

### Exhibits 4 and 5: Management accounts

Use in exam: primarily R1 / context R2 and 3

Please note that calculations have been prepared in a spreadsheet and rounded to 1dp.

REVENUE	2025 (£k)	2024 (£k)	Change (£k)	Change (%)	Reasons/Trends/Significance/Further Analysis
<b>By source</b>					
Exhibitors					
FS	19,635	16,839	2,796	16.6%	
TTH	17,916	18,390	(474)	(2.6%)	
HML	4,358	2,604	1,754	67.4%	
	<b>41,909</b>	<b>37,833</b>	<b>4,076</b>	<b>10.8%</b>	Market rate change in fees per m <sup>2</sup> London/non-London mix
Sponsorship					
FS	8,429	6,353	2,076	32.7%	
TTH	7,442	5,756	1,686	29.3%	£400k might not be able to sponsor future events
HML	2,120	1,229	891	72.5%	Biotech expo (LWC): 3 new high-profile sponsors; major success; hope to make annual (April); sponsors committed to 2026 and venue re-booked Biotech and pharma: large promotional budgets
	<b>17,991</b>	<b>13,338</b>	<b>4,653</b>	<b>34.9%</b>	
Visitor admissions					
FS	2,695	2,214	481	21.7%	Overseas visitors
TTH	2,473	2,349	124	5.3%	
HML	979	645	334	51.8%	
	<b>6,147</b>	<b>5,208</b>	<b>939</b>	<b>18.0%</b>	
<b>By sector</b>					
FS	30,759	25,406	5,353	21.1%	Demand for fast-changing areas; CPD; networking
TTH	27,831	26,495	1,336	5.0%	Difficult market; competition; lower innovation/new content; Touromaster poached staff; unable to replace with same calibre
HML	7,457	4,478	2,979	66.5%	Event programme based on strong interest in medical tech, biotech, digital care 2 new venues opened Dec 2024: first use; hotel accommodation; near airports; media coverage
<b>Total</b>	<b>66,047</b>	<b>56,379</b>	<b>9,668</b>	<b>17.1%</b>	Industry forecast: 5%

