

**Charity Registration No. 1168973**

**Company Registration No. 10210480 (England and Wales)**

**THE NORMANDY MEMORIAL TRUST LIMITED**

**ANNUAL REPORT AND ACCOUNTS**

**FOR THE YEAR ENDED 30 JUNE 2025**

## THE NORMANDY MEMORIAL TRUST LIMITED

### LEGAL AND ADMINISTRATIVE INFORMATION

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|------------------------------------|--|
| <b>Trustees</b>                    | General Lord Richard Dannatt<br>General Sir Peter Wall<br>Mr David McDonough (Resigned 24 December 2025)<br>Sir Michael Rake<br>Mr Nicholas Witchell<br>Baroness Gabby Bertin<br>Mr John Harrison<br>Professor Lord Ajay Kakkar (Resigned 1 September 2025)<br>Lord Nicholas Soames<br>Mr Richard Swallow (Appointed 19 November 2024)<br>Viscount Henry Montgomery (Appointed 15 July 2025) |
| <b>Charity registration number</b> | 1168973  |
| <b>Company number</b>              | 10210480   |
| <b>Registered office</b>           | 56 Warwick Square<br>London<br>SW1V 2AJ  |
| <b>Auditor</b>                     | TC Group<br>5th Floor<br>3 Dorset Rise<br>London<br>EC4Y 8EN   |
| <b>Bankers</b>                     | Coutts & Co<br>440 The Strand<br>London<br>WC2R 0QS<br><br>Barclays Bank Plc<br>1 Churchill Place<br>London<br>EC14 5HP<br><br>BNP Paribas<br>16 Boulevard des Italiens<br>75009 Paris<br>France   |
| <b>Solicitors (UK)</b>             | Russell-Cooke<br>2 Putney Hill<br>London<br>SW15 6AB   |
| <b>Solicitors (France)</b>         | Addleshaw Goddard<br>32 Avenue Kléber<br>75116 Paris<br>France   |

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## THE NORMANDY MEMORIAL TRUST LIMITED

### TRUSTEES' REPORT FOR THE YEAR ENDED 30 JUNE 2025

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The trustees present their report and accounts of The Normandy Memorial Trust Limited ("the Trust") and its subsidiary, SAS NMT Trading France (together "the Group") for the year ended 30 June 2025.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Trust's Articles of Association, the Companies Act 2006 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) (effective 1 January 2019)".

#### Objectives and activities

The purpose of the Trust, set out in Paragraph 4 of its Articles of Association, is "to promote good citizenship among the public and to promote the efficiency of the armed forces of the Crown by creating a fitting and permanent public Memorial in Normandy, France to those members of the British Armed Forces, including members of other services and those from other Nations who fought directly alongside them, who gave their lives in the landings on "D-Day", 6th June 1944, and in the associated and subsequent fighting which is collectively known as the "Normandy Campaign".

#### Public benefit statement

The directors (trustees) confirm that we have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning future activities.

#### Achievements and performance

The Normandy Memorial Trust Limited was incorporated as a private company limited by guarantee at Companies House on 2nd June 2016: Company number 10210480. The Trust was entered onto the Register of Charities on 30th August 2016 with registered charity number 1168973.

The founding directors (trustees) were George Batts (formerly National Secretary of the Normandy Veterans' Association), Alastair Dutch and Nicholas Witchell. A fourth director, Andrew Whitmarsh, was appointed in July 2016.

The Trust's initial funding comprised a grant of £50,000 awarded to the Trust on 9th May 2016 by the Chancellor of the Exchequer from the LIBOR fund. The purpose of this grant was to enable the Trust to carry out an initial feasibility study for the Memorial and to locate an optimum site.

The Trust retained the architect Liam O'Connor of Liam O'Connor Associates. Among other projects Mr O'Connor had designed the Bomber Command Memorial in Green Park, London and the Armed Forces Memorial at the National Memorial Arboretum in Staffordshire.

On 5th March 2017 the then Prime Minister Theresa May announced a grant from the LIBOR fund of £20 million to the Trust to facilitate the construction of the British Normandy Memorial.

The Prime Minister said: "We must never forget the courage, sacrifice and selflessness of the British servicemen and women who gave their lives in the D-Day landings."

At a meeting of directors (trustees) on 28th March 2017, Lord Peter Ricketts, formerly British Ambassador to Paris and Permanent Under-Secretary at the Foreign and Commonwealth Office, was appointed as a director (trustee) and elected as Chairman of the board of directors (trustees).

Three further directors (trustees) were appointed: Lord Robin Janvrin, formerly Private Secretary to Her late Majesty Queen Elizabeth II; General Sir Peter Wall, a former Chief of the General Staff and Mr David McDonough.

General Lord Richard Dannatt, a former Chief of the General Staff, was appointed to the board on 13th July 2017; Sir Mike Rake, a former Chairman of BT Group, was appointed a director (trustee) on 26th September 2017.

George Batts resigned from the board in March 2017: he was invited to become a Patron of the Trust. Alastair Dutch stood down from the board on 15th June 2017.

Baroness Gabrielle (Gabby) Bertin was appointed a director (trustee) on 8th May 2019.

In February 2019, the then HRH Prince Charles, Prince of Wales agreed to become the Trust's Royal Patron.

## THE NORMANDY MEMORIAL TRUST LIMITED

### TRUSTEES' REPORT FOR THE YEAR ENDED 30 JUNE 2025

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The site chosen for the Memorial is on a hillside overlooking "Gold Beach", one of the beaches where British forces landed on 6th June 1944. It is located in the town of Ver-sur-Mer. The choice of this site was endorsed in a consultation exercise with Normandy Veterans in the spring of 2017.

After some two years of intense preparatory work in 2017 and 2018 focusing on the funding, siting, design and construction of the Memorial (much of which was carried out in close consultation with the French planning authorities and the commune of Ver-sur-Mer), the site was formally inaugurated in a ceremony on 6 June 2019 – the 75th anniversary of D-Day – attended by the then British Prime Minister Theresa May and the President of the Republic of France, Emmanuel Macron.

In September 2019, the then chancellor of the Exchequer announced a further £7 million of public funding for the Memorial.

Main construction work commenced in the summer of 2019. It was undertaken by Eiffage Route, the French company selected by the Trust to be its principal contractors. They were supported by the principal sub-contractors S.McConnell & Sons (stonework), Odorizzi (paving) and Carpenter Oak (timber). Excellent progress was made through the summer and autumn of 2019. This continued over the winter of 2019-20 despite some interruptions caused by severe weather on the Normandy coast. Nonetheless the programme remained on schedule until March 2020 and the onset of the Covid-19 pandemic. The general lockdown imposed by the governments in France, the UK and elsewhere forced the suspension of all construction work.

The Trust actively took steps to monitor the impact and implications of the shutdown through its Project Manager and Contract Administrator. The positive spirit and cooperation of all the contractors in dealing with the challenges of the pandemic permitted a phased resumption of construction work from May 2020 with work being carried out in accordance with the social distancing guidelines set out by the French authorities.

The different components of the Memorial took shape: the central feature known as 'Memorial Court' enclosing the bronze sculpture of three British soldiers by sculptor David Williams-Ellis; the 'D-Day Wall' bearing the names of those lost on D-Day itself; the 160 pergola columns on which are inscribed the names of those lost between 7 June and 31 August 1944; the 'Wreath and Shield' at the centre of the main quadrangle; the 'Waymarkers' orientating the visitor to the 5 D-Day beaches; the 'steles' positioned along the Memorial Walkway from the car park to the Memorial which chart the course of the Battle of Normandy and the wildflower meadow below the Memorial, augmenting the atmosphere of tranquillity as the visitor gazes out across Gold Beach.

