Biotech Licensing Business Plan

Signal Bridge Bio | London

DOCUMENT GUIDE

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Feasibility plan for prospective investors and proposed scientific leadership. Signal Bridge Bio is a working name. No IP ownership, patent, licence, clinical result, founder credential or funding commitment is asserted. Research reviewed 3 October 2026. Financial horizon January 2027 to December 2029, GBP. Contingent deal scenarios and a separate illustrative royalty tail test risk and runway.

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Executive summary

Investment decision

Signal Bridge Bio is a proposed London biotech licensing company that would secure rights to a preclinical oncology research platform, fund independent validation and out-license a defined field of use to a development partner. No actual intellectual property, patent, university agreement, founder experience or clinical outcome has been supplied. The company cannot transact until title and sublicensing rights are verified.

The commercial hypothesis is one partner licence, followed by a technical-validation milestone and a potential long-term royalty. The 36-month cash model treats outcomes as discrete cases rather than spending probability-weighted receipts. A no-deal Downside retains the scientific team and research spend to expose the funding risk. Authorise only a staged diligence budget until rights, reproducibility and investor capital are evidenced. Verified Base 2027 revenue is GBP 120,000, EBITDA GBP(1,489,460), and closing cash GBP 1,665,540. Proposed equity is GBP 3.5 million, uncommitted. Downside minimum operating cash is GBP(2,335,297), with GBP 2,835,297 additional capital needed to retain the reserve.

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Business details

Proposed activity and company

The proposed entity is a UK limited company based in London. Signal Bridge Bio is an unregistered working name. Its initial activity would be preclinical validation, IP diligence and partner licensing, with

selected paid research collaborations. It is not a pharmaceutical manufacturer, pharmacy or clinical-trial operator.

Rights must be obtained from their actual owner, with clear territory, field, exclusivity, improvements, patent prosecution and sublicensing provisions. UK patent law provides a framework for licensing and transfers [S2]. Legal and scientific diligence must establish rights and usable evidence before the company promises access to the platform.

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Business concept and objectives

First year evidence gates

Focus on one preclinical programme and a narrowly defined oncology use case. A selected partner should be able to reproduce the data and understand the rights available. The business would retain discovery expertise while a licensee takes later development responsibility under a negotiated agreement. No sponsor or clinical rights are assumed.

First-year gates are verified chain of title, freedom-to-operate advice, independent assay replication, a scoped CRO programme and qualified partner interviews. Do not interpret a signed confidentiality agreement as customer demand. The model starts in January 2027 as a planning period; commercial timing remains conditional.

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Business model canvas

Rights evidence and monetisation

The canvas connects intellectual property with a partner decision. Upfront cash is not necessarily recognised revenue on signing: the model retains the signing advance as a liability until documented technology acceptance. Upstream revenue sharing and research costs reduce the apparent high margin of licensing.

Business model canvas

Customers Pharma discovery groups and funded biotech partners	**Value** Validated preclinical evidence and defined IP rights	**Channels** Targeted partnering meetings and secure data room
Relationships Technical diligence and clear development governance	**Revenue** Upfront licence technical milestone and collaboration	**Activities** Replication IP prosecution and partner negotiation
Resources Scientific team contracted CROs and verified rights	**Partners** Rights owners CROs patent counsel and licensees	**Costs** Research payroll patent work and upstream share

V 01 Proposed business model. Rights, results and partners remain hypothetical.

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SWOT and longer term goals

Strengths and risks

Potential strengths are a focused programme and a lean outsourced execution model. These are design choices, not proven assets. Weaknesses are dependence on one licence, no verified IP and limited funding runway. Opportunities depend on genuine scientific differentiation; a large sector does not guarantee an interested licensee. Threats include invalid patents, irreproducible results, partner delay and funding contraction.

Strength or weakness	Opportunity or threat
Focused programme and explicit gates	Partner interest if evidence is independently reproducible
Single asset and unverified rights	Rights conflicts or scientific failure can stop the company
Small team and outsourced work	CRO quality and partner priorities can delay results

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TOWS strategy matrix

Actions from the SWOT

Use the narrow programme to deliver a reviewable evidence package before expanding. Address uncertain title before major research contracts. Build multiple partner conversations so a single negotiating counterparty cannot dictate timing. Preserve cash if the data do not support the original hypothesis.

Pairing	Proposed response
Strength opportunity	Independent replication and a limited indication-focused data room

Pairing	Proposed response
Weakness opportunity	Conditional IP option before a large sublicensing commitment
Strength threat	Staged CRO work with predefined acceptance criteria
Weakness threat	Stop further research on title failure or unreproducible core result

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Owner and management

Ownership and accountability

Founder identity, shareholdings and credentials are not provided. No scientific publications or prior exits are invented. The model includes one owner CEO at GBP 6,000 gross monthly, with separate scientific, partnering and operational leadership. Investors must verify relevant experience before appointing the team.

The board should approve related-party IP contracts, research gates and cash commitments. Scientific leadership owns evidence quality; the partnering lead owns commercial diligence; finance monitors runway and contract liabilities. Independent patent counsel and external scientific reviewers advise but do not replace the company’s responsibility for its claims.

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Owner and key personnel profiles

Verification before appointment

Required profiles are CEO, scientific lead, two research staff, partnering lead and operations manager. Obtain verified research experience, references, employment availability and conflicts of interest. Roles are budgeted, not filled. External CRO personnel are outside company FTE and inside the research cost allowance.

The scientific lead must be able to evaluate assay quality and translational limits. The partnering lead needs deal negotiation and licence administration competence. Advisors should declare institutional ownership interests and confidentiality restrictions. No honorary appointment or clinical credential is asserted.

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Target customers

Partner buying situations

Priority customers are pharmaceutical discovery groups and funded biotech companies seeking a reproducible, rights-cleared preclinical programme within their strategic focus. The buying decision involves science, legal, finance and portfolio leadership; it is not a consumer purchase.

A licence may be valuable where it saves the partner research time or provides defensible access to a promising mechanism. This remains a hypothesis until independent data and qualified interviews exist. Research collaborations provide a smaller secondary revenue stream but must not distract from the single-programme licensing objective.

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Segmentation targeting and positioning

Partner qualification

Segment by therapeutic fit, development capability, funding and willingness to accept defined scientific uncertainty. Target partners with oncology discovery expertise and a credible path to preclinical and clinical development. Position around reproducibility and clear rights, rather than claiming efficacy or superiority.

