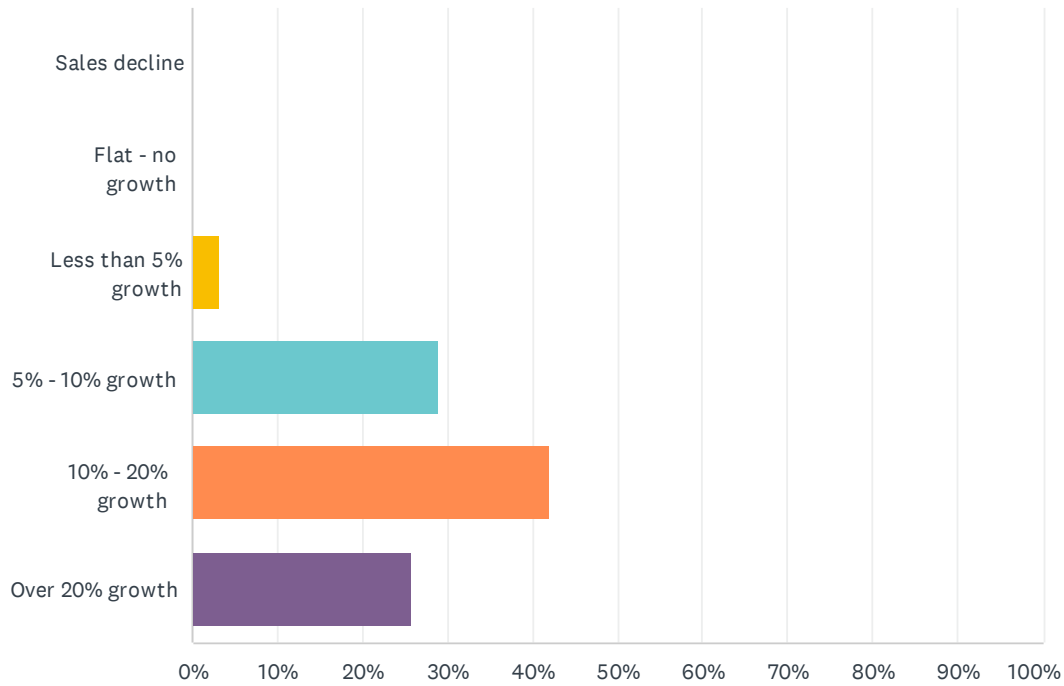


Q5 What level of growth would you forecast for your business over the next 12 months?

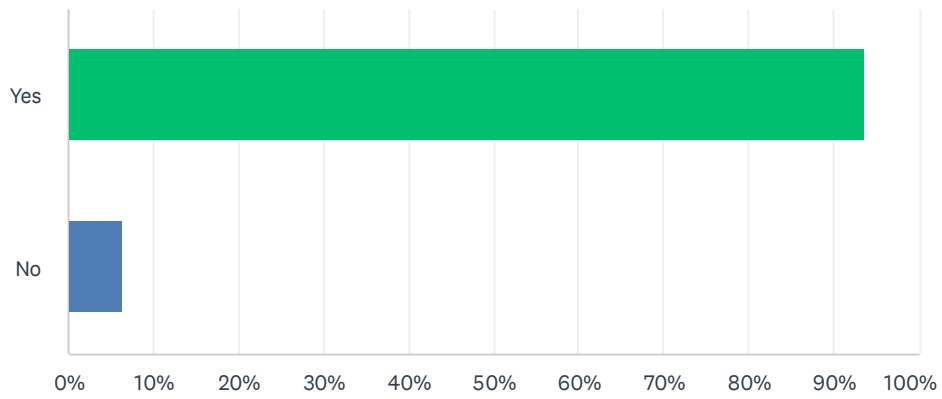
Answered: 31 Skipped: 4



| ANSWER CHOICES | RESPONSES | |
|---------------------|-----------|-----------|
| Sales decline | 0.00% | 0 |
| Flat - no growth | 0.00% | 0 |
| Less than 5% growth | 3.23% | 1 |
| 5% - 10% growth | 29.03% | 9 |
| 10% - 20% growth | 41.94% | 13 |
| Over 20% growth | 25.81% | 8 |
| TOTAL | | 31 |

Q6 Have you made any strategic adjustments based on your forecast?

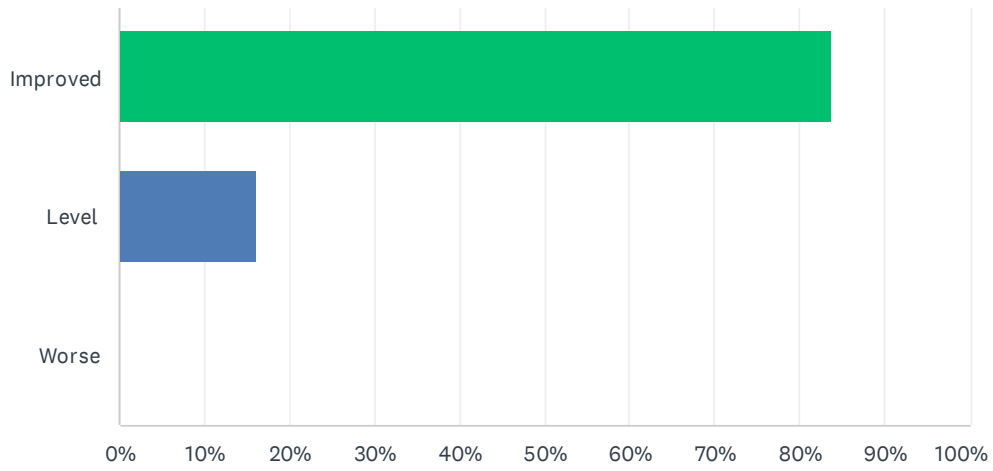
Answered: 31 Skipped: 4



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|-----------|
| Yes | 93.55% | 29 |
| No | 6.45% | 2 |
| TOTAL | | 31 |

Q7 How did your sales from Q3 2021 (July, August, September) compare to the same same quarter in 2020?

