I can scarcely believe it is 35 years since I was invited to become President of the Mary Rose Trust at its inception in 1979. Diving on the wreck in those early days allowed me to see at first hand the extraordinary nature of this project, and I have remained fascinated by it ever since. The original committee dreamed of building a museum which would house both the ship and her wonderful artefacts. At the time, this seemed almost unattainable, given the enormity of the task and the huge costs involved.

So it was with great pleasure and pride that my wife and I visited the new museum in February this year. We were both enormously impressed by the scale of the museum and were full of admiration for what has been achieved.

The exhibition provides a most extraordinary insight into what the inside of the ship would have looked like when it sunk in 1545. The condition of so many of the artefacts is remarkable, and the painstaking conservation work that has been undertaken to bring them to their former glory is a great tribute to those involved.

We were delighted to have the opportunity to meet many of the wonderful staff and volunteers during our visit, together with the Trustees, and to recognize the essential part they have all played in making the museum such a great success. It was particularly pleasing to have the opportunity to be able to thank so many donors, personally, for the invaluable part they have played in this project, and to congratulate the Heritage Lottery Fund on the strong lead they have taken to ensure that this national treasure remains available for future generations to enjoy.

The museum stands among the very best in this country. I can only congratulate and thank all those whose contribution has made the creation of this important visitor attraction possible.
Since opening our doors to the public at the end of May 2013, we have welcomed over 500,000 visitors and received outstanding reviews. The media coverage of the launch was deemed to have reached a billion people, and certainly we are seeing a considerable upturn in overseas visitors who are fulfilling their ambition to visit the museum. Even more impressively, since we opened, Portsmouth Historic Dockyard has seen a doubling of the overall visitor numbers, which have now reached record levels.

Our Learning and Outreach programme has gained a huge boost from our new facilities, with over 36,000 schoolchildren coming with their schools. New workshops have been developed to utilise our state-of-the-art classrooms, combining history and the sciences in very exciting ways.

Our biggest challenge now is to raise public awareness that we need to continue to raise funds beyond our visitor income in order to maintain our activities in the community and with the disadvantaged, together with our vital research and conservation programmes. Our fundraising campaign for a Permanent Endowment is now gaining momentum. As it attracts pound-for-pound match funding from the Heritage Lottery Fund we are putting increased emphasis on legacies as a means of ensuring this national icon remains secure and accessible in the years ahead.

All of the achievements would not have been made possible without the superb professionalism, determination, and enthusiasm of the Trust’s staff and volunteers. They have given their all to the creation of this museum and to the successful running of it as one of the world’s great museums.
“The Mary Rose Museum is a world class exhibit not to be missed”

Recent TripAdvisor review

“Jaw droppingly amazing - the most amazing collection of historic objects anywhere”

Recent TripAdvisor review

“This is an absolutely breathtaking achievement”

Recent TripAdvisor review

“I am well travelled and have not seen its equal anywhere”

Recent TripAdvisor review
The first year in our new home has been extraordinary! The facilities in the state-of-the-art Stavros Niarchos Foundation Learning Centre have transformed the experience for education visitors. Our major focus was the launch of a new schools programme principally based on Tudor History and STEM (Science, Technology, Engineering and Maths). Other subjects include Literacy, Leisure and Tourism, A Level Archaeology, and GCSE History of Medicine. Workshops cater for all ages and abilities: mainstream, gifted and talented and special needs. Careers sessions are a new area of business, utilising the science and engineering story behind the building of the museum. In our first year, over 36,000 children and young people have visited with their schools, of whom 20,000 have taken part in workshops. Schools have travelled from as far afield as Devon, South Wales, Hertfordshire and Kent. Feedback from teachers and pupils has been very enthusiastic. We are also involved in a partnership providing continuing professional development for primary and secondary science teachers.

The outreach programme continues to bring the Mary Rose story to a wide variety of people across the country. Highlights include:

- Visits to groups with special needs across the South of England including the visually-impaired, stroke associations, hospices and dementia support
- The Big Bang Science Fair in Birmingham
- Family learning events in Portsmouth and Hampshire
- Re-launch of nationwide school loan box service

New technology has transformed the work of the Department with a class set of tablet computers which allow pupils to send work direct to home and school, enable teachers to evaluate sessions quickly and allow web chats with schools further afield. Opening our own Twitter account @MaryRoseLearn is another exciting development.

