

THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND

# 2025



# ANNUAL REPORT



ROYAL  
HIGHLAND  
CENTRE



# 2025

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The British Pipe Band Championship was held at the Royal Highland Centre for the first time in 2025

Front Cover: The Grand Parade in full swing at The Royal Highland Show



## CHAIRMAN'S UPDATE

James Logan, Chair of RHASS

This past year has marked a huge turning point for RHASS. It has been a year shaped by purposeful change focused on putting the right building blocks in place and setting a strong foundation for the future of the Society and its members. This change was necessary as we worked tirelessly to improve our financial deficit and financial footing.

Following a tremendous amount of hard work in line with our turnaround plan, which has been at the heart of driving this intentional shift, we have achieved more than what we set out to do. While we expected more positive results this year, and that was to break even, the outcome has exceeded what we had envisioned. I am incredibly proud to say that we have actually ended the year with an operating unrestricted net income of £551,232 for the Group. This is an enormous step forward, having completed the 2024 financial year with an unrestricted net expenditure (deficit) of £1.8m.

We are exceptionally grateful to the RHASS members of staff, our senior leadership team, directors, the continued support and input of our members and indeed our auditors, banking partners and advisers who have played a crucial role in helping us get to this point in our turnaround journey.

This isn't something we might have thought possible this time last year, so it brings me great joy to be sharing the news. It's an outcome we plan to build on as we move forward in rolling out our new vision to ensure a continued financially stable Society for the future.

One of the biggest and essential shifts made this year to change the financial narrative has been our new governance framework, which our members overwhelmingly approved at last year's AGM. This decisive endorsement demonstrated both confidence in the direction of travel and a shared appetite for modernisation. The refreshed governance structure – comprising the RHASS Council of Trustees, RHASS RHS Board and Highland Centre Limited (HCL) Board – was introduced in July 2025 and has provided bold leadership, clearer accountability, strengthened governance expertise, and positioned the organisation to operate more effectively and with long-term sustainability within an increasingly complex landscape.

Not only that, but the changes have enabled us to become more agile when making important decisions to ensure the best strategic outcomes for the Society and its members.

Four independent trustees now help to make up the Council of Trustees to support the governance of RHASS and four non-executive directors now sit on the Board of Highland Centre Limited, with each bringing marketing and national and international event experience. These external perspectives will all contribute towards a more strategic view to how we approach all of our activity and explore revenue opportunities.

This new structure, along with the appointment of our new Chief Executive, Alex Paterson, play a pivotal role in shaping the organisation's strategic direction, delivering growth and ensuring strong governance. It has formed part of our commitment to long-term financial resilience and a much clearer pathway for the future.

Before we embarked on changing our governance, the senior leadership team and I undertook a members' tour, spanning across four weeks and culminating in some virtual sessions, which provided a vital open forum for discussions about what was to come. Members were able to hear proposed plans on governance, finance, estate developments and our ever-growing and evolving flagship fundraising event, the Royal Highland Show. In turn, our members offered their insights on not only how RHASS can best support the sector but how we as an organisation are able to put our best foot forward. I'm proud that this openness has helped to re-establish a culture of collaboration and foundation of trust, especially so at a time when the industry faces mounting pressures and rapid change.



Showjumping remains a highlight for visitors at the Royal Highland Show

Our members' insights have helped to shape the Society's decisions, ensuring RHASS remains firmly rooted in the needs of Scottish agriculture and rural life.

Central to our success this year was the Royal Highland Show. Welcoming more than 212,000 visitors, the Show once again demonstrated its status as a flagship national event and RHASS' principal fundraising platform. It brought together members, competitors, exhibitors and visitors from across the UK and Ireland, showcasing the strength, innovation and diversity of the sector. None of this would have been possible without the continued commitment of our sponsors, exhibitors, competitors, judges, stewards, and members who each played a significant part in the event's success.

Since 1981, Royal Bank of Scotland has been our headline sponsor and last year, the bank extended its partnership with the Show through to 2028, making it the bank's longest ongoing partnership in its history. The renewal of this sponsorship really does reflect optimism in the Society's direction and shared commitment to agriculture and rural Scotland.

Beyond its scale, the Show continued to act as a platform for progress. The Strathclyde Presidential Initiative (PI), led by George Lyon, highlighted practical approaches to Net Zero, working with partners to explore new technology, breeding and dietary solutions that support both productivity and emission reduction. Parliamentary engagement and an industry conference ensured these conversations reached well beyond the Show.

The Strathclyde Presidential Initiative also continued the long-standing tradition of RHASS' PI team helping to raise funds for wider rural causes through its charity dinner. Thanks to the generosity of those in attendance, £137k was raised and distributed to: RSABI (Royal Scottish Agricultural Benevolent Institution), RHET (Royal Highland Education Trust), SAYFCs' (Scottish Association of Young Farmers Clubs) 'Big Build' project and Farmstrong Scotland.

Engaging new audiences remains a priority. The Show continues to provide an unparalleled gateway for those outside farming to understand the breadth of opportunity within the sector and the team continues to strengthen our membership offer and encourage

greater participation year-round, particularly among younger generations who will shape the Society's future. This will come even more into focus in the coming months as we look to build our membership numbers.

Planning is already underway for future Shows, 2026 and beyond, as we look at ways to broaden the appeal of the event, particularly to families and first-time visitors, alongside continuing to celebrate the traditions that make the event so unique and special.

It wasn't just the Show that had a successful year. Highland Centre Limited, trading as the Royal Highland Centre, had a hugely busy year. The Centre played host to over 100 events throughout 2025 and became the home once again to Edinburgh's hugely popular Summer Sessions, which saw global stars Sam Fender and Chappell Roan perform sell-out concerts. The Centre remains one of Scotland's most sought-after event venues and will underpin the future growth and success of the Society as we continue to explore new and relevant revenue streams.

What's been proven throughout 2025 is that progress does not come from standing still. It comes from listening, learning, adapting and, most importantly, standing together. I'd therefore like to say a very special, heartfelt thank you to every single person who has played their part in the Society's journey to get to this point. We recognise that it's not been easy at points and value the loyalty of the exceptional team we have in place at RHASS who make it the wonderful rural charity that it is recognised as. Regardless of the role you played; we simply couldn't have done it without the wide-ranging guidance and support we received.

Our mission to support and safeguard Scotland's agricultural community remains as relevant today as it was 242 years ago. Every change made will remain committed to this mission, as we focus on driving meaningful change and lasting impact for now and for the future.

Thank you for your continued support. I'm looking forward to working together and building on what we've achieved so far.



Judith Cruickshank, COO, Retail Banking at NatWest Group and Alex Paterson, Chief Executive of RHASS announced that the Royal Bank of Scotland renewed its long-standing support of the Royal Highland Show (RHS) until 2028 just before the 2025 Show



Attracting families to the Show remains a key focus. A mini Land Rover Experience was introduced in 2025 and will continue this year

# 2025

## YEAR IN NUMBERS



**16,053**

**Total members**

8,434 General Members  
7,443 Life Members  
176 Junior Members

**429**

**members**

engaged with during the RHASS Members' tour at seven locations throughout Scotland and via virtual sessions in February and March 2025

**£258k**

in supporting the continued success of rural causes

**£137k**

**raised**

by the RHASS Strathclyde Presidential Initiative for rural causes, with funds donated to the Scottish Association of Young Farmers Clubs' (SAYFC) 'Big Build', the Royal Highland Education Trust (RHET), RSABI, and Farmstrong Scotland

**£70k**

**in funding**

and £41k in gift-in-kind given to RHET to support young people to develop food literacy through experiential learning

**£10k**

**in sponsorship**

of The Scottish Agricultural Awards, which celebrate the best in Scottish agriculture, recognising excellence and innovation across a range of categories

**9,043**

**Social media followers**

across Facebook, Instagram and LinkedIn  
**9.7k** Post engagements  
**175k** Page views



**212,000**

**People**

attended the Royal Highland Show

**22,000**

**Children**

attended the Show, a 3% rise on the previous year, thanks to those 15 and under able to attend for free

**6,600**

**School pupils**

from 250 school groups came along for free through RHET (Royal Highland Education Trust), the highest attendance numbers since 2019

**345**

**Volunteer**

stewards and judges helped to make the Show a success

**299**

**Early bird**

trade applications were made for the 2026 Show

**179**

**School pupils**

entered into a Scotland-wide design competition held in the run-up to the Show to shine a light on education and learning for those from non-farming backgrounds

**124**

**Businesses**

sponsored the Show, a 24% rise on the previous year

**20**

**Individuals and Businesses**

put themselves forward for the opportunity to win an RHASS Innovation Award

**155,231**

**Social media followers**

60k Post engagements  
15.3m Page views

**ROYAL HIGHLAND CENTRE**

**405k**

**people**

attended events at the Royal Highland Centre (outwith the Show)

**100**

**events**

took place at the Royal Highland Centre

**25,987**

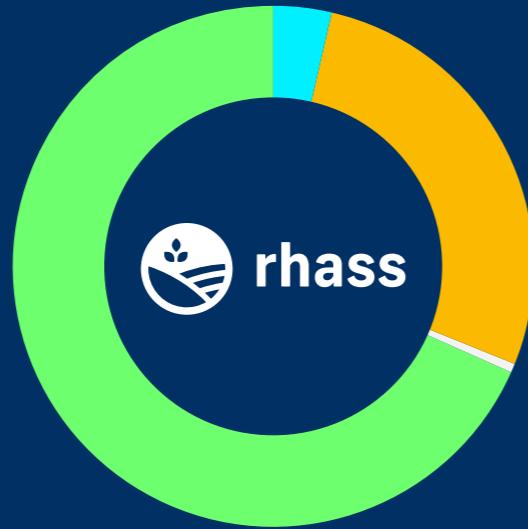
**Social media followers**

34.3k Post engagements  
5.1m Page views



# 2025 FINANCIAL OVERVIEW

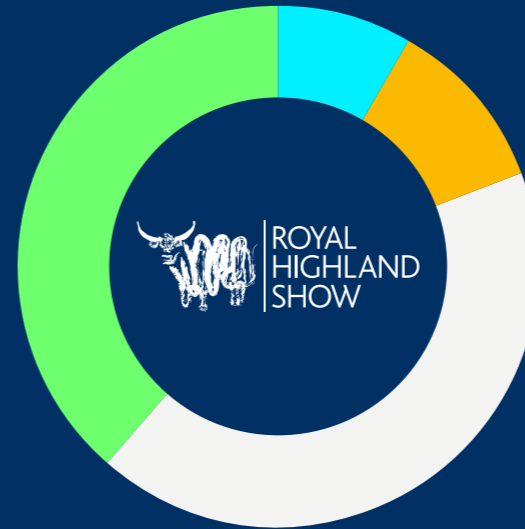
## RHASS Income



- Other 3.7%
- Membership 27.6%
- Donation 0.5%
- Building rental 68.2%

Total Income  
**£3,293,176**

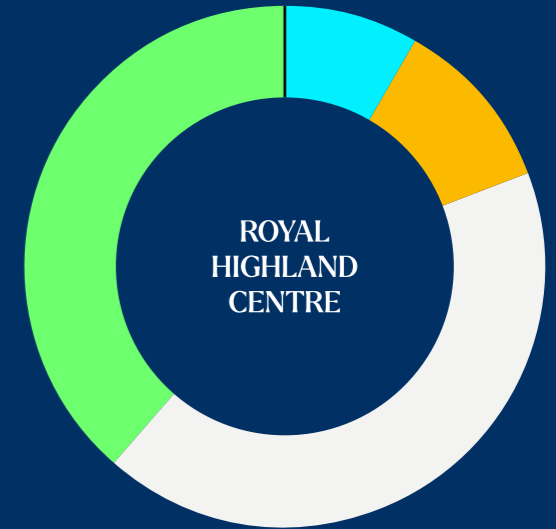
## RHS Income



- Other 8.4%
- Sponsorship 11.0%
- Ticketing and car parks 42.2%
- Entry fees 38.4%

Total Income  
**£7,845,081**

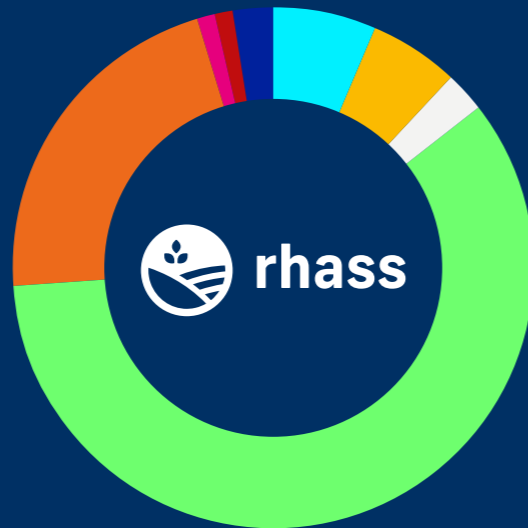
## HCL Income



- Investment 0.1%
- Outdoor rental 2.2%
- Hall and indoor 32.1%
- Car park 10.4%
- Bar buyout and equipment hire 55.2%

Total Income  
**£3,473,278**

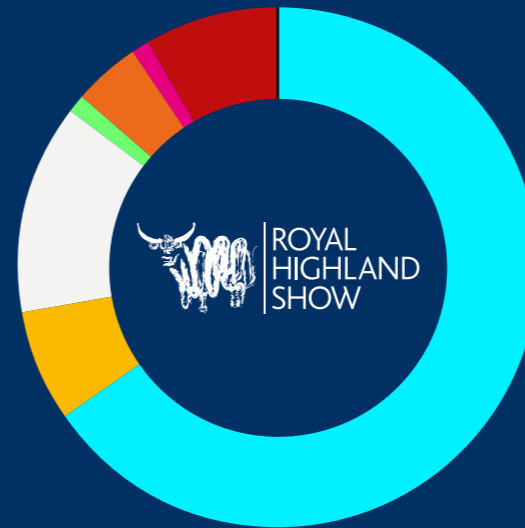
## RHASS Expenditure



- Estate 59.5%
- Support and Admin 21.4%
- Charitable Activity and Fundraising 2.5%
- Secretariat 6.6%
- Depreciation 1.2%
- Other 2.3%
- Membership 5.4%
- Financing 1.1%

Total Expenditure  
**£3,241,109**

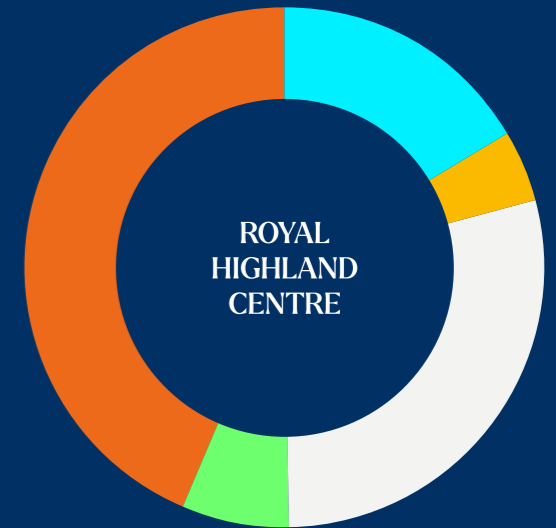
## RHS Expenditure



- Charitable Activity and Fundraising 0.2%
- Show 65.3%
- Estate 7.0%
- Support and admin 13.1%
- Depreciation 1.1%
- Other 1.0%
- Financing 4.1%
- Irrecoverable VAT 8.3%

Total Expenditure  
**£7,480,457**

## HCL Expenditure



- Estate 16.4%
- Support and admin 4.5%
- Depreciation 28.9%
- Financing 6.8%
- Event costs 43.4%

Total Expenditure  
**£3,338,737**

# RHASS CHARITABLE OBJECTIVES

How the activities delivered by RHASS, the Royal Highland Show and Highland Centre Limited contribute to advancing RHASS's charitable objectives.

## EDUCATION & LIFELONG LEARNING

To promote and disseminate knowledge of agriculture and allied industries to farmers and the community at large. This includes supporting courses of study, awarding diplomas, certificates, scholarships, fellowships, and prizes, and nurturing the education and understanding of young people and the public in relation to land management, rural resources, the environment, and the social fabric of the countryside.

## HERITAGE, CULTURE AND SCIENCE

To support and promote the heritage and culture of rural Scotland, including its agricultural traditions, and to encourage scientific research and innovation in agriculture and related fields.

## ENVIRONMENTAL PROTECTION AND IMPROVEMENT

To promote sustainable agricultural practices and environmental stewardship, ensuring the protection and improvement of Scotland's natural landscapes and ecosystems.

## CITIZENSHIP AND COMMUNITY DEVELOPMENT

To encourage good husbandry, conservation, rural employment, training, craftsmanship, forestry, and long service in such activities. This objective aims to foster a sense of community and civic responsibility among individuals involved in rural and agricultural sectors.

## ANIMAL WELFARE

To promote the welfare of animals, particularly those involved in agriculture, ensuring their humane treatment and care.

Lotta Van Dyke (3) enjoys an ice cream next to a Highland Cow at the 2025 Show

# HOW RHASS AND THE ROYAL HIGHLAND SHOW MEET THE CHARITABLE OBJECTIVES



## EDUCATION & LIFELONG LEARNING

Promoting education and lifelong learning to inspire and engage people with Scotland's rural industries is embedded in all that RHASS does. The Royal Highland Show plays a pivotal role in extending this mission by enabling people of all ages to learn about farming, food production, and rural business across four dedicated event days to give visitors a richer appreciation of the sector.

A key part of this objective is RHASS's ongoing support for the Royal Highland Educational Trust (RHET), combining financial aid and in-kind assistance to enable the delivery of invaluable food, farming, and environmental education to Scotland's youth. At the Show, the RHET Discovery Centre provides experiences including sowing seeds, pizza making and learning about animal genetics and saw 250 school groups visit with 6,600 pupils which represents the highest attendance figures since 2019. An online Discovery Centre was also made available for those not able to make it in person.

