At 31 December 2025	8,694	53,356	62,050
NET BOOK VALUE			
At 31 December 2025	56,049	81,501	137,550
At 31 December 2024	373	22,972	23,345

11. TANGIBLE FIXED ASSETS

GROUP

	Vessels	Plant & machinery	Fixtures & fittings	Assets under Construction	Totals
COST	£	£	£	£	£
At 1 January 2025	7,775,186	1,842,001	4,100,735	2,542,816	16,260,738
Additions	264,600	70,061	1,619,550	519,165	2,473,376
Disposals	-	-	(415,134)	(3,270)	(418,404)
Reclassification	480,117	2,808	2,015,487	(2,546,381)	(47,969)
At 31 December 2025	8,519,903	1,914,870	7,320,638	512,330	18,267,741
DEPRECIATION					
At 1 January 2025	1,630,834	1,239,788	3,454,710	-	6,325,332
Charge for year	217,592	145,543	275,859	-	638,994
Elimination on Disposal	-	-	(403,801)	-	(403,801)
At 31 December 2025	1,848,426	1,385,331	3,326,768	-	6,560,525
NET BOOK VALUE					
At 31 December 2025	6,671,477	529,539	3,993,870	512,330	11,707,216
At 31 December 2024	6,144,352	602,213	646,025	2,542,816	9,935,406

In 2025 assets under construction include project costs for the Royal Racing yacht Bloodhound, restoration of the dragon class vessel Echidna, The Britannia Virtual Reality project, the Sailing exhibition onboard Britannia, Cowe's exhibition, and signage improvements throughout BRITANNIA. These assets are tracked separately until completed, then transferred to their asset categories, ensuring transparent monitoring of investment and progress.

11. TANGIBLE FIXED ASSETS - continued

TRUST

	Vessels	Plant machinery & equipment	Fixtures & fittings	Assets under Construction	Totals
COST	£	£	£	£	£
At 1 January 2025	1,290,714	1,255,455	3,831,279	2,043,641	8,421,089
Additions	11,140	65,362	1,561,820	508,297	2,146,619
Disposals	-	-	(409,009)	(3,270)	(412,279)
Reclassification	-	2,808	1,993,683	(2,044,460)	(47,969)
At 31 December 2025	1,301,854	1,323,625	6,977,773	504,208	10,107,460
DEPRECIATION					
At 1 January 2025	830,922	744,383	3,252,466	-	4,827,771
Charge for year	52,727	123,448	249,852	-	426,027
Elimination on Disposal	-	-	(397,676)	-	(397,676)
At 31 December 2025	883,649	867,831	3,104,642	-	4,856,122
NET BOOK VALUE					
At 31 December 2025	418,205	455,794	3,873,131	504,208	5,251,338
At 31 December 2024	459,792	511,072	578,813	2,043,641	3,593,318

In 2025 assets under construction include project costs for the Royal Racing yacht Bloodhound, restoration of the dragon class vessel Echidna, The Britannia Virtual Reality project, the Sailing exhibition onboard Britannia, Cowe's exhibition, and signage improvements throughout BRITANNIA. These assets are tracked separately until completed, then transferred to their asset categories, ensuring transparent monitoring of investment and progress.

12. FIXED ASSET INVESTMENTS

TRUST

	31.12.25	31.12.24
	£	£
Investment in subsidiaries	100,002	100,002

The sole trading subsidiary is Royal Yacht Enterprises Limited, a company registered in Scotland, registered number SC185472, whose principal activity is the operation of The Royal Yacht Britannia, the Gift Shop, NAAFI, Corporate Events, Tea Room and Fingal Hotel. The Trust owns 100,002 £1 ordinary shares which represents the entire issued ordinary share capital of Royal Yacht Enterprises Limited. The aggregate capital and liabilities of Royal Yacht Enterprises Limited at 31 December 2025 is a deficit of £1,441,388 (2024: deficit of £1,037,774). The deficit for the year is £403,614 (2024: deficit of £303,812). Total income for the year is £7,723,451 (2024: £7,695,543) and total expenditure for the year is £8,127,065 (2024: £7,999,355).