The Department is recognised as a centre of excellence for museum education. We regularly host visits by learning teams from other organisations and museums. We are deeply involved with museum networks across the region contributing expertise in particular areas, for example, working with special needs visitors and volunteers.
Conservation & Archaeological Services

This year has been one of the most rewarding and hectic. The transition from PEG spraying of the ship timbers to air-drying has presented new challenges. All the old spray pipework within the ship have been removed and the hotbox air-drying controls mastered. Theoretical models and extrapolations are reassuring but the practical problem of managing the process of removing of up to 100 tonnes of water from a structure nearly 500 years old, is a unique engineering challenge. Great care has been taken to monitor the structure of the ship by measuring movement or distortion; everything so far is within anticipated parameters. At the same time the team have been managing and maintaining the display cases all of which are individually environmentally controlled.

In the workshops more Mary Rose artefacts are being conserved in preparation for the next stage of museum development after the hotbox is removed in 2016.

Mary Rose Archaeological Services (MRAS) is now back to full capacity and fresh commercial opportunities are developing as a result of the magnificent reaction to the new museum and the surrounding publicity. MRAS can make available new technology, based on advanced research conducted by the Mary Rose technical team, covering a range of specialised skills from management of environmentally controlled displays to wood conservation technology. MRAS has available the largest conservation workshop and archaeological wood conservation facilities in Europe, if not the world.
“The Mary Rose Museum is extraordinary - a museum to set the pulse racing. Step into 1545 and experience a moment of history – the drama of a single day and the lens it provides on the everyday lives of our Tudor ancestors. It does what the very best museums do – connect us directly to our past and leave us richer for the experience.”

John Orna-Ornstein
Arts Council Director of Museums
Shop & Café

Mary Rose Museum Shop

We are delighted with the success of our new museum shop, and in the first year of trading we have generated an income of over £½ million.

Our focus has been developing exclusive high quality gifts to reflect the amazing museum. However, we have gifts to suit all pockets.

One of our best sellers has been our souvenir guide which has sold over 20,000 copies. Products designed exclusively for us such as Mary Rose ale which was launched in September, Emma Bridgewater mugs, tea caddies and biscuit tins, Henry VIII ducks and our new book charting the story of the new museum have all sold very well.

In December we launched Mary Rose versions of three popular games: Monopoly; Cluedo; and Top Trumps; all of which are exclusive to us. The fact that we were approached to develop these products is a real mark of the high regard in which our museum is held nationally.

We have continued to develop our online shop and orders are now received and dispatched daily to destinations around the world.

Looking ahead, we are introducing a new range of replicas and ‘inspired by’ lines with a number of new clothing lines for summer 2014.

We’re proud that we have a museum shop that complements our world class museum.

Mary Rose Museum Café

The museum café has been very popular during our first year of opening, working with our partners, Ampersand.

The café is designed to be a destination with high quality premium products: our coffee is from Paddy and Scott’s a small independent English company; our handmade cakes and freshly baked bread comes from a small bakery in Portsmouth; our tea is blended especially for the Mary Rose by the Portsmouth Tea Company; and our Mary Rose ale is brewed exclusively by a family run brewery in Devon.

The café has proved to be a perfect place in which our guests can relax either before, after or even during a break in their tour.

New signage and point of sale information will be launched this summer.
Corporate Hospitality

As our museum passes its first birthday it is an exciting opportunity to celebrate the considerable success that we have had as a unique and exciting venue for both corporate and private events.

The possibilities afforded by the museum as a luxurious and exclusive venue are endless.

Since opening, the museum has hosted more than fifty events. These include grand dinners in the Admiral’s Gallery, cocktail parties, exclusive tours and many more.

Our clients have included many major UK companies, and we feel extremely privileged to have hosted several fantastic charities such as The Haven and bereavement charity, Winston’s Wish. We have also worked with local government, major tour operators and even hosted an exciting theatrical premiere!

However, events at the museum are by no means limited to the evenings. Our range of specialist talks have proved extremely popular, and our superb Wardroom has hosted major companies for meetings, lunches and conferences. The stunning views of HMS Victory and the Dockyard provided by our Bridge Balcony are a significant draw.