This, combined with the free tickets to the Royal Highland Show for attendees aged 15 and under helps to make the agriculture event accessible to the next generation and nurture early interest in rural careers.

Ahead of the 2025 Show, RHASS launched two nationwide school competitions to support the 2025 Show's theme of education and to help place skills, knowledge, and innovation front and centre throughout the Show.

The competitions were for both primary and secondary pupils across Scotland to extend the reach of the Show to both urban and rural audiences.

The primary school pupils were invited to design a rosette, with the winning entry produced by Hazelden Rosettes. Secondary school pupils (S1-S4) were



Children enjoy activities at the RHET Discovery Centre at the Show



Pupils from across Scotland helped to launch the RHS Schools competition at Cuthill Towers Farm in Kinross, with Head of Show, David Tennant and cow, Aladdin Rae

invited to design their own milk bottle brand, with the winning design printed on a glass milk bottle from industry suppliers Seaways Services (UK) Ltd.

132 rosette designs and 47 milk bottle designs were entered, with the respective winners of each competition invited to enjoy a day at the Show with their families and to see their designs displayed.

Additional engagement with young people at the Show took place through the Scottish Association of Young Farmers Club's (SAYFC) who help to bring young people into the heart of agricultural learning through competitions, demonstrations, and networking. Stock competitions and judging reinforced this education by highlighting exemplary livestock breeding and management practices, giving participants tangible insights into animal welfare and husbandry.

With a continued focus for the Show team on providing the very best visitor experience while upholding Scottish provenance, the RHASS Food Charter ensures that catering at the Show features local, sustainable produce, to help visitors understand Scotland's food production and supply chains.

Each year, trade stands help to highlight innovation, career paths, and job opportunities in agriculture and rural industries to inspire future generations to

explore these sectors, while a 'meet the supplier' event runs in partnership with Scotland Food & Drink, to help connect buyers and suppliers exhibiting at the Show. The Food for Thought theatre further promotes and educates those within and beyond the sector on sustainability, food origin and development.

Serving as a hub for political and public engagement, the Show offers MSPs and MPs first hand exposure to the challenges and opportunities within the agricultural sector through attendance at launches, lunches and tours to speak to farmers and food suppliers directly.

Media partnerships also help to bolster the Show's reach and extend the impact of the event beyond the four days in June, as well to new audiences.

Supporting the next generation of talent and leadership remains a key focus for RHASS. The organisation continued its sponsorship of the SRUC graduations and the Scottish Association of Young Farmers Clubs (SAYFC) Cultivating Leaders programme which empowers the next generation of rural leaders. RHASS employee, Katy McFadyen, who travelled to Botswana as part of The Royal Agricultural Society of the Commonwealth's (RASC) Next Generation Mission.



A young handler competes at the Show

## CITIZENSHIP AND COMMUNITY DEVELOPMENT

A highlight of the agricultural calendar, the Show is where achievements are celebrated, innovation is showcased, and connections are made. It champions wellbeing, combats isolation, and brings communities and businesses together. Behind the scenes, volunteers – from stewards to RHASS Directors – drive the Show's success, keeping it running smoothly and leading on improvements year-on-year.

Working hand-in-hand with key sector partners, the Society supports community development and wellbeing, creating opportunities to engage and inspire the broader rural community. At the Show, free space is provided to several of these key sector organisations.

This includes Farmstrong Scotland, which promotes farmer wellbeing and mental health, and brought its 'brew and blether' and 'How's it Going?' initiatives to the Show to help connect the farming community and share wellbeing resources.

For Scotland's largest rural youth organisation, The Scottish Association of Young Farmers Clubs (SAYFC), space was provided for its Show Dance to bring the young farming community together.

In a bid to continually improve the Show's accessibility, the 2025 Show saw the introduction

of BSL (British Sign Language) interpreters for key events taking place in the Main Ring on the Saturday of the Show. Gathering feedback from accessible customers is ongoing to help to continue to improve the event's accessibility.

RHASS is also the proud host of the Scottish Shows Forum at The Pavilion which in January 2025 saw delegates from over 30 local agricultural shows come together to discuss and share ways to develop as a collective of Shows.

Strong, active partnerships – particularly with organisations like the Association of Show and Agricultural Organisations (ASAO) – also continued to keep RHASS closely aligned with agricultural networks across the UK.

Alongside industry trade publications, like the The Scottish Farmer, RHASS once again acted as a key sponsor for the Scottish Agriculture Awards which celebrate excellence across UK farming, recognising individuals, businesses, and innovations in categories like Young Farmer, Contractor of the Year, and Unsung Hero. This industry activity supports RHASS's Long Service Medals, which are awarded at local shows throughout the year to highlight commitment to Scottish agriculture.

## HERITAGE, CULTURE AND SCIENCE

RHASS continues to champion heritage, culture and science through a range of initiatives that celebrate Scotland's rural traditions while supporting innovation and progress. The Royal Highland Show remains central to this work, bringing together long-established agricultural practices with forward-thinking ideas that help shape the future of the sector.

Judging competitions are a cornerstone of the Show, upholding the highest standards in livestock, produce and rural craftsmanship. By recognising excellence and expertise, these competitions support the transfer of knowledge across generations and contribute to the ongoing development of farming and rural industries. The Society's long-standing presentation of Ploughing Medals further reflects this commitment, recognising the skill and dedication required to preserve one of Scotland's most historic agricultural practices.

In support of the Show's dedicated team of existing 150 Stewards who play a vital role in ensuring the event runs smoothly, 2025 saw RHASS call for a pool of new talent to bring valuable fresh perspectives and help uphold the Show's legacy.

Each year at the Show, the RHASS Technical Innovation Awards, now rebranded as the RHASS Innovation Awards to widen the scope of entries, recognise advancements in agricultural technology, equipment and sustainable practices. These awards encourage improvements in efficiency, animal welfare and environmental sustainability, while providing a platform for new ideas and research.

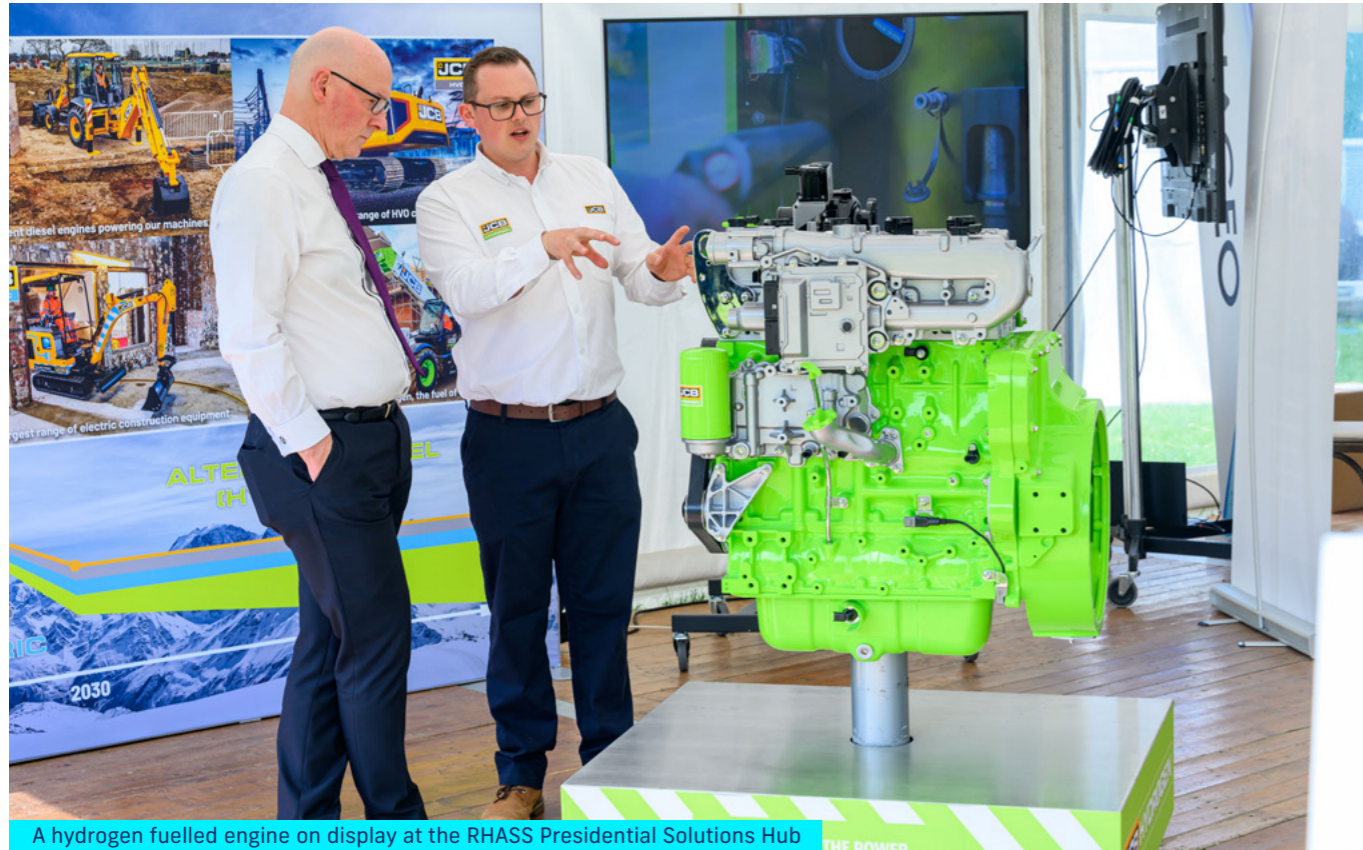
The gold award winners of 2025, which recognised exceptional marketplace success and influence were: Merlo UK for their electric telehandler EW25.5 which boasts an innovative new cab and hydraulics, Grintek UK for their baby portable grain dryer, the smallest mobile dryer in the world, New Holland for their T6 methane power tractor, which gives a sustainable way of working and Soil Essentials for their SKAi spot spraying system which gives a much more sustainable way of spraying as it detects and sprays only where needed.

Alongside tradition and innovation, music and entertainment are central to The Royal Highland Show to reflect Scotland's rich cultural identity throughout the four-day event. A highlight of the programme is the Royal Highland Hoolie, which ran for a third year in 2025 and welcomed over 7,000 attendees across two nights, generating additional income for the Show and strengthening its appeal to new audiences.

As part of RHASS Group's continued support of wider rural causes, the 2025 RHASS Strathclyde Presidential Initiative raised £137k at its charity dinner, which was attended by over 400 guests, with funds benefiting four rural charities: RSABI (Royal Scottish Agricultural Benevolent Institution), RHET (Royal Highland Education Trust), SAYFC's (Scottish Association of Young Farmers Clubs) 'Big Build' project and Farmstrong Scotland.

The annual Harvest Thanksgiving service remains an important feature of the RHASS calendar, providing a moment of reflection and gratitude for the land, its produce and the people who work it, while reinforcing the Society's strong connection to rural communities. In 2025, Harvest Thanksgiving services were held at St Giles' Cathedral in Edinburgh and Crathie Kirk in Aberdeenshire, the latter organised by the Aberdeenshire Presidential Team. The service celebrated the region's rich agriculture, food and drink, and tourism sectors. The Society was honoured to have Their Majesties The King and Queen join the congregation of over 200 at Crathie Kirk. King Charles III was officially announced as patron of RHASS in May 2024, succeeding Queen Elizabeth II, who held the role for 70 years.

As part of the Royal Family's long-standing tradition of supporting the Society, HRH The Princess Royal visited the Friday of the Royal Highland Show and enjoyed a tour of the event, including the RHET Discovery Centre, showjumping and meeting cattle exhibitors.



A hydrogen fuelled engine on display at the RHASS Presidential Solutions Hub

## ENVIRONMENTAL AND SUSTAINABILITY

The Royal Highland Show has long exemplified a strong commitment to environmental protection and sustainability, reflecting RHASS's dedication to responsible stewardship of natural resources.

Bringing together industry leaders, policymakers, and the public to share ideas and best practices, the Show provides a dynamic platform for environmental dialogue.

The RHASS Presidential Initiative for 2025 focused on Scottish agriculture's role in achieving Net Zero at the Show, highlighting farmers as part of the solution, by showcasing innovations like renewable energy and efficient practices. A dedicated PI Hub explored new technologies, showcased genetic research for breeding low-methane livestock and hydrogen-powered engines, as well as cutting-edge agri-technology. The PI also held a Parliamentary Reception in April 2025, which included a roundtable at the Scottish Parliament that brought together farmers, agri-business leaders, and MSPs. A seminar at the RHASS Pavilion in May 2025 featured keynote speakers on food systems and sustainable farming pathways.

At the 2025 Scottish Transport Awards, the Royal Highland Show Traffic Management Working Group won the award for Contribution to Sustainable Transport. The award recognised the team's efforts in managing transport to the large-scale event, highlighting initiatives that enhanced sustainable travel.

The Highland Centre Limited (HCL) team has continued to build on the Royal Highland Centre's reputation as one of Scotland's most versatile music and events venues. Through its work with Live Nation, one of the world's largest concert search engines, on the Edinburgh Summer Sessions, the Centre has been recognised as the most sustainable event venue in their portfolio. A key contributing factor is the venue's ability to work with producers of the Summer Session concerts, DF Concerts, on their scheme using hydro generators to run the bar.

In 2026, a sustainability audit will be undertaken of the Royal Highland Centre as RHASS and the venue team continue to build on the centre's well-established sustainability commitments.



The Show remains a key calendar moment for those across the industry

## ANIMAL WELFARE

RHASS maintains the highest standards of animal welfare through rigorous protocols and continuous oversight, ensuring the health and well-being of all livestock at RHS.

During the Show, the team worked closely with APHA (the Animal and Plant Health Agency) to ensure the right policies and procedures were in place to prioritise the health and well-being of all animals and competitors as a result of the Bluetongue outbreak. A working group was created to ensure a proactive and precautionary approach was taken to the ever-evolving situation and regulation changes. This also ensured complete transparency for competitors planning to attend the Show. The work carried out by the Show team was recognised as best practice by other national agricultural shows.

Dedicated veterinarians and welfare officers carry out ongoing checks to monitor the condition, handling, and treatment of all animals at the Show every year. These measures ensure livestock remain healthy, stress-free, and appropriately cared for, with any concerns addressed promptly and professionally.

Stock judging competitions form a core part of the Show's educational mission, celebrating excellence in animal care, presentation, and breeding. These

competitions provide a platform for learning, demonstrating best practice to participants and visitors alike, and inspiring higher standards across the agricultural sector. The Show's commitment to animal welfare is further supported by sponsors whose contributions sustain the infrastructure and expertise necessary to uphold these rigorous standards.

RHASS also recognises individuals who demonstrate exceptional dedication to livestock welfare and breeding. In 2025, the esteemed Sir William Young Award was presented to James (Jimmy) Taylor Wilson from Barnyards, Mintlaw, Aberdeenshire, at the Show. Jimmy first developed a passion for pedigree stock at a very young age when working with his stepfather's flock of pedigree Oxford sheep. With a talent for recognising premium stock, Jimmy has worked with pedigree sheep and cattle throughout his career, which has seen him travel extensively around the world, visiting far and wide from France to Hungary, Sweden, the USA and Canada.

## KEY ACHIEVEMENTS OF OUR OBJECTIVES

One of the fundamental achievements for RHASS this year has been the transformation of its financial status, having reported a net income for the first time in many years.

The governance changes that were unanimously voted on by members have also contributed to having a more modern and agile organisational structure in place. The changes support the Society's desire to future proof the organisation, and its growth, while remaining as committed as ever to its goal of supporting, promoting and championing Scottish agriculture, rural businesses, and communities.

RHASS continues to champion those throughout the farming and rural sector, with the RHASS Strathclyde Presidential Initiative's fundraising dinner raising £137k for four charities, while RHASS' continued sponsorship of The Scottish Agricultural Awards saw leading businesses and individuals across the sector recognised for their outstanding efforts and commitment to the future of the industry.

Feedback from both members and non-members was overwhelmingly positive for the 2025 Royal Highland Show, with many describing it as one of the best in recent years. Favourable weather, strong attendance across all four days, and the wide range of both new and familiar experiences and exhibits all played a part in this success. Above everything, the Show continues to act as a cornerstone moment in the Scottish agricultural diary and while we are continually exploring ways to innovate and enhance the event, one of its greatest strengths remains the role that heritage and tradition play throughout. From how competitions are run and judged, to the familiar faces who volunteer their time year after year, to the family traditions and milestones that are celebrated across those four days in June. The reconnection that the Show offers for peers across the sector is something that's consistently praised as one of its most valuable aspects.

With a sell-out Saturday of the Show, over 212,000 people made their way to the event, where exhibitors and competitors rubbed shoulders with event-goers keen to learn more about Scotland's agricultural landscape and rural life. Once again, the Show was a hotbed for education, learning and engagement. A newly introduced school's design competition for primary and secondary pupils across Scotland helped to reach new audiences, while the RHET Discovery Centre welcomed its highest number of school students in six years.

The RHASS Strathclyde Presidential Initiative (PI) also successfully helped to shine a light on the sector's drive towards supporting Net Zero targets. At the Show, the PI team showcased low-methane cattle as a way of reducing emissions by 40% over 20 years and brought-to-life how technology innovations and industry collaborations can help to inform agricultural practices now and in the future.

Returning for its third year, the toe-tapping Royal Highland Hoolie also attracted over 7,000 revellers after the Show on Friday and Saturday. In a bid to expand the reach of the Hoolie to non-farming audiences, several collaborative social media partnerships were formed to promote the musicians who were performing.

Following the success of the Royal Highland Hoolie, for 2026, the Royal Highland Centre has teamed up with The Reeling, the celebrated festival founded in Glasgow, to deliver a bumper trad music experience during the iconic Show weekend. The one-day Highland Show edition of The Reeling will shine a spotlight on the very best of Scotland's contemporary trad scene, with a line-up featuring Breabach, DÌù, Dougie MacLean, Elephant Sessions, Kinnaris Q and Skippinish.

