

WORLD SAILING LIMITED
(Incorporated as a company limited by guarantee
and not having a share capital)

CONSOLIDATED REPORT AND FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2025

Company Number (IOM): 022300V

WORLD SAILING LIMITED
CONSOLIDATED REPORT AND FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2025

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WORLD SAILING LIMITED

DIRECTORS' REPORT

YEAR ENDED 31 DECEMBER 2025

The directors present their annual report and audited consolidated financial statements for the year ended 31 December 2025.

REVIEW OF THE BUSINESS

The company is the governing body, as recognised by the International Olympic Committee, of the sport of sailing in all its forms throughout the world. It is responsible for:

- promoting and developing the sport internationally,
- developing the Racing Rules of Sailing and regulations for all sailing competitions,
- training and development of judges, umpires and other administrators,
- managing sailing at the Olympic Games, and
- representing the sailors in all matters concerning the sport.

The company has implemented governance reforms, including a streamlined decision-making process, focused committees, a new Code of Ethics, and an enhanced disciplinary procedure, to enhance efficiency and transparency, as well as a new five-year strategy focused on commercial and events, growth, governance, and impact. On 13 January 2025, the company de-registered under the Companies Act 1931 to 2004 and has re-registered under the Companies Act 2006 with company number 022300V (previous registration number 079772C).

RESULTS FOR THE YEAR

The results for the year are set out on page 6.

DIRECTORS

The current and past directors of the company who served during the year are shown below:

Quanhai Li –President
Daniel Belcher
Duriye Özlem Akdurak (resigned 9 February 2025)
Tomasz Chamera
Beatriz González
David Hughes
Line Markert (resigned 17 March 2025)
Corinne Migraine (appointed 9 November 2025)
Josep Pla
Sophia Papamichalopolus (appointed 9 November 2025)
Cory Sertl

The company held Management Liability indemnity insurance for the directors during the year.

WORLD SAILING LIMITED

DIRECTORS' REPORT (continued)

YEAR ENDED 31 DECEMBER 2025

DIRECTORS' RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to;

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

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

So far as each of the directors is aware at the time the report is approved:

- there is no relevant audit information of which the company's auditors are unaware; and
- the directors 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

A resolution re-appointing HaysMac LLP will be proposed at the next AGM.

SMALL COMPANY EXEMPTIONS

In preparing this report the directors have taken advantage of small company exemptions.

BY ORDER OF THE BOARD



Quanhai Li

President

18 May 2026

Registered Office:
PO Box 95, 2a Lord Street,
Douglas, Isle of Man
IM99 1HP

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF

WORLD SAILING LIMITED

Opinion

We have audited the financial statements of World Sailing Limited for the year ended 31 December 2025 which comprise the Consolidated Income Statement, the Consolidated and Parent Statement of Financial Position, the Consolidated Cash Flow Statement 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 Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent company's affairs as at 31 December 2025 and of the group's and parent company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The directors are responsible for the other information. The other information comprises the information included in the Directors' 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.

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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report has been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF

WORLD SAILING LIMITED (Continued)

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 Directors' 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 by the parent company; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit, or
- the directors were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of directors for the financial statements

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

In preparing the financial statements, the directors are responsible for assessing the group's and the 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 directors either intend to liquidate the group's and the parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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:

Based on our understanding of the company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to compliance with employment law, VAT and other tax legislation, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the reporting requirements under FRS 102 and the Companies Act 2006.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the timing of the recognition of income. Audit procedures performed by the engagement team included:

- Inspecting minutes of directors' meetings;
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of noncompliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates. These related to depreciation and the timing of recognition of sanction and host fee income.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
WORLD SAILING LIMITED (Continued)**

Auditor's responsibilities for the audit of the financial statements (cont.)

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission, or misrepresentation.