Major construction continued until October 2020 when the site was formally handed back to the Trust by Eiffage Route. Work on the landscape continued over the winter of 2020-21 by the French landscape contractors Vallois.

The Trust expresses its gratitude to all those (particularly the Commonwealth War Graves Commission) who helped to compile the list of 22,442 names for inscription on the Memorial. This was an original piece of research led by trustee Andrew Whitmarsh and the Trust's lead researcher Jane Furlong.

The Trust is also greatly indebted to all those in Ver-sur-Mer and the wider community who supported the Memorial and to all the individuals and benefactors from trusts and foundations who contributed to the funding of the Memorial. The names of all principal benefactors have been inscribed on one of the side walls of Memorial Court.

The Memorial was officially opened on 6 June 2021 by the Trust's patron the then HRH Prince Charles, Prince of Wales in a live televised link-up between the Memorial site and the National Memorial Arboretum in Staffordshire where a number of Normandy Veterans and other guests gathered.

The Trust has developed an "app" for visitors to enrich the experience of visiting the Memorial. The app acts as a guide around the Memorial and tells many of the individual stories of those whose names are inscribed upon it.

With the completion of the Memorial's construction and its official opening to the public, Lord Peter Ricketts decided to step down as a director (trustee). In a unanimous decision by trustees, the chairmanship of the board of trustees was taken over by Lord Richard Dannatt with effect from 20 October 2021. Lord Ricketts became the Trust's 'Honorary President'.

Mr John Harrison was appointed a director (trustee) on 18 January 2022. The Rt Hon The Lord Kakkar was appointed a director (trustee) on 12 July 2022. Andrew Whitmarsh resigned as a director (trustee) on 28 May 2023.

## THE NORMANDY MEMORIAL TRUST LIMITED

### TRUSTEES' REPORT FOR THE YEAR ENDED 30 JUNE 2025

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With the relaxation of Covid restrictions the summer of 2022 was the first period of 'normal' operation of the Memorial. However visitor numbers from the United Kingdom were significantly lower than in pre-pandemic years. Responses from those who did visit were very positive.

For the Trust, a major task is to ensure that the Memorial remains in the pristine condition befitting such an important national Memorial. To this end the Trust has entered into a commercial contract with the Commonwealth War Graves Commission who employ the full-time staff who maintain the Memorial's grounds and bring their considerable expertise to the task.

For three years from the opening of the Memorial the Trust received no support from the British government towards the costs of the Memorial's maintenance. In the autumn of 2023 the British government agreed to take over the core costs of the care of the Memorial's grounds for a period of three years from April 2024. The trust remains responsible for all the other costs of running the Memorial site: utilities, the maintenance of the public toilets, insurance of the site and the fees of the Trust's small team of consultants. To meet these ongoing costs a small charge is levied for car parking at the Memorial: there are also opportunities for visitors to make electronic donations. The Trust has also set up a "Guardian" scheme which allows supporters to make monthly payments, and a small range of merchandise is offered via the Trust's website.

Lord Nicholas Soames was appointed a director (trustee) on 10 February 2023.

Throughout 2023 the Trust developed plans to create an Education Centre on the Memorial campus to ensure that the significance of the British contribution to D-Day and the stories of some of the men and women whose names are recorded on the Memorial are fully understood and appreciated by younger generations, today and in the future. Consultants Barker Langham were commissioned to produce designs for an Education Centre. The Trust worked closely with STM, the Communauté de Communes, Seules Terre et Mer, to raise funding from the Normandy Region and the Calvados Département. In the UK, funding for the education centre was received from BAE Systems as 'principal sponsor' and others including the UK Ministry of Defence and the Garfield Weston Foundation. Following an open tender, Eiffage Route were appointed as principal contractors. They worked closely with the construction company Spie Batignolles. Work on the building, to be called 'The Winston Churchill Centre', began in December 2023.

On 6 June 2024 the official British commemoration of the 80th anniversary of D-Day took place at The British Normandy Memorial in the presence of Their Majesties King Charles III and Queen Camilla and the President of the Republic of France Emmanuel Macron and Madame Macron. In pride of place were some 40 Normandy Veterans. In his address, the King spoke of the "profound sense of gratitude" with which all those who lost their lives in the Second World War were remembered. It was, he said, a reminder of the lesson of history that free Nations must always stand together to oppose tyranny.

After the service of commemoration the King (the Trust's Patron) and Queen opened the newly constructed Winston Churchill Centre and viewed its two exhibition galleries, an education room, shop and café. Entrance to the centre is free of charge.

A separate company "SAS NMT Trading France" was set up to handle the commercial operations in the cafe and shop of the Winston Churchill Centre. This company was incorporated in France on 5 June 2024.

A further notable feature of the spring and summer of 2024 was the presence in the wildflower meadow of the Memorial of 1,475 giant silhouettes of British soldiers, sailors and airmen. The figure represented the number of those in British units who lost their lives on D-Day itself. The installation was the work of the British charity Standing with Giants who worked closely with the Trust. The giant silhouettes returned to the Memorial for the spring and summer of 2025 and again in 2026.

The Memorial received an estimated 250,000 visitors over the spring and summer of 2024: a similar number visited in 2025.

Lord Robin Janvrin stepped down as a director (trustee) on 23 July 2024. Mr Richard Swallow was appointed a director (trustee) on 19 November 2024.

Lord Kakkar stepped down as a director (trustee) on 1 September 2025. Mr David McDonough resigned as a director (trustee) on 24 December 2025.

Viscount (Henry) Montgomery of Alamein was appointed a director (trustee) on 15 July 2025.

## THE NORMANDY MEMORIAL TRUST LIMITED

### TRUSTEES' REPORT FOR THE YEAR ENDED 30 JUNE 2025

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Throughout the 2025 season, the Trust continued to develop the Winston Churchill Centre's capacity to host school groups and to broaden the scope of its educational offering. That work is continuing in the knowledge that as, sadly, the Veterans and their eye witness testimonies pass on, it is of even greater importance to educate new generations and to explain the significance of D-Day and the United Kingdom's part in the restoration of freedom in Western Europe.

#### Financial review

As discussed above, on 5 June 2024, a (wholly owned) French company "SAS NMT Trading France" was set up to handle the commercial operations in the café and shop of the Winston Churchill Centre. The café and shop are open between April and October. The company commenced trading in the second half of 2024. Accordingly, these are the first accounts to be prepared on a consolidated basis to show the combined financial transactions of the Trust and of its wholly-owned subsidiary (together "the Group").

The Statement of Financial Activities set out on page 11 of the accounts show how the Group's incoming resources have been expended in the year ended 30 June 2025.

The income amounted to £1,345,863 (2024: £2,794,473), which comprises donations and grants of £736,597 (2024: £1,969,508) (see note 2), revenues generated from charitable activities and trading of £577,323 (2024: £763,618) (see note 3) and investment income of £31,943 (2024: £61,347) (see note 4).

The expenditure amounted to £1,265,688 (2024: £955,698), with £304,343 for costs of raising funds (2024: £42,734) (see note 5), £894,000 (2024: £876,901) on direct charitable expenditure (see note 6) and £67,345 (2024: £36,063) on governance costs (see note 7).

Of the revenue generated from trading, £357,377 came from the café and shop. The costs of raising funds include £393,012 for their operation, so that in its first period the subsidiary incurred a deficit of £35,635. The trustees consider this was a reasonable outcome given the operations were set-up entirely from scratch and also, this inaugural period to 30 June 2025 fell before the Summer months when visitor numbers passing through the café and shop are at a peak.