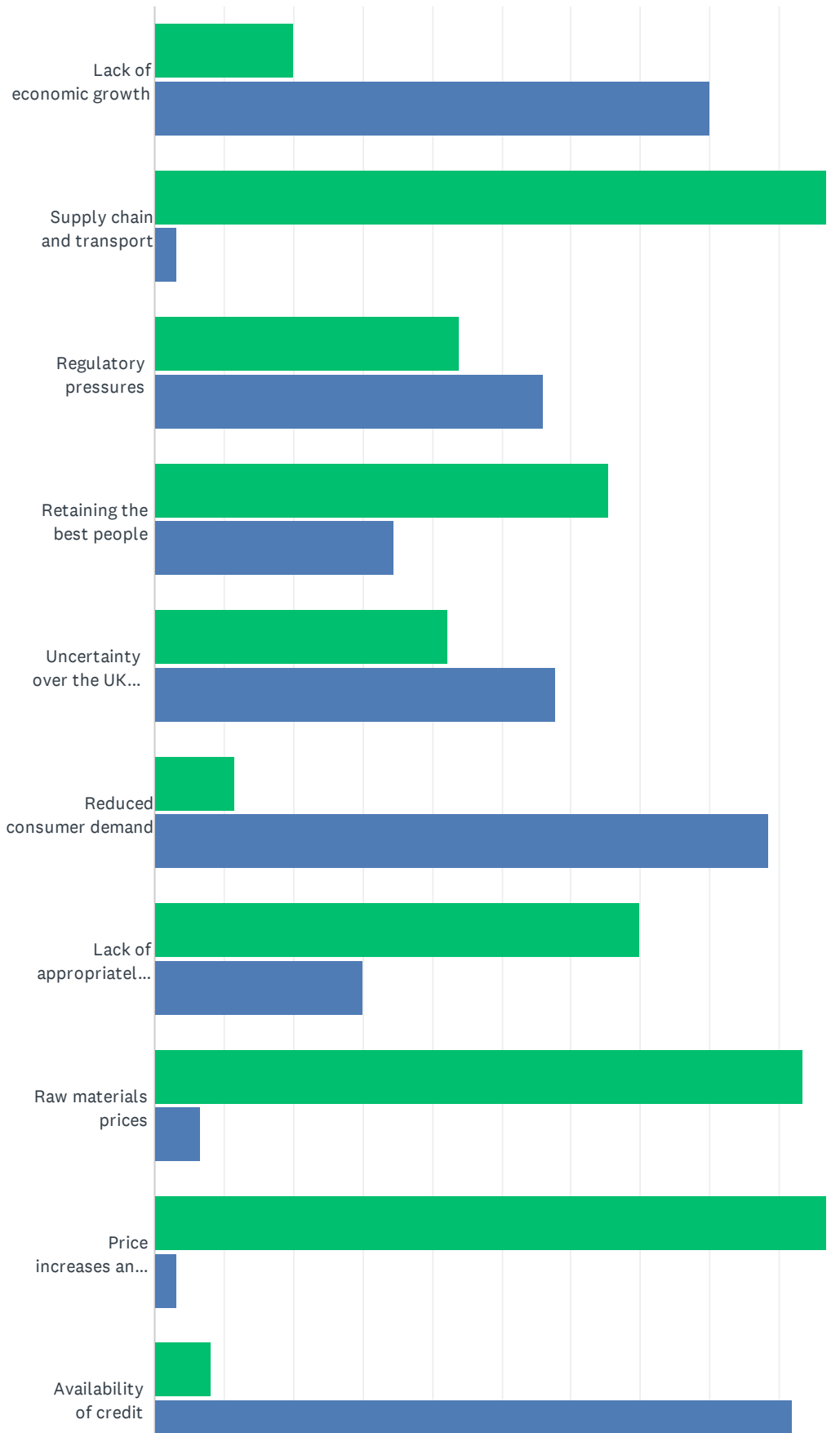
Answered: 31 Skipped: 4



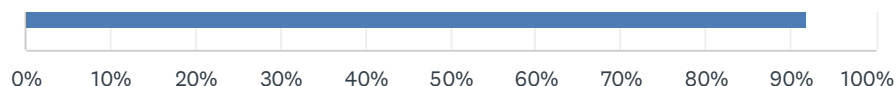
| ANSWER CHOICES | | RESPONSES | |
|----------------|-------|-----------|----|
| Improved | | 83.87% | 26 |
| Level | | 16.13% | 5 |
| Worse | | 0.00% | 0 |
| TOTAL | TOTAL | | 31 |

Q8 Which of the following are major issues of concern for your business over the next twelve months? (tick all that apply)

Answered: 31 Skipped: 4



FEA Outlook: Quarter Three 2021 (July, August, September)

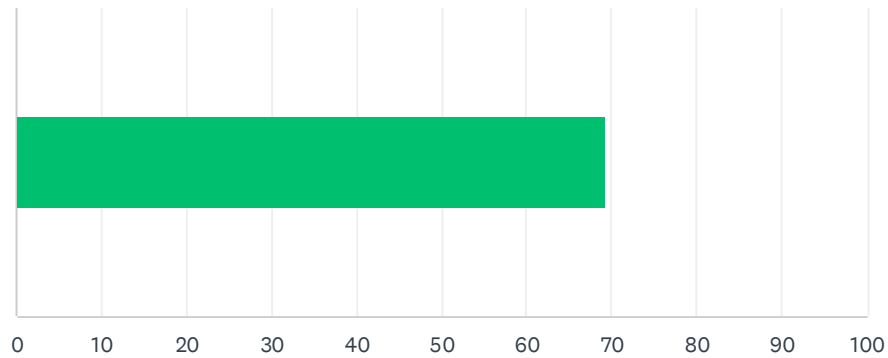


■ Major conc...
 ■ No concern

| | MAJOR CONCERN | NO CONCERN | TOTAL | WEIGHTED AVERAGE |
|--|---------------|--------------|-------|------------------|
| Lack of economic growth | 20.00% 5 | 80.00% 20 | 25 | 1.80 |
| Supply chain and transport | 96.77% 30 | 3.23% 1 | 31 | 1.03 |
| Regulatory pressures | 44.00% 11 | 56.00% 14 | 25 | 1.56 |
| Retaining the best people | 65.52% 19 | 34.48% 10 | 29 | 1.34 |
| Uncertainty over the UK role in Europe | 42.31% 11 | 57.69% 15 | 26 | 1.58 |
| Reduced consumer demand | 11.54% 3 | 88.46% 23 | 26 | 1.88 |
| Lack of appropriately trained staff | 70.00% 21 | 30.00% 9 | 30 | 1.30 |
| Raw materials prices | 93.33% 28 | 6.67% 2 | 30 | 1.07 |
| Price increases and inflation | 96.77% 30 | 3.23% 1 | 31 | 1.03 |
| Availability of credit | 8.00% 2 | 92.00% 23 | 25 | 1.92 |

Q9 On a scale of 0 - 10 how confident are you in the economy as a business driver?