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 auditor's report.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Companies Act 2006. Our audit work has been undertaken so that we might state to the 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 company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

HaysMac LLP

**HaysMac LLP
10 Queen Street Place
Chartered Accountants
Registered Auditors**

**London
EC4R 1AG**

26 May
..... 2026

WORLD SAILING LIMITED

CONSOLIDATED INCOME STATEMENT

YEAR ENDED 31 DECEMBER 2025

	Note	2025 £	2024 £
OPERATING TURNOVER			
Subscriptions		360,867	365,608
Donations		-	47
Income from events		336,581	13,506,348
Investment income		393,358	160,578
Sponsorship income		383,511	703,407
Other commercial income		559,276	596,013
Total Income		<u>2,033,593</u>	<u>15,332,001</u>
OPERATING COSTS			
Governance and meetings		44,915	127,700
Events		397,396	1,156,418
Other direct costs		961,870	1,095,828
		<u>1,404,181</u>	<u>2,379,946</u>
Employment costs		2,757,919	2,491,514
Other administrative costs		729,838	602,177
Exchange (gains)/losses		644,546	(303,983)
		<u>4,132,303</u>	<u>2,789,708</u>
FAIR VALUE ADJUSTMENTS	7	90,069	376,906
(DEFICIT)/SURPLUS FOR THE YEAR BEFORE TAXATION	2	<u>(3,412,822)</u>	<u>10,539,253</u>
TAXATION CHARGE	3	<u>(31,915)</u>	<u>(29,982)</u>
(DEFICIT)/SURPLUS FOR THE YEAR		<u>(3,444,736)</u>	<u>10,509,271</u>
Reserves brought forward		15,439,290	4,930,019
RESERVES CARRIED FORWARD		<u>£11,994,554</u>	<u>£15,439,290</u>
(Deficit)/Surplus for the year dealt with in the financial statements of:			
Parent company		(3,681,998)	10,071,653
Subsidiary companies		102,799	34,805
Quasi-subsiary		134,463	402,813
		<u>£(3,444,736)</u>	<u>£10,509,271</u>

Turnover and operating deficit are derived solely from continuing activities.

All recognised gains and losses are included in the income statement. There are no other recognised gains or losses or movements in the members' funds other than as stated in the income statement above. Accordingly, no separate statement of comprehensive income or statement of changes in equity is required.

WORLD SAILING LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AT 31 DECEMBER 2025

	Note	2025	2024
		£	£
FIXED ASSETS			
Tangible assets	5	62,294	69,798
Intangible assets	6	191,945	280,236
Investments	7	2,707,342	2,634,150
CURRENT ASSETS			
Debtors	8	1,086,688	2,263,285
Cash and Cash equivalents		9,650,666	11,535,856
		10,737,355	13,799,141
CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	9	(1,698,426)	(1,338,308)
NET CURRENT ASSETS		9,038,928	12,460,833
TOTAL ASSETS LESS CURRENT LIABILITIES		12,000,509	15,445,017
LONG-TERM LIABILITIES			
Deferred tax	10	(5,955)	(5,727)
TOTAL LONG-TERM LIABILITIES		(5,955)	(5,727)
NET ASSETS		£11,994,554	£15,439,290
MEMBERS' FUNDS			
Accumulated fund		£11,994,554	£15,439,290

The financial statements were approved and authorised for issue by the Board of Directors on 18 May 2026 and were signed below on its behalf by:



Quanhai Li
President

PARENT COMPANY STATEMENT OF FINANCIAL POSITION

AT 31 DECEMBER 2025

	Note	2025	2024
		£	£
FIXED ASSETS			
Tangible assets	5	-	-
Investments	7	2	2
CURRENT ASSETS			
Debtors	8	943,627	2,155,262
Cash and Cash equivalents		9,415,807	11,346,681
		<u>10,359,434</u>	<u>13,501,943</u>
CREDITORS: AMOUNTS FALLING DUE IN ONE YEAR	9	(2,349,711)	(1,810,221)
NET CURRENT ASSETS		<u>8,009,723</u>	<u>11,691,722</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>8,009,725</u>	<u>11,691,724</u>
NET ASSETS		<u><u>£8,009,725</u></u>	<u><u>£11,691,724</u></u>
MEMBERS' FUNDS			
Accumulated Surplus		<u><u>£8,009,725</u></u>	<u><u>£11,691,724</u></u>

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with the provisions of FRS 102 Section 1A - small entities.

