

REVENUE	2024 (£k)	2023 (£k)	Change (£k)	Change (%)	Reasons/Trends/Significance/Further Analysis
UK	7,075	6,707	368	5.5%	Highly competitive; unable to raise profile
Rest of Europe	3,615	3,571	44	1.2%	Favourable influencer reviews Social media ads
US	7,002	4,967	2,035	41.0%	Increasing brand awareness Competitors raised prices Luxury sector growing Product placement in 'Finance' Marketing Huge market: scope for growth Economic and political uncertainties: risk of slowing
Rest of World	2,932	2,521	411	16.3%	Gulf: growth continued India: watch bloggers; more marketing; visits to develop strategy; expected growth in 2025 Highly competitive; unable to raise profile
Total	20,624	17,766	2,858	16.1%	Brand became better known Forecast global industry growth: 4.6% pa 2025: Savoir-Faire pre-orders exceeded expectations; optimistic; more expensive
Mix:					
UK	34.3%	37.8%			
Rest of Europe	17.5%	20.1%			
US	34.0%	28.0%			
Rest of World	14.2%	14.2%			
FX movement	Euro	US	RoW		
Change %					
2023 revenue					
Underlying change					
Alternative calculation:					
Change %					
2023 revenue					
Underlying change					
Numbers of watches	2024	2023	Change	%	
UK	7,240	7,258	-18	-0.2%	
Rest of Europe	3,304	3,451	-147	-4.3%	
US	5,024	3,781	1,243	32.9%	
Rest of World	2,904	2,612	292	11.2%	
Total	18,472	17,102	1,370	8.0%	
Average price (£)	2024	2023	Change	%	
UK	977	924	53	5.7%	
Rest of Europe	1,094	1,035	59	5.7%	
US					Price increases; introducing higher-priced models
Rest of World					Increased prices
Total	1,117	1,039	78	7.5%	Gradually moving upmarket

Exhibit 7: Product launch process (March 2025)

Use in exam: R2/3 proposal

Key Narrative Points	Key Numerical Points
Stage 1: Concept development <ul style="list-style-type: none">Market research, trend analysis, customer forums, social media.	Vantage Line Market research: <ul style="list-style-type: none">Sales: 400 per year3-year life cycle
Stage 2: Design development <ul style="list-style-type: none">Technical specifications and designs.	Production run: 400 watches
Stage 3: Financial planning <ul style="list-style-type: none">Cost card for preliminary cost structures.Pricing strategies.	<u>Unit costs</u> <ul style="list-style-type: none">Materials (CHF):<ul style="list-style-type: none">Case: 50Crystal: 35Movement: 232Dial: 84Strap: 18Labour (CHF):<ul style="list-style-type: none">Assembly: 180Testing: 45MHSA manufacturing charge: 644 (CHF)<ul style="list-style-type: none">CHF/£ rate: 1.12MHSA manufacturing charge: £575<ul style="list-style-type: none">Import duty: £26Inward shipping: £2Quality certification: £13Packaging: £6Shipping costs to customer: £75
Stage 4: Environmental impact assessment <ul style="list-style-type: none">Seeking to increase focus on sustainability.Incorporated environmental data for first time.Benchmark for future reporting:<ul style="list-style-type: none">% materials used in manufacturing recycled (by value)% materials recyclable or biodegradable at end of life (by weight)Total CO₂e emissions per watch (kg)% suppliers in the supply chain certified for ethical/sustainable practices (by value of purchases)	Total unit cost: £697
	<u>Initial costs</u> <ul style="list-style-type: none">
	<u>Price</u> <ul style="list-style-type: none">
	<u>NPV</u> <ul style="list-style-type: none">
	<u>Sensitivity</u> <ul style="list-style-type: none">

Review of Financial Performance for Year Ended 30 September 2025

REVENUE (per requirement)

Overall revenue increased (decreased) impressively (disappointingly) by £k (x%) to £2025k which is above (below) the forecast industry growth of 4.6%. The challenging economy may have had a negative impact, so the fact that the rate of growth is increasing (decreasing) (24: 16.1%) is excellent (expected). The increase (decrease) is due to an increase (decrease) of x% in volume to X (24: 18,472) and/or an increase (decrease) of x% in average price to £x (24: £1,117). *Revenue from all geographies increased/decreased.*

UK revenue increased (decreased) impressively (disappointingly) by £k (x%) due to **reason** (reason from exam scenario / increase (decrease) in volume of x% and/or increase (decrease) in average price of x%).
Trend/significance/further analysis (e.g. still has the lowest average price).

RoE revenue increased (decreased) impressively (disappointingly) by £k (x%) due to **reason** (reason from exam scenario / increase (decrease) in volume of x% and/or increase (decrease) in average price of x%). Adjusting for EUR depreciation (appreciation) of x%,

[REDACTED]

US revenue [REDACTED]

RoW revenue [REDACTED]

UK accounts for x% (24: 34.3%) of revenue, [REDACTED]

Whitehull/Thimur/Celcis/other revenue [REDACTED]

Whitehull/Thimur/Celcis/Savoir-Faire/other has the highest average price/volume and accounts for x% of revenue.

Top three watches [REDACTED]

COS AND GROSS PROFIT (if required)

[REDACTED]