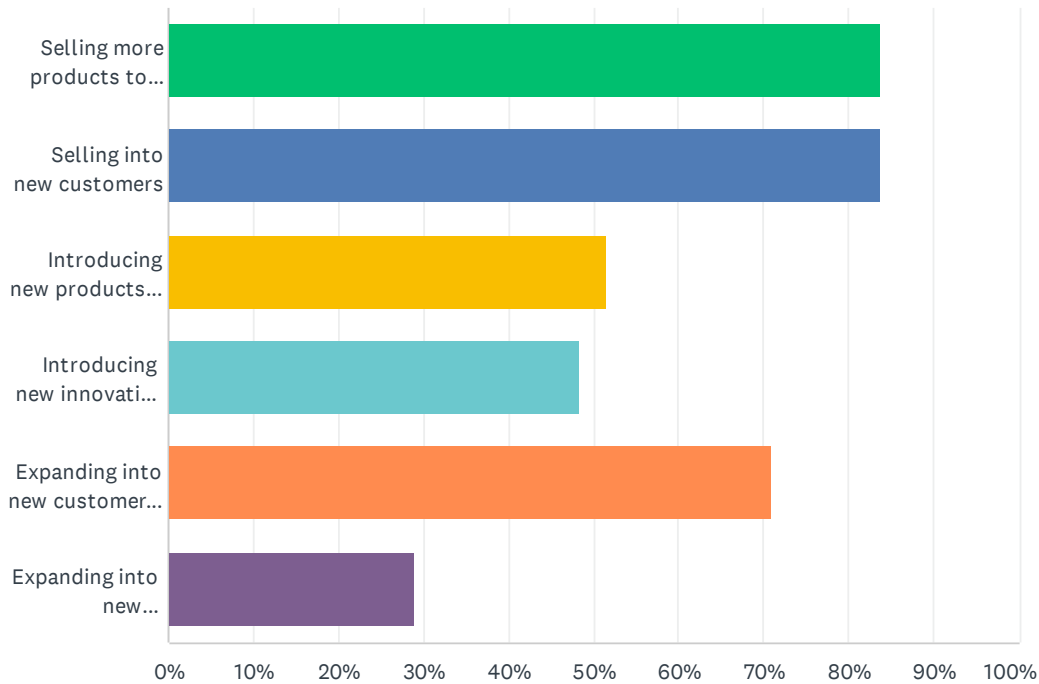
Answered: 30 Skipped: 5



| ANSWER CHOICES | AVERAGE NUMBER | TOTAL NUMBER | RESPONSES |
|-----------------------|----------------|--------------|-----------|
| | 69 | 2,082 | 30 |
| Total Respondents: 30 | | | |

Q10 Which of these routes do you think will be the most important drivers of your growth over the next twelve months? (Tick all that apply)

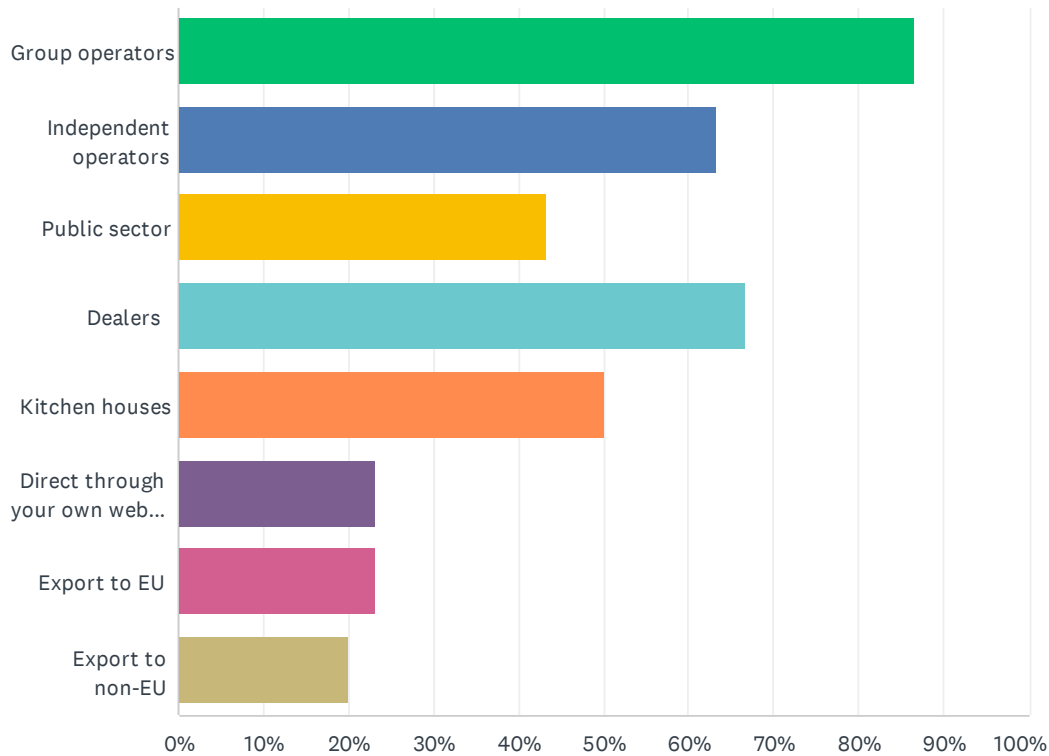
Answered: 31 Skipped: 4



| ANSWER CHOICES | RESPONSES | |
|---|-----------|----|
| Selling more products to existing customers | 83.87% | 26 |
| Selling into new customers | 83.87% | 26 |
| Introducing new products to target a competitors products | 51.61% | 16 |
| Introducing new innovative products to the market | 48.39% | 15 |
| Expanding into new customer segments | 70.97% | 22 |
| Expanding into new geographical regions | 29.03% | 9 |
| Total Respondents: 31 | | |

Q11 Where will you be focussing your sales efforts during the next twelve months? (Tick all that apply)