Moving on, net gains on investments were £11,975 (2024: £107,294).

The resulting surplus for the year was £92,150 (2024: £1,946,069).

The Statement of Financial Position set out on page 12 of the accounts shows the financial position of the Group at 30 June 2025.

Intangible assets of £13,557 (2024: £60,291) are the capital costs incurred in designing and developing the Group's app to enhance the visitor experience at the British Normandy Memorial. Assets under development of £32,905 (2024: £Nil) are the capital costs incurred in creating the virtual reality and learning experience which as at 30 June 2025 was incomplete. Tangible assets of £2,519,675 (2024: £2,589,885) are the capital costs incurred in designing, constructing and fitting out The Winston Churchill Centre. Heritage assets of £26,654,245 (2024: £26,654,245), are the capital costs incurred in acquiring the land at Ver-sur-Mer and for the construction of the British Normandy Memorial.

Investments of £943,551 (2024: £1,002,336) comprise listed investments of £539,004 (2024: £997,460) and cash deposits of £404,547 (2024: £4,876).

Current assets amounted to £306,707 (2024: £1,218,012), which is represented by other receivables of £273,374 (2024: £683,213) and cash at bank of £691,515 (2024: £534,799). Non-current assets comprise other receivables of £33,333 (2024: £67,000).

Current liabilities of £165,760 (2024: £690,574) comprise payables of £46,241 (2024: £40,965) and accruals of £119,519 (2024: £649,609).

At 30 June 2025, the Group had net current assets of £832,462 (2024: £594,438). The total net assets amounted to £30,995,926 (2024: £30,903,776) which is represented by the balances on the restricted income funds and unrestricted income funds of £120,839 (2024: £Nil) and £30,875,087 (2024: £30,903,776) respectively. The Group is committed to maintaining a level of reserves which is prudent to meet on-going liabilities sufficient to ensure that the Memorial can be maintained and to protect the long-term future of its activities. At 30 June 2025, the Group had free reserves of £799,129 (2024: £27,438). The trustees are satisfied that the Group has adequate resources to meet with the ongoing costs to maintain the British Normandy Memorial for the foreseeable future.



## THE NORMANDY MEMORIAL TRUST LIMITED

### TRUSTEES' REPORT FOR THE YEAR ENDED 30 JUNE 2025

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#### Investment policy and performance

The directors (trustees) have the power to invest in such assets as they see fit under paragraph 5 of the company's Articles of Association. The directors' (trustees') objectives are to seek long term capital growth from capital not presently required to meet commitments, nor earmarked for future projects, acting prudently and after taking professional advice.

In October 2021 the board of trustees decided to establish a Finance, Audit, Investment and Risk (FAIR) sub-committee to focus on those issues and with a view to developing a prudent investment policy. The sub-committee held its first meeting on 8th December 2021 with Lord Dannatt in the chair and three other trustees, John Harrison, Mike Rake and Nicholas Witchell. Terms of Reference had been drafted and were agreed: the sub-committee would deal with the complete range of finance, investment, audit and risk issues, incorporating a general overview of all financial issues and reporting to the main board of trustees. Fundraising would be treated as a separate issue. Delegated financial limits and a reserves policy were agreed and an independent investment commentator was appointed.

The Chairman and the independent investment commentator met three investment houses and after discussion with sub-committee members it was decided to appoint Cazenove Capital to handle the trust's investment portfolios in Sterling and Euros. These portfolios were opened in May 2022.

All investments are reviewed by the sub-committee on a regular basis with the trust's investment advisors who report as follows on performance to the end of June 2025:

"Risk assets delivered another resilient twelve month period to 30th June 2025, with global equity markets supported by an improving macroeconomic backdrop as inflation moved closer to central bank targets and economic activity remained broadly stable, particularly in the US. The period witnessed extraordinary volatility as central banks pivoted to cutting interest rates, with the Bank of England reducing rates in August and the Federal Reserve delivering a larger-than-expected 0.5% cut in September, while political upheaval dominated including President Biden's withdrawal from the US presidential race, Donald Trump's election victory and subsequent reciprocal tariffs, France's first successful no-confidence vote since 1962, and the new UK Labour government's fiscal announcements.

Technology and AI-related companies represented a key source of market leadership alongside other cyclical areas benefiting from a firmer growth outlook, with global equities (MSCI World) rising 7.2%, the UK's FTSE 100 gaining 11.3%, despite challenges including Trump's tariff announcements and geopolitical tensions involving Iran-Israel conflicts and Russia-Ukraine uncertainty.

Bond markets experienced mixed conditions as rate cut expectations shifted throughout the year, with UK gilts up while credit spreads tightened, and commodities performed steadily with gold surging 30.2% to record levels above \$3,000 per ounce supported by supply-demand imbalances and geopolitical factors even as Brent crude plummeted 27.4%.

Against this backdrop, the Normandy Memorial Trust Sterling portfolio generated a return of +6.7% for the year to 30<sup>th</sup> June 2025, whilst the Euro portfolio returned +1.4%."

#### Structure, governance and management

The Trust is a company limited by guarantee incorporated in England and Wales. The Trust is also a registered charity in accordance with the Charities Act 2011, with charity registration number 1168973.

The trustees, who are also the directors for the purpose of company law, and who served during the year were:

|                                      |                              |
|--------------------------------------|------------------------------|
| General Lord Richard Dannatt         |                              |
| Lord Robin Janvrin                   | (Resigned 23 July 2024)      |
| General Sir Peter Wall               |                              |
| Mr David McDonough                   | (Resigned 24 December 2025)  |
| Sir Mike Rake                        |                              |
| Mr Nicholas Witchell                 |                              |
| Baroness Gabby Bertin                |                              |
| Mr John Harrison                     |                              |
| Professor Lord Ajay Kakkar           | (Resigned 1 September 2025)  |
| Lord Nicholas Soames                 |                              |
| Mr Richard Swallow                   | (Appointed 19 November 2024) |
| Viscount Henry Montgomery of Alamein | (Appointed 15 July 2025)     |



## **THE NORMANDY MEMORIAL TRUST LIMITED**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 30 JUNE 2025**

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Among the Trust's trustees are senior figures who have held senior positions of responsibility within the British Army and the corporate and other sectors. They have been recruited in order to bring to the Trust a range of proven skills and experience and the highest levels of probity and responsibility. All have been appointed by unanimous decisions of the board of trustees.

Trustees are expected to identify their training needs and to take measures to ensure that these needs are met.

The trustees meet on a bi-monthly basis to review progress and direct strategy.

The Trust's day to day activities are delegated to Nicholas Witchell as "managing trustee". He is supported by a Finance Manager, a Director of Development focussing on fundraising and relations with the Normandy Veteran community and an Operations Manager (France) focussing on relations with the French authorities, the town of Ver-sur-Mer and the operation of the Memorial and the Winston Churchill Centre.

The trustees are responsible solely for the consideration and authorisation of the funds held by the Trust. All trustees give their time freely. Expenses reimbursed to them are disclosed in Note 9 to the accounts.

In the event of the dissolution of the Trust, the liability of each member is limited to £10.

#### **Future plans**

As stated above, the Trust's first priority is to ensure that there is funding for the long-term maintenance of the Memorial.

The Trust is also actively engaged in the management of The Winston Churchill Centre as a facility for visitors and gradually to extend the range of its educational activities. There are also early plans to site a statue of Winston Churchill in proximity to the Memorial and to add further names to the Memorial as an "Addenda". These objectives will constitute a third and final phase of the Memorial's construction.