## Exhibit 8: Example exhibition assessment (2025)

Use in exam: R2/3 proposal

Key Narrative Points	Key Numerical Points
<p><b>Your Hotel 2025</b></p> <ul style="list-style-type: none"> <li>○ Sept 2024: proposed by two suppliers to hotels who wanted to be headline sponsors</li> <li>○ Inaugural exhibition</li> <li>○ Audience: independent hotels and their suppliers</li> <li>○ Based on discussions, own assumptions and experience</li> <li>○ Assessment ignores timing impact of deferred income/prepayments</li> </ul> <p><b>Revenue</b></p> <ul style="list-style-type: none"> <li>○ Exhibitor space rental <ul style="list-style-type: none"> <li>▪ Depends on space needed and location of stand</li> <li>▪ Total space rented around 1/3 of the total available space</li> </ul> </li> <li>○ Stand build: stand construction/logistics <ul style="list-style-type: none"> <li>▪ Optional</li> <li>▪ Varies with nature of event and extent of previous work</li> <li>▪ Estimate based on initial discussions with exhibitors</li> </ul> </li> <li>○ Digital advertising and data services: online exposure/analytics <ul style="list-style-type: none"> <li>▪ Optional</li> </ul> </li> <li>○ Sponsorship: stage branding, website banners, event literature <ul style="list-style-type: none"> <li>▪ Fees agreed with sponsors individually</li> <li>▪ Headline sponsors and other sponsors</li> </ul> </li> <li>○ Visitor admissions <ul style="list-style-type: none"> <li>▪ Range of ticket types</li> <li>▪ Reductions for advanced booking, group discounts, free exhibitor passes, invited guests</li> <li>▪ Tickets allow multi-day attendance; most only attend one day</li> </ul> </li> </ul> <p><b>Cost of sales</b></p> <ul style="list-style-type: none"> <li>○ Venue/logistics (1): Fee for location <ul style="list-style-type: none"> <li>▪ Hall, security, insurance, signage, décor</li> <li>▪ Largest cost (as for most events)</li> <li>▪ Other costs based on supplier quotes; all previously used</li> </ul> </li> <li>○ Venue/logistics (2): Event operations <ul style="list-style-type: none"> <li>▪ Product mgt, health &amp; safety, registration, catering, cleaning</li> <li>▪ Catering provider by venue operator; fixed fee</li> <li>▪ Other costs based on supplier quotes; all previously used</li> </ul> </li> <li>○ Production and supplies (1): Overall presentation <ul style="list-style-type: none"> <li>▪ Wide range of services: AV equipment, stage design, light, sound, marketing, translation, speaker/presentation fees</li> <li>▪ Based on discussions and negotiations with multiple suppliers</li> </ul> </li> <li>○ Production and supplies (2): Stand build <ul style="list-style-type: none"> <li>▪ Subcontractors and materials costs</li> <li>▪ Cost depends on size and complexity</li> </ul> </li> <li>○ Staffing <ul style="list-style-type: none"> <li>▪ Payroll, travel and accommodation</li> <li>▪ Estimated using Bezique's normal method <ul style="list-style-type: none"> <li>• Employee: hours spent on event x hourly rate</li> <li>• Agency staff: time x agreed agency hourly rates</li> </ul> </li> <li>▪ Hours include preparation and follow-up</li> <li>▪ Staff who do not live near the venue: must stay overnight in hotels if early start / finish late; discounted rates</li> <li>▪ Staff who live near the venue: travel costs paid if early start / finish late</li> </ul> </li> </ul>	<p><b>Your Hotel 2025</b></p> <ul style="list-style-type: none"> <li>○ 3-day event: 20–22 Mar 2025</li> <li>○ Manchester hotel with exhibition space: 3,000 m<sup>2</sup></li> </ul> <p><b>Revenue</b></p> <ul style="list-style-type: none"> <li>○ Exhibitor space rental: £472,500 <ul style="list-style-type: none"> <li>▪ Exhibitors: 20</li> <li>▪ Average space each: 45 m<sup>2</sup> (35-55)</li> <li>▪ Average fee per m<sup>2</sup>: £525 (£475-575)</li> <li>▪ Total space rented: 900 m<sup>2</sup> / 3,000 m<sup>2</sup></li> </ul> </li> <li>○ Stand build: £30,000 <ul style="list-style-type: none"> <li>▪ Take-up: 30%</li> <li>▪ Exhibitor take-up: 6</li> <li>▪ Fee per exhibitor: £5,000</li> </ul> </li> <li>○ Digital advertising and data: £45,000 <ul style="list-style-type: none"> <li>▪ Take-up: 75%</li> <li>▪ Exhibitor take-up: 15</li> <li>▪ Fee per exhibitor: £3,000</li> </ul> </li> <li>○ Sponsorship: £100,000 <ul style="list-style-type: none"> <li>▪ Headline sponsors: 2</li> <li>▪ Headline sponsors (each): £30,000</li> <li>▪ Other sponsors: 4</li> <li>▪ Other sponsors (each): £10,000</li> </ul> </li> <li>○ Admissions: £67,500 <ul style="list-style-type: none"> <li>▪ Visitors: 2,250</li> <li>▪ Headline ticket price: £40</li> <li>▪ Average ticket price: £30</li> </ul> </li> <li>○ Total revenue: £715,000</li> </ul> <p><b>Cost of sales</b></p> <ul style="list-style-type: none"> <li>○ Venue/logistics (1): £274,000 <ul style="list-style-type: none"> <li>▪ Number of days: 3</li> <li>▪ Hire cost/day: £79,000</li> <li>▪ Other costs: £37,000</li> </ul> </li> <li>○ Venue/logistics (2): £107,000 <ul style="list-style-type: none"> <li>▪ Catering: £36,000</li> <li>▪ Other costs: £71,000</li> </ul> </li> <li>○ Overall presentation: £58,000</li> <li>○ Stand build: £24,000 <ul style="list-style-type: none"> <li>▪ Average costs per stand: £4,000 (£1,000-£10,000)</li> <li>▪ GP: £1,000 per stand (GPM: 20%)</li> </ul> </li> <li>○ Staffing: £63,000 <ul style="list-style-type: none"> <li>▪ Employees: £38,000</li> <li>▪ Agency staff: £10,000 (15.9% of total)</li> <li>▪ Travel/accommodation: £15,000</li> </ul> </li> <li>○ Total costs: £526,000</li> </ul> <p><b>Gross profit</b></p> <ul style="list-style-type: none"> <li>○ £715,000 - £526,000 = £189,000 (26.4%)</li> </ul>

