Company registration number 00744445 (England and Wales)

THE INTERNATIONAL COTTON ASSOCIATION LIMITED

COMPANY LIMITED BY GUARANTEE

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

THE INTERNATIONAL COTTON ASSOCIATION LIMITED
COMPANY LIMITED BY GUARANTEE
COMPANY INFORMATION

Company number	00744445
Registered office	6th Floor Walker House Exchange Flags Liverpool L2 3YL
President	P Chehab
First Vice-President	E McDonagh
Second Vice-President	R Faus (appointed 8 October 2025)
Treasurer	C Williams
Past President	M Bashir
Ordinary Directors	A Hegde C Brader-Smith E Brooks J Barderi J Taylor M Aluisio P Marques R Wakefield
Associate Directors	A Malik F Furlan I Nohutlu J Gopinath K Phan K Rickman S Chowdhury Y Saleem J Yang (appointed 8 October 2025)
Company Secretary	W Kingdon
Auditors	Mitchell Charlesworth (Audit) Limited Suites C,D,E, & F 14th Floor The Plaza 100 Old Hall Street Liverpool L3 9QJ
Bankers	Barclays Bank PLC Liverpool Branch 48B - 50 Lord Street Liverpool Merseyside L2 1TD

Solicitors	Hill Dickinson No. 1 St Paul's Square Liverpool L3 9SJ
Investment advisors	Rathbone Investment Management Port of Liverpool Building Pier Head Liverpool L3 1NW

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COMPANY LIMITED BY GUARANTEE
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THE INTERNATIONAL COTTON ASSOCIATION LIMITED
COMPANY LIMITED BY GUARANTEE
DIRECTORS' REPORT

FOR THE YEAR ENDED 31 DECEMBER 2025

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

Principal activities
The principal activity of the company continued to be that of protecting and promoting the interests of its members in the international cotton trade.

Directors
The directors who held office during the year and up to the date of signature of the financial statements were as follows:

P Chehab	
B Yang	(Resigned 8 October 2025)
K Hanna	(Resigned 8 October 2025)
E McDonagh	
D Welsh	(Resigned 8 October 2025)
J Barderi	
F Furlan	
M Aluisio	
E Brooks	
J Gopinath	
A Hegde	
A Malik	
I Nohutlu	
Y Saleem	
K Rickman	
J Taylor	
C Brader-Smith	
S Chowdhury	
K Phan	
R Wakefield	
P Marques	
R Faus	(Appointed 8 October 2025)
J Yang	(Appointed 8 October 2025)
C Williams	
M Bashir	

Results and dividends
The results for the year are set out in the attached financial statements.

The surplus for the year amounted to £413,293 (2024: surplus of £425,788).

We are reporting an 11% increase in income and an 19% increase in administrative expenses in the year resulting in an operating surplus of £152,941 (2024: £248,745).

Membership fees increased by £52,339 from the prior year. Arbitration and appeal income increased by £4,289. There has been an increase in total event income (inclusive of training event income) from £692,531 in 2024 to £826,382 in the current year.

Administrative expenses increased by £295,737 from £1,587,179 in 2024 to £1,882,916 in 2025.

Bank interest of £2,825 was received this year (2024: £5,184). Dividend income increased from £58,526 in 2024 to £71,383 in the current financial year.

Financial instruments
The company uses various financial instruments. These include cash, equity investments and other items, such as trade debtors and trade creditors that arise directly from its operations. The main purpose of these financial instruments is to raise finance for the company's operations.

The existence of these financial instruments exposes the company to a number of financial risks, which are described in more detail below.

The main risks arising from the company's financial instruments are membership income, currency risk and price risk. The directors review and agree policies for managing each of these risks and they are summarised below. These policies have remained unchanged from previous years.

Membership Income
The directors believe that the key risk for the company is the loss of membership income. The company's exposure to the loss of membership income is constantly monitored by the board of directors.

Currency risk
The company is exposed to translation and transaction foreign exchange risk.

Price risk
The company's exposure to price risk consists mainly of movements in the value of the company's investments in shares quoted on various markets. The company employs an investment manager who works within guidelines set out by the Board. These guidelines include limits on the total investment in any one particular equity instrument and any one sector of the market. The aim is to try to diversify away price risk, as far as possible.