The 2025 Show also saw a 24% increase in sponsorship, and, following the introduction of an early-bird offer for the first time, a high level of recommitted trade stand bookings were in place shortly after the 2025 Show. This comes despite continued rising operational costs for businesses.

Encouraging public transport to the Show remains a key external message when promoting the event in line with RHASS's aim of encouraging environmental responsibility in everything it does. Over 33% chose to travel by public transport in 2025, a 3% rise from 2024.



As part of the Royal Family's long-standing tradition of supporting the Society, HRH The Princess Royal visited the Friday of the Show



Cows competing at the Show

## EXTERNAL AND INTERNAL FACTORS OF OUR OBJECTIVES

The farming and rural sectors face several challenges which could directly or indirectly affect the Show, from extreme weather conditions, climate and environmental targets, labour shortages and taxation. That said, RHASS' commitment to Scottish agriculture will continue to create opportunities to address sector challenges. The ongoing cost-of-living crisis also continues to play a key role in where people are choosing to spend their money.

With new governance changes now in place to help streamline decisions, improve the Society's financial standpoint and remain agile in an ever-changing economic world, the focus is very much on both the short-term and long-term strategic plans for the Royal Highland Show.

The opportunity for site improvements being made has been bolstered by a substantial legacy payment made to the Society in January 2026. The funds have been allocated to the Royal Highland Society Development Trust (RHSDT), which is mandated to use the funds to develop, maintain or improve the land and buildings belonging to RHASS and in line with the benefactors wishes.

**212,000**

Over 212,000 people made their way to the Show

**24% Increase**

The 2025 Show saw a 24% increase in sponsorship

**Over 33%**

chose to travel by public transport in 2025, a 3% rise from 2024



# HIGHLAND CENTRE LIMITED

(trading as Royal Highland Centre)

The British Pipe Band Championships will take place for a second year at the Royal Highland Centre in 2026

## A KEY COMPONENT FOR GROWTH FOR THE RHASS GROUP

Highland Centre Ltd. (HCL) is the event and commercial arm of the RHASS Group. It provides a world-class venue for a wide range of large-scale indoor and outdoor events, including the Royal Highland Show.

During the 2025 Show, the venue welcomed over 212,000 people. Outwith the Show, a further 405,000 people attended over 100 events ranging from music concerts with world-class artists, one of Europe's largest pop culture conventions, a brand new housebuilding and renovation show and an immersive art installation, not forgetting a national pipe band championship, motorbike and truck events and dog shows, demonstrating the popularity and wide-ranging event styles the venue can host.

As part of RHASS's governance changes, additional independent trustees have been brought onto the HCL Board to bring external guidance and to support the longer-term strategic and financial outputs for the centre and indeed RHASS. Director of Venue, Mark Currie, has also been appointed Managing

Director of Highland Centre Limited to champion the centre's commercial focus and pursue opportunities to diversify and grow revenue streams.

While the centre continues to remain a vital location for gift-in-kind support to agricultural organisations, as well as free and discounted space for key rural groups and events, such as AgriScot, CARAS (Council for Awards of Royal Agricultural Societies), and the Scottish Association of Young Farmers Clubs (SAYFC), the focus for RHASS and the HCL team is on commercial opportunities to help the venue unlock its full potential.

The team has firmly set its sights on becoming one of Scotland's premier events venues, with the ambition to be the best in the country.

## KEY ACHIEVEMENTS

In 2025, HCL successfully introduced in-house ticketing, supporting the Beyond Monet and Beyond Van Gogh immersive exhibition and demonstrating clear commercial and operational benefits. Building on this success, HCL has just announced a new strategic five-year partnership with the 21CC Group to bring together a fully integrated, best-in-class offering for event organisers across the UK and internationally. Under the partnership, 21CC Group becomes the Royal Highland Centre's integrated, in-house event delivery partner, providing a seamless, end-to-end service for event organisers. This includes creative event design, full technical production and specialist visual and effects services spanning lighting, sound, AV and, staging.

Edinburgh Summer Sessions featured a line-up of major artists and drew large crowds across multiple nights. Among the standout performances was American pop sensation Chappell Roan, marking her biggest ever Scottish show. After selling out 30,000 tickets in a matter of minutes, a second date was

added and an additional 30,000 tickets also sold out almost instantly, demonstrating the centre's ability to attract top-tier talent and large audiences for live music events. Another highlight, and sell-out concert, was Sam Fender supported by Olivia Dean. Sam joined the Summer Sessions line-up as part of his People Watching tour, celebrating his highly anticipated third album.

Using cutting-edge projection technology, over 700 masterpieces by two of history's most influential artists were brought to life at centre through Beyond Monet and Beyond Van Gogh, with the scale of the venue enabling a fully immersive visitor experience. Iconic works by Van Gogh and Monet, including The Starry Night, Sunflowers and Water Lilies, were transformed from static artworks into large-scale, moving environments. The exhibition demonstrated the centre's capacity to host innovative cultural experiences, combining art and technology to create a high-impact attraction within a single, adaptable space.



Musician Sam Fender performed in August 2025 as part of Edinburgh Summer Sessions

Throughout the year, the venue continued to demonstrate its versatility and scale by hosting a diverse programme of major conventions, shows and festivals, attracting large audiences from across the UK and beyond.

Tabletop Scotland 2025 once again welcomed thousands of visitors to one of the UK's largest board, card and roleplaying game festivals. More than 120 exhibitors, over 200 programmed events and extensive space were dedicated to play and participation.

The Scottish Homebuilding & Renovating Show was hosted at the centre for the first time and brought together industry experts, live seminars and thousands of products.

In 2025, Comic Con Scotland, one of Europe's largest pop culture conventions, reinforced the Royal Highland Centre's position as a premier location for large-scale events, attracting tens of thousands of fans and internationally recognised talent from film, television, gaming, anime and sports entertainment, and delivering a high-impact experience enabled by the venue's infrastructure.

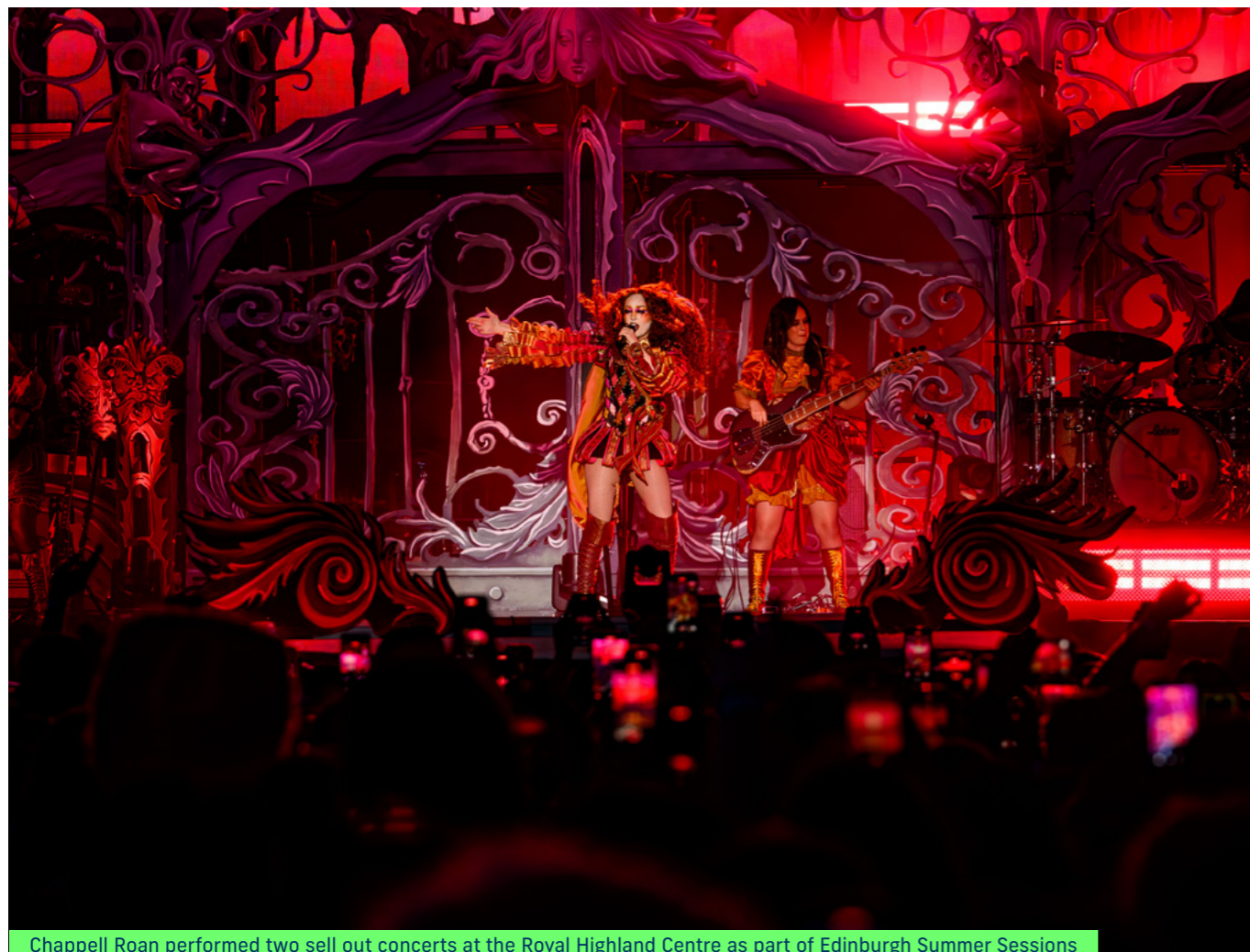
A returning event year-on-year, TruckFest Scotland also made a come-back in August, acting as a huge draw for families to see stunt shows, meet special guests and see thousands of trucks on display.

Sustainability continues to be a defining strength of the site. Live Nation, organisers of Summer Sessions, has recognised the Royal Highland Centre as the most sustainable event venue in their portfolio, reflecting the venue's long-term commitment to environmental best practice. In 2025, Summer Sessions trialled a pilot scheme running the concerts on hydro generators, complementing ongoing work to improve energy efficiency, waste management, infrastructure resilience and ecological conservation. These initiatives ensure the venue remains fit for purpose while reducing environmental impact and aligning with the needs and expectations of major international event organisers.

The venue provides extensive facilities for accessible customers, alongside dedicated VIP provision, ensuring an inclusive experience for all visitors.



As a long-standing event that takes place at the centre, TruckFest continued to attract big crowds in 2025



Chappell Roan performed two sell out concerts at the Royal Highland Centre as part of Edinburgh Summer Sessions

## EXTERNAL AND INTERNAL FACTORS

RHASS and Highland Centre Ltd. continue to benefit from ownership of a highly flexible, multi-purpose event space in a strategic location adjacent to Scotland's busiest airport and key transport infrastructure. However, the external environment in which we operate is evolving rapidly.

Ongoing economic pressures are influencing how individuals, promoters and organisations choose to spend their money, while increased competition within the central Scotland events market is also emerging. In particular, AEG's commitment to deliver a new 8,500-capacity arena at Edinburgh Park, subject to planning consent, poses potential for direct competition in the local live events landscape. Alongside wider westward expansion of Edinburgh, these developments present both challenges and opportunities.

As part of its long-term strategy, RHASS is progressing a development framework to future-proof the estate and ensure the venue remains competitive, relevant and financially resilient.

The wider area surrounding the venue is also set to transform, with two hotels planned in proximity to the site. This investment will significantly enhance the local offer, improve the attractiveness of the venue to national and international organisers and audiences, and strengthen the Royal Highland Centre's position as a destination events venue.

Together, these developments are responding to the changing economic and competitive landscape, ensuring RHASS and HCL are positioned to sustain commercial performance, support charitable delivery and maximise the long-term value of the estate.



Edinburgh Summer Sessions attracted tens of thousands of event goers keen to enjoy live music events, something the Royal Highland Centre will do more of as part of its five-year strategy

## LOOKING FORWARD

Looking ahead, the focus for HCL remains firmly on long-term resilience, sustainability and strategic growth. With the foundations of the five-year strategy now established, the organisation is entering a delivery phase that prioritises strong governance, operational efficiency and financial growth.

Under the strategy, HCL's forward direction is underpinned by five key pillars:

### 1. Commercial growth & market development

The Highland Centre Ltd. will drive long-term financial sustainability by moving towards a more diversified, high-margin and repeatable commercial events portfolio – growing turnover and gross profit while reducing reliance on any single market or seasonal activity.

In 2026, the Royal Highland Centre will host the return of Summer Sessions featuring Biffy Clyro, Lorde, Florence and the Machine, The Cure, The Prodigy and Deftones, alongside Heather on the Hill, a new festival created by Nathan Evans & The Saint Phnx Band.

Alongside this, HCL will begin to grow a structured year-round indoor and outdoor exhibition programme using the Lowland and Highland Halls and external areas. This will include introducing a wider immersive arts and culture programme to strengthen mid-week and off-season utilisation, pursuing multi-year agreements with key promoters and organisers, and exploring the expansion of in-house and partnered services including food and beverage, ticketing and on-site digital advertising.

### 2. Estates, infrastructure & CAPEX delivery

The delivery of commercial growth relies on a campus that is safe, compliant, reliable and fit for purpose. HCL will work towards delivering a structured, risk-informed approach to capital investment, addressing historic under-investment while prioritising safety, sustainability and operational efficiency.

The initial phase of the five-year estates and infrastructure programme will focus on visible customer experience enhancements, followed by major upgrades to roads, surfaces, utilities and key customer-facing assets.

Further priorities include; the redevelopment of access control, perimeter security and monitoring systems, branding and wayfinding developments across the campus, and sustainability investments – aligning with RHASS's charitable mission while strengthening eligibility for external funding and grants.

### 3. Governance, structure & people

During 2026, HCL will begin to embed its new governance model, including working closely with its recently appointed specialist Non-Executive Directors, as well as establishing defined committees and working groups, to ensure the organisation is equipped to deliver growth in a controlled, transparent and resilient manner.

This is supported by the formal Operating Agreement between Highland Centre Ltd and RHASS.

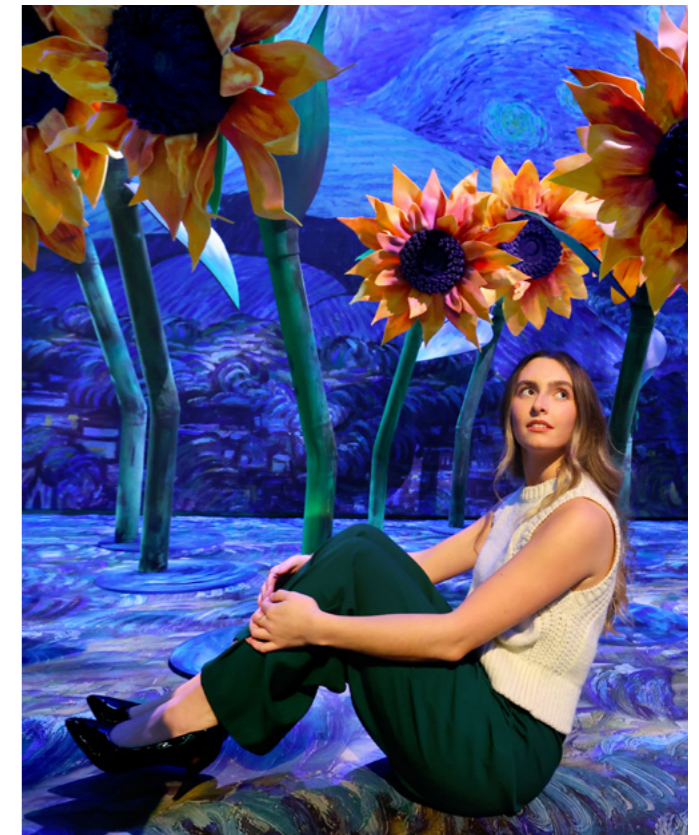
Investment in digital systems will underpin these changes, reducing manual processes, improving data quality and supporting Protect Duty compliance in accordance with Martyn's Law.

### 4. Customer experience & brand positioning

The Royal Highland Centre will take further steps in evolving from a primarily functional event site into a recognisable, premium national venue, beginning the development of a unified consumer-facing brand encompassing concerts, exhibitions and immersive experiences.

Hospitality and premium experiences present a significant growth opportunity. Plans to develop VIP lounges, premium bars, upgraded pavilions and balcony offerings will begin to form, enhancing the venue's negotiating position with promoters while unlocking higher-margin revenue streams.

Accessibility and inclusivity will be embedded as strategic priorities, with phased infrastructure improvements, enhanced facilities, staff training and inclusive communications ensuring the venue exceeds industry standards – strengthening its reputation with promoters and communities.



A wider immersive arts and culture programme similar to the Beyond Monet and Beyond Van Gogh immersive experiences that took place during Winter 2025 will be introduced moving forward

### 5. RHASS alignment, agriculture & community

HCL's commercial ambitions will continue to sit within a wider charitable, agricultural and community context, aligning with RHASS's mission. This pillar ensures that future development protects the organisation's licence to operate and reinforces its role as a responsible national institution.

HCL will work towards expanding year-round agricultural demonstration, education and innovation activity, supporting greater use of the venue by agricultural partners and educators.

Engagement with local residents, elected members, transport bodies and stakeholders will also be strengthened through regular communication and the publication of an annual Impact Report – improving licensing outcomes and supporting the long-term sustainability of growth initiatives, such as concerts and late-running events.



New non-executive members join the HCL board (L-R) Robin Miller, Neil Thompson, RHASS RHS Director, Roger Hooker, Graeme F. O. Davies, Mark Currie MD, Nicky Wood, RHASS Finance Director, David Laing, Martin MacDonald, Chair and RHASS RHS Director, and Andrew Rennie, RHASS RHS Director

# GOVERNANCE AND ADMINISTRATIVE INFORMATION

## INTRODUCTORY INFORMATION

The Trustees of The Royal Highland & Agricultural Society of Scotland (RHASS) present their Annual Report for the year ended 30 November 2025.