The financial statements were approved and authorised for issue by the Board of Directors on 18 May 2026 and were signed below on its behalf by:



Quanhai Li

President

WORLD SAILING LIMITED
CONSOLIDATED CASH FLOW STATEMENT
YEAR ENDED 31 DECEMBER 2025

	2025 £	2024 £
Reconciliation of deficit to cash flow from operating activities		
(Deficit)/Surplus after taxation	(3,444,737)	10,509,271
Fair value adjustment	(90,069)	(376,906)
Foreign exchange movements	678,019	(314,273)
Investment income	(393,358)	(160,578)
Depreciation and Amortisation	111,039	111,622
Loss on disposal of tangible fixed assets	471	-
Tax provisions	31,915	29,982
Corporation tax paid	(28,774)	(14,207)
Decrease/(Increase) in debtors	1,176,596	(1,610,343)
Increase/(Decrease) in creditors	852,605	(274,455)
Net cash flow from operating activities	(1,106,293)	7,900,113
Cash flows from investing activities		
Investment income	393,358	160,578
Payments to acquire tangible fixed assets	(15,716)	(15,472)
Payments to acquire investments	(1,051,219)	(455,377)
Receipts from sales of investments	1,068,097	483,895
Change in cash and cash equivalents in the year	394,520	173,624
Cash flows from financing activities		
Repayments	(461,925)	(488,878)
Foreign currency effect on borrowing	(33,473)	10,290
Net change in cash and cash equivalents in the year	(1,207,171)	7,595,149
Cash and cash equivalents at the beginning of the year	11,535,856	3,626,434
Impact of exchange rates on foreign currency cash	(678,019)	314,273
Cash and cash equivalents at the end of the year	9,650,666	11,535,856

Reconciliation of net debt

	At 1st Jan 2025 £	Current / Cashflows £	Other non- cash Changes £	At 31st Dec 2025 £
Cash and cash equivalents	11,535,856	(1,207,171)	(678,019)	9,650,666
Borrowing				
Debt due within one year	(495,398)	461,925	33,473	-
Total Debt	(495,398)	461,925	33,473	-
Net Debt	11,040,458	(745,246)	(644,546)	9,650,666

WORLD SAILING LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2025

1. ACCOUNTING POLICIES

ACCOUNTING BASIS

The financial statements are prepared under the historical cost convention and in accordance with Section 1A of Financial Reporting Standard 102, the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland.

GENERAL INFORMATION

The Company is registered in the Isle of Man (Registration Number 022300V). Its registered office is PO Box 95, 2a Lord Street, Douglas, Isle of Man, IM99 1HP

GROUP ACCOUNTS

These financial statements consolidate the results of the company and its wholly owned subsidiaries, World Sailing (UK) Limited (Company number 3255744), and World Sailing Trust (Company number 11110685), on a line-by-line basis. They also consolidate the results of its quasi subsidiary, WS Investment Trust, based on control. The company has taken the exemption not to disclose the parent's individual income statement.

GOING CONCERN

After making enquiries, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the accounts.

REVENUE RECOGNITION

Sales comprise the fair value of the consideration received or receivable for the rendering of services in the ordinary course of the Group's activities. Sales are stated net of discounts, rebates and value added tax. Revenue is recognised when the amount of income and related cost can be reliably measured, it is probable that the collectability of the related receivable is reasonably assured and when the specific criteria for each of the Group's activities are met as follows:

Olympic income

Income from the quadrennial summer Olympic games is recognised in the year of the event.

Special Events Sanction fee

The sanctioning of an event as a Special Event constitutes a grant to event organisers to use existing intellectual property and the Company has no ongoing obligations or managerial involvement in the planning or delivery of that event. Revenue is recognised at the point in time when the Company recognises and sanctions the event as a Special Event and notifies the organisers accordingly. However, if the agreement is a multi-year contract with annual payment terms or if the agreement covers more than one event straddling over several years, revenue is recognised when the Company has obtained the right to consideration for each reporting period as determined by the terms mutually agreed by both parties.