#### **Risk statement**

The trustees are aware of their responsibility to ensure that the major risks to which the Trust is exposed are identified and to establish systems to mitigate those risks. They believe that there are in place adequate controls and systems to mitigate any external and internal risks that the Trust must face.

#### **Trustees' insurance and indemnities**

The Trust has entered into qualifying third party indemnity arrangements for the benefit of all trustees in a form and scope which comply with the requirements of the Companies Act 2006 and which were in force throughout the year.

#### **Fundraising statement**

The Trust is registered with the Fundraising Regulator and is compliant with the Code of Fundraising Practice and the Fundraising Promise. There have been no instances of non-compliance with the Fundraising Regulator to date.

The Trust engages the services of V Fundraising Limited for its fundraising activities. There is regular and ongoing contact with V Fundraising Limited on all fundraising action.

The Trust's fundraising activities includes public appeals through media outlets, such as national newspapers and the Trust's own website, together with an active programme to recruit "Guardians of the Memorial", a small online shop, as well as focusing on relationships with institutions and a small number of individuals.

No complaints were received in relation to the Trust's fundraising activities.

## THE NORMANDY MEMORIAL TRUST LIMITED

### TRUSTEES' REPORT FOR THE YEAR ENDED 30 JUNE 2025

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#### Statement of trustees' responsibilities

The trustees, who are also the directors of The Normandy Memorial Trust Limited for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 Group and the Trust and of the incoming resources and application of resources, including the income and expenditure, of the Group and the Trust for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and the Trust will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Group and the Trust and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Group and the Trust and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

#### Disclosure of information to auditor

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemptions.

The trustees' report was approved by the Board of Trustees.

**Mr Nicholas Witchell**

Trustee

Dated:

26 March 2026

## THE NORMANDY MEMORIAL TRUST LIMITED

### INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE NORMANDY MEMORIAL TRUST LIMITED

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#### Opinion

We have audited the accounts of The Normandy Memorial Trust (the 'Trust') and its subsidiary (the 'Group') for the year ended 30 June 2025, which comprise the Consolidated Statement of Financial Activities, the Group and Trust Statements of Financial Position, Consolidated statement of Cash Flows, and notes to the accounts, 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 FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the accounts:

- give a true and fair view of the state of the Group's and the Trust's affairs as at 30 June 2025 and of its 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 accounts section of our report. We are independent of the Group and the Trust in accordance with the ethical requirements that are relevant to our audit of the accounts 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 accounts, we have concluded that the trustees' 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's or the Trust'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 included in the annual report, other than the financial statements and our auditor's report thereon. The trustees 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 accounts 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 accounts 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.

## THE NORMANDY MEMORIAL TRUST LIMITED

### INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF THE NORMANDY MEMORIAL TRUST LIMITED

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#### **Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the accounts are prepared is consistent with the accounts; and
- the directors' report included within the trustees' report 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 Trust and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which 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 accounts 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; or
- the trustees were not entitled to take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

#### **Responsibilities of Trustees**

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the Trust for the purpose of company law, are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error.

In preparing the accounts, the trustees are responsible for assessing the Group and the Trust'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 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 accounts 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 accounts.

#### **The 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, to detect irregularities, including fraud. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and management.

**THE NORMANDY MEMORIAL TRUST LIMITED**

**INDEPENDENT AUDITOR'S REPORT (CONTINUED)  
TO THE TRUSTEES OF THE NORMANDY MEMORIAL TRUST LIMITED**

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Our approach was as follows:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the Group and the Trust and determined that the most significant are those that relate to the reporting framework (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 (FRS102)), the Trust's Memorandum and Articles of Association, the Companies Act 2006, the Charities Act 2011, and the relevant direct and indirect tax compliance regulation in the United Kingdom.
- We understood how the Group and the Trust is complying with those frameworks by making enquiries of management and seeking representations from those charged with governance. We corroborated our understanding by reviewing supporting documentation including board meeting minutes and correspondence with regulatory bodies.
- We assessed the susceptibility of the Group and the Trust's financial statements to material misstatement, including how fraud might occur by considering the risk of management override of internal control and by designating income recognition as a fraud risk. We tested specific transactions reconciling to source documentation, ensuring appropriate authorisation of the transactions, and that the income was applied in accordance with the Trust's Memorandum and Articles of Association and the restricted terms of grants and donations, where applicable.
- Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved enquiries of management and those charged with governance, review of legal and professional expenses and review of board meeting minutes.
- The Trust is a regulated entity under the supervision of the Charities Commission. As such, the Senior Statutory Auditor considered the experience and expertise of the engagement team to ensure that the team had the appropriate competence and capabilities.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the Group and the Trust'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 Trust's members those matters we are required to state to them in an auditors' 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 Trust and the Trust's members as a body, for our audit work, for this report, or for the opinions we have formed.

**David Marks FCA (Senior Statutory Auditor)**  
for and on behalf of TC Group

**Statutory Auditor**

*26 March 2026*  
.....

5th Floor  
3 Dorset Rise  
London  
EC4Y 8EN

**THE NORMANDY MEMORIAL TRUST LIMITED**

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES  
INCLUDING INCOME AND EXPENDITURE ACCOUNT**

**FOR THE YEAR ENDED 30 JUNE 2025**

|  |              | <b>Unrestricted<br/>funds</b> | <b>Restricted<br/>funds</b> | <b>Total<br/>2025</b> | <b>Total<br/>2024</b> |
|--|--------------|-------------------------------|-----------------------------|-----------------------|-----------------------|
|  | <b>Notes</b> | <b>£</b>                      | <b>£</b>                    | <b>£</b>              | <b>£</b>              |
| <b>Income from:</b>                      |              |                               |                             |                       |                       |
| Donations and grants                     | <b>2</b>     | 471,875                       | 264,722                     | 736,597               | 1,969,508             |
| Charitable activities & Trading          | <b>3</b>     | 577,323                       | -                           | 577,323               | 763,618               |
| Investments                              | <b>4</b>     | 31,943                        | -                           | 31,943                | 61,347                |
| <b>Total income</b>                      |              | <b>1,081,141</b>              | <b>264,722</b>              | <b>1,345,863</b>      | <b>2,794,473</b>      |
| <b>Expenditure on:</b>                   |              |                               |                             |                       |                       |
| Raising funds                            | <b>5</b>     | 229,343                       | 75,000                      | 304,343               | 42,734                |
| Charitable activities                    | <b>6</b>     | 892,462                       | 68,883                      | 961,345               | 912,964               |
| <b>Total expenditure</b>                 |              | <b>1,121,805</b>              | <b>143,883</b>              | <b>1,265,688</b>      | <b>955,698</b>        |
| <b>Net gains/(losses) on investments</b> | <b>8</b>     | 11,975                        | -                           | 11,975                | 107,294               |
| <b>Net movement in funds</b>             |              | <b>(28,689)</b>               | <b>120,839</b>              | <b>92,150</b>         | <b>1,946,069</b>      |
| <b>Reconciliation of funds:</b>          |              |                               |                             |                       |                       |
| Total funds brought forward              |              | 30,903,776                    | -                           | 30,903,776            | 28,957,707            |
| <b>Total funds carried forward</b>       |              | <b>30,875,087</b>             | <b>120,839</b>              | <b>30,995,926</b>     | <b>30,903,776</b>     |