We are now licensed for weddings, and couples can choose from four locations within the museum to tie the knot. The Stavros Niarchos Foundation Learning Centre, Wardroom and Admiral’s Gallery, and the Upper Deck context gallery make a spectacular setting for the ceremony. Our first wedding reception was held in the museum in December 2013, and it was a magical occasion for the couple, their guests and the museum staff and volunteers involved. It is tremendously exciting to be moving into the wedding market.

We hope that we have fully embraced the opportunity to be able to host first class events surrounded by wonderful artefacts from King Henry VIII’s historic flagship. This is a truly unique venue steeped in Tudor history and maritime heritage.
Thank you

A massive thank you to everyone who has helped to make our museum possible

Founding Flag Officer
HRH The Prince of Wales

Admiral
Mr Michael Aiken MBE
Sir David Cooksey GBE
Mr Michael Donovan
Mr Alexandre Gaydamak
Lord Lilffe DL
Mr Mark Loveday
Mr Alan Lovell DL
Mr Rich Ricci
Mr Clive Richards
OBE DL
Mr John Robinson
Dr Chris Sansom
Lady Stevenson DL
Mr Daniel K Thorne

Vice Admiral
Mr Thomas Bachmann
Mr Len Blavatnik
Mr Edmund Byers
Mr Michael Campbell
MBE DL
The Hon Charles Harris
Mr James Lupton CBE
Mr Peter Mallinson
Mr Nigel McNair Scott
Mr Richard Morse
Mr Michael Slade

Rear Admiral
Mr Richard Atterbury
Mr Julian Cazalet
Mr Simon de Zoete
Mr Roger Eaton
Lord Fink

Mr Jonathan Gestetner
Mr Derek Hathaway OBE
Mr Geoff Hunt PPRSMA
Mr Peter Wilson

Commodore
Mr Lionel Allery JP
Mr Peter Andreade DL
Mr Michael Ashley
Mrs Samantha Axtell DL
Mrs Carolyn Balfour
Mr David Barnett
Mr Mike Blinco
Mr Thomas Bolt
Commander Tim Boycott
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Mr Andrew Brownsworth
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Mr Michael Bunn
Mr John Butler
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Lady Clarendon DL
Commodore Jonathan Cooke OBE RN
Sir David Davies DL
Mr Michael Deeny
Mr Peter Dobbs
Dame Amelia Fawcett DBE
Mr Colin Field DL
Ms Jennifer Green
Mr Matthew Grinnell
Mr Adam Humphryes
Mr Andrew Joy
Mr Terry Kerr

Mr David Kowitz
Mr Ian Laing CBE DL
Mr Michael Langdon
Mr Robert Leggett
Rear Admiral John Lippiett CB CBE DL
Miss Emma Lovell
Miss Lucinda Lovell
Viscount Lymington
Mr Neil McGrigor
Mr Michael Meacock
Dr Dudley Moore
Mr Colin Murray
Mr Finian O’Sullivan
Mr Tim Oliver
Mr David Palmer CBE
Mr Robert Pooley
The Countess of Portsmouth
Dr Margaret Rule CBE

Honorary Patrons
Mr Christopher Andreade
Sir David Cooksey GBE
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Colonel Wendell Lewis
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Mrs Nila Brandon
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Dame Marion Roe Dr Lesley & Mr Ian Runnalls
Mr David Tassell

Mr Jonathan Gestetner
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Mr Tim Oliver
Mr David Palmer CBE
Mr Robert Pooley
The Countess of Portsmouth
Dr Margaret Rule CBE

A massive thank you to everyone who has helped to make our museum possible

Commodore Jonathan Cooke OBE RN
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Mr Michael Deeny
Mr Peter Dobbs
Dame Amelia Fawcett DBE
Mr Colin Field DL
Ms Jennifer Green
Mr Matthew Grinnell
Mr Adam Humphryes
Mr Andrew Joy
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Mrs Stella Reeves
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Mr David Tassell