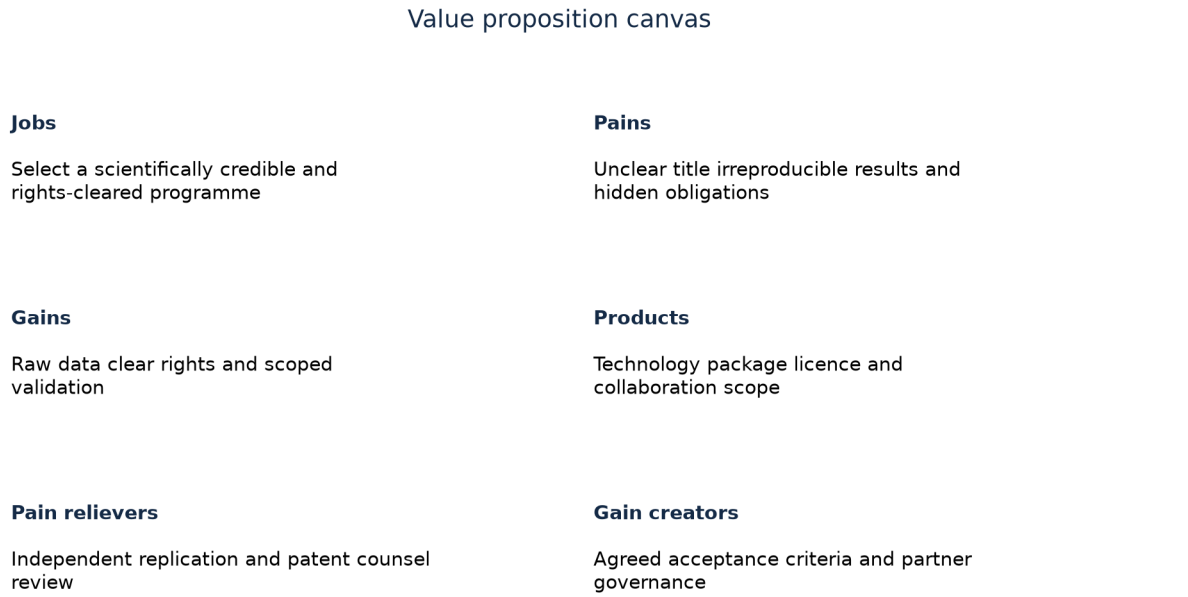
Segment	Offer	Qualification
Pharma discovery group	Field-specific licence and reproducible dataset	Strategic fit named technical owner and diligence budget
Funded biotech developer	Narrow licence with milestone terms	Capital runway and development competence
Research collaborator	Defined support work	Signed scope budget data rights and acceptance criteria

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Value proposition canvas

Partner jobs and evidence

The partner job is to evaluate a programme for its development portfolio. Pains include unclear rights, inaccessible raw data and optimistic claims unsupported by replication. Gains are a defined licence, auditable evidence and an agreed handover. These are interview hypotheses, not observed buyer ratings.



V 02 Partner interview hypotheses. No effectiveness or market acceptance is asserted.

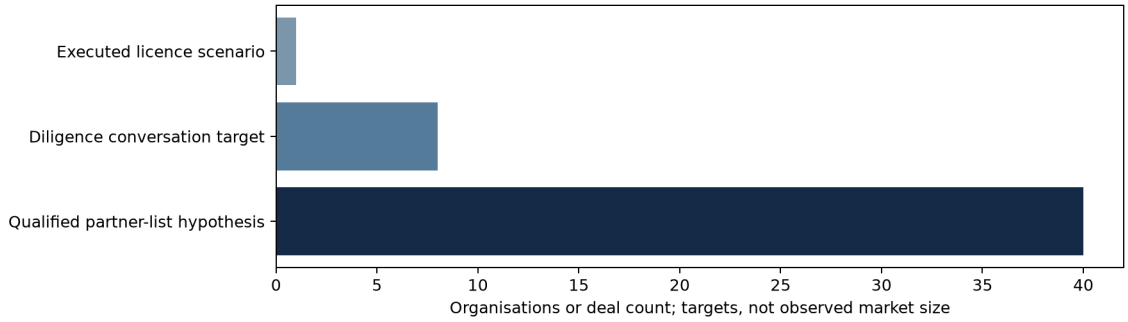
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Market size and trends

TAM SAM and SOM definitions

The latest Office for Life Sciences sector publication covers biopharmaceutical and medical technology companies active in the UK. It labels the statistics official statistics in development after methodological changes [S1]. Sector turnover is contextual and is not a licensing budget for this programme.

No validated monetary TAM or SAM is available for the proposed IP. Define SAM through a qualified global partner list within the oncology field. A working target list of 40 organisations, 8 technical diligence conversations and 1 executed licence is an authored outreach hypothesis, not an observed conversion funnel or market share. SOM is the one-deal planning case, not a percentage of UK sector sales.



V 03 Sizing scope: UK-based licensor, global oncology partners, 2027–2029. Monetary TAM/SAM unavailable; proxy counts require validation.

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PESTLE analysis

External constraints

The licensing plan depends on scientific evidence, title and partner capital. Sector policy may support collaboration but does not make grants or tax credits assured. International contracts introduce tax, legal and data-transfer obligations.

PESTLE and proposed responses

Political

Life sciences policy and public funding
Response: budget no grants until awarded

Economic

Partner budgets and venture funding cycles
Response: no-deal case and staged spending

Social

Research integrity and patient expectations
Response: distinguish preclinical from clinical evidence

Technological

Assay reproducibility and competing platforms
Response: independent replication and raw data

Legal

Patent title sublicensing and confidentiality
Response: counsel and written chain of title

Environmental

CRO waste and sample transport
Response: qualified suppliers and documented handling

V 04 Six external factors and practical responses specific to preclinical licensing.

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Local demand and evidence

London and partner research

London is the proposed management and partnering base; research execution is outsourced. Access to the wider UK biopharmaceutical ecosystem is a location hypothesis. The public sector release [S1] is background evidence; it does not prove demand for this programme or the proposed upfront amount.