Venue Hosting fee – Events

The Company may grant hosting and commercial rights to event organisers for qualifier championship events in return for a hosting fee. Income is recognised at the point in time when the risks and rewards of the rights have passed to the customer, which is when the event takes place.

Rendering of services – Events

The Company may enter into agreements with event organisers to jointly manage the delivery of certain aspects of events. Income from the event organisers would usually cover direct costs to be incurred in delivering the service. Revenue is based on the percentage of the contract completed, calculated by reference to the costs incurred at the end of each reporting period as a proportion of the total anticipated costs. Where it is probable that total costs will exceed total contract income, the expected loss is recognised as an expense immediately.

WORLD SAILING LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 DECEMBER 2025

1. ACCOUNTING POLICIES CONTINUED

Sponsorship Income

Income arising from sponsorship is generally recognised over the term of the sponsorship unless it relates to a specific event or condition, in which case it is recognised when the event takes place or when the condition is met.

Technical – Goods and services

Income from Technical services and sale of goods is recognised on delivery. Royalties from class builders are recognised in the period in which they were earned.

Grants receivable

Income from Grants is recognised to match related expenditure. Grant receipts may be accrued or deferred accordingly.

Value in kind

Where Sponsors and Commercial partners provide value in kind i.e. goods or services are provided for free as part of the underlying contractual agreement, the fair value of the non-cash consideration received is included under revenue. The value in kind is usually specified in the agreements with Sponsors and Commercial partners and there is no significant judgement involved in estimating such variable consideration.

FOREIGN EXCHANGE

The company's functional currency is sterling.

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At each period end foreign currency monetary items are translated using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Income Statement.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the Income Statement within 'finance income or costs'. All other foreign exchange gains and losses are presented in the Income Statement within 'other operating income'.

INTANGIBLE ASSETS

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

The cost of website development is amortised over its estimated useful economic life of 5 years.

WORLD SAILING LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 DECEMBER 2025

1. ACCOUNTING POLICIES CONTINUED

TANGIBLE FIXED ASSETS

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is charged to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method. Depreciation is provided on the following basis:

Fixtures and fittings - 10% per annum on cost
Office equipment - 20% per annum on cost
Computer equipment - 20% per annum on cost

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount, and are recognised in profit or loss.

FINANCIAL INSTRUMENTS

The Company only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable and investments in stocks and shares. The measurement basis used for these financial instruments is detailed below.

INVESTMENTS

Investments in subsidiaries are measured at cost less accumulated impairment.

Investments held in stock markets are included at market value at each Statement of Financial Position date. Gains and losses on remeasurement are recognised in the surplus or deficit for the period as fair value adjustments.

DEBTORS

Short term debtors are measured at transaction price, less any impairment.

CASH AND CASH EQUIVALENTS

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

WORLD SAILING LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 DECEMBER 2025

1. ACCOUNTING POLICIES CONTINUED

CREDITORS

Short term trade creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

SIGNIFICANT JUDGEMENTS AND SOURCES ESTIMATION UNCERTAINTY

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the Company's accounting policies. The only significant area where key judgement had to be applied by management is the timing of recognition of sanction and host fee income as described under accounting policies above.

HOLIDAY PAY ACCRUAL

A liability is recognised to the extent of any unused holiday pay entitlement which is accrued at the Balance Sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the Balance Sheet date.

INTEREST INCOME

Interest income is recognised in the Income Statement using the effective interest method.

OPERATING LEASES: THE COMPANY AS LESSEE

Rentals paid under operating leases are charged to the Statement of Comprehensive Income on a straight-line basis over the lease term.

PENSIONS

Defined contribution pension plan

The Group operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. Once the contributions have been paid the Group has no further payment obligations.

The contributions are recognised as an expense in the Statement of Comprehensive Income when they fall due. Amounts not paid are shown in accruals as a liability in the Balance Sheet. The assets of the plan are held separately from the Group in independently administered funds.