Mr Christopher Dobbs
Mr Derek Drake
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Mr Alan Egerton
Mrs Margaret Fisher
Mr Jonathan Gestetner
Mr Jonathan Gibbs
Mrs Sarah Green
Ms Jennifer Green
Mr David Hagan
Dr Robert Hardy CBE, D Litt
Mr Tigger Hoare
Mr & Mrs Tim Hopper
Mr Robert Lapraik
Mr Ken Laws MRICS
Mr Geoffrey Leece
Rear Admiral John Lippiett CB CBE DL
Mr Mark Loveday
Mr Charles Martin
Mr Michael Matantos
Mr Alex McKee
Mrs Ilse McKee
Mr & Mrs Patrick Molineux
Lady Morton
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Lady Nixon
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Ms Anne Paterson
Mr Vic Patterson
Mr & Mrs Donald Payne
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Mrs Cheryl Price
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Mr John Pringle
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Jacky Searle
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Professor & Mrs Charles Vaughan
Miss Phoebe Walker
Mr & Mrs Ian Walker
Mrs Phyllis Ward
Mr & Mrs Stuart Waring
Mr & Mrs Fred Warner
Mr Simon Watson
Mr & Mrs Peter West
Mr Roy West
Mr & Mrs Robert Weston
Dr Helen Williams
Mr David Williams OBE
Mr Terry Wisdom
Eur Ing & Mrs Kevin Wright

With Grateful Thanks
The Second Sea Lord and Commander in chief
Naval Home Command
BBC National
BBC South Today
Dr Des Barker
Molly Borthwick
Rev David Brindley
Rev Dr Brian Williamson
Mr Colin Fox
Mrs Carol Gillions
Mr Albert Granville CBE
CLH
Mr Steve Griffiths
Lieutenant Commander Mike Hill RN Retd
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Mr Dennis Kelly
Miss Annie Lagrue
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Mr Maurice Wakeham
Mr Ewan Ward-Thomas
Rev Dr Brian Williamson

MRIG
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Mr Danny Banting
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Lieutenant Bill Davies RN Retd
Mr Christopher Dobbs
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American Friends of the Mary Rose
Ampersand
B&Q plc
Barclays
Bouygues UK
Chemring Group
Curzon Partnership
Danebury Vineyard
Curzon Partnership
DHL International
Diamond Light Source Ltd

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Greenhill & Co
International LLP
Hampshire County Council
INEOS
Instron
JEOL UK Ltd
Jungheinrich Ltd
Kingfisher plc
LV=
Macmillan Publishers Ltd
Medieval Society
Motivation
Nauticalia
Oxford Instruments
Pooley Swords Ltd
The News Portsmouth
Portsmouth FC
Reef Publications
Screwfix Ltd
Serco Marine Services
Southern Cooperative
Southern Water
TM Clothing
Wightlink Ltd

**Trusts, Foundations & Liveries**

Heritage Lottery Fund
The Band Trust
The John Coates Charitable Trust
Coles-Medlock Foundation
John Ellerman Foundation
Eranda Rothschild
The Allan and Nesta Ferguson Charitable Trust
Sir John Fisher Foundation
The Foyle Foundation
J Paul Getty Jr Charitable Trust
The Goldsmiths’ Company Charity
The Peter Harrison Heritage Foundation
The Hartnett Conservation Trust
The Charles Hayward Foundation
The Headley Trust
The Hobson Charity
The Worshipful Company of Leathersellers
Walter Lees Foundation
Lloyd’s Register Foundation
Stavros Niarchos Foundation
The Dr Mortimer and Theresa Sackler Foundation
Salesforce Foundation
Basil Samuel Foundation
The Scorpion Charitable Trust
The Bernard Sunley Charitable Trust
John Swire 1989 Charitable Trust
The Corporation of Trinity House
Sir Siegmund Warburg’s Voluntary Settlement
Wellcome Trust
The Welton Foundation
Garfield Weston Foundation
The Wolfson Foundation
The Worshipful Company of Shipwrights
Stella Symons Charitable Trust
The Lovington Foundation
The Ernest Cook Trust
Taplow Underwriting Ltd
Fairfield Charitable Trust
The Alexander Hoare Charitable Trust
Arts Council England Riesco Charitable Trust