Before approving research expansion, interview qualified partner technical and licensing leaders, record rejection reasons and test what evidence they need. Keep a dated partner list, scopes, rights constraints and scientific diligence log. No meetings, offers or observed customer demand are fabricated.

Evidence ladder

Available

Public UK sector and IP framework context

Required

Named partner interviews and reviewed rights

Required

Independent reproducibility and scoped CRO work

Commercial gate

Written licence acceptance and milestone criteria

V 05 Evidence status. There are no claimed bookings, offers or completed experiments.

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Competitors and positioning

Alternatives to licensing

Partners may prefer internal discovery, university technology transfer, another preclinical programme or a services-only CRO arrangement. Specific competitor performance or transaction terms have not been observed. Scientific novelty alone does not establish commercial advantage.

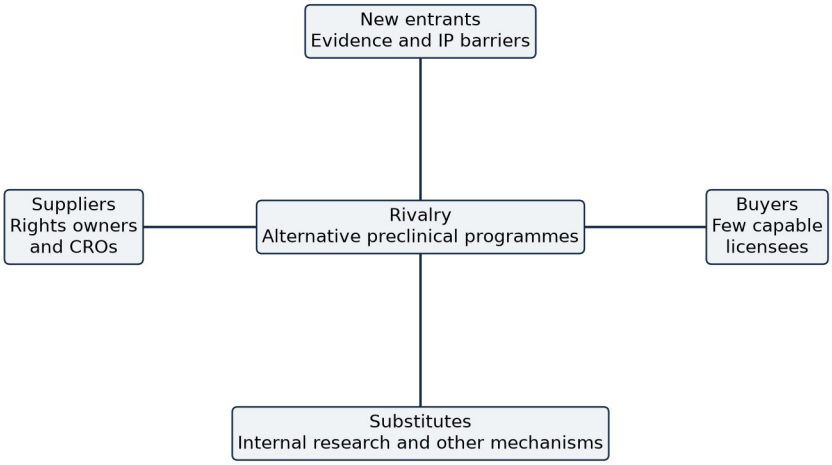
Map alternatives by biological evidence, reproducibility, IP scope, development readiness and total future obligations. Compare the proposed licence with a partner's cost and time to recreate the programme. Use documented public evidence or direct diligence rather than invented rankings.

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Porter five forces

Pressure on a single programme

Buyer power is high because a small number of capable partners can defer or reject the transaction. Rights owners and CROs may also have bargaining power. Entry requires scientific quality and rights rather than simply company formation. Alternative mechanisms and internal research compete for the same portfolio budget.



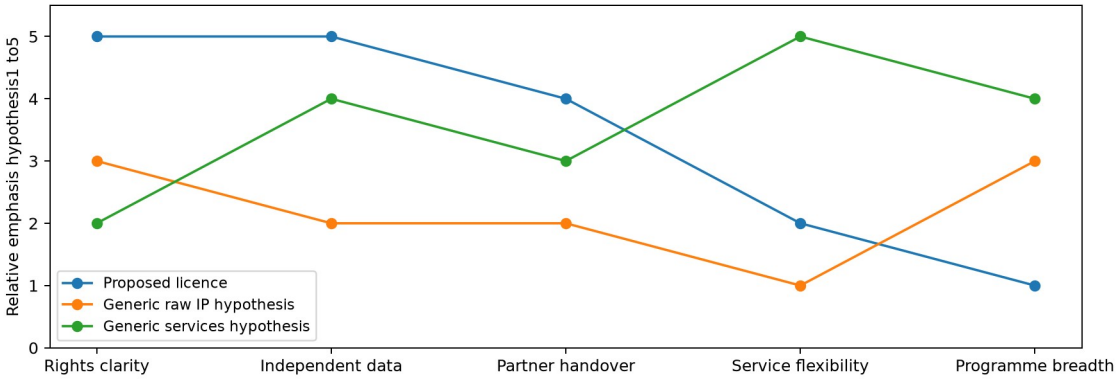
V 06 Rivalry at centre. Responses: clear rights, reproducible evidence and multiple qualified partners.

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Strategy canvas

Qualitative positioning hypotheses

The canvas compares the intended evidence-led licence with generic raw-IP and research-services propositions. Scores are author-selected relative emphases, not competitor observations or quality ratings. A licensing advantage exists only if partners value the validated data and rights enough to fund development.



V 07 Positioning hypotheses requiring partner interviews. No competitor rating is asserted.

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Location and premises

London management office

Use a modest London office with secure access to research records and a private diligence space. No office is selected or leased. The model's GBP 10,000 monthly office/IT/insurance allowance is all-in and includes data-room infrastructure; it is not solely rent. Refundable office deposit is GBP 30,000.

The company does not own a wet laboratory. CRO contracts must specify permitted work, sample custody, quality controls and data ownership. Office selection should follow staff needs and connectivity rather than create a large fixed lab obligation before validation.

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Equipment and resource plan

Lean internal analysis resources

Startup equipment of GBP 120,000 covers secure computing, analytical software access, data storage and selected analysis equipment. The budget does not assume an owned animal facility, GMP plant or clinical site. It is depreciated over 48 months with zero residual; GBP 30,000 replacement capex occurs in month 24.

Research and patent prosecution costs are expensed. No invented acquired-IP balance or capitalised patent valuation is booked. Obtain supplier quotes and agree software licensing, cybersecurity, export controls and data retention before purchasing.

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Licence and product strategy

Defined rights and technical package

The initial product is a licence to an independently validated preclinical research package, not a marketed medicine. Define territory, field, exclusivity, know-how, improvements, sublicensing, diligence obligations, termination and patent-cost responsibility. Public patent law context does not verify the company's title [S2].

The proposed upfront is GBP 2 million, with 50% advance on signing and 50% at technology acceptance two months later. Recognition occurs at acceptance under the simplified management

model. A technical milestone of GBP 1 million is planned in month 30, subject to the contracted event. No clinical approval or sales milestone is implied.

Proposed event	Base timing	Planning amount
Licence signing advance	Month 18	GBP 1 m cash; advance liability
Technology acceptance	Month 20	GBP 2 m revenue; GBP 1 m remaining cash
Technical validation milestone	Month 30	GBP 1 m revenue; collected month 32
Commercial royalty	No monthly-horizon receipt	Separate illustrative tail only

Pricing and deal economics

Negotiation method

The GBP 2 million upfront, GBP 1 million milestone and 6% post-launch royalty are targets, not observed market terms or an IP valuation. Price should reflect reproducible evidence, exclusivity, field breadth, obligations and the partner’s alternative development route. Future deal headline value cannot fund today’s payroll.

