Credit Portfolio Business Plan

Thames Credit Holdings | London

DOCUMENT GUIDE

Contents

Proposed UK corporate loan acquisition company | 3 October 2026 | Model 1.0

Decision document for prospective owners and funders. All purchases, capital and contracts are conditional planning assumptions.

Executive summary....4
Business details....5
Business concept and objectives....6
Business model canvas....7
SWOT and longer term goals....8
TOWS strategy matrix....9
Owner and management....10
Owner and key personnel profiles....11
Target customers....12
Segmentation targeting and positioning....13
Value proposition canvas....14
Market size and trends....15
PESTLE analysis....16
Local demand and evidence....17
Competitors and positioning....18
Porter five forces....19
Strategy canvas....20
Location and premises....21
Equipment and resource plan....22
Loan portfolio strategy....23
Pricing and loan economics....24
Competitor price comparison....25
Brand and borrower experience....26
Sales channels and process....27
Launch marketing....28
Retention and ongoing sales....29
Daily operations and suppliers....30
Sustainability practices....31
Staffing and training....32
Staff skills and fair work....33
Legal and insurance requirements....34
Opening roadmap....35

Risks and management actions....36
Research and evidence....37
Quotes and assumptions....38
Startup costs and funding....39
Itemized startup costs....40
Owner personal survival budget....41
Financing terms and security....42
Revenue forecast and capacity....43
Costs and projected profit....44
Profit and loss forecast....45
Cash flow and financial position....46
Cash flow forecast months one to six....47
Cash flow forecast months seven to twelve....48
Financial position summary....49
Break even and scenarios....50
Model guide and completion....51

01 / OVERVIEW

Executive summary

Thames Credit Holdings Ltd is a hypothetical London company acquiring performing GBP loans to incorporated UK small and medium businesses on its own balance sheet. No company registration, named founder, loan seller, acquisition agreement or committed financing has been verified. January 2027 is a conditional planning date. Base 2027 interest revenue is GBP 1,272,358 and net profit GBP (750,944). Minimum 36-month cash is GBP 3,822,966. Base remains loss-making in all three forecast years despite positive cash. A funded balance sheet does not establish economic viability. Proceed only with diligence until verified repricing, lower costs or a revised mandate support a credible profitable case; seller, legal and stress liquidity gates must also pass.

Decision	Required evidence
Proceed to diligence	Verify seller tape and corporate-only loan eligibility
Hold full deployment	Commit capital and facility, approve stress reserve
Release purchases in stages	Independent credit and settlement checks

02 / BUSINESS

Business details

The proposed trading name is Thames Credit Holdings. London is the operating base, with UK corporate borrowers and sellers across the country. The precise office, legal entity, contacts and tax registrations are pending. This is not a public deposit institution or an externally managed investment fund.

Detail	Proposed status
Legal form	UK private company limited by shares, incorporation pending
Trading and registered office	London, lease and address pending
Ownership and directors	Identities and shares to verify
Currency and horizon	GBP, January 2027 to December 2029

03 / STRATEGY

Business concept and objectives

Acquire one GBP 10m initial pool at par, then GBP 1m each month from month 2 in Base. The model assumes uniform 36-month remaining equal-principal terms and no consumer borrowers. These are screening and deployment assumptions, not a seller offer.

Approve a separately funded pilot after cash-history reconciliation. Scale only when actual defaults, prepayments, data completeness and funding eligibility meet credit committee limits. No year-five acquisition programme or exit valuation is promised.

04 / STRATEGY

Business model canvas

Principal purchase is an investment cash outflow, not operating revenue. Contract interest is the sole income stream; the owner bears impairment and recovery risk. Seller repeat business depends on accurate settlement and enforceable transfers.



Proposed relationships and resources. No counterparties are appointed.

05 / STRATEGY

SWOT and longer term goals

A narrow mandate simplifies screening, while missing credit history and uncommitted finance are material weaknesses. Longer-term expansion depends on a independently validated loan tape and performance history. Diversification is an underwriting constraint, not a reason to accept weaker documentation.

SWOT findings

Strength S1 One clear acquisition mandate and simple repayment structure.	**Weakness W1** No loan tape, track record, committed capital or seller contracts.
Opportunity O1 Specialist lenders may seek balance-sheet liquidity; validate it.	**Threat T1** Adverse selection, funding repricing and correlated defaults.