The directors keep under review these guidelines and review the performance of the investments and the performance of the investment manager against the guidelines set by the directors.

Auditor
Mitchell Charlesworth (Audit) Limited were appointed auditor to the company and in accordance with section 485 of the Companies Act 2006, a resolution proposing that they be re-appointed will be put at a General Meeting.

Statement of disclosure to auditor
So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the company's auditor is unaware. Additionally, the directors individually have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the company's auditor is aware of that information.

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

On behalf of the board

....
P Chehab
Chairman of the Board

....

THE INTERNATIONAL COTTON ASSOCIATION LIMITED
COMPANY LIMITED BY GUARANTEE
DIRECTORS' RESPONSIBILITIES STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2025

The directors are responsible for preparing the annual 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 surplus or deficit 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 accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements:
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

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

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF THE INTERNATIONAL COTTON ASSOCIATION LIMITED

Opinion

We have audited the financial statements of The International Cotton Association Limited (the 'company') for the year ended 31 December 2025 which comprise the income and expenditure account, the balance sheet, the statement of changes in equity and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 company's affairs as at 31 December 2025 and of its surplus 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 company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the 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 company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

TO THE MEMBERS OF THE INTERNATIONAL COTTON ASSOCIATION LIMITED (CONTINUED)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; 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' exemption in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of directors

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 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 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.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

TO THE MEMBERS OF THE INTERNATIONAL COTTON ASSOCIATION LIMITED (CONTINUED)

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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 company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the 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.

Mr Tony Stanley ACA (Senior Statutory Auditor)

For and on behalf of Mitchell Charlesworth (Audit) Limited, Statutory Auditor

Accountants

Suites C,D,E, & F

14th Floor The Plaza

100 Old Hall Street

Liverpool

L3 9QJ

Date: ....

THE INTERNATIONAL COTTON ASSOCIATION LIMITED
COMPANY LIMITED BY GUARANTEE
INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	2025 £	2024 £
Income		2,035,857	1,835,924
Administrative expenses		(1,882,916)	(1,587,179)
Operating surplus/(deficit)		152,941	248,745
Interest receivable and similar income		74,208	63,710
Profit/(loss) on disposal of investments		280	15,379
Fair value gains and losses on investments		172,983	115,089
Surplus/(deficit) on ordinary activities before taxation		400,412	442,923
Taxation on surplus on ordinary activities	4	12,881	(17,135)
Surplus/(Deficit) for the financial year		413,293	425,788

THE INTERNATIONAL COTTON ASSOCIATION LIMITED
COMPANY LIMITED BY GUARANTEE
BALANCE SHEET

AS AT 31 DECEMBER 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Intangible assets	5		11,840		-
Tangible assets	6		120,332		144,466
Investments	7		2,828,387		2,617,544
			2,960,559		2,762,010
Current assets					
Debtors	9	659,638		710,929	
Cash at bank and in hand		2,918,937		2,708,701	
		3,578,575		3,419,630	
Creditors: amounts falling due within one year	10	(1,764,337)		(1,807,255)	
Net current assets			1,814,238		1,612,375
Total assets less current liabilities			4,774,797		4,374,385
Provisions for liabilities	11		-		(12,881)
Net assets			4,774,797		4,361,504
Reserves					
Income and expenditure account			4,774,797		4,361,504
Members' funds			4,774,797		4,361,504

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime with the provision of FRS 102 Section 1A Small Entities.

The financial statements were approved by the board of directors and authorised for issue on 22nd April 2026 and are signed on its behalf by:

P Chehab
Chairman of the Board

C Williams
Treasurer

W Kingdon
Secretary

Company Registration No. 00744445

THE INTERNATIONAL COTTON ASSOCIATION LIMITED
COMPANY LIMITED BY GUARANTEE
STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 DECEMBER 2025

	Income and expenditure £
Balance at 1 January 2024	3,935,716
Year ended 31 December 2024:	
Surplus and total comprehensive income	425,788
Balance at 31 December 2024	4,361,504
Year ended 31 December 2025:	
Surplus and total comprehensive income	413,293
Balance at 31 December 2025	4,774,797

1 Accounting policies

Company information

The International Cotton Association Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is 6th Floor, Walker House, Exchange Flags, Liverpool, L2 3YL.