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Laurie Arnell
Stewart Aughey
John Bagnall
Jan Bagnall
Jan Bagnall
Dan Bailey
Danny Banting
Rachael Barnes
Janet Blair
Peggy Bourne
Diane Budden
Wendy Callear
Judith Carnt
John Carolan
June Carroll
Charlie Carroll
Pat Cave
Pat Churchill
Neil Clements
Jonathan Collins
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Alan Copsey
Matthew Combe
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William Cullen
Joe Dainton
Hannah Davies
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Sandra Lamberti
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Tom McCarthy
Nicola Medhurst
Bea Mendyk
Dougal Meredith
Marie Mollins
Pam Morn
Hazel Morris
Christopher Morrison
Gavin Morrison
Anne Morrison
Kedi Mulcock
Maggie Mundell
Rachel Norman
Cynthia Padgett
Gee Perry
Vernon Phipps
Cheryl Price
Gina Priseman
Dan Rad
Barry Reah
Elizabeth Rogers
Sarah Rooke
Margaret Shah
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David Stevenson
Heidi Street
Charlotte Stringer
Colin Summerfield
Glen Tibot
Betty Trigg
Grace Weston
John White
Lynne White
Aimee White
Gloria Wood
Peter Wood
Mike Wyles
Maurice Young
Financial summary

Statement of financial activities for the year ended 31st December 2013.

<table>
<thead>
<tr>
<th>Income &amp; Expenditure</th>
<th>Total 2013 (£)</th>
<th>Total 2012 (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Incoming Resources</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visitor related</td>
<td>156,130</td>
<td>76,569</td>
</tr>
<tr>
<td>Commercial Trading Income</td>
<td>2,025,869</td>
<td>943,792</td>
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<tr>
<td>Grants receivable</td>
<td>1,511,482</td>
<td>5,076,112</td>
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<tr>
<td>Donations</td>
<td>488,975</td>
<td>991,617</td>
</tr>
<tr>
<td>Invested Income</td>
<td>11,932</td>
<td>20,389</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>837</td>
<td>2,283</td>
</tr>
<tr>
<td><strong>Total Incoming Resources</strong></td>
<td>4,195,225</td>
<td>7,110,762</td>
</tr>
<tr>
<td><strong>Charitable Activities Expenditure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial Trading</td>
<td>1,420,717</td>
<td>999,355</td>
</tr>
<tr>
<td>Learning</td>
<td>143,947</td>
<td>167,672</td>
</tr>
<tr>
<td>Conservation</td>
<td>1,270,970</td>
<td>270,415</td>
</tr>
<tr>
<td>Collections</td>
<td>262,794</td>
<td>133,605</td>
</tr>
<tr>
<td>Maritime Archaeology</td>
<td>95,103</td>
<td>0</td>
</tr>
<tr>
<td>Museum Fitting &amp; Design</td>
<td>689,443</td>
<td>411,094</td>
</tr>
<tr>
<td><strong>Total Resources Expended</strong></td>
<td>3,882,974</td>
<td>1,942,141</td>
</tr>
<tr>
<td><strong>Other expenditure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundraising and public relations</td>
<td>209,511</td>
<td>268,362</td>
</tr>
<tr>
<td>Governance Costs</td>
<td>56,859</td>
<td>53,001</td>
</tr>
<tr>
<td><strong>Total Resources Expended</strong></td>
<td>266,370</td>
<td>321,363</td>
</tr>
<tr>
<td><strong>Net incoming/(outgoing) resources</strong></td>
<td>45,881</td>
<td>4,847,258</td>
</tr>
<tr>
<td><strong>Total funds brought forward</strong></td>
<td>31,986,415</td>
<td>27,139,157</td>
</tr>
<tr>
<td><strong>Total funds carried forward</strong></td>
<td>32,032,296</td>
<td>31,986,415</td>
</tr>
</tbody>
</table>

Note:

1. The fundraising drive which commenced in 2007 was closed in March 2013 having raised £13.1 million, of which £400k is pledged as at December 2013 and is due to be received over the next 5 years
2. The accounts have been compiled in accordance with the latest SORP
3. The grants receivable from the Heritage Lottery Fund are significantly lower than the prior year as building the new museum was largely completed during 2012.
4. The capital expenditure of £1,664k during 2013 is additional to the figures shown on the Statement of Financial Activities above.
5. The conservation costs are increasing on the Statement of Financial Activities, as these costs can no longer be capitalised now the new museum is operational.
6. Expenditure includes depreciation of £945k (2012 £259k) the increase resulting from the opening of the new museum

These summarised accounts are extracted from the Trustees’ report and Financial Statements for year ended December 2013, which received an unqualified auditor’s report. They were approved on 27 June 2014 and submitted to the Charity Commissioners and Registrar of Companies. These summarised accounts may not contain sufficient information to allow for a full understanding of the financial affairs of the charity.