The Financial Statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Royal Charter, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and Accounting and Reporting by Charities: Statement of Recommended Practice applicable in the UK and Republic of Ireland (FRS 102) 2019.

## REFERENCE AND ADMINISTRATIVE INFORMATION

RHASS, founded in 1784, is registered with the Office of the Scottish Charity Regulator (OSCR) under Scottish Charity Number SC004561. The Trustees and Officers are listed on pages 38 and 39 as is RHASS's principal address and the names and addresses of RHASS's professional advisers.

The Royal Highland Show continues to be a central event in the agricultural calendar

## GOVERNING DOCUMENTS

RHASS is constituted under Royal Charter, first granted in 1787 with the most recent version granted in 1960 and last amended in 2025, following approval by the Privy Council of the changes agreed at the 2025 AGM by RHASS Members.

## ORGANISATIONAL STRUCTURE AND MANAGEMENT

Following the proposal of the new governance framework being approved by 99.55% of members at the AGM in April 2025, the RHASS Council of Trustees was created on 16th July 2025, with 14 trustees (the maximum number). Reducing the number of trustees (previously up to 59) has enabled RHASS to improve and speed up its decision-making processes and improve transparency and accountability.

The Council includes four independent trustees to provide specific skills and expertise, overseeing strategy, finance, and property. All trustees are required to be RHASS Members.

Up to 54 Directors will remain focused on the development, delivery, budget and charitable impact of the Royal Highland Show in the capacity as members of the RHASS RHS Board, and will be elected as they have been previously.

The HCL Board is now made up of eight members: four from the RHASS Council of Trustees and four independent non-executive Directors. This group is responsible for the commercial growth of the site to support the work of RHASS. The governance structure of HCL is contained in its own Articles of Association, and an Operating Agreement has been put in place to define the relationship and operating parameters between RHASS and HCL.

## GROUP STRUCTURE AND RELATIONSHIPS

The following entities are consolidated within the RHASS accounts:

1. Highland Centre Ltd. (HCL, company number SC265245) – a wholly-owned trading subsidiary which facilitates third-party events at the Royal Highland Centre to generate income to support RHASS as its parent charity.
2. Royal Highland Society Development Trust (Scottish charity number SC024206) is consolidated as it is controlled by RHASS. RHASS administers the Trust and the Trust requires RHASS's consent to appoint new trustees.

RHASS is the sole member of the Royal Highland Education Trust (RHET, company number SC123813 and Scottish charity number SC007492). The activities of RHET are not consolidated on the basis that RHASS does not control RHET. RHET is an independent charity with a separate board of trustees, of which two trustees are appointed by RHASS from a maximum of twelve. RHASS provides funds to RHET on an annual basis (the amount is shown in note 11) and provides free-of-charge support functions including the administration, finance, IT and governance arrangements for RHET (valued at £41,000 in year); the strategic direction of RHET is controlled by the independent Board of Trustees.

The Scottish Agricultural & Rural Development Centre (SARDC) is treated as an associate and accounted for using the equity method. An associate is an entity, being neither a subsidiary nor a joint venture, in which the Society holds a long-term interest and where the organisation has a significant influence. The Society considers that it has significant influence where it has the power to participate in the financial and operating decisions of the associate. The Society holds 3/7th of the Ordinary share capital of SARDC (see note 14).

## KEY MANAGEMENT PERSONNEL AND REMUNERATION

The Trustees consider the newly formed RHASS Council of Trustees, the Chief Executive, the Finance Director, the Director of Venue (now Managing Director of Highland Centre Limited as of December 2025) and the Society Secretary to comprise the key management personnel of the Charity in charge of directing and controlling the organisation and running and operating it on a day-to-day basis.

Following the implementation of the new Governance changes, the new Council of Trustees were appointed from the past Board Directors via a personal application for the Trustee positions. The applicants went through an interview process with a nominated panel prior to appointment at EGM in July 2025. The process for future Trustee appointments will be in line with the year 1 and overseen by Nominations Committee. Upon appointment as a Trustee, each Trustee receives an induction pack which includes governance documents and guidelines, prior to completing an onsite induction training day with fellow Trustees and Directors along with the Group's key management personnel.

RHASS also welcomed new Chief Executive, Alex Paterson, in May 2025 to help shape the future strategic direction of the RHASS Group, drive growth

of Highland Centre Limited and ensure a lasting legacy for both the agriculture and event sectors.

The RHASS Directors who help to make up the new leadership framework are drawn from its membership from across Scotland. Directors commit a great deal of time to the Society on a voluntary basis and, as a result of the nature of the Society's work, membership and regional representation, a number of Directors have significant challenges in being away from their own businesses. Being able to remunerate certain role holders on the RHASS Council of Trustees and RHASS RHS Board enables the Society to attract and retain the very best talent. This includes the honorary team and Non-Executive Directors of the Council and HCL Board.

The pay of RHASS's Chief Executive, the Finance Director, the Managing Director of Highland Centre Limited and the Society Secretary, along with pay policy for the wider staff team, is reviewed annually by the Remuneration Committee, which makes recommendations to the RHASS Council of Trustees. Pay is normally increased with reference to average earnings, taking into account relevant benchmarks. For the period to which this report applies, reflecting the financial challenges in the previous few years, RHASS did not award an annual pay increase to staff. As a charity, it is essential that RHASS is able to attract and retain appropriately qualified and experienced staff without paying more than is necessary. Key Management Personnel remuneration is disclosed in note 8 to the accounts.



RHASS RHS Directors and Senior Leadership Team gather in July 2025

# FINANCIAL REVIEW

At the end of financial year 2024, the restructuring project 'Project Zero' had been developed and its first steps undertaken. Financial year 2025 is the first full year of delivering that project and we are able to report that the restructuring has enabled the Group to realise a unrestricted net income of £551,232 compared to a unrestricted net expenditure of £1,766,048 in FY24. The surplus is ahead of the breakeven plan implemented, and this is a reflection of all the hard work and dedication of our employee team, society trustees, directors, sponsors, members and volunteers, in restructuring and supporting the Society to have a financially stable and robust future. We are of course only at the start of the journey, with FY26 budgeted for a £500k surplus and FY27 hoping to achieve closer to £1m.

During the year, continual improvements have been made to internal controls, finance systems, financial reporting and embedding responsible financial culture within the Society. To ensure the changes implemented were robust and delivered, internal audits were completed by independent auditors, WBG. The highest level of assurance was achieved on the audits of financial systems, budgeting and forecasting, and procurement.

The addition of a Group Procurement Manager has provided a cornerstone to the change in financial responsibility. The first project undertaken by the manager was to review all income and expenditure contracts in relation to the Show. This review provided reassurance to the team and the Show Directors, that the contracts provided value for money via spend, income generated, service delivery and experience of the appointed supplier.

The Royal Highland Show, is the largest fundraising event for the Society, and in the year provided an operating surplus, following the allocation of overheads, of £404,624 compared to a loss of £1,285,958 in the prior year. Project Zero reviewed each business unit of the Society and built to budgets to provide a positive impact of the unit to the whole Group, and the Show in FY25 achieved that and more. The result in FY25 is a turnaround of over £1.2m, and was only achievable through tremendous effort and dedication of everyone involved in delivering the Show.

During 2024, with the support of RBS, the Society appointed a turnaround advisor to help restructure and he continued to work with the Society during 2025, consulting on the preparation of longer term plans for the Group. The longer term strategy will enable the Society to have surplus generation to repay bank lending, invest in our assets and return to charitable distribution. 2025 was year one of the plan, and year two will be challenging. The plan is to equal, or exceed, the surplus recorded in FY25 and then to enable FY27 as year three, to record a greater operating surplus. At present a five year financial strategy is in the final stages of development, with finalisation and communication of this due in late summer 2026.

Unrestricted income for the Society in 2025 was £14,536,535 an increase of £1,249,105 (+9.5%) from FY24. The majority of this increase was driven from the income generated from RHS25 (increased sponsor income, bar and catering commission and admission tickets).

Expenditure in 2025 reduced from that in 2024, which was a direct result of Project Zero initiatives. 2024 also included exceptional costs in relation to the restructuring, which were not incurred in 2025. The cost of the Governance review project was incurred during 2025, £56k, with this expenditure an investment into the future of the society, with savings being forecast. The classification of expenditure across the activities was reviewed and reallocated during 2025 to reflect the current activities undertaken across the Group. This change resulted in some prior year inconsistencies in the cost classification previously reported therefore the 2024 numbers have been represented under the new allocation method within note 7.



The members area at The Pavilion continues to offer the perfect vantage point on the Main Ring



A growth strategy for Royal Highland Centre has been created to diversify the venue's offering and generate income for RHASS.

The overall RHASS group performance, prior to legacy income, records a positive movement in funds of £650,232 in FY25 compared to a negative movement in funds of £1,702,048 in FY24. This turnaround of £2.3m is a phenomenal result and proves that the foundations laid in restructuring work in FY24 and built on in FY25 are strong and providing a solid base for the Society to grow from.

Total retained funds at 30 November 2025 was £12.8m compared to an opening value of £11.7m. The movement being the surplus generated in the year and the receipt of the £465k legacy, which is recorded within restricted funds.

Of retained funds, reserves, of the Charity at year end a total of £618,517 are restricted (or designated) for distribution as outlined in notes 18 and 19. General, unrestricted reserves, of £12,225,552 relates to the Charity fixed asset holding and investments. As part of the Financial Strategy review, the reserves policy will be reviewed and formalised to ensure sufficient maintenance of funds for working capital requirements and future development of the Society.

Note 2 and note 19 provides details of the legacy received and the restrictions placed upon its usage. The Society is considerably grateful to the late Mr Neil Godsman for this substantial legacy donation. At present the RHSDT board have met and are awaiting a proposal from RHASS on the usage of the legacy in line with the Trust restrictions and wishes of Mr Godsman.

Note 12 to 19 provides detail of the RHASS Group balance sheet. The fixed assets note details the year's movement of depreciation charged £1.1m (£1.1m FY24) and addition of a new kitchen within the Starthmore building in the year of £144,424. The Moxy lease investment value increased this year by £75k vs. £150k last year, and other investments only had a nominal increase in the year.

Creditors due within one year has increased from the prior year, in part due to the reclassification of bank loans due in July 2026 to this category, and an increase in the accruals for works and services completed but not invoiced prior to year end (£177k increase). The creditor balance due over one year has decreased, following the reclassification of loan repayments to the 'due within one year' category.

The subsidiary company, Highland Centre Limited, was part of the overall group restructure with the aim to return to profit in the year and contribute towards the overhead costs of the Society. This aim was achieved, with a profit of £134,541 recorded in FY25 vs. a loss £183,262 in FY24. Turnover of the entity was comparable between the two years, however the cost of sales for FY25 was lower than that in FY24 reducing to £1,831,217 in FY25 from £2,157,296 in FY24. The reduction in cost was achieved following the introduction of a group-wide budgetary control process and enhanced financial reporting, as was also completed within the Show.

As part of the Governance review, the HCL board was structured to include four RHASS directors and four non-executive directors. Prior to the change HCL had one non-executive on the board, with a further three appointed in January 2026. A growth strategy for the entity has been developed, with finalisation and publication of this due in the coming months. HCL provides the Society with an exciting growth opportunity within the events and venue sectors, using the Society's assets to generate income for further investment into the site and the Charity.

As reported in the prior year, the outcome of the Tribunal case between HMRC vs. Yorkshire Agricultural Society was announced in January 2025, with the Tribunal ruling in favour of 'the Yorkshire'. It had been anticipated that following the ruling, HMRC would then apply the new legal precedent to all Societies included within the claim however this has not been the case. At present work continues with HMRC to grant the other agricultural charities, who put on a Show as their fundraising event, the same VAT treatment as that now applied to Yorkshire. At present the annual accounts are prepared inline with HMRC treating RHASS in the same way as Yorkshire and provisions remain in place from the prior year within the balance sheet, to provide for these claims.



# CHIEF EXECUTIVE'S REPORT

Alex Paterson, Chief Executive, RHASS

This is my first-year reporting as Chief Executive of RHASS and as well as being a great pleasure, it offers a great opportunity to reflect on what has been a period of substantial change, while also turning our attention to the opportunities that lie ahead.

Over the past year, a huge amount of work has taken place to strengthen the organisation's foundations and position it for the future. The significant improvement in our financial performance presented in these accounts reflects this as does the new streamlined governance structure that's now in place. Our focus is on building on the progress made in the last year and ensuring we deliver long-term value for RHASS, our members and for Scotland's rural communities.

I joined RHASS just before the 2025 Royal Highland Show and was able to see all the behind-the-scenes activity that goes into staging such a fantastic event. It was heartening to hear the extremely positive feedback on the Show from virtually all quarters and see the commitment and support for the Show from sponsors, exhibitors and many, many more.

As the largest fundraising event for RHASS, it is imperative that we continue to build on the amazing legacy the Royal Highland Show has, and that it not only continues to offer an outstanding platform for those across the sector but continues to attract those eager to find out more about farming and rural life.

The Royal Highland Show will always be at the heart of what we do, but it's important that we look to other opportunities and plan not just for today, but also tomorrow. There are several aspects to this, but I highlight two in particular.

Growing our commercial income is a priority. 2025 saw a wide range of events on site, including a series of excellent music concerts. A new HCL strategy has been developed that sets out our growth aspirations over the coming years and what we need to do to realise them. Our aim is to attract new events, expand the centre's programme, create new opportunities to diversify income, while ensuring the centre remains a vibrant hub for agriculture, business and entertainment.



Aerial view of the Royal Highland Show in full swing

How we use our land and property assets is also an important aspect of our future thinking. We are creating a Development Framework that will outline our plans for the site and inform discussions with stakeholders and others as development to the west of Edinburgh pick up pace.

As Chief Executive, my focus is on building a resilient and sustainable organisation that has a clear plan for the future, that plays an important role supporting Scottish agriculture and rural communities, while ensuring we are doing all that we can to maximise commercial opportunities, whether that is through the Royal Highland Show, or via HCL. This includes strengthening the Society's charitable impact and ensuring that RHASS remains a trusted partner for collaboration and engagement.

What we've achieved over the last year has been a great team effort, and I want to thank everyone that has supported RHASS in a wide variety of ways. I also say a particular thank you to RHASS staff who throughout a period of significant change and uncertainty, have shown great passion and commitment and more than "kept the show on the road".

# LOOKING FORWARD



Attracting new members to RHASS will be front of mind throughout 2026 and beyond

It has been a year of resetting and laying the foundations for a sustained and brighter future for RHASS and its members. As we set our sights on the year to come and beyond, a key focus for the organisation is to generate enabling finance to ensure RHASS is financially robust to remain committed to its charitable objectives and remain a relevant and trusted partner of the Scottish rural economy.

Our strategic direction is underpinned by five key areas:

## 1. Royal Highland Show – Driving impact & growth

As the biggest fundraising event for RHASS, the Royal Highland Show remains central to our charitable delivery and financial model. Our focus is firmly on developing a longer term strategy for the Show to ensure it continues to be the premier event of its type in the UK. As part of this plan, we'll review how we can make site improvements which will help to increase the fundraising value of the event to RHASS and through continual review of each Show we'll be able to make informed choices on future plans and budgets to ensure we deliver an outstanding annual Royal Highland Show which continues to celebrate and showcase excellence in food, farming and rural life in Scotland.

## 2. The Highland Centre Ltd. – Realising commercial growth

As RHASS's principal commercial asset, the Highland Centre Ltd. will play a lead role in generating new revenue streams and delivering operational resilience. A new strategy will build on the venue's most successful year to date to help position the Royal Highland Centre as one of Scotland's premier events venues. In continuing to attract high profile live events that align with the site's strengths, invest

in the aesthetics of the site and our facilities to ensure they are sustainable and fit for purpose to maximise income generation, as well as building on its internal capabilities, from in-house ticketing to production support, there will be scope to reposition the venue and tap into new sources of income.

## 3. Property – Unlocking long-term potential

With over 280 acres of prime real estate, our property holdings remain a major long-term opportunity. In the last year, we have advanced work on a property development framework. This work continues into 2026, which will see us complete a review of the properties on our site to maximise rentals and land utilisation.

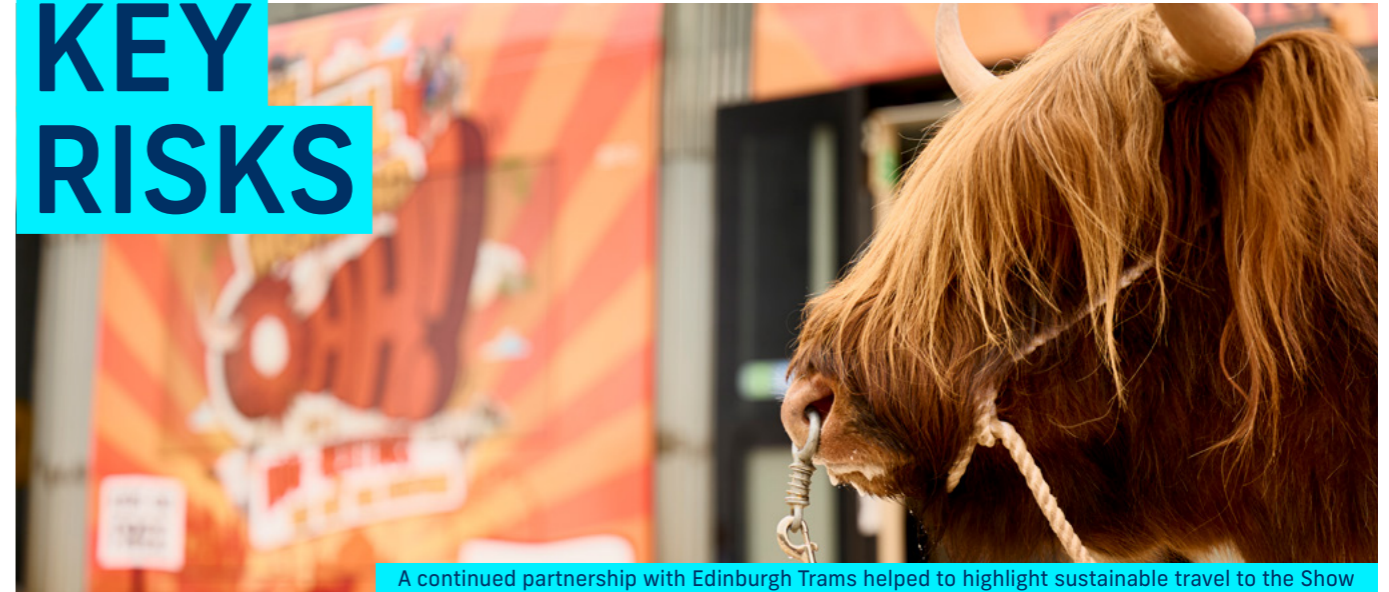
## 4. Membership and Governance – Growing member engagement

Our members are what make RHASS. Without the engagement of our loyal and supportive members, we wouldn't have been able to make the changes that we did following the vote in favour of the governance changes at the 2025 AGM. An active and dynamic membership is vital for contributing towards the future success of the society. That's why we are setting our sights on growing our membership this year, with a refreshed package of member benefits. We will be looking at new opportunities to engage with new and existing members and exploring new ways to communicate news and garner thoughts and opinions.