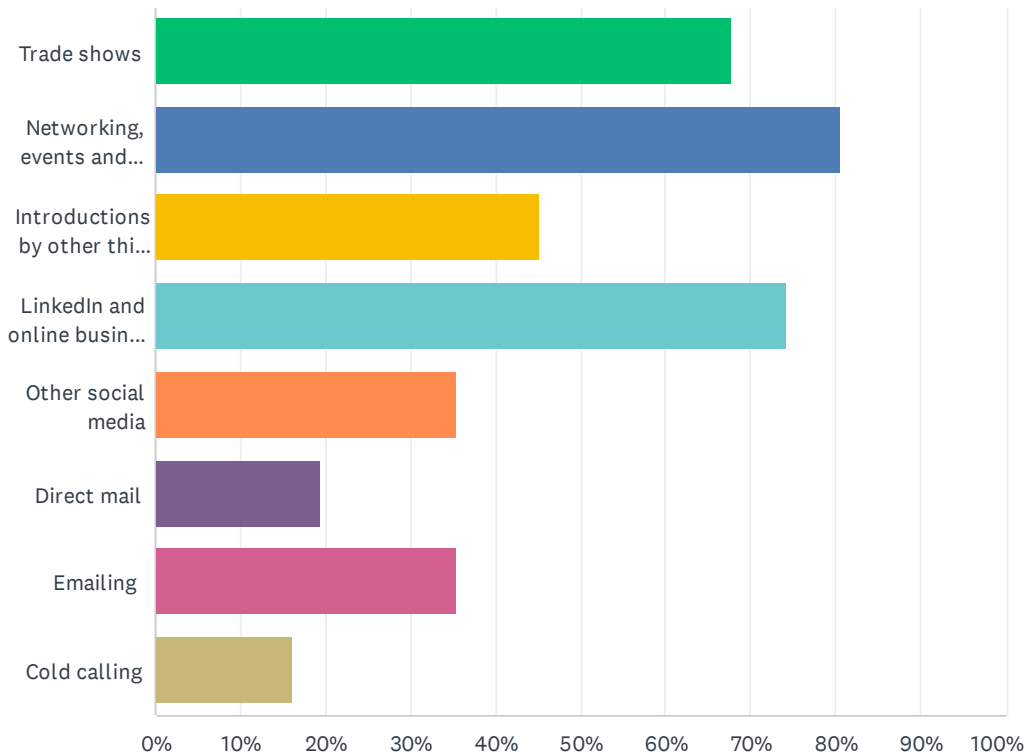
Answered: 30 Skipped: 5



| ANSWER CHOICES | RESPONSES |
|--------------------------------------|-----------|
| Group operators | 86.67% 26 |
| Independent operators | 63.33% 19 |
| Public sector | 43.33% 13 |
| Dealers | 66.67% 20 |
| Kitchen houses | 50.00% 15 |
| Direct through your own web presence | 23.33% 7 |
| Export to EU | 23.33% 7 |
| Export to non-EU | 20.00% 6 |
| Total Respondents: 30 | |

Q12 How do you anticipate your sales team will make contact with new buyers in the future? (Select up to three)

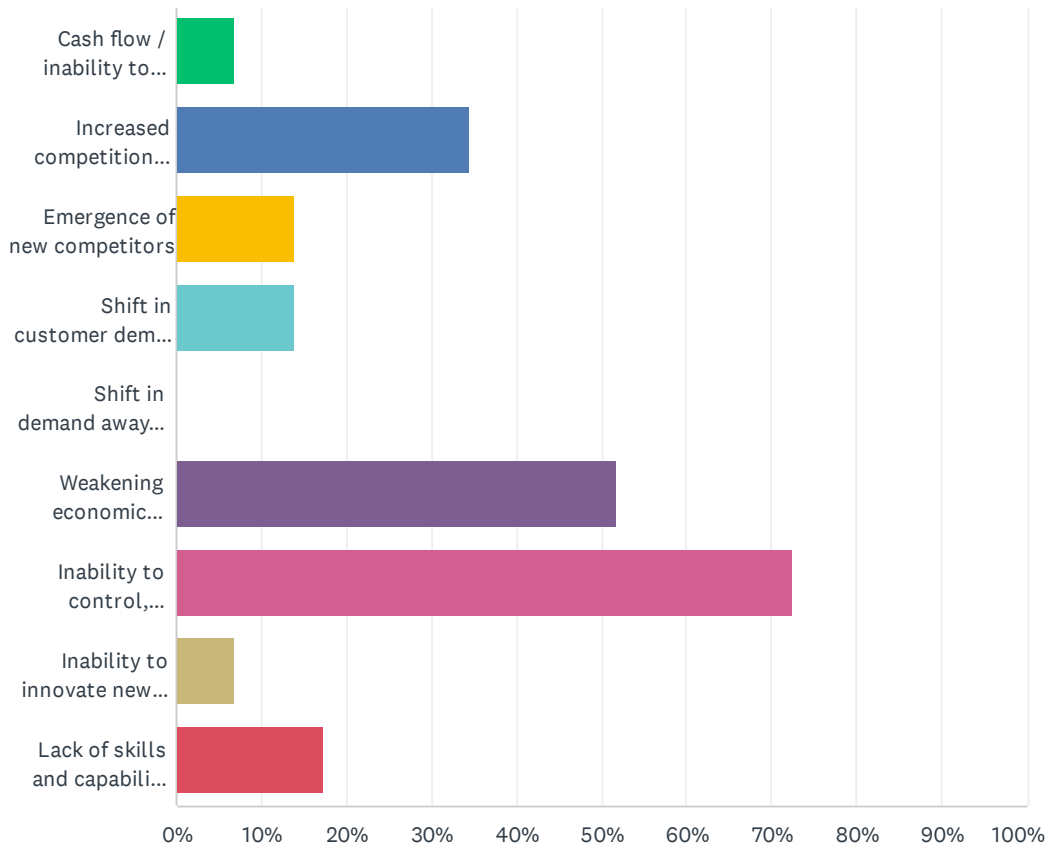
Answered: 31 Skipped: 4



| ANSWER CHOICES | RESPONSES | |
|--|-----------|----|
| Trade shows | 67.74% | 21 |
| Networking, events and conferences | 80.65% | 25 |
| Introductions by other third parties | 45.16% | 14 |
| LinkedIn and online business platforms | 74.19% | 23 |
| Other social media | 35.48% | 11 |
| Direct mail | 19.35% | 6 |
| Emailing | 35.48% | 11 |
| Cold calling | 16.13% | 5 |
| Total Respondents: 31 | | |

Q13 Which of the following options represent the greatest threat to your growth in the current climate? (Select up to three)