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

THE NORMANDY MEMORIAL TRUST LIMITED

STATEMENT OF FINANCIAL POSITION  
AS AT 30 JUNE 2025

|   |       | Group<br>2025     | Group<br>2024     | Trust<br>2025     | Trust<br>2024     |
|---|-------|-------------------|-------------------|-------------------|-------------------|
|   | Notes | £                 | £                 | £                 | £                 |
| <b>Fixed assets</b>                                   |       |                   |                   |                   |                   |
| Intangible Assets                                     | 12    | 13,557            | 60,291            | 13,557            | 60,291            |
| Asset under development                               | 12    | 32,905            | -                 | 32,905            | -                 |
| Tangible assets                                       | 13    | 2,519,206         | 2,589,885         | 2,429,566         | 2,589,885         |
| Heritage Assets                                       | 14    | 26,654,245        | 26,654,245        | 26,654,245        | 26,654,245        |
| Investments   | 15    | 943,551           | 1,002,336         | 946,132           | 1,004,917         |
|   |       | <u>30,163,464</u> | <u>30,306,757</u> | <u>30,076,405</u> | <u>30,309,338</u> |
| <b>Current assets</b>                                 |       |                   |                   |                   |                   |
| Debtors   | 17    | 33,333            | 67,000            | 33,333            | 67,000            |
| Other receivables                                     | 17    | 273,374           | 683,213           | 364,415           | 683,213           |
| Cash and cash equivalents                             |       | 691,515           | 537,380           | 652,634           | 534,799           |
|   |       | <u>998,222</u>    | <u>1,287,593</u>  | <u>1,050,382</u>  | <u>1,285,012</u>  |
| <b>Creditors: amounts falling due within one year</b> | 18    | <u>(165,760)</u>  | <u>(690,574)</u>  | <u>(87,547)</u>   | <u>(690,574)</u>  |
| Net current assets                                    |       | <u>832,462</u>    | <u>597,019</u>    | <u>962,835</u>    | <u>594,438</u>    |
| <b>Total assets less current liabilities</b>          |       | <u>30,995,926</u> | <u>30,903,776</u> | <u>31,039,240</u> | <u>30,903,776</u> |
| <b>Income funds</b>                                   |       |                   |                   |                   |                   |
| Restricted funds                                      | 20    | 120,839           | -                 | 120,839           | -                 |
| Unrestricted funds                                    | 21    | 30,875,087        | 30,903,776        | 30,918,401        | 30,903,776        |
|   |       | <u>30,995,926</u> | <u>30,903,776</u> | <u>31,039,240</u> | <u>30,903,776</u> |
| <b>Net assets</b>                                     |       | <u>30,995,926</u> | <u>30,903,776</u> | <u>31,039,240</u> | <u>30,903,776</u> |

As permitted by s408 Companies Act 2006, the Trust has not presented its own statement of financial activities and related notes. The Trust's net movement in funds for the year was £103,027 (2024: £1,946,069).

The financial statements were approved by the Trustees on 26 March 2026

Mr Nicholas Witchell  
Trustee  
Company Registration No. 10210480



THE NORMANDY MEMORIAL TRUST LIMITED

CONSOLIDATED CASH FLOW STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2025

|  | Notes | 2025<br>£ | £         | 2024<br>£   | £           |
|--|-------|-----------|-----------|-------------|-------------|
| <b>Cash flows from operating activities</b>      |       |           |           |             |             |
| Cash generated from operations                   | 25    |           | 716,750   |             | 1,116,108   |
| <b>Investing activities</b>                      |       |           |           |             |             |
| Purchase of intangible assets                    |       | (32,905)  |           | -           |             |
| Purchase of tangible assets                      |       | (975,251) |           | (1,988,698) |             |
| Purchase of heritage assets                      |       | -         |           | (6,275)     |             |
| Purchase of investments                          |       | (350,000) |           | -           |             |
| Proceeds from disposal of investments            |       | 417,179   |           | 865,976     |             |
| Investment income received                       |       | 31,943    |           | 61,347      |             |
| <b>Net cash used in investing activities</b>     |       |           | (562,615) |             | (1,070,231) |
| <b>Net cash used in financing activities</b>     |       |           | -         |             | -           |
| <b>Net increase in cash and cash equivalents</b> |       |           | 154,135   |             | 48,458      |
| Cash and cash equivalents brought forward        |       |           | 537,380   |             | 488,922     |
| <b>Cash and cash equivalents carried forward</b> |       |           | 691,515   |             | 537,380     |

## THE NORMANDY MEMORIAL TRUST LIMITED

### NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025

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#### 1. Accounting policies

##### Charity information

The Normandy Memorial Trust Limited is a private company limited by guarantee incorporated in England and Wales. The Normandy Memorial Trust Limited is also a registered charity in accordance with the Charities Act 2011, with charity registration number 1168973. The registered office is 56 Warwick Square, London, SW1V 2AJ. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity. The nature of the Trust's operations and principal activities are set out in the trustees report.

The Group consists of The Normandy Memorial Trust Limited and its wholly owned subsidiary SAS NMT Trading France. The subsidiary is registered in France and is based at the site of the British Normandy Memorial at 13 Av. Paul Poret, 14114 Ver-sur-Mer, France.

##### 1.1 Accounting convention

The accounts have been prepared in accordance with the Trust's Articles of Association, the Companies Act 2006 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) (effective 1 January 2019)".

The Trust is a Public Benefit Entity as defined by FRS 102. The accounts are prepared in sterling, which is the functional currency of the Group. Monetary amounts in these accounts are rounded to the nearest £.

The accounts have been prepared under the historical cost convention save for investments held at market value. The principal accounting policies adopted are set out below.

##### 1.2 Basis of consolidation

These financial statements consolidate the results of the Trust and its wholly owned subsidiary, SAS NMT Trading France, on a line-by-line basis. Transactions and balances between the Trust and its subsidiary have been eliminated from the consolidated financial statements.

SAS NMT Trading France has an accounting reference date of 31 December. For consolidation purposes, the subsidiary's financial statements are prepared to the same accounting reference date as the Trust. Where necessary, adjustments are made to the financial statements of the subsidiary to bring the accounting policies used into line with those used by the Trust.

Subsidiaries are consolidated in the Group's financial statements from the date that control commences until the date that control ceases.

SAS NMT Trading France was dormant in the prior year. Accordingly, these financial statements represent the first year in which the Trust has prepared consolidated financial statements. Accordingly, the comparative figures relate solely to the Trust.

##### 1.3 Going concern

At the time of approving the accounts, the trustees have a reasonable expectation that the Trust and the Group have adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the accounts.

##### 1.4 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes. Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in note 20 to the accounts.

##### 1.5 Income recognition

Income is recognised when the Group is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

THE NORMANDY MEMORIAL TRUST LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

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**1. Accounting policies (continued)**

**1.5 Income recognition (continued)**

Cash donations are recognised on receipt. Other donations are recognised once the Group has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Grants are credited to the Statement of Financial Activities when they are receivable. Grants that are awarded for specific purposes are treated as restricted incoming resources. Grants where entitlement is not conditional on the delivery of a specific performance by the Group are recognised when the Group becomes unconditionally entitled to the grant

Donated services are recognised at their estimated open market value, with an equivalent amount recognised under resources expended.

Income from trading activities is recognised at the point of sale.

Income from parking charges is recognised at the point of sale.

Investment income is recognised net of withholding tax, when the Group is legally entitled to it.

**1.6 Resources expended**

Resources expended are included in the Statement of Financial Activities on an accruals basis.

Expenditure on charitable activities comprises expenses incurred in pursuance of the Group's principal activities.

Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

Governance costs, which are included in expenditure on charitable activities, are those incurred in the governance of the Group and its assets, and are primarily associated with constitutional and statutory requirements.