## 5. Our people – investing in our people & culture

With the new governance changes now firmly in place, our focus is on fully embedding it across the organisation and ensuring colleagues feel confident in both the structure and the strategic aims and objectives guiding our work so that we can make sure the team is moving forward on this journey together.

# KEY RISKS



A continued partnership with Edinburgh Trams helped to highlight sustainable travel to the Show

The Council of Trustees is responsible for ensuring that there are effective risk management and internal control systems in place to manage the major operational and strategic risks which could affect RHASS.

In depth reviews and mitigation controls are completed by the RHASS, RHS and HCL Boards, with support from the relevant committees, sub-committees and senior leadership team.

Risk management plays a key role within the Society and helps guide the Council, Boards and Senior Leadership team, providing a valuable management tool to enhance strategy setting and prioritise day-to-day requirements.

The Senior Leadership Team is responsible for the day-to-day management of risk, with risk a standing agenda item at every Council and board meeting, to ensure all risks remain timely and transparent. The individual business unit risk registers are reported to the Council of Trustees for collaboration of the Group wide registers, with oversight of all the registers completed by the Audit and Risk Committee.

The Trustees have identified the following as the principle risks and uncertainties facing the RHASS Group, with the most significant risks being:

1. Financial stability and going concern remain prominent risks for the Society, however following the execution of Project Zero commencing in financial year 2024 and continuing in financial year 2025, a better than budgeted financial result has been achieved, which clearly shows that the plan put in place is bearing fruit. However continuous budgetary control and forensic reporting will be required in order to deliver on budgeted year two

and three surpluses. With recent financial history recording high deficits, the prominence of financial reporting and control needs to remain in order to secure a robust and fruitful future for the Society.

2. The generation of cash and reduction of the Society's banking debt remains a risk and is at the forefront of financial planning, with funds being generated to satisfy these commitments via surplus generation and capital asset sales.
3. As with any business in the modern day, the use and reliance on information technology is substantial and the impact of cyber security breaches would be extreme. In 2025 the RHASS Group achieved Cyberessentials accreditation, and this accreditation was again awarded in 2026. The team is planning a test of all our IT systems via a multi-agency table-top exercise prior to RHS26, to ensure that our procedures and protocols are robust.
4. Our longest term risk, and in turn opportunity, to the Society is that of our ageing building stock. For the growth of HCL and continued delivery of the best Show, our building stock and grounds need to work for us. Over the past few years we have been unable to commit to capital project on our site therefore the stock has only received repairs when needed. A long term capital expenditure plan, which compliments the Society, Show and HCL strategies, is being finalised so that the value of RHASS assets can be maintained.

# TRUSTEES OFFICERS AND ADVISERS

Listed below are the charity trustees who have been in office from July 2025:

## Chairman

James Logan

## Honorary Secretary

Susan Lawrie

## Honorary Treasurer

Dennis Bridgeford

## Honorary Vice President

Anne Logan

## Chair of RHASS RHS Board

James Logan

## Chair Designate, RHASS RHS Board of Directors

Kay Adam

## Chair of Highland Centre Limited

Martin MacDonald

## Chair of Audit and Risk Committee

Colin Crosby

## RHASS Trustees

Ian Beck  
Louise Elder  
Donald Harvey  
Andrew Hornall  
Karen Shaw

## RHASS Independent Trustees

Sandy Hay  
Vicky McDowell  
(appointed 1 Jan 2026)  
Colin Burnett  
(appointed 1 Jan 2026)

## PRESIDENTIAL TEAM (ABERDEENSHIRE)

### President

Pat Machray OBE

### Vice Presidents

Dave Green  
Dr. Robert Lovie  
Robert Maitland  
Anna Mitchell

### Chaplain

The Rev. Ken MacKenzie LVO

## MANAGEMENT TEAM

### Chief Executive

Alex Paterson (from May 2025)

### Society Secretary

Marie Livingstone

### Managing Director, HCL

Mark Currie

### Finance Director

Nicky Wood

Listed below are those Charity Trustees who were in office until July 2025:

## Chairman

James Logan

## Immediate Past Chairman

James C Warnock

## Honorary Secretary

Susan Lawrie

## Honorary Treasurer

Dennis Bridgeford

## Honorary Vice President

Sarah Mackie

## PRESIDENTIAL TEAM (STRATHCLYDE)

### President

George Lyon

### Vice Presidents

Lord Robertson of Port Ellen  
Andrew Malcolm  
Margo McGill Scott  
Rob Wainwright

### Chaplain

Isabell Montgomerie

## AREA DIRECTORS

### Aberdeen

Andrew Rennie  
David Buchanan  
Philip Benzie  
Christo Shepherd

### Lothian

James Logan  
Jackie McCreery  
Prof. Julie Fitzpatrick  
Louise Elder

### Borders

Neil Thomson  
Tom Tennant  
Kath Dun  
Gordon Gray

### Dumfries

Ian Beck  
Hugh McClymont  
Heather Wildman  
(Served between July and September 2024 then retired from board)  
Kenneth Fletcher  
(From 5 February 2025)  
John Jamieson

### Highland

Dennis Bridgeford  
Tom Henderson  
Will Downie  
Robbie Newlands

### Perth

D Bruce Lang  
Kay Adam  
Bill Arnot  
Fiona Roebuck

### Stirling

Gordon Sutherland  
James C Warnock  
John Owen  
David Lyle

## Strathclyde

Keith Campbell  
Alex Bankier  
Donald Harvey  
Alice Mullen Shanks

## Extraordinary Area Directors

Freda Newton  
Alan Thomson  
Nina Clancy  
Kenny Fletcher  
(July 2024-February 2025  
(Then filled Ordinary space)  
Alix Sutherland  
Sam Parsons  
Blyth Brewster  
Karen Shaw

## Extraordinary Directors

Eric Mutch  
Bill Gray  
Rob Livesey  
Aylett Roan  
Martin MacDonald  
Susan Lawrie  
Andrew Hornall  
David Alexander  
Anne Logan  
Sandy Wilkie

## Agricultural Engineers

**Association Representative**  
Alastair Dixon

**British Agricultural and Garden Machinery Association (BAGMA)**  
Lyle Laird

**Chair of Audit and Risk (Independent)**  
Colin Crosby

## MANAGEMENT TEAM

### Chief Executive

Alex Paterson (from May 2025)

### Society Secretary

Marie Livingstone

### Director of Venue

Mark Currie

### Finance Director

Nicky Wood

## ADVISERS

### Bank

The Royal Bank of Scotland  
RBS Gogarburn  
175 Glasgow Road  
Edinburgh  
EH12 1HQ

### Auditor

Azets Audit Services  
Quay 2  
139 Fountainbridge  
Edinburgh  
EH3 9QG

### Solicitors

Shepherd & Wedderburn LLP  
9 Haymarket Square  
Edinburgh  
EH3 8FY

### Insurance Brokers

December 2024 to  
September 2025  
Marsh Brokers Ltd  
Orchard Brae House  
30 Queensferry Road  
Edinburgh  
EH4 4QG

From September 2025:

Howden  
One Creechurch Place  
One Creechurch Lane  
London  
EC3A 5AF

### Actuary

Mercer Limited  
4 Brindleyplace  
Birmingham  
B1 2JQ

### Internal Auditor

WBG Service LLP  
168 Bath street Glasgow  
G2 4TP

## Planning Advisers

Ryden  
7 Exchange Crescent  
Conference Square EH3 8AN

## Property and Rating Advisers

Avison Young  
6th Floor  
40 Torphichen Street  
Edinburgh  
EH3 8JB

## Turnaround and Recovery Advisor

ALD Advisory Ltd  
14 Cockburn Avenue  
Dunblane  
FK15 0FP

## PR Consultants

Muckle Media  
80 George Street  
Edinburgh  
EH2 3BU

## Registered Address

Ingliston House  
Royal Highland Centre  
Ingliston  
Edinburgh  
EH28 8NB

## Registered Number:

SC004561  
www.rhass.org.uk  
0131 335 6200

### Statement of Trustees' Responsibilities in respect of the Financial Statements

The Charity's Trustees are responsible for preparing a Trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards.

The law applicable to charities in Scotland requires the Charity Trustees to prepare financial statements for each year which give a true and fair view of the Charity and of the incoming resources and application of resources of the Charity for that period. In preparing the financial statements the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the applicable Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departure disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and to enable them to ensure that the financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, the Charity Accounts (Scotland) Regulations 2006 (as amended), and the provisions of the Royal Charter (as amended). The Trustees are also responsible for safeguarding the assets of the Charity and taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. Approved by the Trustees and signed on their behalf by:

James Logan  
Chairman

Date:

## THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND

### Independent Auditor's Report to the Trustees of The Royal Highland & Agricultural Society of Scotland

for the year ended 30 November 2025

## INDEPENDENT AUDITORS REPORT

### Opinion

We have audited the financial statements of the Royal Highland Agricultural Society of Scotland (the parent charity) and its subsidiaries (the group) for the year ended 30 November 2025 which comprise the Consolidated and Parent Charity Statement of Financial Activities; the Consolidated and Parent Charity Balance Sheet; the Consolidated Statement of Cash Flows; and the notes to the financial statements, including a summary of 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 group's and the parent charity's affairs as at 30 November 2025 and of the group's and parent charity's income and expenditure 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 Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

### 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 group and parent charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our 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 audit opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustee's 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 group's and parent charity'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 Trustees 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 Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and 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.

### Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Report of the Trustees; or
- proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

## THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND

### Independent Auditor's Report to the Trustees of The Royal Highland & Agricultural Society of Scotland (continued) for the year ended 30 November 2025

#### Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 40, the Trustees 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 Trustees 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 Trustees are responsible for assessing the group's and the parent charity'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 Trustees either intend to liquidate the parent charity or to cease operations, or have no realistic alternative but to do so.

#### Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the FRC's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, 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 group and parent charity through discussions with management, and from our commercial knowledge and experience of the sector;
- 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 group and parent charity, including the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and taxation, 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.

## THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND

### Independent Auditor's Report to the Trustees of The Royal Highland & Agricultural Society of Scotland (continued) for the year ended 30 November 2025

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;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing any correspondence with HMRC, relevant regulators and the group's legal advisors.

We assessed the susceptibility of the group and parent charity'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 set out in note 1 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

#### Use of our report

This report is made solely to the parent charity's Trustees, as a body, in accordance with regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Our audit work has been undertaken so that we might state to the parent charity's Trustees, as a body, 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 parent charity and the parent charity's Trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services  
Statutory Auditor  
Chartered Accountants  
Quay 2  
139 Fountainbridge  
Edinburgh  
EH3 9QG

Date:

Azets Audit Services is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

**THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND**
**Consolidated Statement of Financial Activities (including income and expenditure account)**

for the year ended 30 November 2025

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
<b>Income from:</b>					
Donations and legacies	2	16,183	465,000	481,183	10,991
<b>Charitable activities:</b>					
– Show related activities	3	7,845,081	–	7,845,081	6,396,899
– Memberships	3	909,143	–	909,143	824,560
– Other activities	3	2,292,051	–	2,292,051	2,193,131
Trading activities	4	3,470,401	–	3,470,401	3,845,884
Other income	5	–	–	–	300,000
Investment income	6	3,676	168	3,844	21,912
<b>Total income</b>		<b>14,536,535</b>	<b>465,168</b>	<b>15,001,703</b>	<b>13,593,377</b>
<b>Expenditure on:</b>					
Cost of raising funds	7	11,729	–	11,729	261,218
Charitable activities					
– Show related activities		7,440,457	–	7,440,457	7,682,857
– Society & membership		933,901	–	933,901	1,631,245
HCL and estates		5,674,216	–	5,674,216	6,049,377
<b>Total expenditure</b>		<b>14,060,303</b>	<b>–</b>	<b>14,060,303</b>	<b>15,624,697</b>
<b>Net income/(expenditure) on operating activities</b>		<b>476,232</b>	<b>465,168</b>	<b>941,400</b>	<b>(2,031,320)</b>
<b>Gains/losses on investment</b>					
Unrealised gain on investments	14	–	–	–	124,866
Unrealised gain on investment properties	13	75,000	–	75,000	150,000
<b>Net income/(expenditure)</b>		<b>551,232</b>	<b>465,168</b>	<b>1,016,400</b>	<b>(1,756,454)</b>
Actuarial gain on defined benefit pension scheme	25	99,000	–	99,000	64,000
<b>Net movement in funds</b>		<b>650,232</b>	<b>465,168</b>	<b>1,115,400</b>	<b>(1,692,454)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		11,580,415	148,224	11,728,639	13,421,093
<b>Total funds carried forward</b>		<b>12,230,647</b>	<b>613,392</b>	<b>12,844,039</b>	<b>11,728,639</b>

The notes on pages 49 to 74 form part of these financial statements.

**THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND**
**Charity Statement of Financial Activities (including income and expenditure account)**

for the year ended 30 November 2025

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
<b>Income from:</b>					
Donations and legacies	2	16,183	–	16,183	10,991
<b>Charitable activities:</b>					
– Show related activities	3	7,845,081	–	7,845,081	6,396,899
– Memberships	3	909,143	–	909,143	824,560
– Other activities	3	4,030,439	–	4,030,439	3,724,113
Other income	5	–	–	–	300,000
Investment income	6	631	168	799	15,350
<b>Total income</b>		<b>12,801,477</b>	<b>168</b>	<b>12,801,645</b>	<b>11,271,913</b>
<b>Expenditure on:</b>					
Cost of raising funds	7	11,657	–	11,657	261,133
Charitable activities					
– Show related activities		7,440,457	–	7,440,457	7,682,857
– Society & membership		933,901	–	933,901	1,631,245
Estates		4,073,868	–	4,073,868	3,544,862
<b>Total expenditure</b>		<b>12,459,883</b>	<b>–</b>	<b>12,459,883</b>	<b>13,120,097</b>
<b>Net income/(expenditure) on operating activities</b>		<b>341,594</b>	<b>168</b>	<b>341,762</b>	<b>(1,848,184)</b>
<b>Gains/losses on investment</b>					
Unrealised gain on investments	14	–	–	–	124,866
Unrealised gain on investment properties	13	75,000	–	75,000	150,000
<b>Net income/(expenditure)</b>		<b>416,594</b>	<b>168</b>	<b>416,762</b>	<b>(1,573,318)</b>
Actuarial gain on defined benefit pension scheme	25	99,000	–	99,000	64,000
<b>Net movement in funds</b>		<b>515,594</b>	<b>168</b>	<b>515,762</b>	<b>(1,509,318)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		11,543,494	148,224	11,691,718	13,201,036
<b>Total funds carried forward</b>		<b>12,059,088</b>	<b>148,392</b>	<b>12,207,480</b>	<b>11,691,718</b>

The notes on pages 49 to 74 form part of these financial statements.

**THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND****Consolidated Balance Sheet**

As at 30 November 2025

	Notes	2025 £	2024 £
<b>Fixed assets</b>			
Tangible assets	12	20,539,507	21,479,597
Investment properties	13	3,475,000	3,400,000
Investments	14	743,874	743,942
		<b>24,758,381</b>	25,623,539
<b>Current assets</b>			
Stock		20,598	33,377
Debtors	15	1,867,823	1,596,783
Cash at bank and in hand		582,744	315,936
		<b>2,471,165</b>	1,946,096
Creditors: amounts falling due within one year	16	(6,701,362)	(5,749,395)
Net current liabilities		<b>(4,230,197)</b>	(3,803,299)
<b>Long term liabilities</b>			
Creditors: amounts falling due after more than one year	16	(2,528,282)	(2,536,208)
Bank loan	17	(5,155,863)	(7,555,393)
Pension scheme asset	25	-	-
<b>Net assets</b>	23	<b>12,844,039</b>	11,728,639
<b>Represented by:</b>			
Unrestricted – general funds	18	12,225,522	11,575,290
Unrestricted – designated funds	18	5,125	5,125
Restricted funds	19	613,392	148,224
<b>Total funds</b>		<b>12,844,039</b>	11,728,639

Approved on behalf of the Trustees:

James Logan  
ChairmanDennis Bridgeford  
Honorary Treasurer

Date:

The notes on pages 49 to 74 form part of these financial statements.

**THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND****Charity Balance Sheet**

As at 30 November 2025

	Notes	2025 £	2024 £
<b>Fixed assets</b>			
Tangible assets	12	20,539,507	21,479,597
Investment Properties	13	3,475,000	3,400,000
Investments	14	743,789	743,789
		<b>24,758,296</b>	25,623,386
<b>Current assets</b>			
Stock		20,598	33,377
Debtors	15	1,099,694	1,255,436
Cash at bank and in hand		341,619	193,714
		<b>1,461,911</b>	1,482,527
Creditors: amounts falling due within one year	16	(6,328,582)	(5,322,594)
Net current liabilities		<b>(4,866,671)</b>	(3,840,067)
<b>Long term liabilities</b>			
Creditors: amounts falling due after more than one year	16	(2,528,282)	(2,536,208)
Bank loan	17	(5,155,863)	(7,555,393)
Pension scheme asset	25	-	-
<b>Net assets</b>	23	<b>12,207,480</b>	11,691,718
<b>Represented by:</b>			
Unrestricted – general funds	18	12,053,963	11,538,369
Unrestricted – designated funds	18	5,125	5,125
Restricted funds	19	148,392	148,224
<b>Total funds</b>		<b>12,207,480</b>	11,691,718

Approved on behalf of the Trustees:

James Logan  
ChairmanDennis Bridgeford  
Honorary Treasurer

Date:

The notes on pages 49 to 74 form part of these financial statements.

## THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND

### Consolidated Statement of Cash Flows

for the year ended 30 November 2025

	Notes	2025 £	2024 £
<b>Net cash inflow/(outflow) from operating activities</b>	<b>20</b>	<b>2,728,984</b>	(2,174,626)
<b>Cashflows from investment activities</b>			
Interest and dividends received		3,844	21,912
Payments to acquire tangible fixed assets		(176,789)	(163,669)
Movement of cash within investments		68	66
Disposal of investments		-	565
Rent received from investment properties		218,476	215,982
Net cash provided by investing activities		45,599	74,856
<b>Cashflows from financing activities</b>			
Repayments of borrowings		(592,392)	(578,581)
Interest paid		(445,964)	(525,932)
Net cash used by investing activities		(1,038,356)	(1,104,513)
<b>Increase/(decrease) in cash and cash equivalents</b>		<b>1,736,227</b>	(3,204,283)
Cash and cash equivalents at 1 December 2024		(1,783,851)	1,420,432
Cash and cash equivalents at 30 November 2025		(47,624)	(1,783,851)

The notes on pages 49 to 74 form part of these financial statements.

## THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND

### Notes to the Financial Statements

for the year ended 30 November 2025

#### 1. Accounting Policies

##### General information

The Royal Highland Agricultural Society is established by Royal Charter. It is recognised as a Charity by the Office of the Scottish Charity Regulator under charity number SC004561. The principal address is Royal Highland Centre, Ingliston, Newbridge, Edinburgh, EH28 8NB. Details of the objectives of the charity are set out in the Report of the Trustees.

These financial statements are presented in pounds sterling as that is the currency in which the majority of the charity's transactions are denominated.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

##### a. Basis of preparation and assessment of going concern

The Financial Statements have been prepared under the historical cost convention with the exception of investments which are included at market value. The Financial Statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) 2019, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). In accordance with section 1.12 of FRS102, exemption has been taken from preparing a statement of cash flows for the parent charity.

The Royal Highland and Agricultural Society of Scotland (the Society) constitutes a public benefit entity as defined by FRS 102.

The Trustees therefore believe that the financial outlook through to at least one year from the approval of these financial statements continues to improve and accordingly these financial statements are prepared on a going concern basis.

During 2024, with the advice of a Turnaround Advisor, senior management conducted a comprehensive review of the Society to ensure the Society moves to a breakeven position and to provide financial support to achieve its charitable objectives while servicing their financial commitments.

The proposed changes to the organisation, including the Governance, were put in during FY25 to bring future cost savings and organisational efficiencies. These changes are pivotal in the achievement of the surplus achieved in FY25, and to continue for a budgeted surplus in FY26.

##### b. Group Financial Statements

These financial statements consolidate the financial statements of the charity and its wholly owned subsidiary Highland Centre Limited with the addition of the Royal Highland Society Development Trust. The Charity's interest in Scottish Agricultural & Rural Development Centre Limited is accounted for as an investment in an associate. The financial statements of the Royal Highland Education Trust are not consolidated in these financial statements as it is an independent Trust and not under the control of the Society.

##### c. Funds Structure

Unrestricted income funds comprise those funds which the trustees are free to use for any purpose in furtherance of the charitable objects. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or trust deed.

##### d. Income recognition

Incoming resources represent the total income receivable during the year comprising members subscriptions, rents income from shows, income from its trading subsidiary, investment income, legacies, donations and sundry other income.

Donations and legacy income are recognised in the financial statements when there is entitlement, probability of receipt and the amount is reliably quantifiable.

Grant income, including Government Grant income, is recognised on the performance model, in accordance with the Charities' SORP. Grants that impose specified future performance-related conditions are recognised in income only when the performance related conditions are met. Grants which do not impose specified future performance-related conditions are recognised when the grant proceeds are receivable.

Membership subscription income is recognised over the period of the membership. Lifetime memberships are released over a period of twenty years commencing from the year of receipt.

Show income primarily includes ticket sales, trade stand sales, catering commission and other sundry show income such as catalogues and car parking sales. Income in advance for shows and other activities is recognised at the time of the show or other activity.

## THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND

### Notes to the Financial Statements (continued)

for the year ended 30 November 2025

#### 1. Accounting Policies (continued)

##### d. Income recognition (continued)

Trading income is generated by Highland Centre Limited, the trading subsidiary of the Society. Its activities relate primarily to the letting out of event space, income is recognised over the period of the let.

Rents received from leased land and buildings are included on a straight-line basis over the term of the lease.

##### e. Expenditure

All expenditure is accounted for on an accruals basis and is recognised when there is a legal or constructive obligation to pay for expenditure. Expenditure has been allocated to the appropriate heading in the financial statements. Where costs cannot be directly attributed to a particular heading they have been allocated to activities on a basis consistent with the use of the resource.

During the year, the Society restructured activities and reviewed the categorisation and allocation of costings to reflect current activity, which has resulted in some year on year inconsistencies in the cost categorisation presented. Expenditure is allocated directly to activities where possible. Each category of shared costs are apportioned on a reasonable basis which is dependent upon the nature of the expense.

##### *Expenditure on raising funds*

The costs of raising funds include expenditure related to the fundraising activities of the Society. This includes staff costs and organised events.

##### *Expenditure on charitable activities*

The costs of charitable activities include all expenditure associated with achieving the objectives of the Society.

Grants payable are recognised where either the award has been communicated to the beneficiary without condition and the recipient has a reasonable expectation that they will receive the grant, or any condition attached to the award is outside the control of the charity. Institutions awarded cash grants are identified in the notes to the financial statements. Where applicable cash grants awarded to individuals are shown in aggregate.

Grants given by way of free entry to or discounted rates on exhibitors' trade stand sites at the Royal Highland Show are netted off in the total of trade stand rental income.

Prize money awarded during the Royal Highland Show is recognised as expenditure when the award is granted.

##### f. Taxation

The Society is in general exempt from corporation tax on its charitable activities. The taxation charge comprises current tax recognised in the trading subsidiary.

##### g. Fixed assets

###### i Tangible assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is calculated to write off the cost of fixed assets by equal instalments over their expected useful lives. The depreciation rates are as follows:

Assets under Construction	Not depreciated
Freehold property and infrastructure	15, 25 and 50 years
Exhibition Halls	Up to 50 years
Exhibition Halls – Fixtures and Fittings	5 years
Show Equipment	3, 5, 10 and 20 years
Plan, Furniture and Furnishings	5, 10 and 15 years
Office Equipment	3 years
Motor vehicles	5 years

Many of the properties which are owned by RHASS have been held for a considerable number of years and are not identified separately in the balance sheet. It would therefore not be practical to identify the costs of the component parts, without considerable cost and effort. However, whilst we have considered this impractical, going forward all assets will be componentised on appropriate basis.

Assets under construction are not depreciated until the asset is available for use, when the asset is transferred to the appropriate fixed asset class and depreciated at the appropriate rate.

The carrying values of tangible fixed assets are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

###### ii Investment properties

Investment properties are carried at market value as estimated by a qualified independent valuer. These properties are not depreciated but are revalued annually with the gain or loss being recognised in the Statement of Financial Activities.

## THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND

### Notes to the Financial Statements (continued)

for the year ended 30 November 2025

##### h. Investments

Details of investments together with the cost and market values at the beginning and end of the financial year appear in the notes to the Financial Statements.

Where the Society has investments in listed entities with a readily ascertainable market value, these are held at market value.

Investments in associated companies are held at a value equal to the proportionate share of the investee's net assets. Investments in unlisted companies are held at cost and are subject to tests of impairment when indicators exist.

The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year. The funds are largely invested to generate an above inflationary return.

##### i. Gains and losses on investments

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value.

Realised and unrealised investment gains and losses are recognised in the Statement of Financial Activities.

##### j. Stocks

Stock is made up of the show and society supplies and is represented at lower cost and net realisable value.

##### k. Cash and cash equivalents

Cash and cash equivalents consist of cash on hand and balances with banks.

##### l. Deferred income

Deferred income arises from Members' subscriptions paid in advance, income for future shows and income for the future hire of our exhibition halls and facilities. The income is released over the period over which the economic benefits are expected to materialise. For life memberships this is expected to be twenty years.

##### m. Operating leases

Operating Lease rentals are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

##### n. Heritage assets

Heritage assets are not recognised in the Statement of Financial Activities. The Society's heritage assets comprise over 90 works of art and artefacts and 340 silverware and trophies. The artwork is mainly displayed in Ingliston House and the silverware and trophies used for Royal Highland Show prize givings. No material acquisitions occurred in the year, and there were no disposals. The Society chooses not to recognise these assets since reliable cost information is not available for items acquired many years ago. A full valuation of our trophies and other heritage items was completed in 2022. The valuation for insurance purposes is £3,425,000.

##### o. Pensions

###### i Defined benefit pension scheme

The Society contributes to a Defined Benefits Scheme at a rate set by the scheme trustee. This scheme was closed to new entrants on 31 March 2004 and closed to future service accruals on 1 December 2010. The pension scheme is administered by Trustees and the assets are held separately from those of the Society. Independent actuaries complete valuations triennially. The Defined Benefits Scheme is being accounted for under Section 28 of FRS 102 with any annually calculated deficit on the funding of the scheme shown in the financial statements as a designated fund entitled "Pension Reserve" which is included with unrestricted funds in the Balance Sheet. The Society considers it prudent not to include any pension surplus on the balance sheet.

###### ii Personal Pension Plans

The Society contributes to Personal Pension Plans operated by Standard Life for its eligible employees. These contributions are accounted for on a defined contribution basis in accordance with FRS 102. The amounts are charged as expenditure and represent the contributions payable to those plans in respect of the accounting period. The assets of the scheme held separately from those of the Society in an independently administered fund.

## THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND

### Notes to the Financial Statements (continued)

for the year ended 30 November 2025

#### 1. Accounting Policies (continued)

##### p. Financial assets and financial liabilities

Financial instruments are recognised in the statement of financial activities when the Charity becomes a party to the contractual provisions of the instrument. Financial instruments are initially measured at transaction price and subsequently accounted for as set out below.

A financing transaction is measured at the present value of the future payments discounted at the market rate of interest for similar debt instrument. Financial instruments are classified as basic in accordance with Chapter 11 of FRS102.

At the end of each reporting period, basic financial instruments are measured at amortised cost using the effective interest rate method, other than listed investments which are recognised initially at cost and subsequently at fair value, which is normally mid-market value. Where the fair value cannot be reliably measured, they are recognised at cost less impairment. Gains and losses on listed investments are recorded through net income. Financial assets are derecognised when the contractual rights to the cash flows from the asset expire, or when the Charity has transferred substantially all the risks and rewards of ownership. Financial liabilities are derecognised only once the liability has been extinguished through discharge, cancellation or expiry.

##### q. Termination payments

Termination payments are amounts payable to end an individual's employment and are charged on an accrual's basis to the Statement of Financial Activities when The Society is committed to this course of action. The termination payment will include redundancy, pay in lieu of notice and where eligible any accrued pension contribution.

##### r. Judgements in applying accounting policies and key sources of estimation uncertainties

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the charity's accounting policies.

The trustees of the Society are satisfied that accounting policies are appropriate and applied consistently. There are a number of actuarial assumptions used in the quantification of the group's pensions commitments which are described in Note 25.

Investment properties are held at valuations supported by a qualified independent valuer.

Lifetime membership periods are estimated to be 20 years.

## THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND

### Notes to the Financial Statements (continued)

for the year ended 30 November 2025

#### 2. Income from donations and legacies

	2025 £	Group	2024 £	Charity	2024 £
<b>Unrestricted income</b>					
Donations	<b>16,183</b>		10,991		10,991
<b>Restricted income</b>					
Legacies	<b>465,000</b>		–		–
	<b>481,183</b>		10,991		10,991

Legacy income was receivable by the Royal Highland Development Trust in relation to the Neil Godsman estate as described at note 19. The charity is aware that further funds may be receivable which have not been recognised within these financial statements as the charity has insufficient information to be able to reliably quantify the amount.

#### 3. Income from charitable activities (Group and Charity)

	2025 £	2024 £
<b>Income from Royal Highland Show</b>		
Entry fees for livestock and competitions, trade stand income and royalties	<b>3,009,666</b>	2,517,835
Gates and car park revenue	<b>3,310,186</b>	2,546,363
Sponsorship, advertising and publication sales	<b>865,234</b>	708,672
Other income	<b>659,995</b>	624,029
	<b>7,845,081</b>	6,396,899
<b>Income from membership</b>		
Membership subscriptions	<b>909,143</b>	824,560

	2025 £	Group	2024 £	Charity	2024 £
<b>Income from other charitable activities</b>					
Rents from buildings, hotel signage and car parks	<b>2,244,859</b>		2,094,454		3,625,436
Other Society income	<b>47,192</b>		98,677		98,677
	<b>2,292,051</b>		2,193,131		3,724,113

**THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND**
**Notes to the Financial Statements** (continued)

for the year ended 30 November 2025

**4. Income from trading activities (Group)**

The wholly owned trading subsidiary Highland Centre Ltd (HCL) is incorporated in the United Kingdom (Company Number SC265245)

	2025 £	2024 £
<b>Income from the Highland Centre Ltd</b>		
Outside areas	75,720	268,867
Exhibition hall lets	1,115,814	1,161,120
Income from car parks	362,046	287,812
Other income	1,916,821	2,128,085
	<b>3,470,401</b>	<b>3,845,884</b>

**5. Other income**

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
<b>Restricted funds</b>				
Grants from Farmstrong Project	-	300,000	-	300,000

From 1st December 2024, Farmstrong Scotland operated independently from the Society, where in the prior year the Society acted as an agent for the charity.

**6. Investment income**

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
<b>Unrestricted funds</b>				
Bank interest	3,676	15,965	631	9,403
<b>Restricted funds</b>				
Dividends	168	5,947	168	5,947
	<b>3,844</b>	<b>21,912</b>	<b>799</b>	<b>15,350</b>

**THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND**
**Notes to the Financial Statements** (continued)

for the year ended 30 November 2025

**7. Expenditure**

	Society & Membership £	Fundraising £	HCL & Estates £	Show £	2025 Total £
<b>Direct costs</b>					
Secretariat	212,308	-	-	-	212,308
Membership	175,286	-	-	-	175,286
Fundraising	-	6,273	-	12,779	19,052
Charitable activity	73,601	-	-	-	73,601
Show	-	-	-	4,887,423	4,887,423
Estate	169,559	-	2,306,334	520,548	2,996,441
Commercial lease costs	-	-	30,178	-	30,178
<b>Support and administration</b>					
Staff	33,647	944	211,614	283,793	529,998
Office	11,883	333	74,736	100,228	187,180
Marketing	41,444	-	8,077	41,443	90,964
Professional costs	68,056	1,476	251,054	511,329	831,915
Finance costs	36,064	1,012	226,816	304,180	568,072
Depreciation	37,553	1,619	965,059	82,647	1,086,878
Pension recovery	74,500	-	-	74,500	149,000
Irrecoverable VAT	-	-	-	621,587	621,587
<b>Total Charity costs</b>	<b>933,901</b>	<b>11,657</b>	<b>4,073,868</b>	<b>7,440,457</b>	<b>12,459,883</b>
HCL event costs	-	-	1,449,048	-	1,449,048
HCL operating expenses	-	-	151,300	-	151,300
RHSDT expenditure	-	72	-	-	72
<b>Total Group costs</b>	<b>933,901</b>	<b>11,729</b>	<b>5,674,216</b>	<b>7,440,457</b>	<b>14,060,303</b>

**Governance costs**

Total group and charity costs above includes the following governance costs:

	Society & Membership £	Fundraising £	HCL & Estates £	Show £	2025 Total £
Secretariat costs	212,308	-	-	-	212,308
Key management	11,896	334	74,815	100,334	187,379
Audit and accountancy	4,920	138	30,942	41,496	77,496
Legal and professional	35,743	658	67,565	265,254	369,220
<b>Total governance costs</b>	<b>264,867</b>	<b>1,130</b>	<b>173,322</b>	<b>407,084</b>	<b>846,403</b>

## THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND

### Notes to the Financial Statements (continued)

for the year ended 30 November 2025

#### 7. Expenditure (continued)

During the year, the Society restructured activities and reviewed the categorisation and allocation of costings to reflect current activity, which has resulted in a reclassification of the prior year presentation.