## Review of Financial Performance for Year Ended 30 June 2026

### **REVENUE (per requirement)**

Overall revenue increased (decreased) impressively (disappointingly) by £k (x%) to £k which is above (below) the forecast industry growth of 5%. The rate of growth is increasing (decreasing) (25: 17.1%) which is excellent (understandable). The increase (decrease) is due to an increase (decrease) of x% in the number of events (25: 97) and/or x% increase (decrease) in average revenue per event to £x (25: £681k). *Revenue from all sources/sectors has increased/decreased.*

FS revenue increased (decreased) impressively (disappointingly) by £k (x%) due to **reason** (reason from exam scenario / x% increase (decrease) in: number of events / revenue per event / specific source / source revenue per event / number of visitors / ticket price / visitors per event. Trend/significance/further analysis (e.g. sponsorship is only source which grew on a per event basis, highest/lowest growth sector, highest/lowest revenue per event).

TTH revenue increased (decreased) impressively (disappointingly) by £k (x%) due to **reason** (reason from exam scenario / x% increase (decrease) in: number of events / revenue per event / specific source / source revenue per event / number of visitors / ticket price / visitors per event. Trend/significance/further analysis (e.g. sponsorship revenue share continues to increase (25: 26.7%), highest/lowest growth sector, highest/lowest revenue per event).

HML revenue increased (decreased) impressively (disappointingly) by £k (x%) due to **reason** (reason from exam scenario / x% increase (decrease) in: number of events / revenue per event / specific source / source revenue per event / number of visitors / ticket price / visitors per event. Trend/significance/further analysis (e.g. exhibitor fees revenue share continues to be lower than other sectors (25: 58.4%), highest/lowest growth sector, highest/lowest revenue per event).

Exhibitor fees increased (decreased) impressively (disappointingly) by £k (x%) due to **reason** (reason from exam scenario). Trend/significance/further analysis (e.g. exhibitor fees per event, highest/lowest growth of all sources, sector which has highest/lowest/significant change in exhibitor fees).

Sponsorship increased (decreased) impressively (disappointingly) by £k (x%) due to **reason** (reason from exam scenario). Trend/significance/further analysis (e.g. sponsorship per event, highest/lowest growth of all sources, sector which has highest/lowest/significant change in sponsorship).

Visitor admissions increased (decreased) impressively (disappointingly) by £k (x%) due to **reason** (reason from exam scenario / x% increase (decrease) in: number of visitors / ticket price / number of events / visitors per event. Trend/significance/further analysis (impact of revenue mix e.g. HML higher ticket prices, sector which has highest/lowest/significant change in visitors per event/ticket price).

FS accounts for x% (25: 46.6%) of revenue, TTH x% (25: 42.1%) and HML x% (25: 11.3%) which shows e.g. the increasing importance of HML / continued importance of FS due to it being the largest and oldest.

Exhibitor fees accounts for x% (25: 63.5%) of revenue, sponsorship x% (25: 27.2%) and admissions x% (25: 9.3%), which shows e.g. the continued reliance on exhibitor fees despite the decline in its share.