**1.7 Intangible fixed assets other than goodwill**

Intangible fixed assets, being intellectual property owned by the Group, are capitalised at cost and amortised over the estimated useful life of the asset.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

|                      |                                  |
|----------------------|----------------------------------|
| Website and software | 5 years on a straight line basis |
|----------------------|----------------------------------|

**1.8 Tangible fixed assets**

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

|                     |                             |
|---------------------|-----------------------------|
| Land                | Not depreciated             |
| Buildings           | 2% on a straight line basis |
| Plant and equipment | 20% reducing balance basis  |

**1.9 Heritage assets**

A heritage asset is defined as a "tangible asset with historical, artistic, scientific, technological, geophysical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture".

THE NORMANDY MEMORIAL TRUST LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

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1. Accounting policies (continued)

1.9 Heritage assets

The British Normandy Memorial falls within the definition of a heritage asset and is considered to be inalienable.

The British Normandy Memorial is capitalised at cost. It is not depreciated as it is deemed to have an indefinite life, but is subject to impairment reviews, where damage or deterioration is reported.

1.10 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in the Statement of Financial Activities for the year. Transaction costs are expensed as incurred.

A subsidiary is an entity controlled by the Trust. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

1.11 Impairment of fixed assets

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

1.12 Cash and cash equivalents

Cash and cash equivalents are basic financial assets and include deposits held at call with banks.

1.13 Financial instruments

The Group has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Group's Statement of Financial Position when the Group becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the accounts, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

**Basic financial assets**

Basic financial assets, which include other receivables and cash and bank balances, are measured at transaction price including transaction costs.

**Basic financial liabilities**

Basic financial liabilities, including payables are initially recognised at transaction price. Financial liabilities classified as payable within one year are not amortised.

Payables are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

**Derecognition of financial liabilities**

Financial liabilities are derecognised when the Group's contractual obligations expire or are discharged or cancelled

1.14 Taxation

The Trust's charitable activities are exempt from corporation tax therefore no tax liability arises on the Trust's activities. SAS NMT Trading France is a trading entity and tax is levied in accordance with French law.

**THE NORMANDY MEMORIAL TRUST LIMITED**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)**

**1. Accounting policies (continued)**

**1.15 Foreign exchange**

Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing at the dates of the transactions. At each reporting end date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the reporting end date. Gains and losses arising on translation are included in the Statement of Financial Activities for the period.

**2. Donations**

|                                 | Unrestricted<br>funds | Restricted<br>funds | Total          | Total            |
|---------------------------------|-----------------------|---------------------|----------------|------------------|
|                                 | 2025                  | 2025                | 2025           | 2024             |
|                                 | £                     | £                   | £              | £                |
| Donations and gifts             | 307,058               | 114,722             | 421,780        | 909,679          |
| European Union FEDER            | -                     | -                   | -              | 298,517          |
| Departement du Calvedos         | -                     | -                   | -              | 253,966          |
| Ministry of Defence             | -                     | -                   | -              | 250,000          |
| Region Normandie                | -                     | -                   | -              | 169,311          |
| Seulles Terre et Mer            | -                     | -                   | -              | 42,739           |
| Donated services                | 164,817               | -                   | 164,817        | 45,296           |
| Post Office Remembrance Fund    | -                     | 150,000             | 150,000        | -                |
|                                 | <u>471,875</u>        | <u>264,722</u>      | <u>736,597</u> | <u>1,969,508</u> |
| For the year ended 30 June 2024 | <u>386,362</u>        | <u>1,583,146</u>    |                | <u>1,969,508</u> |

**Donated services**

Donated services comprise maintenance costs borne by the Ministry of Defence.

**3. Charitable activities**

|                         | 2025           | 2024           |
|-------------------------|----------------|----------------|
|                         | £              | £              |
| Trading income          | 386,913        | 39,273         |
| Sponsorship income      | 5,180          | 600,000        |
| Parking income          | 185,230        | 124,345        |
|                         | <u>577,323</u> | <u>763,618</u> |
| <b>Analysis by fund</b> |                |                |
| Unrestricted funds      | 577,323        | 163,618        |
| Restricted funds        | -              | 600,000        |
|                         | <u>577,323</u> | <u>763,618</u> |

THE NORMANDY MEMORIAL TRUST LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

4. Investments

|                                | 2025          | 2024          |
|--------------------------------|---------------|---------------|
|                                | £             | £             |
| Income from listed investments | 27,426        | 50,774        |
| Interest receivable            | 4,517         | 10,573        |
|                                | <u>31,943</u> | <u>61,347</u> |

5. Raising funds

|                            | 2025           | 2024          |
|----------------------------|----------------|---------------|
|                            | £              | £             |
| Trading costs              | 286,498        | 27,544        |
| Investment management fees | 2,180          | 4,097         |
| Parking commission         | 15,665         | 11,093        |
|                            | <u>304,343</u> | <u>42,734</u> |
| <b>Analysis by fund</b>    |                |               |
| Unrestricted funds         | 229,343        | 42,734        |
| Restricted funds           | 75,000         | -             |
|                            | <u>304,343</u> | <u>42,734</u> |

6. Expenditure on charitable activities

|  | 2025           | 2024           |
|--|----------------|----------------|
|  | £              | £              |
| <b>Direct costs</b>                      |                |                |
| Amortisation of intangible fixed assets  | 46,734         | 46,734         |
| Depreciation of fixed assets             | 90,408         | 95,818         |
| Fundraising                              | 78,743         | 103,250        |
| Event management costs                   | 981            | 33,876         |
| Media coverage including website and app | 82,139         | 84,498         |
| Insurance fees                           | 62,253         | 40,637         |
| Security fees                            | 3,850          | 13,669         |
| French property taxes                    | 3,686          | 299            |
| Foreign exchange (gains)/losses          | (13,898)       | (13,631)       |
| Consulting fees                          | 138,979        | 177,380        |
| Utilities fees                           | 24,562         | 16,312         |
| Legal and professional fees              | 36,477         | 38,990         |
| Travel and subsistence fees              | 12,846         | 35,637         |
| Memorial maintenance                     | 240,605        | 203,432        |
| Wages and salaries                       | 85,619         | -              |
| WCC and education projects               | 68,883         | -              |
|  | <u>894,000</u> | <u>876,901</u> |
| Governance costs (see note 7)            | 67,345         | 36,063         |
|  | <u>961,345</u> | <u>912,964</u> |
| <b>Analysis by fund</b>                  |                |                |
| Unrestricted funds                       | 892,462        | 897,964        |
| Restricted funds                         | 68,883         | 15,000         |
|  | <u>961,345</u> | <u>912,964</u> |

THE NORMANDY MEMORIAL TRUST LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

7. Governance costs

|                 | 2025<br>£     | 2024<br>£     |
|-----------------|---------------|---------------|
| Audit fees      | 8,000         | 7,000         |
| Accountancy     | 39,570        | 16,220        |
| Bank Charges    | 9,401         | 8,136         |
| Sundry expenses | 10,374        | 4,707         |
|                 | <u>67,345</u> | <u>36,063</u> |

8. Net gains on investments

|                                    | 2025<br>£     | 2024<br>£      |
|------------------------------------|---------------|----------------|
| Revaluation of investments         | 15,512        | 72,403         |
| (Loss)/gain on sale of investments | (3,537)       | 34,891         |
|                                    | <u>11,975</u> | <u>107,294</u> |

9. Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the Group during the year.