13. STOCKS

GROUP

	31.12.25	31.12.24
	£	£
Tea Room	9,540	7,586
Retail	499,870	394,037
NAAFI	4,810	6,170
Events	37,931	26,594
Hotel	27,240	30,529
	579,391	464,916

14. DEBTORS: amounts falling due within one year

GROUP

	31.12.25	31.12.24
	£	£
Trade debtors	51,601	91,917
Prepayments and accrued income	436,336	437,135
VAT	-	49,103
	487,937	578,155

14. **DEBTORS - continued**
TRUST

	31.12.25 £	31.12.24 £
Amounts falling due within one year:		
Trade debtors	9,104	13,445
Other debtors	1,282	36,602
Royal Yacht Enterprises Limited	1,372,121	921,537
Accrued income	80,512	169,068
Prepayments	336,940	239,693
	1,799,959	1,380,345
Amounts falling due after more than one year:		
Royal Yacht Enterprises Limited	6,349,665	6,349,665
Aggregate amounts	8,149,624	7,730,010

15. **CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**
GROUP

	31.12.25 £	31.12.24 £
Trade creditors	220,919	607,793
Social security and other taxes	300,440	352,898
VAT	125,109	-
Deposits (see note 16)	633,650	683,261
Accruals	524,577	552,664
Deferred income (see note 16)	99,864	1,530,041
Other Creditors	55,050	73,684
	1,959,609	3,800,341

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR – continued

TRUST

	31.12.25	31.12.24
	£	£
Trade creditors	88,816	441,394
Accruals	256,337	179,991
Deferred income (see note 16)	99,864	1,530,041
Other creditors	55,050	73,684
VAT	125,109	-
	625,176	2,225,110

16. DEFERRED INCOME

GROUP

	31.12.25	31.12.24
	£	£
At 31.12.24	2,213,302	567,118
Received and deferred in the year	733,514	2,213,302
Released in the year	(2,213,302)	(567,118)
At 31.12.25	733,514	2,213,302

TRUST

	31.12.25	31.12.24
	£	£
At 31.12.24	1,530,041	43,593
Received and deferred in the year	99,864	1,530,041
Released in the year	(1,530,041)	(43,593)
At 31.12.25	99,864	1,530,041

Deferred income relates to deposits and admissions paid for in advance, as well as a capital contribution from Ambassador Group to part fund the redevelopment of the new shop and visitor centre in the Ocean Terminal shopping centre.

17. MOVEMENT IN FUNDS

GROUP

	At 1.1.25	Income	Expenditure	Transfers	At 31.12.25
	£	£	£	£	£
Unrestricted funds					
General fund	4,239,299	15,140,844	(11,509,426)	(2,552,309)	5,318,408
Designated funds					
Fixed assets	9,713,510	-	(658,483)	2,552,309	11,607,336
The redevelopment fund	1,500,000	-	(1,500,000)	-	-
Total unrestricted funds	15,452,809	15,140,844	(13,667,909)	-	16,925,744
Restricted funds					
Restricted Capital Fund	250,000	-	-		250,000
TOTAL FUNDS	15,702,809	15,140,844	(13,667,909)	-	17,175,744

Comparatives for movement in funds

	At 1.1.24	Income	Expenditure	Transfers	At 31.12.24
	£	£	£	£	£
Unrestricted funds					
General fund	5,629,911	13,968,635	(12,740,579)	(2,618,668)	4,239,299
Designated funds					
Fixed assets	7,609,481	-	(514,639)	2,618,668	9,713,510
The redevelopment fund	1,500,000	-	-	-	1,500,000
Total unrestricted funds	14,739,392	13,968,635	(13,255,218)	-	15,452,809
Restricted funds					
Restricted Capital Fund	250,000	-	-	-	250,000
TOTAL FUNDS	14,989,392	13,968,635	(13,255,218)	-	15,702,809

The **restricted capital fund** relates to funds given by Forth Ports PLC to acquire The Royal Yacht Britannia from the Ministry of Defence.