Qualitative planning findings; no competitive ratings or performance observations.

06 / STRATEGY

TOWS strategy matrix

Use the clear mandate to test one seller. Resolve missing evidence with independent tape reconciliation, confirmed legal assignment and a funded purchase cap. Suspend deployment when funding, credit or data controls fail; forecast book growth does not override those controls.

TOWS actions

S1 with O1

Pilot one data-complete seller with a funded acquisition cap.

W1 with O1

Obtain tape and compare actual cash with seller statements first.

S1 with T1

Preserve sector and obligor limits even when volumes fall.

W1 with T1

Stop acquisitions before liquidity or legal gates fail.

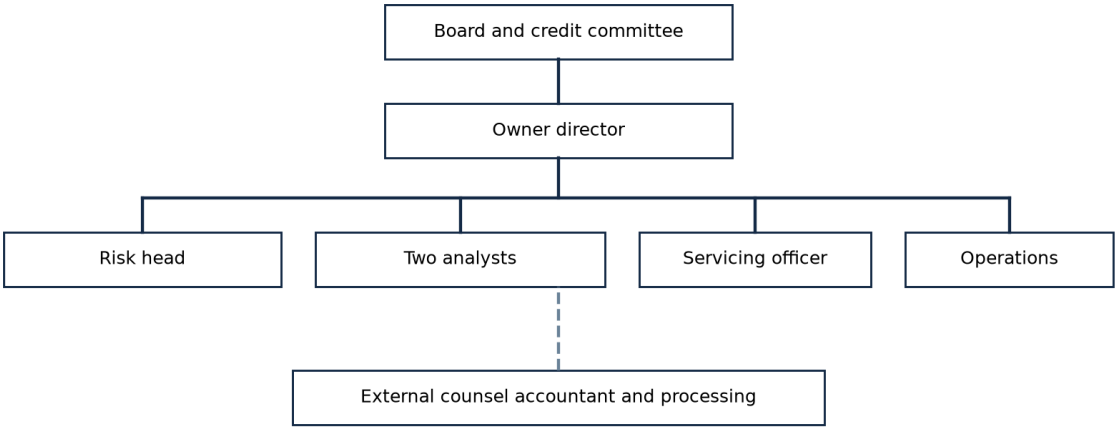
Actions refer to S1 W1 O1 and T1 in the SWOT.

07 / PEOPLE

Owner and management

The full-time owner director is accountable to the board for capital, suppliers and execution. The risk head controls eligibility and exceptions; analysts cannot approve their own exceptions. Operations releases settlements only after independent credit and bank-account checks. External processing does not transfer oversight responsibility.

Reporting and external support



Solid reporting lines; dashed contracted support. Board members and external parties are not appointed.

08 / PEOPLE

Owner and key personnel profiles

No founder credentials were supplied. Obtain identity, ownership, source-of-funds, employment and relevant experience evidence before contracting. Proposed roles imply responsibilities only. The owner director receives GBP 8,000 gross monthly in all cases.

Role	Evidence needed
Director	Portfolio ownership, funding experience and full-time commitment
Risk head	Corporate underwriting, workout and model validation
Analysts	Financial statement and loan-tape diligence
Operations and servicing	Settlement, reconciliation and borrower support experience

09 / MARKET

Target customers

Commercial counterparties are originators selling eligible loan portfolios; acquired borrowers are service recipients and contractual debtors. Target data-complete sellers of performing loans to incorporated UK companies. Exclude individuals, sole traders, unincorporated partnerships, consumer agreements and household property lending until a separately approved mandate exists.

Borrower eligibility requires verified legal entity, repayment history, current finances and enforceable documents. Seller warranties cannot replace independent file checks.

10 / MARKET

Segmentation targeting and positioning

Separate counterparties by borrower legal form, loan cash history, assignment terms, security and data completeness. Prioritize one corporate-only product. Position the proposed service around clear exclusions and reliable transfer rather than unsupported highest-price or fastest-completion promises.



Planning choices requiring seller interviews and legal validation.

11 / MARKET

Value proposition canvas

A seller may value capital release and predictable completion. The business proposes early eligibility feedback, file-level exclusions and a reconciled settlement statement. These pains and preferences remain hypotheses until actual seller interviews and trial tape submissions.



Seller-oriented canvas; borrower continuity remains a separate operating obligation.