Expenses for travel, meeting costs and printing, postage and stationery for the Group as a whole of £26,325 (2024: £33,121) was reimbursed to 1 trustee (2024: 2 trustees).

10. Auditor's Remuneration

Fees payable to the Group's auditor and associates

|                                      | 2025<br>£     | 2024<br>£     |
|--------------------------------------|---------------|---------------|
| Audit of the Group's annual accounts | <u>12,000</u> | <u>7,000</u>  |
| <b>Non-audit services</b>            |               |               |
| All other non-audit services         | <u>18,120</u> | <u>16,220</u> |

11. Employees

| Employment costs  | 2025<br>£     | 2024<br>£ |
|-------------------|---------------|-----------|
| Wages             | 63,862        | -         |
| Other staff costs | <u>21,757</u> | <u>-</u>  |
|                   | <u>85,619</u> | <u>-</u>  |

Number of employees

The average monthly number of employees during the period was 5 (2024: 0).

There were no employees with annual remuneration of greater than £60,000.



THE NORMANDY MEMORIAL TRUST LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

12. Intangible fixed assets

| Group and Trust          | Website and software<br>£ | Asset under development<br>£ | Total<br>£     |
|--------------------------|---------------------------|------------------------------|----------------|
| <b>Cost or valuation</b> |                           |                              |                |
| At July 2024             | 233,670                   | -                            | 233,670        |
| Additions                | -                         | 32,905                       | 32,905         |
| <b>At 30 June 2025</b>   | <b>233,670</b>            | <b>32,905</b>                | <b>266,575</b> |
| <b>Amortisation</b>      |                           |                              |                |
| At 1 July 2024           | 173,379                   | -                            | 173,379        |
| Charge for the period    | 46,734                    | -                            | 46,734         |
| <b>At 30 June 2025</b>   | <b>220,113</b>            | <b>-</b>                     | <b>220,113</b> |
| <b>Net book value</b>    |                           |                              |                |
| <b>At 30 June 2025</b>   | <b>13,557</b>             | <b>32,905</b>                | <b>46,462</b>  |
| At 30 June 2024          | 60,291                    | -                            | 60,291         |

Intangible assets represent expenditure incurred in developing the visitor experience and education "app" for visitors to the British Normandy Memorial. The asset under development represents the expenditure incurred in developing the virtual reality experience for visitors to the British Normandy Memorial experience for educational purposes.

13. Tangible fixed assets

| Group                    | Land and buildings<br>£ | Plant and machinery<br>£ | Total<br>£       |
|--------------------------|-------------------------|--------------------------|------------------|
| <b>Cost or valuation</b> |                         |                          |                  |
| At 1 July 2024           | 2,451,793               | 281,126                  | 2,732,919        |
| Additions                | -                       | 19,729                   | 19,729           |
| <b>At 30 June 2025</b>   | <b>2,451,793</b>        | <b>300,855</b>           | <b>2,752,648</b> |
| <b>Depreciation</b>      |                         |                          |                  |
| At 1 July 2024           | 49,036                  | 93,998                   | 143,034          |
| Charge for the period    | 49,036                  | 41,372                   | 90,408           |
| <b>At 30 June 2025</b>   | <b>98,072</b>           | <b>135,370</b>           | <b>233,442</b>   |
| <b>Net book value</b>    |                         |                          |                  |
| <b>At 30 June 2025</b>   | <b>2,353,721</b>        | <b>165,485</b>           | <b>2,519,206</b> |
| At 30 June 2024          | 2,402,757               | 187,128                  | 2,589,885        |

THE NORMANDY MEMORIAL TRUST LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

13. Tangible fixed assets (continued)

| Trust                    | Land and<br>buildings | Plant and<br>machinery | Total            |
|--------------------------|-----------------------|------------------------|------------------|
|                          | £                     | £                      | £                |
| <b>Cost or valuation</b> |                       |                        |                  |
| At 1 July 2024           | 2,451,793             | 281,126                | 2,732,919        |
| Additions                | -                     | -                      | -                |
| Transfer to subsidiary   | (18,695)              | (81,015)               | (99,710)         |
| <b>At 30 June 2025</b>   | <b>2,433,098</b>      | <b>200,111</b>         | <b>2,633,209</b> |
| <b>Depreciation</b>      |                       |                        |                  |
| At 1 July 2024           | 49,036                | 93,998                 | 143,034          |
| Charge for the period    | 48,662                | 23,448                 | 72,110           |
| Eliminate on disposal    | (374)                 | (11,126)               | (11,500)         |
| <b>At 30 June 2025</b>   | <b>97,324</b>         | <b>106,320</b>         | <b>203,644</b>   |
| <b>Net book value</b>    |                       |                        |                  |
| <b>At 30 June 2025</b>   | <b>2,335,774</b>      | <b>93,791</b>          | <b>2,429,565</b> |
| At 30 June 2024          | 2,402,757             | 187,128                | 2,589,885        |

Tangible fixed assets include land and buildings costing £2,354,190 and plant and equipment costing £91,174 relating to the construction of The Winston Churchill Centre.

14. Heritage Assets

£

**At 1 July 2024 and 30 June 2025** 26,654,245

The British Normandy Memorial is a permanent public memorial in Normandy, France to those members of the British Armed Forces, including members of other services and those from other Nations who fought directly alongside them, who gave their lives in the landings on "D-Day", 6th June 1944, and in associated and subsequent fighting which is collectively known as the "Normandy Campaign".

The British Normandy Memorial records the names of the 22,442 servicemen and women under British command who fell on D-Day and during the Battle of Normandy in the summer of 1944. This includes people from more than 30 countries. Inscribed in stone, their names have never been brought together before.

The site also includes a French Memorial, dedicated to the memory of French civilians who died during this time.

The British Normandy Memorial is preserved and maintained, under a commercial arrangement, by the Commonwealth War Graves Commission who have two of their staff permanently based at the site to carry out day to day maintenance tasks.

THE NORMANDY MEMORIAL TRUST LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

15. Investments

|                          |    | Group          |                  | Trust          |                  |
|--------------------------|----|----------------|------------------|----------------|------------------|
|                          |    | 2025           | 2024             | 2025           | 2024             |
|                          |    | £              | £                | £              | £                |
| Investment in subsidiary | 16 | -              | -                | 2,581          | 2,581            |
| Listed investments       |    | 539,004        | 997,460          | 539,004        | 997,460          |
| Cash deposits            |    | 404,547        | 4,876            | 404,547        | 4,876            |
|                          |    | <u>943,551</u> | <u>1,002,336</u> | <u>946,132</u> | <u>1,004,917</u> |

Movement in non-current investments

|                          | Group            | Trust            |
|--------------------------|------------------|------------------|
|                          | £                |                  |
| <b>Cost or valuation</b> |                  |                  |
| At 1 July 2024           | 1,002,336        | 1,004,917        |
| Additions                | 446,453          | 446,453          |
| Valuation changes        | 15,512           | 15,512           |
| Disposals                | <u>(520,750)</u> | <u>(520,750)</u> |
| At 30 June 2025          | <u>943,551</u>   | <u>946,132</u>   |

**Fixed asset investments revalued**

Listed investments are held at their fair value on the open market at 30 June 2025. The historic cost of listed investments at 30 June 2025 is £563,627.