The designated **redevelopment fund** is for the costs associated with the impact of the redevelopment at Ocean Terminal. The designated **fixed asset fund** represents the net book value of fixed assets.

17. **MOVEMENT IN FUNDS - continued**

TRUST

	At 1.1.25	Income	Expenditure	Transfers	At 31.12.25
	£	£	£	£	£
Unrestricted funds					
General fund	11,623,922	7,684,079	(3,864,207)	(2,215,550)	13,228,244
Designated funds					
Fixed assets	3,366,663		(443,325)	2,215,550	5,138,888
Investments	100,002	-	-	-	100,002
The redevelopment fund	1,500,000	-	(1,500,000)	-	-
Total unrestricted funds	16,590,587	7,684,079	(5,807,532)	-	18,467,134
Restricted funds					
Restricted Capital Fund	250,000	-	-	-	250,000
TOTAL FUNDS	16,840,587	7,684,079	(5,807,532)	-	18,717,134

Comparatives for movement in funds

	At 1.1.24	Income	Expenditure	Transfers	At 31.12.24
	£	£	£	£	£
Unrestricted funds					
General fund	12,332,441	6,539,778	(5,185,197)	(2,063,100)	11,623,922
Designated funds					
Fixed assets	1,640,915	-	(337,352)	2,063,100	3,366,663
Investments	100,002	-	-	-	100,002
The redevelopment fund	1,500,000	-	-	-	1,500,000
Total unrestricted funds	15,573,358	6,539,778	(5,522,549)	-	16,590,587
Restricted funds					
Restricted Capital Fund	250,000	-	-	-	250,000
TOTAL FUNDS	15,823,358	6,539,778	(5,522,549)	-	16,840,587

The **restricted capital fund** relates to funds given by Forth Ports PLC to acquire The Royal Yacht Britannia from the Ministry of Defence.

The designated **redevelopment fund** is for the costs associated with the impact of the redevelopment at Ocean Terminal. The designated **fixed asset fund** represents the net book value of fixed assets.

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

GROUP

Fund balances at 31 December 2025 as represented by:

	General Funds	Designated Funds	Restricted Funds	Total Funds
	£	£	£	£
Intangible assets	-	150,120	-	150,120
Tangible assets	-	11,457,216	250,000	11,707,216
Net current assets	5,318,408	-	-	5,318,408
	5,318,408	11,607,336	250,000	17,175,744

GROUP

Fund balances at 31 December 2024 as represented by:

	General Funds	Designated Funds	Restricted Funds	Total Funds
	£	£	£	£
Intangible assets	-	28,105	-	28,105
Tangible assets	-	9,685,405	250,000	9,935,405
Net current assets	4,239,299	1,500,000	-	5,739,299
	4,239,299	11,213,510	250,000	15,702,809

TRUST

Fund balances at 31 December 2025 as represented by:

	General Funds	Designated Funds	Restricted Funds	Total Funds
	£	£	£	£
Intangible assets	-	137,550	-	137,550
Tangible assets	-	5,001,338	250,000	5,251,338
Investments	-	100,002	-	100,002
Net current assets	6,878,579	-	-	6,878,579
Debtors due after more than one year	6,349,665	-	-	6,349,665
	13,228,244	5,238,890	250,000	18,717,134

18. **ANALYSIS OF NET ASSETS BETWEEN FUNDS - continued**

TRUST

Fund balances at 31 December 2024 as represented by:

	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Intangible assets	-	23,345	-	23,345
Tangible assets	-	3,343,318	250,000	3,593,318
Investments	-	100,002	-	100,002
Net current assets	5,274,257	1,500,000	-	6,774,257
Debtors due after more than one year	6,349,665	-	-	6,349,665
	11,623,922	4,966,665	250,000	16,840,587

19. **RELATED PARTY DISCLOSURES**

Amounts due from/to related party

At the year end there is a loan from The Royal Yacht Britannia Trust to Royal Yacht Enterprises Limited totalling £6,349,665 (2024: £6,349,665). Interest on this loan is charged at 4.2%. The amount outstanding at the year end is unsecured and is due for review one month from the balance sheet date.