1.1 Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006 as applicable to companies subject to the small companies regime. The disclosure requirements of section 1A of FRS 102 have been applied other than where additional disclosure is required to show a true and fair view.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus the directors continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Income

Income represents the amount of subscriptions due in respect of the accounting period together with fees receivable for services rendered to Members of the Association and others engaged in cotton trading, excluding VAT.

Income in respect of arbitration is recognised once the matter is stamped and completed.

Event and training income is recognised once the event is held.

1.4 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

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:

Software	33% straight line

1 Accounting policies **(Continued)**

1.5 Tangible fixed assets

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

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

Modifications to short leasehold premises	Over the length of the lease
Fixtures, fittings & equipment	20% straight line
Computer equipment	33% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to income and expenditure account.

1.6 Fixed asset investments

Quoted investments are stated at current market value at the balance sheet date. All gains and losses, both realised and unrealised, are included in the income and expenditure account. The Association has adopted a low risk strategy and seeks an equal balance between capital and income growth, consistent with achieving a reasonable level of income and a low level of capital volatility, whilst protecting the capital from the effect of inflation.

Interests in subsidiary, associated companies or joint ventures are initially measured at cost and subsequently measured at cost less any accumulated impairment losses. The investments are assessed for impairment at each reporting date and any impairment losses or reversals of impairment losses are recognised immediately in income and expenditure account.

1.7 Impairment of fixed assets

At each reporting period end date, the company 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). Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

1.8 Cash and cash equivalents

Cash and cash equivalents are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

1.9 Financial instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, 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 debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

1 Accounting policies **(Continued)**

Other financial assets
Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in the income and expenditure account, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

Impairment of financial assets
Financial assets, other than those held at fair value through the income and expenditure account, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in income and expenditure account.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in the income and expenditure account.

Classification of financial liabilities
Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Basic financial liabilities
Basic financial liabilities, including creditors, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business 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. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

1.10 Taxation
The tax expense represents the sum of the tax currently payable and deferred tax.

Current tax
The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the profit and loss account because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

1 Accounting policies **(Continued)**

Deferred tax

Deferred taxation is recognised in respect of all timing differences which have originated but not reversed at the balance sheet date. Timing differences are differences between taxable profits and the results as stated in the financial statements which arise from the inclusion of gains and losses in tax assessments in periods different from those in which they are recognised for tax purposes.

A net deferred tax asset is regarded as recoverable and therefore recognised only when it can be regarded as more likely than not that there will be suitable taxable profits from which the future reversal of underlying timing differences can be deducted.

1.11 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.12 Retirement benefits

The pension costs charged against operating profits are the contributions payable to the scheme in respect of the accounting period.

1.13 Leases

Rentals payable under operating leases, including any lease incentives received, are charged to profit or loss on a straight line basis over the term of the relevant lease except where another more systematic basis is more representative of the time pattern in which economic benefits from the leases asset are consumed.

1.14 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 income and expenditure account for the period.

1.15 Income from investments

Investment income comprises dividends declared during the accounting period, interest received on listed and unlisted investments and bank interest receivable.

2 Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The directors consider there are no significant judgements or sources of estimation uncertainty. Investments are valued using quoted market prices.

3 Employees

The average monthly number of persons (including directors) employed by the company during the year was:

	2025 Number	2024 Number
Total	13	13

4 Taxation

	2025 £	2024 £
Deferred tax		
Origination and reversal of timing differences	(12,881)	17,135

The company has trading losses of £397,251 (2024: £254,617) available for carry forward against future trading profits.