The proposed upstream rights-owner share is 15% of licence and milestone revenue. Licence share is paid at acceptance, while milestone share is paid on collection. Small collaboration revenue has 50% external delivery cost. No percentage of unearned future royalties is used to balance operating cash.

Competitor price comparison

Comparable transactions required

No comparable deal quote is presented. Public headline deal values often combine cash upfront with highly contingent milestones; they are not equivalent to immediate licence value. Compare asset stage, proof quality, rights territory, indication, upstream burdens and development cost responsibility.

Record actual contractual and public terms where available and distinguish disclosure gaps. The proposed GBP 2 million upfront is not claimed competitive until the partner’s alternatives and counsel’s rights assessment are documented.

Comparison field	Proposed case	Evidence required
Current cash upfront	GBP 2 m staged	Comparable stage rights and acceptance terms
Technical milestone	GBP 1 m contingent	Objective event and payment definition
Upstream share	15%	Owner agreement and permitted sublicensing
Long-term royalty	6% illustrative	Partner sales definition reporting and audit rights

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Brand and partner experience

Credible scientific communication

Use a factual data room with versioned reports, raw data access, assay methods and explicit limitations. Brand and trademark registration are pending. Do not imply efficacy, a clinical-stage programme or proprietary IP before verification.

Partner experience should be measured by time to answer diligence questions, data reproducibility and clarity of legal terms. Restrict access through confidentiality and permissions. Scientific leadership signs off technical claims; counsel signs off the rights summary.

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Sales channels and process

Partnering funnel and acceptance

Build a qualified partner list, seek technical fit, sign confidentiality terms, provide a scoped data room and negotiate a term sheet before final licensing. The target funnel is 40 organisations, 8 diligence conversations and 1 licence; it is not an observed sales conversion rate.

The executed-licence case flag is the commercial gate in the model. Signing advance creates a contract liability until technology acceptance; later milestone revenue creates receivables until collection. Collaboration services are recognised as performed with one-month collection lag in Base. Accountant review must determine actual contract accounting.

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Launch marketing

Partnering budget

Preopening launch preparation is GBP 20,000 within the GBP 250,000 startup expense allowance, not an additional budget. Monthly partnering travel and marketing is GBP 8,000 in Base. It covers targeted meetings, secure materials and diligence support rather than mass patient advertising.

Scientific materials require evidence review before circulation. Prioritise a small number of strategically relevant partner conversations and measure qualified diligence progress. Do not pay for unverified outcome claims or treat conference attendance as a signed licensing pipeline.

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Retention and ongoing sales

Licence governance

After acceptance, maintain reporting, milestone definitions, technical support scope and audit rights. Track whether the licensee meets agreed development diligence and payment obligations. Licence termination and reversion terms should preserve options if development stalls.

For collaboration work, repeat business depends on timely delivery and clear data ownership. Do not assume a second licence or expansion revenue in the first 36 months. The model retains one programme and one contingent partner deal so concentration risk stays visible.

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Daily operations and suppliers

Research governance and data ownership

Scientific staff design experiments, qualify CROs, review raw data and maintain controlled protocols. The CRO budget is GBP 60,000 monthly initially and is distinct from employee payroll. Contracts need sample custody, acceptance, data rights, quality review and safe handling provisions.

No experiment, assay success or clinical milestone has occurred for this illustrative company. Independent replication and predefined stop criteria are required. Record negative results and deviations. Supplier credit of one month applies only to external R and D and collaboration delivery costs; legal, payroll and office are paid currently.

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Sustainability practices

Responsible outsourced research

Assess CRO environmental and sample-handling practices, hazardous waste responsibility and transport requirements. Use remote diligence and proportionate travel where it preserves research quality. Do not claim carbon neutrality or quantify unmeasured savings.

Record provider permits where relevant and ensure waste responsibility is contractual. Patient or human-sample research needs separate ethical and data advice. No own laboratory or clinical activity is authorised by this plan.

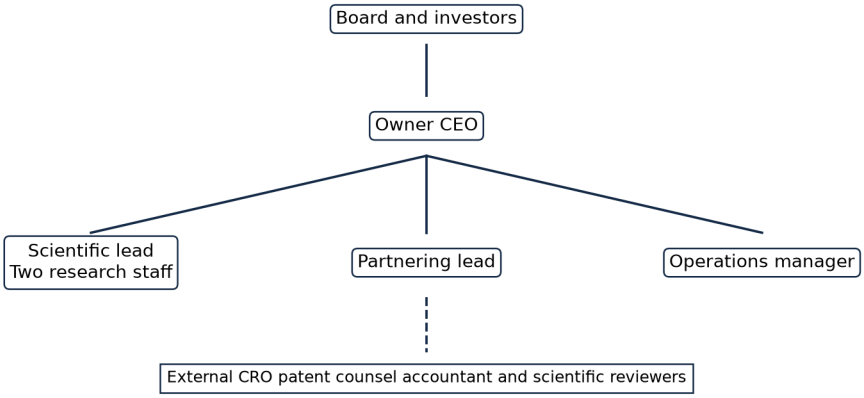
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Staffing and training

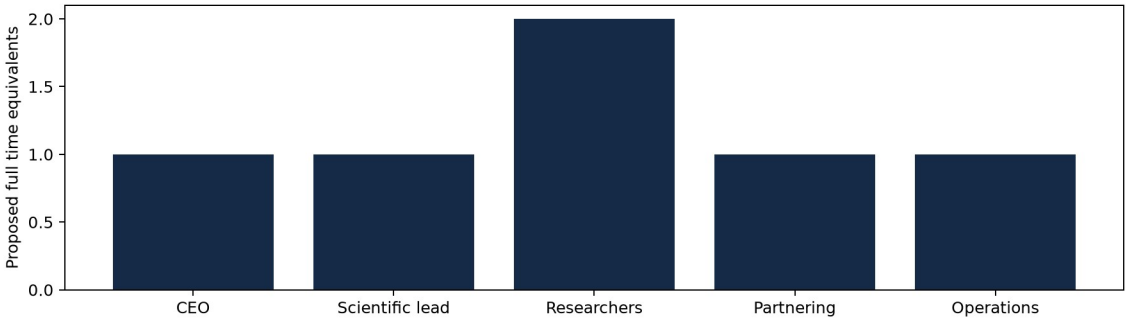
Paid team and external support

The Base team is six FTE: CEO, scientific lead, two research staff, partnering lead and operations manager. Annual gross allowances are GBP 72,000, GBP 100,000, two at GBP 65,000, GBP 70,000 and GBP 50,000. Wages rise 3% yearly. External CRO staff are not counted as employees.