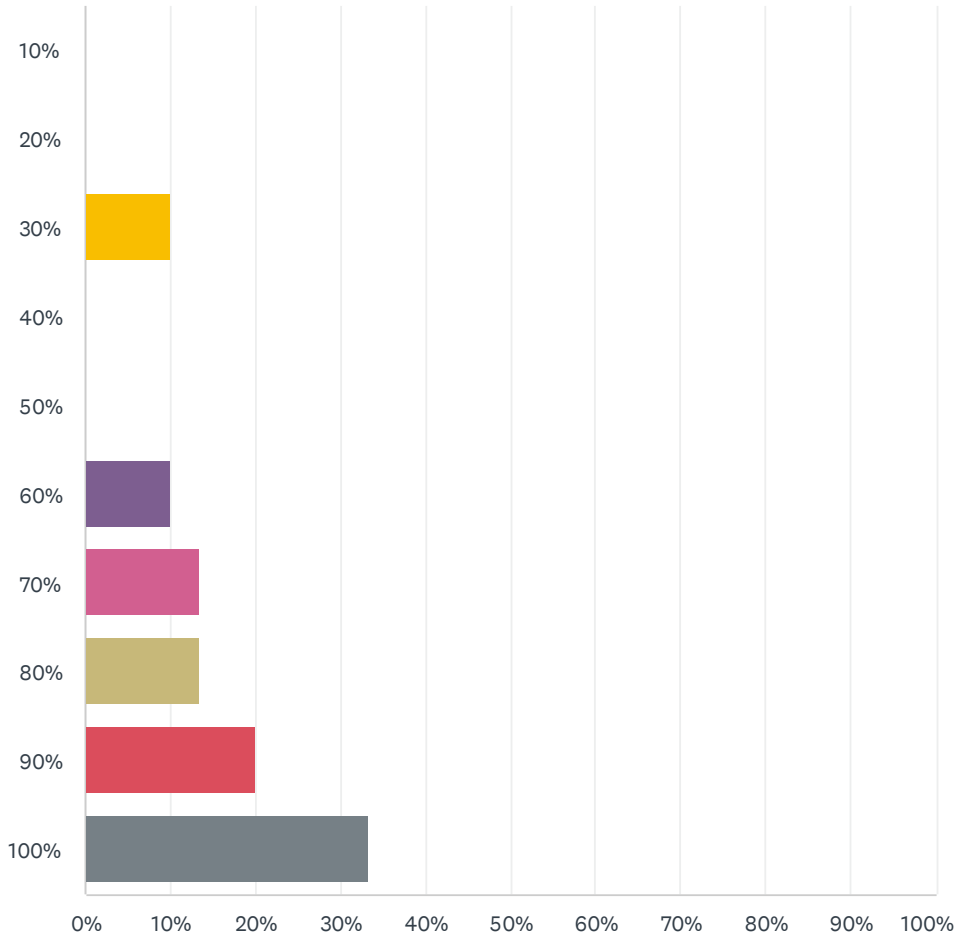
Answered: 29 Skipped: 6



| ANSWER CHOICES | RESPONSES |
|--|-----------|
| Cash flow / inability to secure investment | 6.90% 2 |
| Increased competition from existing competitors | 34.48% 10 |
| Emergence of new competitors | 13.79% 4 |
| Shift in customer demand away from your products | 13.79% 4 |
| Shift in demand away from your / your customers' brands | 0.00% 0 |
| Weakening economic environment | 51.72% 15 |
| Inability to control, mitigate or pass on cost increases | 72.41% 21 |
| Inability to innovate new products | 6.90% 2 |
| Lack of skills and capability in sales and negotiation | 17.24% 5 |
| Total Respondents: 29 | |

Q14 Compared to your pre-Covid sales what are your current sales as a % ?

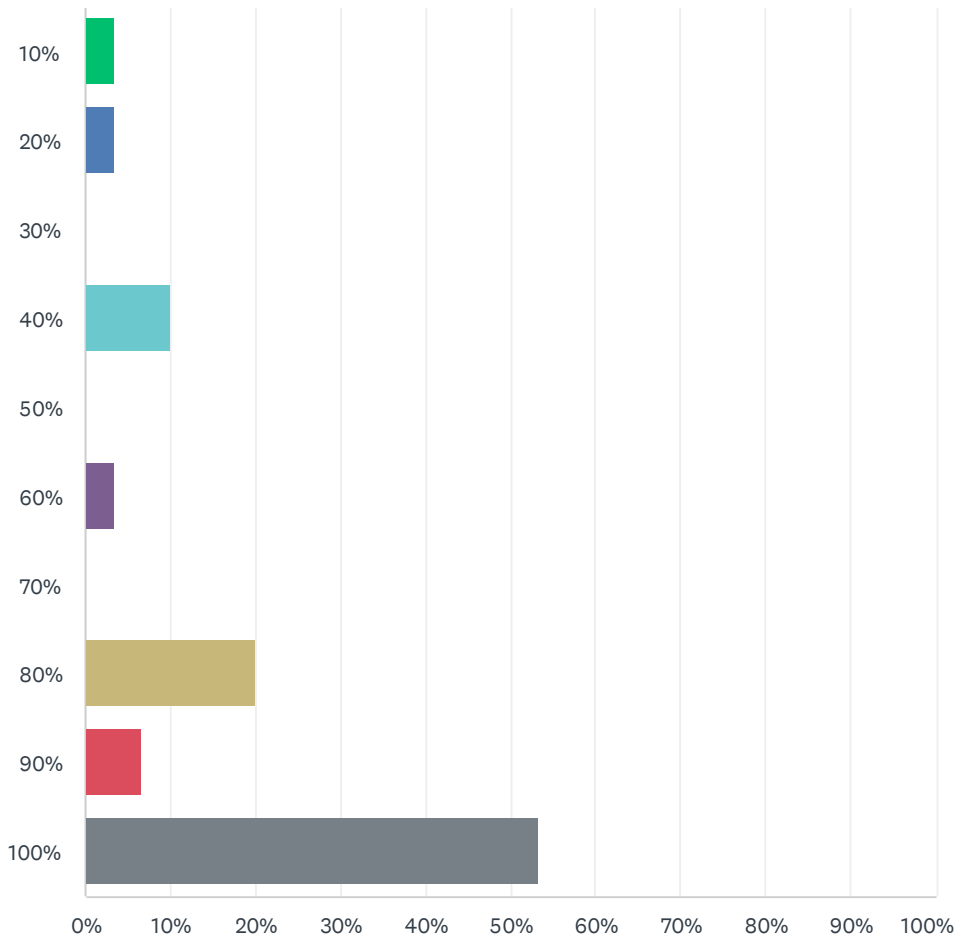
Answered: 30 Skipped: 5



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|-----------|
| 10% | 0.00% | 0 |
| 20% | 0.00% | 0 |
| 30% | 10.00% | 3 |
| 40% | 0.00% | 0 |
| 50% | 0.00% | 0 |
| 60% | 10.00% | 3 |
| 70% | 13.33% | 4 |
| 80% | 13.33% | 4 |
| 90% | 20.00% | 6 |
| 100% | 33.33% | 10 |
| TOTAL | | 30 |

Q15 What % of your pre-Covid sales do you expect to achieve in six months time?