5 Intangible fixed assets

	Software £
Cost	
At 1 January 2025	-
Additions	12,500
At 31 December 2025	12,500
Amortisation and impairment	
At 1 January 2025	-
Amortisation charged for the year	660
At 31 December 2025	660
Carrying amount	
At 31 December 2025	11,840
At 31 December 2024	-

6 Tangible fixed assets

	Modifications to short leasehold premises	Fixtures, fittings & equipment	Computer equipment	Total
	£	£	£	£
Cost				
At 1 January 2025	165,350	35,012	17,876	218,238
Additions	-	1,191	2,609	3,800
Disposals	-	(801)	(6,001)	(6,802)
At 31 December 2025	165,350	35,402	14,484	215,236
Depreciation and impairment				
At 1 January 2025	43,625	19,047	11,100	73,772
Depreciation charged in the year	16,535	7,006	4,393	27,934
Eliminated in respect of disposals	-	(801)	(6,001)	(6,802)
At 31 December 2025	60,160	25,252	9,492	94,904
Carrying amount				
At 31 December 2025	105,190	10,150	4,992	120,332
At 31 December 2024	121,725	15,965	6,776	144,466

7 Fixed asset investments

	2025	2024
	£	£
Investments	2,828,387	2,617,544

7 Fixed asset investments **(Continued)**

Movements in fixed asset investments

	Investments other than loans £
Cost or valuation	
At 1 January 2025	2,617,544
Additions	452,871
Valuation changes	172,983
Net movement in capital account	(8,383)
Disposals	(406,628)
At 31 December 2025	2,828,387
Carrying amount	
At 31 December 2025	2,828,387
At 31 December 2024	2,617,544

Investments include an amoun in relation to an unlisted joint venture investments at a cost of £22,346 (2024: £22,346). Further details in relation to the joint venture are shown in note 8

8 Joint ventures

Details of the company's joint ventures at 31 December 2025 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held Direct
ICA Bremen GmbH	Germany	Cotton testing	Ordinary	50.00

The aggregate capital and reserves and the result for the year of the joint venture noted above was as follows:

ICA Bremen GmbH Profit £26,055 Capital and reserves £174,280

The joint venture is included in the financial statements in investments at cost.

9 Debtors

Amounts falling due within one year:	2025 £	2024 £
Trade debtors	329,228	416,375
Corporation tax recoverable	452	452
Other debtors	329,958	294,102
	659,638	710,929

10 Creditors: amounts falling due within one year

	2025	2024
	£	£
Trade creditors	17,300	10,684
Taxation and social security	-	11,288
Other creditors	1,747,037	1,785,283
	1,764,337	1,807,255

11 Provisions for liabilities

		2025	2024
		£	£
Deferred tax liabilities	12	-	12,881

12 Deferred taxation

The following are the major deferred tax liabilities and assets recognised by the company and movements thereon:

	Liabilities 2025	Liabilities 2024
Balances:	£	£
Accelerated capital allowances	-	12,881

	2025
Movements in the year:	£
Liability at 1 January 2025	12,881
Credit to profit or loss	(12,881)
Liability at 31 December 2025	-

The prior year deferred tax liability in respect of accelerated capital allowances has been released during the year, as available tax losses carried forward exceed any deferred tax liability expected to arise.

Tax losses carried forward at the balance sheet date amount to £254,617 (2024: £397,251). No deferred tax asset has been recognised, as recovery is uncertain.

13 Members' liability

The company is limited by guarantee, not having a share capital and consequently the liability of members is limited, subject to an undertaking by each member to contribute to the net assets or liabilities of the company on winding up such amounts as may be required not exceeding £1.

14 Operating lease commitments

Lessee

At the reporting end date the company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, as follows:

	2025	2024
	£	£
Within one year	46,566	34,925
Between two and five years	186,264	186,264
In over five years	69,849	116,415
	302,679	337,604

15 Related party transactions

The directors who served in this period, shown on the company information page, are all representatives/ directors of member companies from which The International Cotton Association Limited derives its subscription income, or representatives of other segments of the industry.

At 31 December 2025, the Association is holding monies received from its members in respect of ongoing arbitration cases totalling £345,356 (2024: £370,770). These monies are included in the bank and cash balance at the year end with the corresponding balance held within other creditors within these financial statements.

During the year, three directors were reimbursed expenses of £6,426 (2024: two directors reimbursed £8,963).