Employer NIC is modelled at 15% over a GBP 5,000 annual threshold per employee using current 2026/27 context [S4], with no employment allowance. Pension cost is a conservative 3% of gross salary proxy. Future rates, eligibility and qualifying earnings must be checked; the owner salary is a live payroll input.



V 08 Solid internal reporting; dashed external support. Roles are proposed, not filled.



V 09 Six paid FTE; external CRO staff separately budgeted.

Staff skills and fair work

Hiring and training

Verify relevant scientific methods, reproducibility practice, data management and licensing negotiation skills before hiring. No degree, publication record or founder qualification is invented. Train all staff on confidentiality, IP assignment, research integrity and conflict disclosure.

Use written UK employment terms, paid leave, realistic hours and non-retaliatory reporting of research issues. Payroll must verify NIC, pension eligibility, director treatment and future rates. Model wages are recruitment allowances, not offers or a guaranteed compensation benchmark.

Legal and insurance requirements

Rights before licensing

Counsel must verify chain of title, employee and collaborator inventions, co-ownership, sublicensing permissions, freedom to operate and patent scope. A patent application is not proof of freedom to operate. Contracts require clear rights, remedies and confidentiality provisions [S2].

Clinical studies that meet the medicinal-product trial definition need authorisation and a sponsor under MHRA guidance [S5]. This preclinical licensor is not represented as a clinical sponsor. Confirm data protection, sample ethics, provider permits, product claims and professional/cyber insurance. No licence, grant or insurance quote is secured.

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Opening roadmap

Staged execution

Months 1–3: confirm investor availability, team credentials and rights-owner negotiations. Months 4–9: complete title diligence and independent replication under staged CRO contracts. Months 10–15: assemble controlled evidence and qualify partners. Proposed Base signing is month 18 and acceptance month 20; neither is a promised event.

Do not execute broad IP or research commitments before the preceding gate passes. The Downside assumes no licence is executed, even though an indicative signing month remains an editable field. It demonstrates retained spending without a cash rescue. Stop or refinance before cash falls below the board reserve.

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Risks and management actions

Decision triggers

The central risks are defective rights, scientific failure, no licence, milestone delay and insufficient cash. A partner may walk away even after substantial research spend. The model treats licensing flags and payment lags explicitly; future royalty probabilities are kept separate from current cash.

Stop major work on rights failure or irreproducible core evidence. Obtain a new partner or reduce commitments if diligence stalls. When cash approaches GBP 500,000, the board must secure evidenced capital or stop spending. No automatic debt, grant or royalty monetisation plug is available.

Risk	Trigger	Accountable response
IP title	No clear right to sublicense	CEO and counsel stop commercial promises
Reproducibility	Independent replication fails	Scientific lead pauses programme
Partner delay	No executable terms at gate	Partnering lead diversifies talks
Liquidity	Cash below GBP 500 k reserve	Board finances or reduces commitments

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Research and evidence

Sources and scope

Primary sources reviewed 3 October 2026 support UK sector context, patent transactions, tax, payroll and clinical-trial boundaries. They do not validate the programme, buyer demand or licence price. Research assumptions are clearly identified. No patient market size or scientific success rate is claimed as observed.

S1 Office for Life Sciences 2024/25 sector statistics
https://www.gov.uk/government/statistics/bioscience-and-health-technology-sector-statistics-2024-to-2025

S2 UK Patents Act section 30
https://www.gov.uk/guidance/the-patent-act-1977/section-30-property-in-patents-and-applications-and-registration-nature-of-and-transactions-in-patents-and-applications-for-patents

S3 HMRC Corporation Tax rates
https://www.gov.uk/corporation-tax-rates

S4 HMRC employer rates 2026/27
https://www.gov.uk/guidance/rates-and-thresholds-for-employers-2026-to-2027

S5 MHRA clinical trial authorisation guidance
https://www.gov.uk/guidance/clinical-trials-for-medicines-apply-for-authorisation-in-the-uk

Quotes and assumptions

Unresolved evidence

Obtain the actual rights-owner agreement, title and freedom-to-operate reports, CRO work packages, independently replicated data, supplier quotes, named partner interviews, licence term sheets, investor proofs and verified management profiles. No IP, efficacy or commercial commitment is inferred from this plan.

The actual biotech-licensing reference workbook, its design and builder, and the pharma-pipeline reference were inspected for revenue streams, milestone timing, stage probabilities and patent expiry. This model is rebuilt in JavaScript, not imported. It uses one preclinical programme, discrete 36-month contract cases and a separate illustrative royalty tail, rather than claiming the template's commercial and clinical assets exist.

Startup costs and funding

Equity and initial cash

The funding proposal is GBP 3.5 million equity, paid before operation if investors commit. No debt or grants are assumed. Base startup equipment, deposit and preopening costs total GBP 400,000, leaving GBP 3.1 million opening cash. An internal reserve of GBP 500,000 is kept as cash, not an expense.

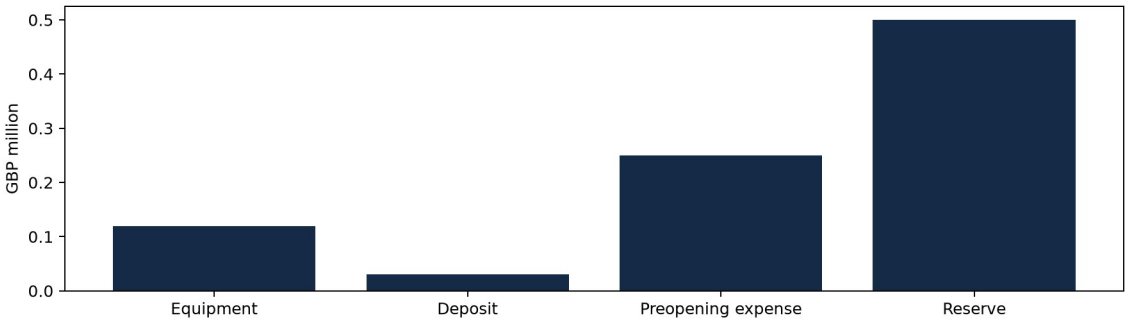
The funding decision must test a no-deal outcome. Contract advances are liabilities until acceptance; they are not permanent equity. No promised future royalty, intangible valuation or shareholder contribution is inserted to make the balance sheet or cash positive.