A complete set of the report and accounts is available from The Mary Rose Trust on request.

Michael Aiken MBE
Chairman

Annual Review 2014
Awards

Awards Won

- UK Top Tourism Project 2013 - British Guild of Travel Writers
- Image Winner for the greatest contribution to improving Portsmouth’s image - Shaping the future of Portsmouth
- Silver award for the Best Educational Product - British Youth Travel Awards
- Large Visitor Attraction gold medal winner for the Portsmouth Historical Dockyard - The Beautiful South Awards for Excellence 2013 – 2014
- Civic Trust Award winner 2014
- Michael Middleton Special Award winner 2014
- Lighting Design Awards (DHA) for best public building
- Building Magazine Project of the Year 2014
- RICS South East Awards 2014: Design Through Innovation
- RICS South East Awards: Tourism and Leisure 2014
- RIBA South Regional Award 2014
- RIBA Client of the Year Award 2014
- Museums + Heritage Award 2014 (Permanent Exhibition)
- Museums + Heritage Award 2014 (Restoration or Conservation)

Finalist Art Fund Prize 2014 - Museum of the Year.
Winner to be announced 9th July 2014.
The Mary Rose Trust

Legal and administrative information

**Status**
Company Limited by Guarantee

**Charity Number**
277503

**Company Registration Number**
1415654

**President**
HRH The Prince of Wales KG KT GCB OM AK QSO PC ADC

**Vice Presidents**
Lord Lieutenant of the County of Hampshire (ex-officio)
The Right Worshipful, The Lord Mayor of Portsmouth (ex-officio)
The Lord Brabourne
Admiral Sir Kenneth Eaton GBE KCB

**Trustee Directors**
Michael Aiken MBE - Chairman
John Brookes OBE (Vice Chairman until June 2013)
Christopher Brandon RIBA FRSA (from June 2013)
Professor Sir Barry Cunliffe KB CBE FSA FBA
Caroline Dudley OBE
Rupert Grey
Adam Humphreys (from June 2013)
Alan Lovell DL (Vice Chairman from June 2013)
John Macmillan FCA (until June 2013)
Dr Janet Owen
David Palmer CBE
John Robinson (until June 2013)
Dr David Starkey CBE FSA
Professor Van Gore CBE (from April 2014)

**Members**
Lionel Allery JP
Councillor Chris Carter
Mrs Emily Cherrington
Sir Ian Cheshire
Ian Dahl
Dame Amelia Fawcett DBE
Councillor Aiden Gray
Sir David Hardy
Dr Robert Hardy CBE DLitt
Dr Michael Houghton
The Rt. Hon. Lord Iliffe
Paul Jackson
Martin Jay CBE DL
Christopher Moran
Russell Reynolds Jr.
Robert Robson
Coral Samuel CBE
Daniel Thorne
Fred Warner C Eng MIEE
Councillor Rob Wood
Councillor Sandra Stockdale

**Chief Executive**
Rear Admiral John Lippiett CB CBE DL

**Secretary**
Susan Wright MBA ACMA

**Registered Office**
1/10 College Road,
HM Naval Base,
Portsmouth,
Hampshire,
PO1 3LX

**Senior Statutory Auditor**
Kerry Daly ACA

**Auditors**
Compass Accountants Limited
The Tanneries,
East Street,
Titchfield,
Hampshire,
PO14 4AR

**Bankers**
Lloyds TSB Plc
Commercial Banking Service Centre,
23/35 Castle Way,
Southampton,
Hampshire,
SO14 2BW

**Insurance Brokers**
Sutton Winson Ltd
Town Hall Chambers,
Heath Road,
Petersfield,
Hampshire,
GU31 4TF

**Solicitors**
Blake Lapthorn Tarlo Lyons
New Kings Courts,
Tollgate,
Chandlers Ford,
Eastleigh,
SO53 3LG