WORLD SAILING LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 DECEMBER 2025

1. ACCOUNTING POLICIES CONTINUED

CURRENT AND DEFERRED TAXATION

The tax expense for the year comprises current and deferred tax. Tax is recognised in the Income Statement, except that a change attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated based on tax rates and laws that have been enacted or substantively enacted by the balance sheet date in the countries where the company operates and generates income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the Statement of Financial Position date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred income tax is determined using tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

WORLD SAILING LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 DECEMBER 2025

2. (DEFICIT)/SURPLUS FOR THE YEAR BEFORE TAXATION	2025	2024
	£	£
This is stated after charging/(crediting):		
Auditors' remuneration:		
-Parent	18,200	17,500
-Subsidiaries	10,900	10,500
-Non-audit services	4,000	4,930
Depreciation	111,039	111,622
Operating lease rentals - other	1,304	1,304
Realised and unrealised foreign exchange losses/(gains)	644,546	(303,983)
	<u>644,546</u>	<u>(303,983)</u>
3. TAX ON (DEFICIT)/SURPLUS FROM ORDINARY ACTIVITIES	2025	2024
	£	£
a) UK Corporation tax on surplus for the year		
Corporation tax at 25%	31,687	28,774
Adjustment in respect of previous periods	-	469
	<u>31,687</u>	<u>29,243</u>
Total current tax (note 3(b))	31,687	29,243
Movement in Deferred tax	228	739
	<u>31,915</u>	<u>£29,982</u>
b) Tax charge reconciliation		
(Deficit)/Surplus from ordinary activities before tax	(3,412,822)	10,539,253
Less: Foreign entity (Surplus)/Deficit not subject to UK tax	3,548,117	(10,418,874)
	<u>135,295</u>	<u>120,379</u>
Surplus on ordinary activities multiplied by the standard UK rate of corporation tax 25% (2024: 25%) – subsidiary	33,823	30,095
Effects of:		
Expenses (deductible)/not deductible – misc tax adjustments	143	-
Adjustment in respect of previous periods	(117)	469
Movement in deferred tax not recognised	(1,934)	(582)
	<u>31,915</u>	<u>29,982</u>

The parent company and the quasi subsidiary are not subject to corporation tax on profits or surplus.

WORLD SAILING LIMITED**NOTES TO THE FINANCIAL STATEMENTS (continued)****YEAR ENDED 31 DECEMBER 2025**

4a. STAFF COSTS	2025	2024
	£	£
Wages and salaries	1,736,953	1,493,398
Social security costs	230,325	183,988
Pension costs	73,438	77,373
	<u>£2,040,716</u>	<u>£1,754,759</u>
	No.	No.
The average monthly number of employees during the year was	<u>28</u>	<u>24</u>
4b. DIRECTORS' EMOLUMENTS	2025	2024
	£	£
Directors' emoluments – Subsidiary company	286,161	272,538
Directors' pension costs – Subsidiary company	11,923	11,356
	<u>£298,084</u>	<u>£283,894</u>

Remuneration above is paid to one director who therefore is the highest paid.

WORLD SAILING LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 DECEMBER 2025

5. TANGIBLE ASSETS

	Furniture & Equipment Group £	Company £
COST		
At 1 January 2025	402,445	125,280
Additions	15,716	-
Disposals	(46,917)	-
At 31 December 2025	371,244	125,280
DEPRECIATION		
At 1 January 2025	332,648	125,280
Charge for year	22,748	-
Disposals	(46,446)	-
At 31 December 2025	308,950	125,280
NET BOOK VALUE		
At 31 December 2025	£62,294	£ -
At 31 December 2024	£69,798	£ -

6. INTANGIBLE ASSETS

	Website Development Group £	Company £
COST		
At 1 January 2025	441,454	-
At 31 December 2025	441,454	-
DEPRECIATION		
At 1 January 2025	161,218	-
Charge for year	88,291	-
At 31 December 2025	249,509	-
NET BOOK VALUE		
At 31 December 2025	£191,945	£ -
At 31 December 2024	£280,236	£ -