Itemized startup costs

Cash uses and treatment

Base costs are planning allowances with no quotes. Equipment and the refundable deposit are assets; all IP option, diligence and launch costs are expensed before the operating horizon. Research and patent spending thereafter are expensed as incurred. No acquired IP asset is asserted.

Base startup GBP	Amount	Treatment
Secure IT and analysis equipment	120,000	Asset 48 month depreciation
Refundable office deposit	30,000	Asset
IP option diligence formation launch	250,000	Preopening expense
Board cash reserve	500,000	Cash requirement
Total startup and reserve	900,000	Compare proposed equity 3.5 m



F 01 Base startup uses and reserve, verified model v 1.0.

Owner personal survival budget

Illustrative household budget

No actual personal budget was supplied. The illustrative monthly household cost is GBP 3,200: housing/utilities 1,700, food 500, transport 250 and insurance/personal contingency 750. Reliable other income is zero. At an assumed 68% gross-to-net retention, GBP 6,000 monthly gross produces GBP 4,080 estimated net and an GBP 880 surplus.

This retention is not a payroll-tax calculation. The CEO remuneration is already inside company payroll and must not be added again as an owner draw. Confirm actual household commitments, director payroll and net income before relying on the illustration.

Monthly GBP	Amount
Housing utilities	1,700
Food household	500
Transport	250
Insurance personal contingency	750
Total costs	3,200
Estimated net salary	4,080
Illustrative surplus	880

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Financing terms and security

Proposed equity only

The GBP 3.5 million equity round is uncommitted. Share price, valuation, dilution, investor preferences and board rights are not determined. Verify available funds before committing to rights or research. No debt interest, repayment or lender covenant is assumed.

The company cannot pledge IP it does not own or rights that prohibit security. Future licences and royalties are contingent and are not counted as collateral value. Any later debt or royalty financing requires a separate term sheet, title review and cash model; personal guarantees are unknown.

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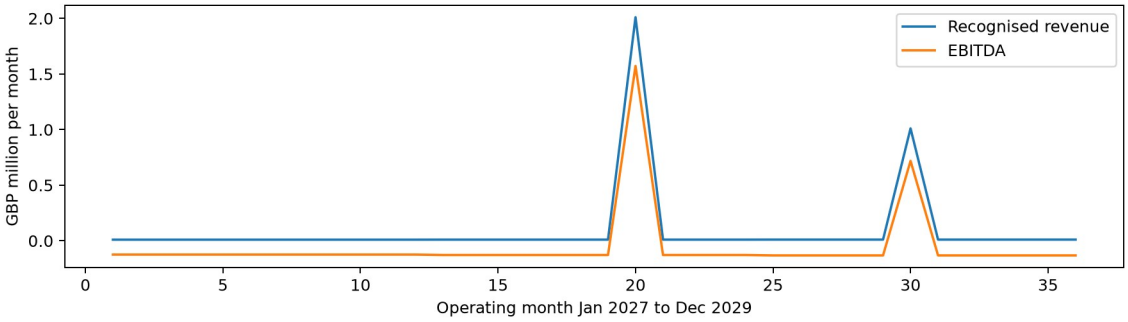
Revenue forecast and capacity

Contingent contract drivers

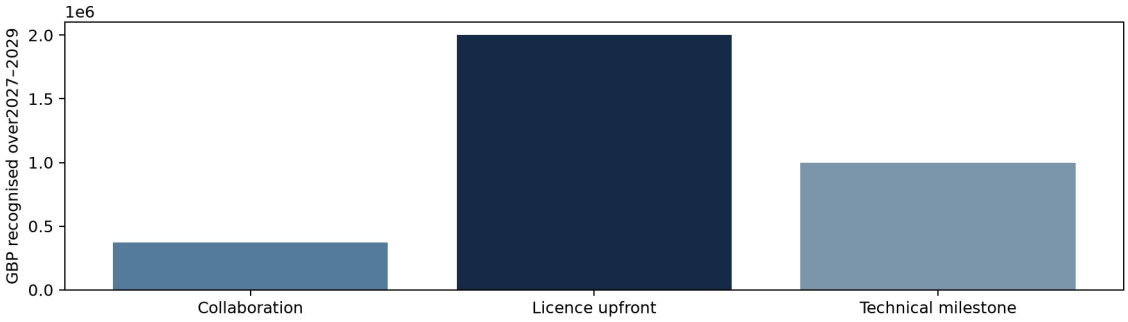
Base collaboration revenue starts at GBP 10,000 monthly, increasing with the 3% expense inflation assumption, with one-month collection lag. This is uncontracted revenue. Licensing revenue is GBP 2 million at technology acceptance in month 20; signing advance arrives in month 18. The technical milestone GBP 1 million is recognised in month 30 and collected in month 32.

A six-FTE team and outsourced CRO programme are the resource envelope. The model does not derive licensing success from outreach counts or lab capacity. Deal execution and milestone flags are explicit scenario assumptions. There is no commercial royalty inside the 36-month operating cash forecast.

Annual GBP	2027	2028	2029
Total recognised revenue	120,000	2,123,600	1,127,308



F 02 Lumpy Base revenue and EBITDA, model v 1.0. Peaks depend on hypothetical accepted contracts.



F 03 Base recognised revenue mix. No royalties or grants in operating horizon.

Costs and projected profit

Research and upstream economics

External R and D is GBP 60,000 monthly initially, patent/legal GBP 10,000, office/IT/insurance GBP 10,000 and partnering GBP 8,000. Collaboration delivery costs 50% of related revenue. Licence and milestone upstream share 15% is an expense with collection-aware payment timing. Fixed team and research commitments persist when there is no deal.