12 / MARKET

Market size and trends

TAM is annual UK corporate SME loan principal available for portfolio sale, not all outstanding SME lending. SAM narrows to GBP performing, assignable loans meeting the proposed mandate and data tests. Neither annual pool supply nor attainable seller share is validated.

The British Business Bank March 2026 report describes a wider range of bank and non-bank SME finance providers [S5]. This supports context, not the model deployment amount. Base 2027 GBP 21m acquired par is a target; no market share is inferred.

Market scope and evidence limits

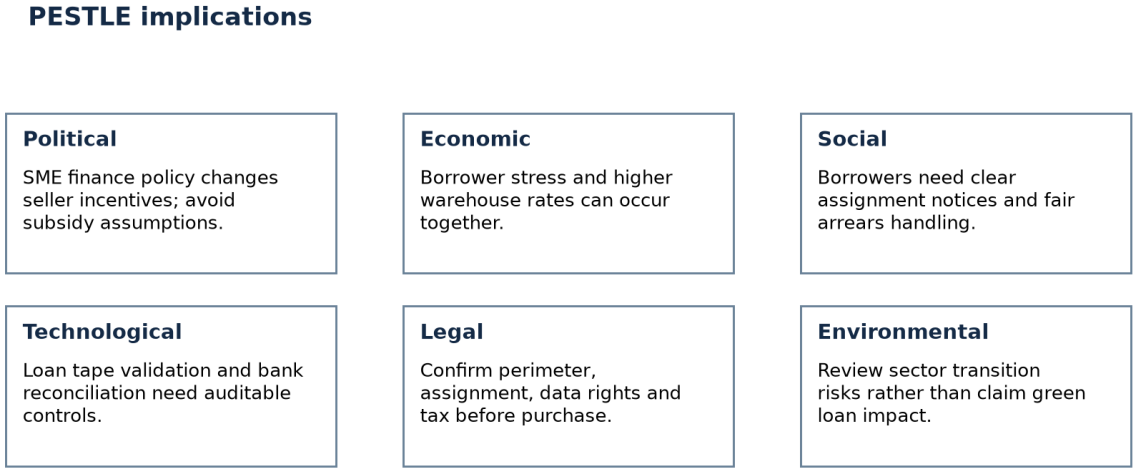


Scope chart is not size-scaled. Annual sales supply and outstanding credit are different measures.

13 / MARKET

PESTLE analysis

Credit risk, warehouse pricing and corporate sector conditions can deteriorate together. Legal perimeter, assignment and privacy rights determine launch readiness. Environmental exposure should be reviewed by borrower sector and use of proceeds, with no green-product claim based on absent data.



Six aligned panels; responses are planning judgments, not regulatory clearance.

14 / MARKET

Local demand and evidence

London provides access to finance counterparties but does not prove eligible pool supply. Obtain signed seller interest, anonymized loan tape, payment history and exclusions. Match principal and accrued interest to independent bank records before purchase.

Base initial 100 equivalent contracts are a one-off diligence workload; subsequent 10 per month are a steady target. Two analysts each reviewing two files per working day over 20 days have 80 monthly screening capacity. This work standard requires a trial and does not imply demand.

Seller pipeline needed before deployment

Initial pool	Follow-on	Evidence required
GBP10m, around100 original-contract equivalents, assumed at par.	GBP1m monthly from month2, around10 files each month.	Signed pool offer, cash history, eligibility and enforceable transfer.

Illustrative pipeline and work capacity. The initial pool requires at least two staged review months.