7. INVESTMENTS

	Group £	Company £
Market value at 1 January 2025	2,634,150	-
Additions	1,051,219	-
Disposals	(1,068,096)	-
Changes in market value	90,069	-
Market Value at 31 December 2025	£2,707,342	£ -

Investment in subsidiaries:

The parent company's investment, stated at cost, as at 31 December 2025 and 31 December 2024 was £2

WORLD SAILING LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 DECEMBER 2025

8. DEBTORS

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
Trade debtors	624,543	327,984	624,543	327,984
Other debtors	149,686	158,650	74,142	65,793
Prepayments and accrued income	312,459	1,776,651	244,942	1,761,485
	<u>£1,086,688</u>	<u>£2,263,285</u>	<u>£943,627</u>	<u>£2,155,262</u>

9. CREDITORS: amounts falling due within one year

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
Non-bank loan	-	495,398	-	495,398
Trade creditors	228,872	150,995	208,593	102,987
Other creditors	367	367	-	-
Other taxes and social security	51,834	90,960	-	-
UK Corporation tax	31,687	28,774	-	-
Accruals	349,861	198,827	236,025	139,946
Deferred income	1,035,805	372,987	1,035,805	372,987
Amounts due to subsidiaries	-	-	869,288	698,903
	<u>£1,698,426</u>	<u>£1,338,308</u>	<u>£2,349,711</u>	<u>£1,810,221</u>

The Non-bank loan relates to borrowing from the International Olympic Committee, granted following the postponement of Tokyo2020, and was interest free and repayable over five years to 31 December 2025. The balance outstanding at the year-end was NIL as the loan was fully repaid during the period (2024: USD 620,000).

The Company also has an overdraft facility of up to £900,000 at Base plus 1% interest. The facility is granted to WS Investment Trust, the Company's quasi subsidiary, and is secured against its Investment Portfolio. The facility is ongoing with no fixed repayment date. At the end of 31 December 2025, the overdraft balance was NIL.

WORLD SAILING LIMITED**NOTES TO THE FINANCIAL STATEMENTS (continued)****YEAR ENDED 31 DECEMBER 2025**

10. DEFERRED TAX LIABILITY	2025	2024
	£	£
At beginning of year	5,727	4,988
Charged in year	228	739
	<u> </u>	<u> </u>
At end of year	<u>£5,955</u>	<u>£5,727</u>

The deferred tax asset at the year-end relates to capital allowances.

11. LIABILITY OF MEMBERS

World Sailing Limited is incorporated as a company limited by guarantee. Every full member of World Sailing Limited undertakes to contribute such amount as may be required not exceeding £1 to the assets of World Sailing Limited if it should be wound up while they are a Full Member or within one year after they cease to be a Full Member, for payment of World Sailing Limited's debts and liabilities contracted before they cease to be a Full Member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors among themselves.

The number of full members on 31 December 2025 was 149 (2024: 149).

12. OPERATING LEASES – GROUP

At 31 December 2025, the group had no future minimum lease payments under non-cancellable operating leases:

	2025	Other	2024
	£		£
Total commitment under operating leases:			
Due within one year	-		1,304
Later than 1 year and not later than 5 years	-		-
	<u> </u>		<u> </u>
	<u>£ -</u>		<u>£1,304</u>

13. CAPITAL COMMITMENTS

There were no capital commitments as at 31 December 2025 or 31 December 2024.

14. PENSION COMMITMENTS

World Sailing (UK) Limited operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Company in an independently administered fund. The pension cost charge represents contributions payable by the Company to the fund and amounted to £73,438 (2024 £77,373). Contributions totalling £NIL (2024 £10,603) were payable to the fund at the balance sheet date.

WORLD SAILING LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 DECEMBER 2025

16. SUBSIDIARY COMPANIES

At 31 December 2025 the company owned 100% share capital of World Sailing (UK) Limited (incorporated in Great Britain), and was the sole member in World Sailing Trust (incorporated in Great Britain, Limited by Guarantee).

17. QUASI SUBSIDIARY

The WS Investment Trust (formerly ISAF Trust) is a quasi-subsiidiary of the World Sailing Limited.