All expense and capital allowances are all-in cash budgets, including applicable irrecoverable VAT; no VAT recovery or settlement schedule is assumed. Revenue VAT eligibility and withholding taxes on international licences need advice. No R and D tax credit or Patent Box saving is included.

Annual GBP	2027	2028	2029
Upstream share expense	0	300,000	150,000
Collaboration direct cost	60,000	61,800	63,654
External R and D	720,000	741,600	763,848
Patent legal expense	120,000	123,600	127,308
Payroll including owner	493,460	508,399	523,786
Office IT insurance	120,000	123,600	127,308
Partnering travel marketing	96,000	98,880	101,846
Total operating expense	1,609,460	1,957,879	1,857,750
EBITDA	(1,489,460)	165,721	(730,442)

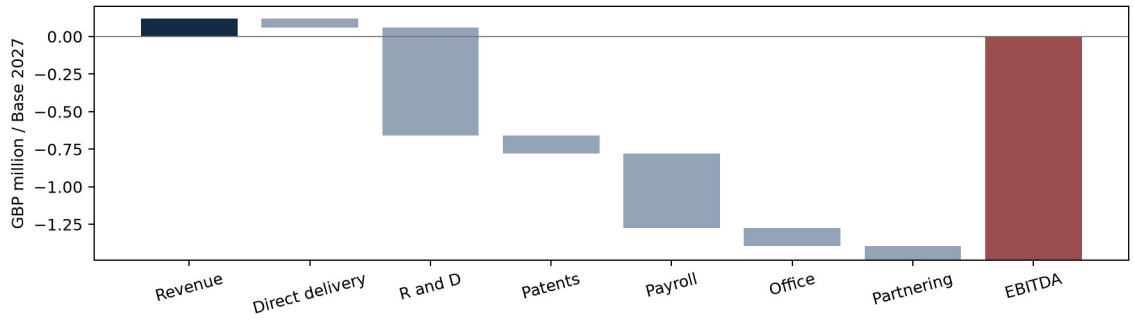
Profit and loss forecast

Three operating years

The forecast covers January–December 2027, 2028 and 2029. Amounts are GBP rounded for the document. Preopening loss GBP 250,000 enters opening retained earnings and the tax-loss pool. Research and patent costs are expensed; equipment depreciation is separate from cash spending.

The model uses a conservative 25% tax provision after forecast loss offsets, with monthly cash settlement. HMRC's main rate, small-profit rate and marginal relief depend on profit and associated-company circumstances [S3]; this model is not a tax return. No deferred-tax asset, grants or tax incentives are booked.

Annual GBP	2027	2028	2029
Total recognised revenue	120,000	2,123,600	1,127,308
Total operating expense	1,609,460	1,957,879	1,857,750
EBITDA	(1,489,460)	165,721	(730,442)
Depreciation	30,000	30,625	37,500
Tax provision and paid	0	0	0
Net result	(1,519,460)	135,096	(767,942)



F 04 Arithmetic waterfall: recognised revenue less cash operating expenses equals EBITDA; Base 2027, GBP million. No upstream share expense occurs before acceptance.

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Cash flow and financial position

Liquidity and timing

Cash equals opening cash plus operating cash less capex. Operating cash adjusts recognised profit for depreciation, receivables, contract advances, upstream payables and supplier credit. Initial cash is GBP 3.1 million; neither advance cash nor contingent royalty is treated as equity. No cash plug or automatic lender draw is inserted.

Base minimum operating month-end cash is GBP 882,686. The company must preserve GBP 500,000 reserve for commitments and delayed acceptance. Negative cash in a case means funding is missing, not an approved overdraft. Milestone collection lag can create a profit month without corresponding cash.

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Cash flow forecast months one to six

Before the licensing event

Amounts GBP;January–June 2027. Startup is paid before month 1. Collaboration is collected after the configured lag; cash expenditure continues before any partner licence. Do not infer cash protection from recognised revenue.

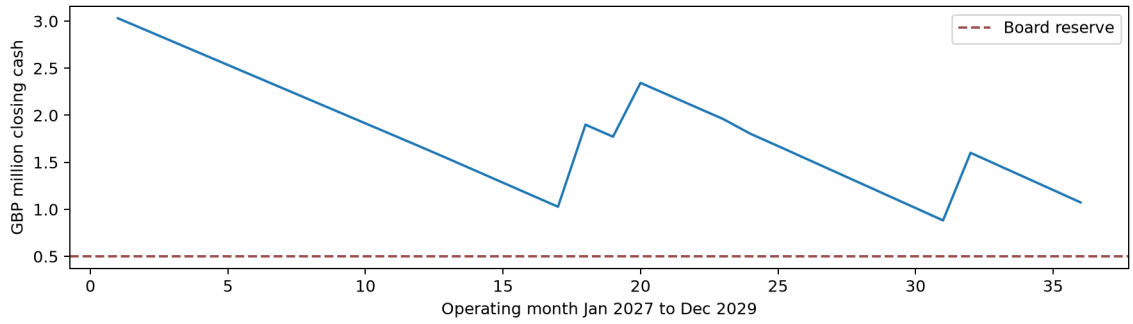
Month	CFO	Capex	Closing cash
2027-01	(69,122)	0	3,030,878
2027-02	(124,122)	0	2,906,757
2027-03	(124,122)	0	2,782,635
2027-04	(124,122)	0	2,658,513
2027-05	(124,122)	0	2,534,392
2027-06	(124,122)	0	2,410,270

Cash flow forecast months seven to twelve

Continuing research burn

Amounts GBP;July–December 2027. There is no licence signing in this period under Base. No debt service or grant receipt is assumed. Staff and CRO commitments remain paid. The full 36 month workbook shows the proposed deal and milestone collection dates.

Month	CFO	Capex	Closing cash
2027-07	(124,122)	0	2,286,148
2027-08	(124,122)	0	2,162,027
2027-09	(124,122)	0	2,037,905
2027-10	(124,122)	0	1,913,783
2027-11	(124,122)	0	1,789,662
2027-12	(124,122)	0	1,665,540



F 05 Base cash including signing advance, acceptance and milestone collection, v 1.0.

Financial position summary

Full balance sheet

Assets are cash, contract receivables, net equipment and the refundable office deposit. Liabilities are unearned signing advances, upstream accrued revenue share and supplier payables. Equity is proposed paid-in capital plus retained earnings, including preopening losses. There is no invented patent value, capitalised research, loan or deferred-tax asset.