Prior year comparatives	Society & Membership £	Fundraising £	HCL & Estates £	Show £	2024 Total £
<b>Direct costs</b>					
Secretariat	365,241	–	–	–	365,241
Membership	207,500	–	–	–	207,500
Fundraising	–	253,237	–	12,779	266,016
Charitable activity	670,257	–	–	–	670,257
Show	–	–	–	5,272,993	5,272,993
Estate	5,951	–	1,988,570	571,025	2,565,546
Commercial lease costs	–	–	31,119	–	31,119
<b>Support and administration</b>					
Staff	52,892	2,067	368,346	412,551	835,856
Office	13,066	511	90,992	101,911	206,480
Marketing	101,153	–	17,504	101,153	219,810
Professional costs	51,912	1,546	187,414	384,411	625,283
Finance costs	37,630	1,470	262,053	293,500	594,653
Depreciation	68,643	2,302	598,864	475,534	1,145,343
Pension recovery	57,000	–	–	57,000	114,000
<b>Total Charity costs</b>	<b>1,631,245</b>	<b>261,133</b>	<b>3,544,862</b>	<b>7,682,857</b>	<b>13,120,097</b>
HCL event costs	–	–	2,078,735	–	2,078,735
HCL operating expenses	–	–	425,780	–	425,780
RHSDT expenditure	–	85	–	–	85
<b>Total Group costs</b>	<b>1,631,245</b>	<b>261,218</b>	<b>6,049,377</b>	<b>7,682,857</b>	<b>15,624,697</b>

#### Governance costs

Total group and charity costs above includes the following governance costs:

	Society & Membership £	Fundraising £	HCL & Estates £	Show £	2024 Total £
Secretariat costs	365,241	–	–	–	365,241
Key management	25,821	1,009	179,818	201,398	408,046
Audit and accountancy	4,921	192	34,270	38,382	77,765
Legal and professional	20,788	330	(29,331)	141,654	133,441
<b>Total governance costs</b>	<b>416,771</b>	<b>1,531</b>	<b>184,757</b>	<b>381,434</b>	<b>984,493</b>

## THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND

### Notes to the Financial Statements (continued)

for the year ended 30 November 2025

#### 8. Staff costs

	2025 £	2024 £
Wages & salaries	2,151,459	2,441,962
Social security costs	213,047	237,057
Pension costs	296,170	297,061
	<b>2,660,676</b>	<b>2,976,080</b>

The monthly average number of employees during the year was 45 (2024: 53) of which 41 were permanent and 4 were temporary (2024: 53 were permanent and nil were temporary), based on actual headcount.

#### The split by activity is:

	2025 No.	2024 No.
Fundraising	–	2
Show related activities	10	9
Trading activities	15	12
Membership	4	3
Other	13	22
Governance	3	5

The number of employees where salaries (including benefits in kind, pay in lieu of notice and termination payments) were above £60,000 for the year were:

	2025 No.	2024 No.
Between £60,000 – £69,999	1	1
Between £70,000 – £79,999	1	1
Between £90,000 – £99,999	2	–
Between £100,000 – £109,999	–	1
Between £290,000 – £299,999	–	1

The contribution towards Pension Costs for employees where salaries were above £60,000 for the year ended 30 November 2025 was £30,040 (2024: £53,704). Retirement benefits for these employees were accruing under a defined contribution scheme.

Termination payments of £nil were made during the year. In the prior year, payments of £221,564 were made to various individuals following a governance review and restructure to benefit the ongoing charitable activities of the Society.

Key Management personnel for the Group and the Charity are the same and comprise the Chief Executive, Director of Venues, Finance Director and Society Secretary. The total employee benefits of the Key Management personnel are £398,776 (2024: £681,833).

Of the pension costs, £147,170 (2024: £183,061) relates to employer contributions to defined contribution plans and the remainder relates to costs related to RHASS defined benefit scheme. The last is a legacy scheme, long closed to new entrants and accruals.

**THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND**
**Notes to the Financial Statements** (continued)

for the year ended 30 November 2025

**9. Trustees' expenses and remuneration**

	2025 £	2024 £
<b>a) Trustees' expenses reimbursed</b>		
Expenses incurred and reimbursed to Directors and Trustees was:	<b>7,493</b>	9,811
16 in total (2024: 17) expense claims for attending internal and external meetings		

**b) Trustees' remuneration**

In addition to the expenses reimbursed above, the following Trustees were paid in regards to their role on the Executive Committee (under the prior governance structure until 16 July 2025):

Mr D Bridgeford £800 (2024: £1,150), Mr J Pace £nil (2024: £1,050), Mr WF Arnot £nil (2024: £300), Mr S Hay £1,000 (2024: £1,000), Mr JC Warnock £1,100 (2024: £12,400), Mr J Logan £3,900 (2024: £3,400), Ms. S Lawrie £250 (2024: £950)

The legal authority under which these payments are made under the prior governance structure is stated within the Society Bye-Laws. Bye-Law 14b states that members of the Executive Committee may be paid for attendance at each meeting of the Executive Committee and other Society business, such sum as shall be determined from time to time by the Board of Directors.

**10. Auditor's remuneration**

	2025 £	2024 £
Audit services	<b>53,940</b>	51,350
Non-Audit Services (Accounting and taxation services)	<b>9,140</b>	11,635

**THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND**
**Notes to the Financial Statements** (continued)

for the year ended 30 November 2025

**11. Grants paid**

<b>Grants were paid to the following bodies during the year;</b>	2025 £	2024 £
Farmstrong	–	300,000
Royal Highland Educational Trust	<b>70,000</b>	201,681
RSABI	–	16,000
Nuffield Scholarship	–	7,500
Moredun Institute	–	3,000
SAYFC	–	7,418
Shearing Grant	–	1,030
FAST	–	183
Local Show Grants	–	37,640
Ploughing Championships (Scotland) Ltd	–	6,000
Prosper (SCDI)	–	3,000
Scotland's Charity Air Ambulance	–	3,500
Others – Miscellaneous	<b>1,790</b>	2,436
	<b>71,790</b>	589,388

Expenditure on certificates and medals for long service, skills and academic achievement was as follows:

	2025 £	2024 £
Long service certificates and ploughing medals	<b>3,900</b>	4,668
Other medals	<b>411</b>	5,563
	<b>4,311</b>	10,231
<b>Total grants paid</b>	<b>76,101</b>	<b>599,619</b>

## THE ROYAL HIGHLAND &amp; AGRICULTURAL SOCIETY OF SCOTLAND

Notes to the Financial Statements (continued)  
for the year ended 30 November 2025

## 12. Fixed assets – Group

Cost	Ingliston £	Ingliston Showsite £	Exhibition Hall £	Show Equipment £	Plant £	Office Equipment £	Furniture Paintings £	Motor Vehicles £	Total £
As at 1 December 2024	2,758,418	24,090,509	6,304,790	472,516	1,249,657	887,207	138,515	41,651	35,943,263
Additions	-	-	144,424	-	16,195	7,482	8,688	-	176,789
Disposals	-	-	-	-	(33,000)	(96,277)	-	(19,151)	(148,428)
As at 30 November 2025	2,758,418	24,090,509	6,449,214	472,516	1,232,852	798,412	147,203	22,500	35,971,624
Depreciation									
As at 1 December 2024	-	8,415,224	3,397,721	458,518	1,242,562	789,035	118,955	41,651	14,463,666
Charge for year	-	839,289	191,258	6,909	3,472	66,095	9,856	-	1,116,879
Disposals	-	-	-	-	(33,000)	(96,277)	-	(19,151)	(148,428)
As at 30 November 2025	-	9,254,513	3,588,979	465,427	1,213,034	758,853	128,811	22,500	15,432,117
Net Book Value									
As at 30 November 2025	2,758,418	14,835,996	2,860,235	7,089	19,818	39,559	18,392	-	20,539,507
As at 30 November 2024	2,758,418	15,675,285	2,907,069	13,998	7,095	98,172	19,560	-	21,479,597

Works of art and items of historical interest are not recognised, since reliable cost information is not available for items acquire many years ago. A full valuation of our trophies and other heritage items was completed in 2022. The valuation for insurance purposes is £3,425,000. Depreciation expense is split out by activity and included within direct and support costs at note 7.

## 12. Fixed assets (continued) – Charity

THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND  
Notes to the Financial Statements (continued)  
for the year ended 30 November 2025

Cost	Ingliston £	Ingliston Showsite £	Exhibition Hall £	Show Equipment £	Plant £	Office Equipment £	Furniture Paintings £	Motor Vehicles £	Total £
As at 1 December 2024	2,758,418	24,090,509	6,304,790	472,516	1,216,657	790,930	138,515	22,500	35,794,835
Additions	-	-	144,424	-	16,195	7,482	8,688	-	176,789
As at 30 November 2025	2,758,418	24,090,509	6,449,214	472,516	1,232,852	798,412	147,203	22,500	35,971,624
Depreciation									
As at 1 December 2024	-	8,415,224	3,397,721	458,518	1,209,562	692,758	118,955	22,500	14,315,238
Charge for year	-	839,289	191,258	6,909	3,472	66,095	9,856	-	1,116,879
As at 30 November 2025	-	9,254,513	3,588,979	465,427	1,213,034	758,853	128,811	22,500	15,432,117
Net Book Value									
As at 30 November 2025	2,758,418	14,835,996	2,860,235	7,089	19,818	39,559	18,392	-	20,539,507
As at 30 November 2024	2,758,418	15,675,285	2,907,069	13,998	7,095	98,172	19,560	-	21,479,597

## THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND

### Notes to the Financial Statements (continued)

for the year ended 30 November 2025

#### 13. Investment properties

	2025 £ Group	2025 £ Charity	2024 £ Group	2024 £ Charity
Cost				
As at 1 December 2024	3,400,000	3,400,000	3,250,000	3,250,000
Revaluation	75,000	75,000	150,000	150,000
As at 30 November 2025	3,475,000	3,475,000	3,400,000	3,400,000

Investment property was valued on 19 January 2026 at £3,475,000 by an independent surveyor Kerry Maguire MRICS, an RICS qualified valuer with Avison Young. The basis of the value, referenced to market value subject to lease agreement in place.

#### 14. Investments

	2025 £ Group	2025 £ Charity	2024 £ Group	2024 £ Charity
Listed investments	185	-	253	-
Listed investments held for Special Funds	109,026	109,026	109,026	109,026
Investment in subsidiaries	-	100	-	100
Other investments	634,663	634,663	513,444	513,444
Revaluation of other investments	-	-	121,219	121,219
	743,874	743,789	743,942	743,789

#### Listed investments

Listed investments were held solely by the Royal Highland Development Trust, a subsidiary of Royal Highland and Agricultural Society of Scotland. The portfolio retains a small cash balance.

#### Investments in special funds

Investments in special funds are investments which are held within restricted funds to provide an income to facilitate the specific purposes of the fund.

	Market Value 2025 £
<b>Group and charity investments Special Funds:</b>	
AJ Lilburn Forestry Trophy Fund <i>M&amp;G Charifund income units</i>	1,284
Consolidated Prize Fund <i>M&amp;G Charifund Income Units</i>	18,360
<i>2.5% Treasury Stock 2024</i>	4,482
Sir William Young Memorial Fund <i>National Savings Bond</i>	5,000
Council for Awards of Royal Agricultural Societies (CARAS) <i>M&amp;G Charifund Income Units</i>	61,780
Trophy Maintenance Fund <i>M&amp;G Charifund income Units</i>	18,120
	109,026

## THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND

### Notes to the Financial Statements (continued)

for the year ended 30 November 2025

#### 14. Investments (continued)

##### Other Investments

The Society holds 3/7ths of the issued share capital of Scottish Agricultural & Rural Development Centre Ltd (SARDC). This investment is treated as an associate and carried at a fair value of £634,663. The net assets of SARDC at 30 September 2025 were £1,496,550 (2024: £1,480,817) and the profit for the year was £15,733 (2024: £273,363). A dividend of £nil was received from SARDC during the year. (2024: £nil).

The Society's shareholding in Tay Forth Machinery Ring Ltd is 25 shares of £1 each.

##### Investment in subsidiaries

###### Highland Centre Ltd

The Society has a £100 investment in Highland Centre Limited. Highland Centre Limited is a wholly owned subsidiary of the Society with an authorised share capital of £1,000,000. As at 30 November 2025 its total assets were £918,173 (2024: £766,685), total liabilities £761,413 (2024: £744,466) and net assets £156,760 (2024: £22,219). For the year to 30 November 2025 its turnover was £3,892,498 (2024: £3,893,466), total expenditure £3,760,833 (2024: £4,083,079) and profit for the year £134,541 (2024: loss of £183,262).

###### Royal Highland Society Development Trust (RHSDT)

As at 30 November 2025 the trust had total assets of £479,899 (2024: £14,549), liabilities of £nil (2024: £nil) and net assets of £479,899 (2024: £14,549). For the year to 30 November 2025 the trust had total income of £467,009 (2024: £1,961), total expenditure of £1,912 (2024: £1,822) and surplus for the year of £465,097 (2024: £139).

###### Edinburgh Arena Limited

The Society owns the entire Share Capital of Edinburgh Arena Limited. This company is dormant and trading has not commenced.

#### 15. Debtors and prepayments

	2025 £ Group	2025 £ Charity	2024 £ Group	2024 £ Charity
Trade debtors	1,010,402	775,761	1,020,986	618,301
Amount due from subsidiary undertaking	-	-	-	125,000
Prepayments	102,110	102,110	118,219	118,219
Accrued income and other debtors	755,311	221,823	457,578	393,916
	1,867,823	1,099,694	1,596,783	1,255,436

**THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND**
**Notes to the Financial Statements** (continued)

for the year ended 30 November 2025

**16. Creditors and accrued charges**

	2025 £ Group	2025 £ Charity	2024 £ Group	2024 £ Charity
<b>Due within one year</b>				
Trade creditors	183,048	108,491	534,166	275,335
Accruals	810,275	589,529	632,507	484,925
Deposits	921,387	767,477	523,625	403,789
Social Security and other taxes	261,186	108,470	164,348	71,132
Bank loan repayments	2,393,439	2,393,439	586,301	586,301
Bank overdraft	630,368	630,368	2,099,787	2,099,787
Deferred income	255,527	255,527	242,495	242,495
Other creditors	1,246,132	1,246,132	966,166	966,166
Amounts owing to subsidiary	–	229,149	–	192,664
	<b>6,701,362</b>	<b>6,328,582</b>	5,749,395	5,322,594
<b>Due in more than one year</b>				
Bank loan repayments	5,155,863	5,155,863	7,555,393	7,555,393
Deferred income	2,528,282	2,528,282	2,536,208	2,536,208
	<b>7,684,145</b>	<b>7,684,145</b>	10,091,601	10,091,601

In accordance with the accounting policy as outlined in note 1, deferred income relates to the remaining balance of all life memberships over their amortised life of 20 years. Deferred income in relation to land consisted of up-front lease payments which are to be released over the course of the lease. Amounts due in less than or more than one year are reflected in the tables above.

	Advance lease receipts £	Member subscriptions £	Total receipts £
<b>Deferred income</b>			
At 1 December 2024	1,054,711	1,723,992	2,778,703
Released in year	(70,029)	(92,633)	(162,662)
Deferred in year	46,356	121,412	167,768
At 30 November 2025	<b>1,031,038</b>	<b>1,752,771</b>	<b>2,783,809</b>

**THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND**
**Notes to the Financial Statements** (continued)

for the year ended 30 November 2025

**17. Bank loans**

The society had entered into loan agreements with RBS to fund infrastructure works at the Society's premises. At the balance sheet date £3.3m remains outstanding, repayable over the next 2-3 years at fixed and variable rates. The loans are secured over certain of the Society's assets.

Following the outbreak of Covid pandemic and consequent adverse impact on the Society's finances, the Society arranged CBIL loans through its primary lender RBS, the loans being secured by granting further security over certain of the Society's assets. At the balance sheet date £1.9m remains outstanding, repayable over the next year at variable rates.

	2025 £ Group	2025 £ Charity	2024 £ Group	2024 £ Charity
Due within one year	2,393,439	2,393,439	586,301	586,301
Due between one and two years	1,678,229	1,678,229	545,374	545,374
Due between two and five years	3,477,634	3,477,634	7,010,019	7,010,019
Total secured loans	7,549,302	7,549,302	8,141,694	8,141,694
Less due within one year (see note 16)	(2,393,439)	(2,393,439)	(586,301)	(586,301)
Total loans due in more than one year	<b>5,155,863</b>	<b>5,155,863</b>	7,555,393	7,555,393

**18. Unrestricted funds**

The capital account consists of unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Society.

Designated funds are restricted funds earmarked by the Trustees for specific future purposes, to be released when that purpose has been fulfilled.

	£ Group	£ Charity
General funds	12,225,522	12,053,963
Designated funds	5,125	5,125
	<b>12,230,647</b>	<b>12,059,088</b>

## THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND

### Notes to the Financial Statements (continued)

for the year ended 30 November 2025

#### 18. Unrestricted funds (continued)

##### General funds

This represents the net surpluses and deficits accumulated on the operations of the Society.

	2025 £ Group	2025 £ Charity	2024 £ Group	2024 £ Charity
As at 1 December 2024	11,575,290	11,538,369	13,277,338	13,057,281
Income for year	14,536,535	12,801,477	13,287,430	10,965,966
Expenditure for year	(14,060,303)	(12,459,883)	(15,324,697)	(12,820,097)
Gains for year	75,000	75,000	271,219	271,219
Actuarial gains	99,000	99,000	64,000	64,000
	650,232	515,594	(1,702,048)	(1,518,912)
As at 30 November 2025	12,225,522	12,053,963	11,575,290	11,538,369

	2025 £ Group	2025 £ Charity	2024 £ Group	2024 £ Charity
<b>Designated Funds</b>				
Paintings Restoration Fund	5,125	5,125	5,125	5,125
	5,125	5,125	5,125	5,125

#### 19. Special restricted funds

	Balance 2024	Incoming resources	Resources expended	Gains/ (losses)	Balance 2025
AJ Lilburn Forestry Trophy Fund	1,696	–	–	–	1,696
Sir William Young Memorial Fund	6,400	168	–	–	6,568
Consolidated Prize Fund	30,798	–	–	–	30,798
Trophy Maintenance Fund	24,047	–	–	–	24,047
Council of Awards for Royal Agricultural Societies	85,283	–	–	–	85,283
Charity total	148,224	168	–	–	148,392
RHS DT – Neil Godsman legacy	–	465,000	–	–	465,000
Group total	148,224	465,168	–	–	613,392

## THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND

### Notes to the Financial Statements (continued)

for the year ended 30 November 2025

#### 19. Special restricted funds (continued)

	Balance 2023	Incoming resources	Resources expended	Gains/ (losses)	Balance 2024
AJ Lilburn Forestry Trophy Fund	1,621	–	–	75	1,696
Sir William Young Memorial Fund	6,212	188	–	–	6,400
Consolidated Prize Fund	30,809	1,076	–	(1,087)	30,798
Trophy Maintenance Fund	21,929	1,062	–	1,056	24,047
Council of Awards for Royal Agricultural Societies	78,059	3,621	–	3,603	85,283
Farmstrong grant	–	300,000	(300,000)	–	–
	138,630	305,947	(300,000)	3,647	148,224

##### AJ Lilburn Forestry Trophy Fund

The AJ Lilburn Forestry Trophy Fund is a restricted fund for the maintenance of the Alistair L Lilburn of Coull Trophy.