A trading loan also exists between The Royal Yacht Britannia Trust and Royal Yacht Enterprises Limited. At the year end £1,393,927 (2024: £921,537) is due from Royal Yacht Enterprises Limited to The Royal Yacht Britannia Trust. The amount outstanding at the year end is interest free and is due within one month from the balance sheet date.

At the year end The Royal Yacht Britannia Trust owes Royal Yacht Enterprises Limited £nil (2024: £nil).

Key Management Personnel

During the year key management personnel received remuneration including benefits and pension totalling £1,026,899 (2024: £1,196,983).

Other Related Parties

In 2025 Royal Yacht Enterprises Limited made event related sales of £16,351 (2024: £35,848) and Royal Yacht Britannia Trust paid £39 (2024: £2,653) for private medical insurance to Forth Ports Plc, a company which Carole Cran is a shared director and from which The Royal Yacht Enterprises Limited leases a berth. In 2025, Royal Yacht Enterprises Limited paid rent of £3,414 to Forth Ports Plc for the lease of this berth (2024: £9,384). At the statement of financial position date there were no amounts outstanding.

In 2025 The Royal Yacht Britannia Trust made purchases of £12,520 (2024: £333) from the Royal Collection Trust and Royal Collection Enterprises Ltd where director Caroline de Guitaut is the Surveyor of the Kings World of Art and from which the Royal Yacht Britannia Trust loans items for display on the yacht. At the statement of financial position date there were no amounts outstanding.

19. RELATED PARTY DISCLOSURES - continued

In 2025 Royal Yacht Enterprises Limited made event related sales of £3,435 (2024: £11,104) to Northern Lighthouse Board of which Michael Bullock is the Chief Executive. At the statement of financial position date there were no amounts outstanding.

In 2025 Royal Yacht Enterprises Limited made purchases of £237 (2024: £Nil) from RS Group Plc of which Caroline Cran is a director. At the statement of financial position date there were no amounts outstanding.

20. OPERATING LEASE COMMITMENT

Group

The following operating lease payments were committed to be paid as at the year end:

	2025 £	2024 £
Within one year	169,208	161,735
Between one and five years	393,285	462,523
More than five years	3,708,534	3,750,000
	4,271,027	4,374,258

Trust

The following operating lease payments were committed to be paid as at the year end:

	2025 £	2024 £
Within one year	134,255	113,484
Between one and five years	393,285	427,739
More than five years	3,708,534	3,750,000
	4,236,074	4,291,223

21. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025	2024
	£	£
Net income for the reporting period		
(as per the Statement of Financial Activities)	1,472,935	713,417
Adjustments for:		
Depreciation and amortisation charges	658,483	514,639
Interest received	(228,958)	(321,916)
WIP reallocated to Profit and Loss	3,268	4,237
Loss on sale of fixed assets	11,335	92,890
(Increase) in stocks	(114,475)	(77,843)
Decrease/(Increase) in debtors	90,218	(22,889)
(Decrease)/Increase in creditors	(1,840,732)	1,866,268
Cash advance for capital projects	1,450,000	(1,450,000)
Net cash provided by/ (used in) operations	1,502,074	1,318,803

22. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2025	2024
	£	£
Notice deposits (less than 3 months)	2,710,689	5,496,568
Notice deposits (more than 3 months)	3,500,000	3,000,000
Total cash and cash equivalents	6,210,689	8,496,568

23. CAPITAL COMMITMENTS

The charity entered into contract with contractors for the maintenance works on Bloodhound and with contractors for the development of Britannia digital scan and VR experience works. The digital scan and VR experience works commenced before the year end with £79,254 (2024: £1,796,664) recognised in the financial statements. The remaining amount quoted for, but not yet provided in the financial statements, was £30,000 and £60,000 for the works for Bloodhound (2024: £1,336,409).