All three cases reconcile monthly balance sheets and cash roll-forwards within GBP 0.01. Accountant review must confirm licence performance obligations and actual contract terms before statutory reporting. Rights-owner and research commitments outside the forecast require separate disclosure.

Year end GBP	2027	2028	2029
Closing cash	1,665,540	1,802,911	1,074,169
Closing receivables	10,000	10,300	10,609
Net fixed assets	90,000	89,375	51,875
Refundable deposit	30,000	30,000	30,000
Contract advance liability	0	0	0
Upstream accrued share payable	0	0	0
Supplier payables	65,000	66,950	68,958
Paid in equity	3,500,000	3,500,000	3,500,000
Retained earnings	(1,769,460)	(1,634,364)	(2,402,306)
Total assets	1,795,540	1,932,586	1,166,653
Total liabilities and equity	1,795,540	1,932,586	1,166,653

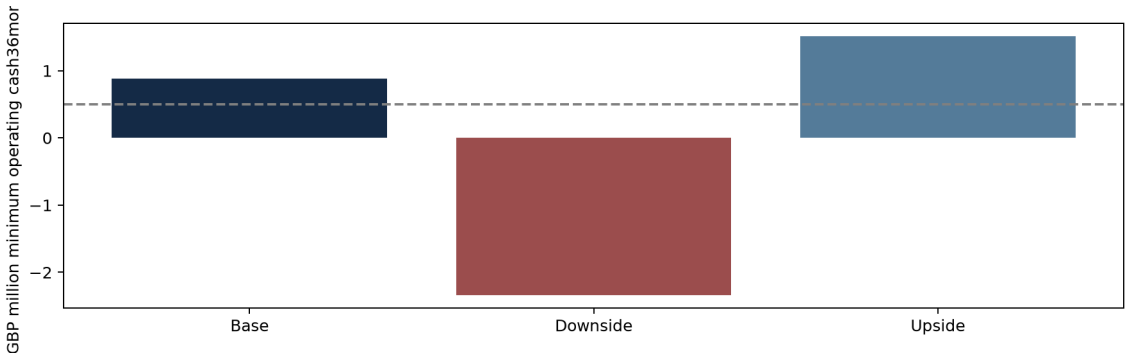
Break even and scenarios

Runway and optional royalty tail

Break-even is event-driven, not a stable consumer volume. A single accepted licence can produce one profitable month while the company continues annual cash burn. Required annual contribution is fixed research, legal, payroll, office and partnering costs less collaboration contribution; deal timing and net upstream share must cover that amount. Base 2027 fixed operating costs of GBP 1,549,460 less GBP 60,000 collaboration contribution require GBP 1,489,460 net licensing contribution, equivalent to GBP 1,752,306 gross licensing revenue at a 15% upstream share. This is a one-year operating EBITDA threshold, excluding depreciation and startup spending; it does not make repeated licences achievable.

The case table is a static v 1.0 snapshot captured 3 October 2026. The live case selector recalculates the operational workbook; per-cell comparisons mark snapshots stale after case-input edits. Rebuild JavaScript and refresh Word after changes. Downside has no executed licence or milestone; Upside signs earlier and improves terms. Probabilities are not used to fund operations.

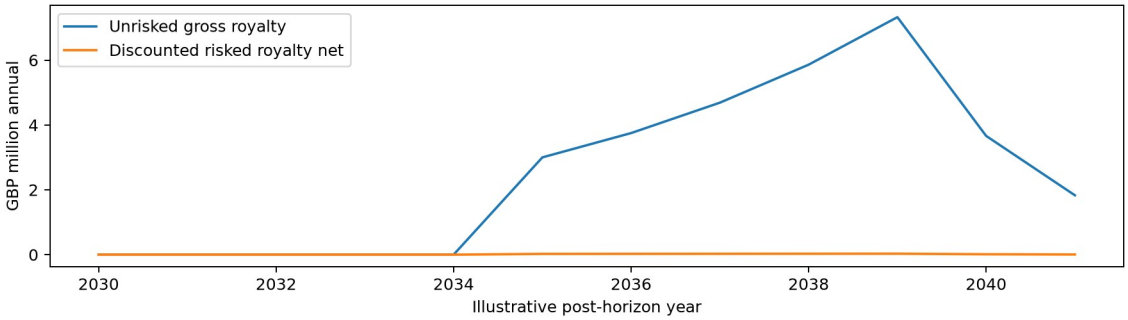
Case snapshot	36 m revenue	36 m EBITDA	Min operating cash	Reserve gap
Base	3,370,908	(2,054,181)	882,686	0
Downside	189,150	(5,248,272)	(2,335,297)	2,835,297
Upside	4,303,612	(1,058,295)	1,511,388	0



F 06 Static case minimum cash; no rescue capital inserted.

Separate optional royalty tail

RoyaltyTail models 2030–2041 partner sales, 6% gross royalty, 15% upstream share, 25% tax proxy and an authored stage-success chain. Base launch 2035 and exclusivity-end 2039 are hypothetical dates; no actual patent or clinical-stage asset exists. Base compounded probability is 5.36%. Discount is 18% and no terminal value is used. The tail excludes later company research and overhead, so its value GBP 147,525 is a royalty-only sensitivity, not enterprise value, available cash or a funding commitment.



F 07 Optional royalty tail from verified model results. Probability and sales assumptions are authored, not observed.

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Model guide and completion

Recalculation and evidence required

Companion signal-bridge-bio-financial-model.xlsx v 1.0 contains Dashboard, Inputs, DealSchedule, Operations, Annual, Funding, RoyaltyTail, Cases and Checks. Inputs F 4 selects 1 Base 2 Downside 3 Upside; blue fields are editable. Signing, technology acceptance, milestone recognition and collection are distinct linked events. Owner pay affects payroll; a no-deal flag removes licence and milestone receipts.

Retained build_model.mjs rebuilds the live workbook, model-results.json, case snapshots and sheet renders. RoyaltyTail is separate from 36-month cash and is not a consolidated valuation. Refresh financial figures and visuals together, then regenerate the native Word contents.

Before investment, verify IP rights, reproducibility, CRO quotes, partner appetite, credentials, funding, tax and contract accounting.