##### Sir William Young Memorial Fund

The Sir William Young Memorial Fund is a restricted fund for the annual ward of a cash sum to the person considered by the Society's Directors to have made an outstanding contribution to livestock breeding in Scotland.

##### Consolidated Prize Fund

The Consolidated Prize Fund was created on 12 August 1987 by realising the individual investments held by the Price Fund and amalgamating them into government stock and Charifund Income Unit. The investment income and awards are distributed according to the ration of each individual price funds contribution to the total funds applied to the new investments, thus retaining the restricted nature of the individual price funds. Awards are distributed annually in July and represent for this financial year the receipts for the period 1 July 2024 to 30 June 2025. Receipts from 1 July 2025 to 30 November 2025 are carried forward for distribution the following year.

##### Trophy maintenance fund

Since 1989 donors of new trophies have been required to supply a cash sum to purchase M&G Charifund Income Units to provide for trophy maintenance costs.

##### Council for Awards of Royal Agriculture Societies (CARAS)

In 2013 a fund was set up, from donations made by members of the Council for Awards of Royal Agricultural Societies (CARAS). The funds collected were used to purchase M&G Charifund Income Units. The monies earned from dividends received, fund an annual awards scheme that grants funding to candidates who have limited access to other forms of funding.

##### Farmstrong Grant

RHASS administers this fund on behalf of Farmstrong Scotland. During the year, RHASS received £nil (2024: £300,000) in grant funding, which was subsequently awarded on to Farmstrong Scotland. A balance of £nil (2024: £177,526) was held by RHASS on behalf of Farmstrong Scotland at the year end.

##### RHS DT – Neil Godsman legacy

Can only be used for development, maintenance, equipment or improvement in the land and buildings belonging to RHASS, and should be in remembrance of the donor.

**THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND**
**Notes to the Financial Statements** (continued)

for the year ended 30 November 2025

**20. Reconciliations of group surplus for year to net cash flow from operating activities**

	2025 £	2024 £
Net operating income/(expenditure)	941,400	(2,031,320)
Pension fund charge less contributions made	99,000	64,000
Depreciation	1,116,879	1,145,209
Interest and dividend receivable	(3,844)	(21,912)
Loan interest paid	445,964	525,932
Decrease in stock	12,779	11,285
(Increase)/decrease in debtors and prepayments	(271,040)	943,505
Decrease/(increase) in creditors and accrued charges	606,322	(2,595,343)
Rent received from investment properties	(218,476)	(215,982)
Net cash flow from operating activities	<b>2,728,984</b>	<b>(2,174,626)</b>

**21. Analysis of group cash and cash equivalents and reconciliation of net debt**

	2024 £	Cashflow	2025 £
Bank	288,535	288,139	<b>576,674</b>
Fund bank accounts	27,348	(21,329)	<b>6,019</b>
Cash	53	(2)	<b>51</b>
Overdraft facility	(2,099,787)	1,469,419	<b>(630,368)</b>
Total cash and cash equivalents	<b>(1,783,851)</b>	<b>1,736,227</b>	<b>(47,624)</b>
Bank loans due in less than 1 year	(586,301)	(1,807,138)	<b>(2,393,439)</b>
Bank loans due in more than 1 year	(7,555,393)	2,399,530	<b>(5,155,863)</b>
Net debt	<b>(9,925,545)</b>	<b>2,328,619</b>	<b>(7,596,926)</b>

**THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND**
**Notes to the Financial Statements** (continued)

for the year ended 30 November 2025

**22. Analysis of net assets between funds**

Group	Tangible Fixed Assets	Investments	Net Current Liabilities	Long Term Liabilities	Total
Unrestricted funds	24,014,507	634,848	(4,734,563)	(7,684,145)	12,230,647
Restricted funds	–	109,026	504,366	–	613,392
<b>Total as at 30 November 2025</b>	<b>24,014,507</b>	<b>743,874</b>	<b>(4,230,197)</b>	<b>(7,684,145)</b>	<b>12,844,039</b>

Unrestricted funds	24,879,597	634,916	(3,842,497)	(10,091,601)	11,580,415
Restricted funds	–	109,026	39,198	–	148,224
<b>Total as at 30 November 2024</b>	<b>24,879,597</b>	<b>743,942</b>	<b>(3,803,299)</b>	<b>(10,091,601)</b>	<b>11,728,639</b>

Charity	Tangible Fixed Assets	Investments	Net Current Liabilities	Long Term Liabilities	Total
Unrestricted funds	24,014,507	634,763	(4,906,037)	(7,684,145)	12,059,088
Restricted funds	–	109,026	39,366	–	148,392
<b>Total as at 30 November 2025</b>	<b>24,014,507</b>	<b>743,789</b>	<b>(4,866,671)</b>	<b>(7,684,145)</b>	<b>12,207,480</b>

Unrestricted funds	24,879,597	634,763	(3,879,265)	(10,091,601)	11,543,494
Restricted funds	–	109,026	39,198	–	148,224
<b>Total as at 30 November 2024</b>	<b>24,879,597</b>	<b>743,789</b>	<b>(3,840,067)</b>	<b>(10,091,601)</b>	<b>11,691,718</b>

**23. Related Party Transactions**

During the year the Charity entered into transactions with the following related parties. All transactions were in the course of ordinary business for the Charity. Given the nature of RHASS's operations, the number of board members and the inter-linked sector in which it operates, it is inevitable that RHASS will enter into transactions with related parties. Those that are considered material to either entity involved in a transaction are disclosed below:

The Charity has a 3/7ths interest in Scottish Agricultural & Rural Development Centre Ltd (SARDC). Included within sales to SARDC are fees of £6,000 (2024: £3,000) in respect of provision of Directors for the company, which are paid directly to the Charity. No balance was outstanding at 30 November 2025 (2024: £nil)

In previous years RHASS administered the Farmstrong fund on behalf of Farmstrong Scotland, which became a registered charity during 2024. During the year RHASS received £nil in grant funding (2024: £300,000) which was subsequently awarded on to Farmstrong Scotland. RHASS held a cash balance of £nil (2024: £177,526) on behalf of Farmstrong Scotland at the year-end which was disclosed within Other Creditors.

Transactions between RHASS and its wholly-owned trading subsidiary Highland Centre Limited (HCL) were:

An allocation of overheads received of £1,738,388 (2024: £1,500,000), fees and commission of £422,097 (2024: £nil) paid to HCL, and a number of small recharges. Year-end balance was £nil due from HCL (2024: £125,000) and £229,149 (2024: £192,664) was due to HCL.

## THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND

### Notes to the Financial Statements (continued)

for the year ended 30 November 2025

#### 24. Connected Bodies

The Royal Highland Education Trust (Scottish Charity Number SC007492) is administered by the Society. No fee is charged for this service. Funding provided by the Society is detailed at note 11.

The Roy Watherston Memorial Trust (Scottish Charity Number SC007609) was administered by the Society until December 2025. No fee was charged for this service.

The Royal Highland Society Development Trust (Scottish Charity Number SC024206) is administered by the Society and is consolidated within the Group financial statements due to the proportion of trustees in common. The Society paid expenditure totalling £1,840 (2024: £1,750) as an in-kind donation to the Trust.

The address of the Royal Highland Education Trust and the Royal Highland Society Development Trust is Royal Highland Centre, Ingliston, Edinburgh EH28 8NB. The address of the Roy Watherston Memorial Trust, is Scottish Association of Young Farmers Clubs, Young Farmers Centre, Ingliston, Edinburgh, EH28 8NE.

The Society also provides administrative and other support to the President's Initiative, a group approved by RHASS to promote their region and raise funds on behalf of RHASS. The President's Initiative reports to the Council of Trustees, however the group is not controlled by RHASS and accordingly their own financial transactions are not included in these financial statements. No fee was charged for this service.

#### 25. Pension Scheme

The Society operates a defined benefit scheme in the UK. This is a separate trustee-administered fund holding the pension scheme assets to meet long term pension liabilities. The scheme is closed to new members or further accrual. A full actuarial valuation was carried out at 30 November 2023 and updated annually to 30 November 2025 by a qualified actuary, independent of the scheme's sponsoring employer. The major assumptions used by the actuary are shown below.

The annual actuarial valuation at November 2025 showed a net surplus of £579,000 (2024: £649,000). In accordance with Financial Reporting Standard 102, recognition of an asset within these financial statements is limited to an asset ceiling, calculated by the actuary to be £nil (2024: £nil). The Society continues to pay annual contributions of £50,000 in respect of expenses and all Pension Protection Fund levies.

Present value of defined benefit obligation, fair value of assets and defined benefit asset (Liability)	%	2025 £	%	2024 £	%	2023 £
Fair value of plan assets		<b>3,417,000</b>		3,678,000		3,731,000
Present value of defined benefit obligation		<b>2,838,000</b>		3,029,000		3,580,000
Surplus in plan		<b>579,000</b>		649,000		151,000
Unrecognised Surplus		<b>579,000</b>		649,000		151,000
<b>Assets</b>						
Corporate bonds	<b>79%</b>	<b>2,700,000</b>	68%	2,414,000	52%	2,509,000
Equity instruments	<b>12%</b>	<b>410,000</b>	0%	–	20%	0
Cash	<b>9%</b>	<b>307,000</b>	2%	137,000	4%	85,000
Absolute return bond fund	<b>0%</b>	<b>–</b>	30%	1,127,000	24%	1,137,000
		<b>3,417,000</b>		3,678,000		3,731,000

None of the fair values of the assets shown above include any direct investments in the Society's own financial instruments or any property occupied by, or other assets used by the Society.

## THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND

### Notes to the Financial Statements (continued)

for the year ended 30 November 2025

#### 25. Pension Scheme (continued)

Reconciliation of Opening and Closing Balances of the Present Value Scheme Liabilities	2025 £	2024 £	2023 £
Defined benefit obligation at start of year	<b>3,029,000</b>	3,580,000	3,894,000
Interest expense	<b>151,000</b>	185,000	172,000
Actuarial losses/(gains)	<b>(144,000)</b>	(554,000)	(339,000)
Benefits paid	<b>(198,000)</b>	(182,000)	(147,000)
Defined benefit obligation at end of year	<b>2,838,000</b>	3,029,000	3,580,000

Reconciliation of Opening and Closing Balances of the Fair Value of Plan Assets	2025 £	2024 £
Fair value of plan assets at start of period	<b>3,678,000</b>	3,731,000
Interest income	<b>183,000</b>	192,000
Employer contributions	<b>50,000</b>	50,000
Actuarial gains/(losses)	<b>(147,000)</b>	1,000
Benefits paid and expenses	<b>(347,000)</b>	(296,000)
Fair value of plan assets at end of year	<b>3,417,000</b>	3,678,000

The actual return on the plan assets over the period ending 30 November 2025 was £36,000 Gain (2024: £193,000 gain).

Defined Benefit Costs Recognised in Profit of Loss	2025 £	2024 £
Expenses	<b>149,000</b>	114,000

Defined benefit costs recognised in other Comprehensive income	2025 £	2024 £
Return on plan assets (excluding amounts included in net interest cost): (Loss)/gain	<b>(147,000)</b>	1,000
Experience gains and losses arising on the scheme liabilities: (Loss)/gain	<b>(12,000)</b>	618,000
Effect of changes in the demographic and financial assumptions		
Underlying the present value of the scheme liabilities: Gain/(loss)	<b>156,000</b>	(64,000)
Effects of changes in the amount of surplus that is not recoverable (excluding amounts included in net interest cost): Gain/(loss)	<b>102,000</b>	(491,000)
Total amount recognised in statement of total recognised gains and losses: Amount: Gain	<b>99,000</b>	64,000

## THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND

### Notes to the Financial Statements (continued)

for the year ended 30 November 2025

#### 25. Pension Scheme (continued)

Assumptions	2025 £	2024 £	2023 £
Discount rate	5.5%	5.15	5.30
Inflation (CPI)	2.85%	3.10	3.20
Allowance for revaluation of deferred pensions of CPI or 5% pa, if less	2.85%	3.10	3.20
Allowance for pension in payment increases of CPI or 5%pa, if less	2.75%	2.95%	3.20
Allowance for commutation of pension for cash at retirement	25% of pension	25% of pension	25% of pension

The mortality assumptions adopted imply the following life expectancies:

Male retiring at age 60 in 2025	26.40	26.10	26.80
Female retiring at age 60 in 2025	29.00	28.90	29.40
Male retiring at age 60 in 2045	28.30	28.00	28.70
Female retiring at age 60 in 2045	30.80	30.70	31.20

The best estimate of contributions to be paid by the Society to the scheme for the period commencing 1 December 2025 is £50,000. This is in respect of management and administration expenses.

#### 26. Financial assets and liabilities held at fair value through profit and loss

	2025 £ Group	2025 £ Charity	2024 £ Group	2024 £ Charity
<b>Listed investments held at fair value</b>	<b>109,211</b>	<b>109,211</b>	109,279	109,279

#### 27. Contingent assets and events after the reporting period

In 2020, a case was opened between The Yorkshire Agricultural Society and HMRC challenging the VAT treatment of fundraising events organised by Charities and these rules being applicable to agricultural shows.

In October 2024, the final hearing of the case was completed at Upper Tribunal with the outcome being communicated on 9 January 2025, with the decision that income relating to entrance and sponsorship of a show should be treated as an exempt supply, subject to certain conditions.

At present the financial statements include provisions to reflect the status quo for periods to 30 November 2024. However as HMRC have yet to confirm the outcome of RHASS' claims these provisions remain in place and do not reflect the actual final outcome as RHASS are unable to calculate this.

## THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND

### Notes to the Financial Statements (continued)

for the year ended 30 November 2025

#### 28. Consolidated Statement of Financial Activities for prior year (including consolidated income & expenditure account)

Expenditure has been reclassified as disclosed in note 7. There is no overall effect on total expenditure or the financial statements.

	Unrestricted Funds £	Restricted Funds £	2024 Total £
<b>Income from:</b>			
Donations and Legacies	10,991	–	10,991
<b>Charitable activities</b>			
Show related activities	6,396,899	–	6,396,899
Memberships	824,560	–	824,560
Other activities	2,193,131	–	2,193,131
Trading activities	3,845,884	–	3,845,884
Other income	–	300,000	300,000
Investment income	15,965	5,947	21,912
<b>Total Income</b>	<b>13,287,430</b>	<b>305,947</b>	<b>13,593,377</b>
<b>Expenditure on:</b>			
Cost of raising funds	261,218	–	261,218
<b>Charitable activities</b>			
– Show related activities	7,682,857	–	7,682,857
– Society & membership	1,331,245	300,000	1,631,245
HCL and estates	6,049,377	–	6,049,377
<b>Total expenditure</b>	<b>15,324,697</b>	<b>300,000</b>	<b>15,624,697</b>
<b>Net (expenditure)/income on operating activities</b>	<b>(2,037,267)</b>	<b>5,947</b>	<b>(2,031,320)</b>
<b>Gains/losses on investment</b>			
Unrealised gain on investments	121,219	3,647	124,866
Unrealised gains on investment properties	150,000	–	150,000
<b>Net (expenditure)/income</b>	<b>(1,766,048)</b>	<b>9,594</b>	<b>(1,756,454)</b>
Actuarial gain on defined benefit pension Scheme	64,000	–	64,000
<b>Net movement in funds</b>	<b>(1,702,048)</b>	<b>9,594</b>	<b>(1,692,454)</b>

## THE ROYAL HIGHLAND & AGRICULTURAL SOCIETY OF SCOTLAND

### Notes to the Financial Statements (continued)

for the year ended 30 November 2025

#### 29. Charity Statement of Financial Activities for prior year (including income & expenditure account)

Expenditure has been reclassified as disclosed in note 7. There is no overall effect on total expenditure or the financial statements.

	Unrestricted Funds £	Restricted Funds £	2024 Total £
<b>Income from:</b>			
Donations and Legacies	10,991	–	10,991
<b>Charitable activities</b>			
Show related activities	6,396,899	–	6,396,899
Memberships	824,560	–	824,560
Other activities	3,724,113	–	3,724,113
Other income	–	300,000	300,000
Investment income	9,403	5,947	15,350
<b>Total income</b>	<b>10,965,966</b>	<b>305,947</b>	<b>11,271,913</b>
<b>Expenditure on:</b>			
Cost of raising funds	261,133	–	261,133
<b>Charitable activities</b>			
– Show related activities	7,682,857	–	7,682,857
– Society & membership	1,331,245	300,000	1,631,245
Estates	3,544,862	–	3,544,862
<b>Total expenditure</b>	<b>12,820,097</b>	<b>300,000</b>	<b>13,120,097</b>
<b>Net (expenditure)/income on operating activities</b>	<b>(1,854,131)</b>	<b>5,947</b>	<b>(1,848,184)</b>
<b>Gains/losses on investment</b>			
Unrealised gain on investments	121,219	3,647	124,866
Unrealised gains on investment properties	150,000	–	150,000
<b>Net (expenditure)/income</b>	<b>(1,582,912)</b>	<b>9,594</b>	<b>(1,573,318)</b>
Actuarial gain on defined benefit pension Scheme	64,000	–	64,000
<b>Net movement in funds</b>	<b>(1,518,912)</b>	<b>9,594</b>	<b>(1,509,318)</b>



The British Pipe Band Championships taking place at the Royal Highland Centre for a second year in 2025