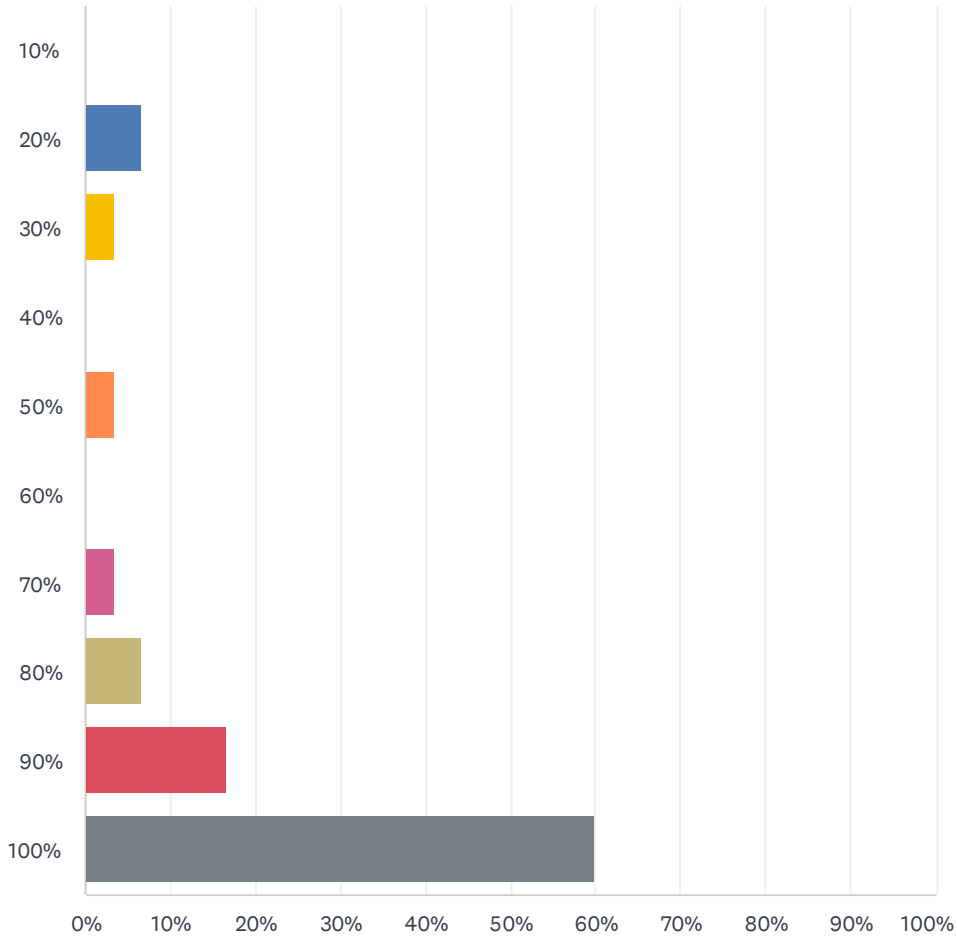
Answered: 30 Skipped: 5



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|-----------|
| 10% | 3.33% | 1 |
| 20% | 3.33% | 1 |
| 30% | 0.00% | 0 |
| 40% | 10.00% | 3 |
| 50% | 0.00% | 0 |
| 60% | 3.33% | 1 |
| 70% | 0.00% | 0 |
| 80% | 20.00% | 6 |
| 90% | 6.67% | 2 |
| 100% | 53.33% | 16 |
| TOTAL | | 30 |

Q16 What % of your pre-Covid sales do you expect to achieve in twelve months time?

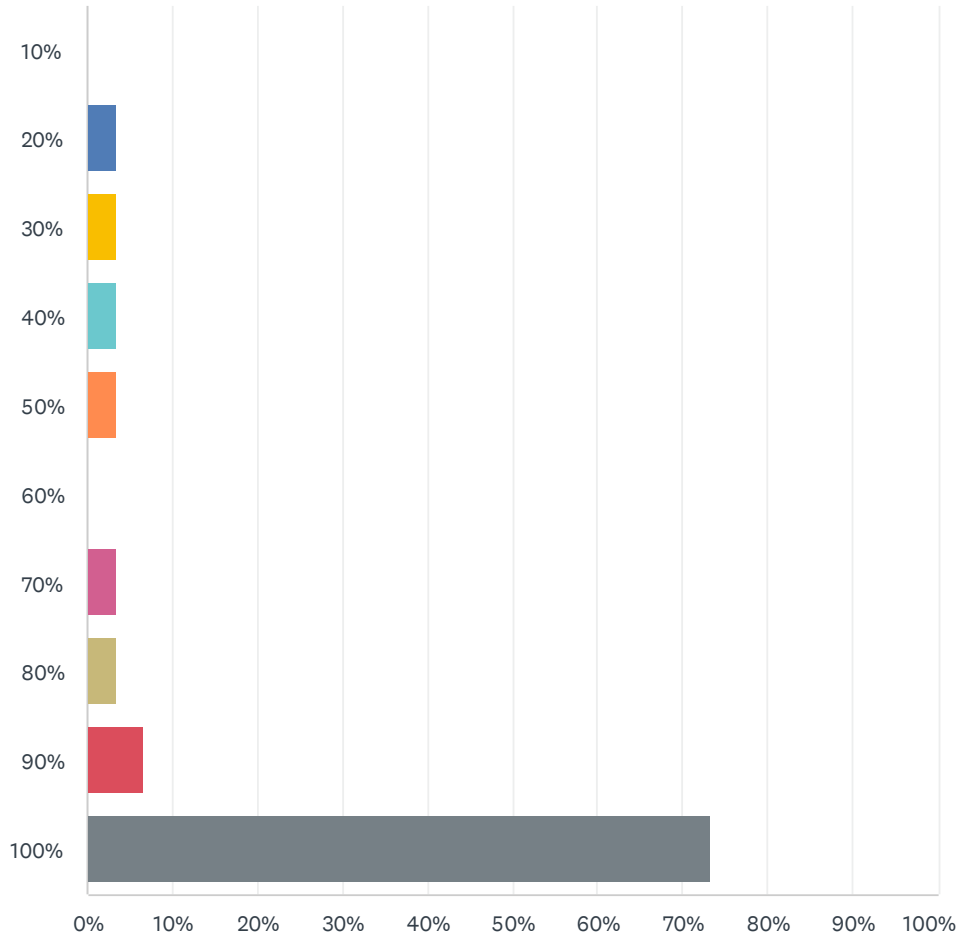
Answered: 30 Skipped: 5



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|-----------|
| 10% | 0.00% | 0 |
| 20% | 6.67% | 2 |
| 30% | 3.33% | 1 |
| 40% | 0.00% | 0 |
| 50% | 3.33% | 1 |
| 60% | 0.00% | 0 |
| 70% | 3.33% | 1 |
| 80% | 6.67% | 2 |
| 90% | 16.67% | 5 |
| 100% | 60.00% | 18 |
| TOTAL | | 30 |

Q17 What % of your pre-Covid sales do you expect to achieve in eighteen months time?