16. Subsidiary

Details of the Trust's subsidiary at 30 June 2025 is as follows:

| Name of undertaking    | Registered Office | Nature of business      | Class of shares held | % Held Direct |
|------------------------|-------------------|-------------------------|----------------------|---------------|
| SAS NMT Trading France | France            | Café and shop operation | Ordinary shares      | 100.00        |

THE NORMANDY MEMORIAL TRUST LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

17. Debtors

Amounts falling due within one year:

|                                | Group          |                | Trust          |                |
|--------------------------------|----------------|----------------|----------------|----------------|
|                                | 2025           | 2024           | 2025           | 2024           |
|                                | £              | £              | £              | £              |
| Grants receivable              | 211,960        | 599,360        | 211,960        | 599,360        |
| Other debtors                  | 33,667         | 59,691         | 33,667         | 59,691         |
| Prepayments and accrued income | 27,747         | 24,162         | 27,747         | 24,162         |
| Amounts due from subsidiary    | -              | -              | 91,041         | -              |
|                                | <u>273,374</u> | <u>683,213</u> | <u>364,415</u> | <u>683,213</u> |

Amounts falling due after more than one year:

|                      | Group          |                | Trust          |                |
|----------------------|----------------|----------------|----------------|----------------|
|                      | 2025           | 2024           | 2025           | 2024           |
|                      | £              | £              | £              | £              |
| Other debtors        | <u>33,333</u>  | <u>67,000</u>  | <u>33,333</u>  | <u>67,000</u>  |
| <b>Total Debtors</b> | <u>306,707</u> | <u>750,213</u> | <u>397,748</u> | <u>750,213</u> |

18. Creditors: amounts falling due within one year

|          | Group          |                | Trust         |                |
|----------|----------------|----------------|---------------|----------------|
|          | 2025           | 2024           | 2025          | 2024           |
|          | £              | £              | £             | £              |
| Payables | 46,241         | 40,965         | 26,571        | 40,965         |
| Accruals | 119,519        | 649,609        | 60,976        | 649,609        |
|          | <u>165,760</u> | <u>690,574</u> | <u>87,547</u> | <u>690,574</u> |

19. Analysis of net assets between funds

| Group   | Unrestricted funds | Restricted funds | Total             |
|---|--------------------|------------------|-------------------|
|   | £                  | £                | £                 |
| Fund balances at 30 June 2025 are represented by: |                    |                  |                   |
| Intangible fixed assets                           | 13,557             | -                | 13,557            |
| Asset under development                           | 32,905             | -                | 32,905            |
| Tangible assets                                   | 2,519,206          | -                | 2,519,206         |
| Heritage assets                                   | 26,654,245         | -                | 26,654,245        |
| Investments                                       | 943,551            | -                | 943,551           |
| Net current assets                                | 711,623            | 120,839          | 832,462           |
|   | <u>30,875,087</u>  | <u>120,839</u>   | <u>30,995,926</u> |

THE NORMANDY MEMORIAL TRUST LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

19. Analysis of net assets between funds (continued)

| Trust   | Unrestricted funds<br>£ | Restricted funds<br>£ | Total<br>£ |
|---|-------------------------|-----------------------|------------|
| Fund balances at 30 June 2025 are represented by: |                         |                       |            |
| Intangible fixed assets                           | 13,557                  | -                     | 13,557     |
| Asset under development                           | 32,905                  | -                     | 32,905     |
| Tangible assets                                   | 2,429,566               | -                     | 2,429,566  |
| Heritage assets                                   | 26,654,245              | -                     | 26,654,245 |
| Investments                                       | 946,132                 | -                     | 946,132    |
| Net current assets                                | 841,996                 | 120,839               | 962,835    |
|   | <hr/>                   | <hr/>                 | <hr/>      |
|   | 30,918,401              | 120,839               | 31,039,240 |
|   | <hr/>                   | <hr/>                 | <hr/>      |

20. Restricted funds

Group and Trust

The income funds of the charity include restricted funds which are held on trust for specific purposes, as follows:

|   | At 1 July<br>2024 | Incoming<br>resources | Resources<br>expended | Transfers | At 30 June<br>2025 |
|---|-------------------|-----------------------|-----------------------|-----------|--------------------|
| (a) Post Office Remembrance Fund                    | -                 | 150,000               | (43,883)              | -         | 106,117            |
| (b) The Sandy and Zorica Glen Charitable Settlement | -                 | 25,000                | (25,000)              | -         | -                  |
| (c) Airbus Operations Limited                       | -                 | 14,722                | -                     | -         | 14,722             |
| (d) Teledyne LLC                                    | -                 | 25,000                | (25,000)              | -         | -                  |
| (e) BAE Systems Limited                             | -                 | 25,000                | (25,000)              | -         | -                  |
| (f) KPMG  | -                 | 25,000                | (25,000)              | -         | -                  |
|   | <hr/>             | <hr/>                 | <hr/>                 | <hr/>     | <hr/>              |
|   | -                 | 264,722               | (143,883)             | -         | 120,839            |
|   | <hr/>             | <hr/>                 | <hr/>                 | <hr/>     | <hr/>              |

The following donations were received as a contribution towards the ongoing learning and education project at the Winston Churchill Centre:-

- (a) Post office Remembrance Fund - £150,000 received in two tranches, the first of £62,000 on 1 February 2025 and the second of £88,000 on 1 April 2025.
- (b) The Sandy and Zorica Glen Foundation Charitable Settlement - £25,000 on 1 August 2024.
- (c) Airbus Operations Limited - £14,722 on 1 June 2025.

**THE NORMANDY MEMORIAL TRUST LIMITED**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)**

**20. Restricted funds (continued)**

The following donations were received as contributions towards the cost of bringing the Standing with Giants installation to the Memorial during the year:-

(d) Teledyne LLC - £25,000 on 1 October 2024.

(e) BAE Systems Limited - £25,000 on 1 February 2025.

(f) KPMG - £25,000 on 1 March 2025.

**21. Unrestricted funds**

|  | <b>Group</b>      | <b>Trust</b>      |
|--|-------------------|-------------------|
|  | <b>£</b>          | <b>£</b>          |
| Unrestricted funds brought forward at 1 July 2024  | 30,903,776        | 30,903,776        |
| Net (deficit)/income                               | (28,689)          | 14,625            |
| Unrestricted funds carried forward at 30 June 2025 | <u>30,875,087</u> | <u>30,918,401</u> |

The movement in the Group's unrestricted funds is shown in the consolidated Statement of Financial Activities on page 11.

**22. Related Party Transactions**

The Trust did not receive donations from trustees during the year under review.

During the year under review, the Trust transferred assets totalling £99,710 to its subsidiary.

During the year under review, the Trust charged rent to its subsidiary totalling £27,351.

At 30 June 2025, the subsidiary owed the Trust £91,041. Amounts due are interest free and repayable on demand.

**23. Analysis of changes in net debt**

The trust had no debt during the year under review.

THE NORMANDY MEMORIAL TRUST LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

24. Cash generated from operations

|   | 2025<br>£      | 2024<br>£        |
|---|----------------|------------------|
| Surplus for the period  | 92,150         | 1,946,069        |
| Adjustments for:  |                |                  |
| Investment income recognised in statement of financial activities | (31,943)       | (61,347)         |
| Loss/(gain) on disposal of investments                            | 3,537          | (34,891)         |
| Fair value gains and losses on investments                        | (15,512)       | (72,403)         |
| Amortisation of intangible fixed assets                           | 46,734         | 46,734           |
| Depreciation of tangible fixed assets                             | 90,408         | 95,818           |
| Movements in working capital:                                     |                |                  |
| Decrease/(increase) in receivables                                | 443,506        | (721,159)        |
| Increase/(Decrease) in payables                                   | 87,870         | (82,713)         |
| <b>Net generated/(absorbed) by operating activities</b>           | <b>716,750</b> | <b>1,116,108</b> |