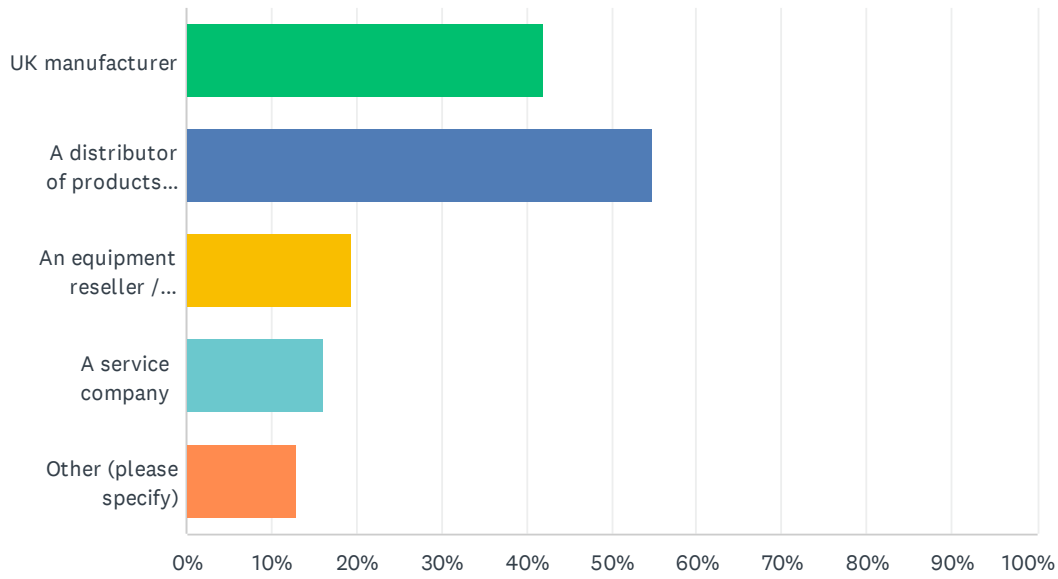
Answered: 30 Skipped: 5



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|-----------|
| 10% | 0.00% | 0 |
| 20% | 3.33% | 1 |
| 30% | 3.33% | 1 |
| 40% | 3.33% | 1 |
| 50% | 3.33% | 1 |
| 60% | 0.00% | 0 |
| 70% | 3.33% | 1 |
| 80% | 3.33% | 1 |
| 90% | 6.67% | 2 |
| 100% | 73.33% | 22 |
| TOTAL | | 30 |

Q18 Which of the following descriptions applies to your business? (Select all that apply)

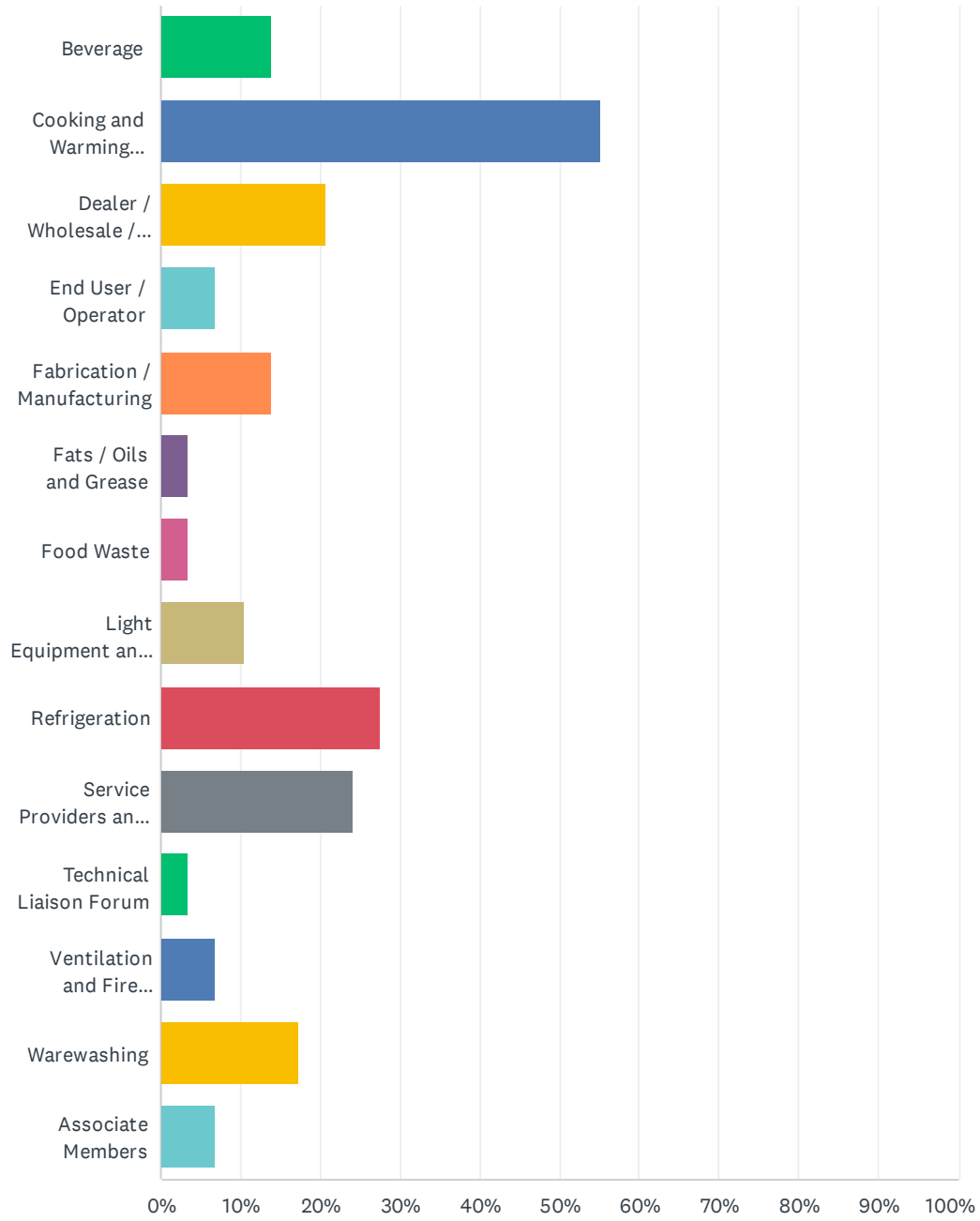
Answered: 31 Skipped: 4



| ANSWER CHOICES | RESPONSES | |
|--|-----------|----|
| UK manufacturer | 41.94% | 13 |
| A distributor of products manufactured outside of the UK | 54.84% | 17 |
| An equipment reseller / dealer | 19.35% | 6 |
| A service company | 16.13% | 5 |
| Other (please specify) | 12.90% | 4 |
| Total Respondents: 31 | | |

Q19 What FEA Product Groups do you participate in? Tick all that apply.

Answered: 29 Skipped: 6

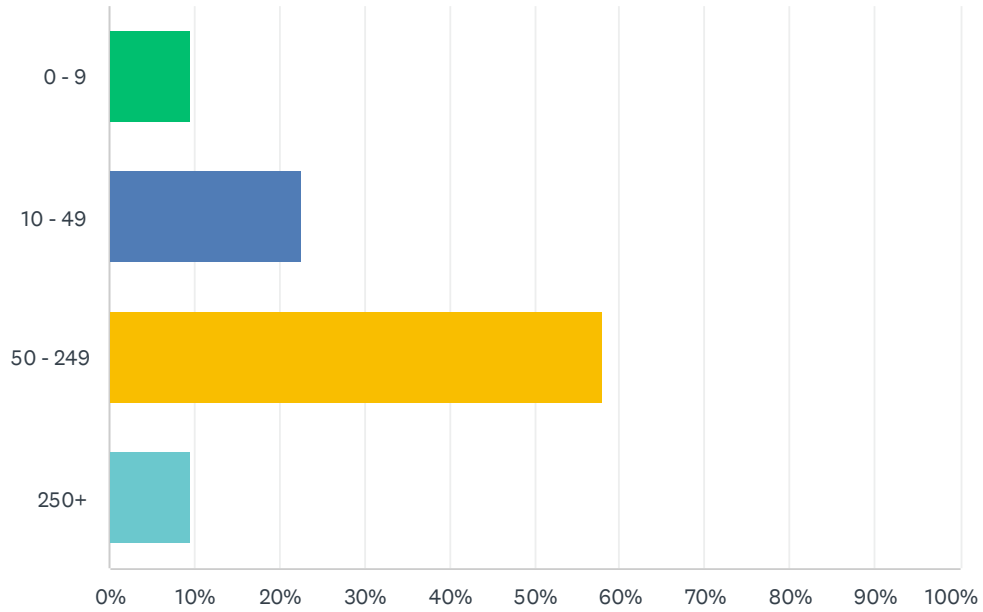


FEA Outlook: Quarter Three 2021 (July, August, September)

| ANSWER CHOICES | RESPONSES | |
|-----------------------------------|-----------|----|
| Beverage | 13.79% | 4 |
| Cooking and Warming Equipment | 55.17% | 16 |
| Dealer / Wholesale / Design | 20.69% | 6 |
| End User / Operator | 6.90% | 2 |
| Fabrication / Manufacturing | 13.79% | 4 |
| Fats / Oils and Grease | 3.45% | 1 |
| Food Waste | 3.45% | 1 |
| Light Equipment and Tableware | 10.34% | 3 |
| Refrigeration | 27.59% | 8 |
| Service Providers and Spare Parts | 24.14% | 7 |
| Technical Liaison Forum | 3.45% | 1 |
| Ventilation and Fire Suppression | 6.90% | 2 |
| Warewashing | 17.24% | 5 |
| Associate Members | 6.90% | 2 |
| Total Respondents: 29 | | |

Q20 How many staff do you employ?

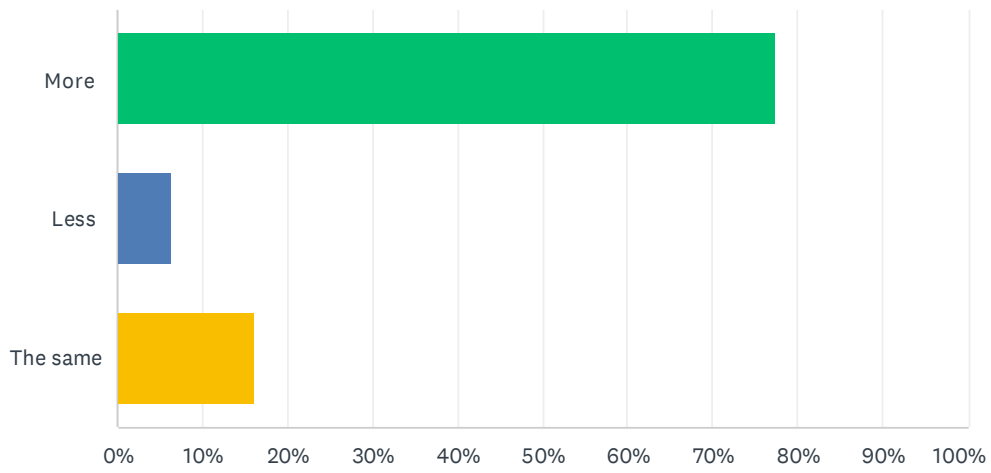
Answered: 31 Skipped: 4



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|-----------|
| 0 - 9 | 9.68% | 3 |
| 10 - 49 | 22.58% | 7 |
| 50 - 249 | 58.06% | 18 |
| 250+ | 9.68% | 3 |
| TOTAL | | 31 |

Q21 Compared to last quarter do you employ more, less or the same amount of employees?

Answered: 31 Skipped: 4



| ANSWER CHOICES | | RESPONSES | |
|----------------|-------|-----------|----|
| More | | 77.42% | 24 |
| Less | | 6.45% | 2 |
| The same | | 16.13% | 5 |
| TOTAL | TOTAL | | 31 |