15 / MARKET

Competitors and positioning

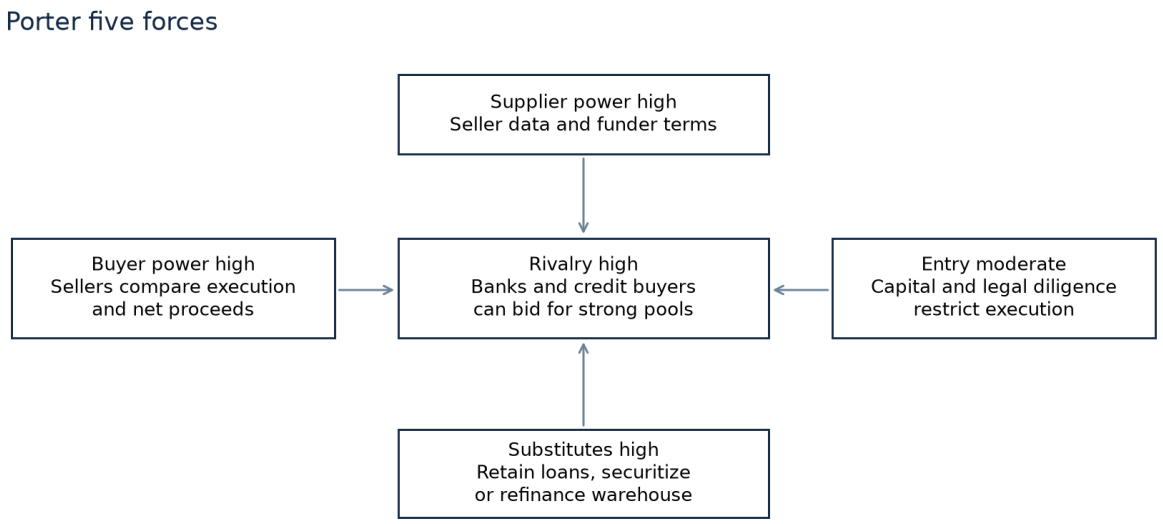
Sellers may retain loans, refinance, sell to another credit buyer or use securitization. Obtain matched, dated pool bids with equivalent warranties, holdbacks, excluded accounts and transfer requirements. No buyer quote, market spread, rating or service score has been verified.

Alternative	Comparison needed
Retain loan pool	Funding cost, capital use and expected losses
Other credit buyer	Net price and transfer conditions
Securitization	Scale, setup cost and investor obligations
Warehouse refinance	Advance rate, eligibility and covenants

16 / STRATEGY

Porter five forces

Strong pools may attract competing buyers, while sellers control access to tape and proposed funders control advance rates. Entry requires capital and legal capability but does not guarantee supply. Preserve price discipline and require independent loan data even when execution is competitive.

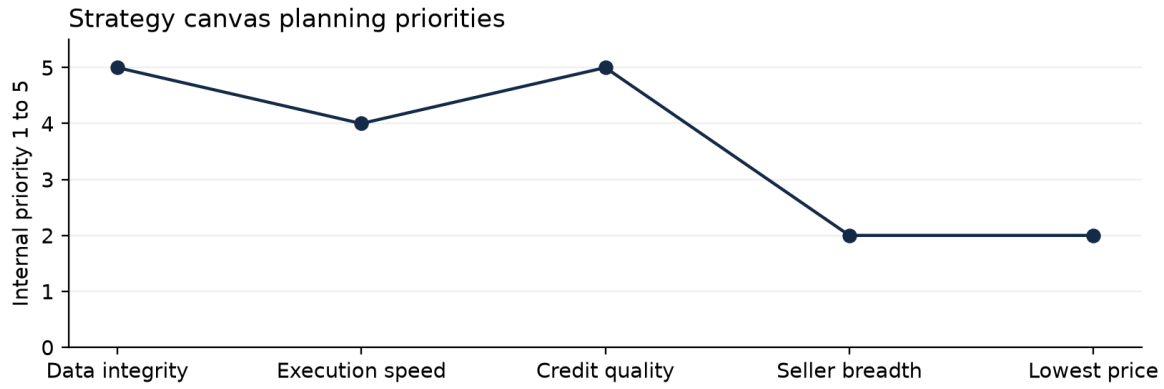


Rivalry in the centre with four surrounding forces. Evidence is qualitative.

17 / STRATEGY

Strategy canvas

Internal priorities emphasize accurate data and credit quality above seller breadth or paying the highest bid. No competitor observations are scored. Replace the planning priorities with measured execution and matched bids after a pilot.



Internal design priorities on a one-to-five scale, not customer survey scores.

18 / OPERATIONS

Location and premises

Use a London hybrid office with confidential calls, secure document handling and controlled access. GBP 3,000 monthly gross rent is included in fixed overhead, without a lease quote or deposit. Check business continuity and access before signing. No borrower branch network is forecast.

19 / OPERATIONS

Equipment and resource plan

Initial GBP 100,000 gross capex is proposed as GBP 60,000 loan platform setup, GBP 25,000 endpoint equipment and GBP 15,000 secure backup and integration. Five-year straight-line depreciation has zero residual. No capital replacement or new equipment purchase is forecast in 2027–2029; licensing and support are in monthly IT expense.

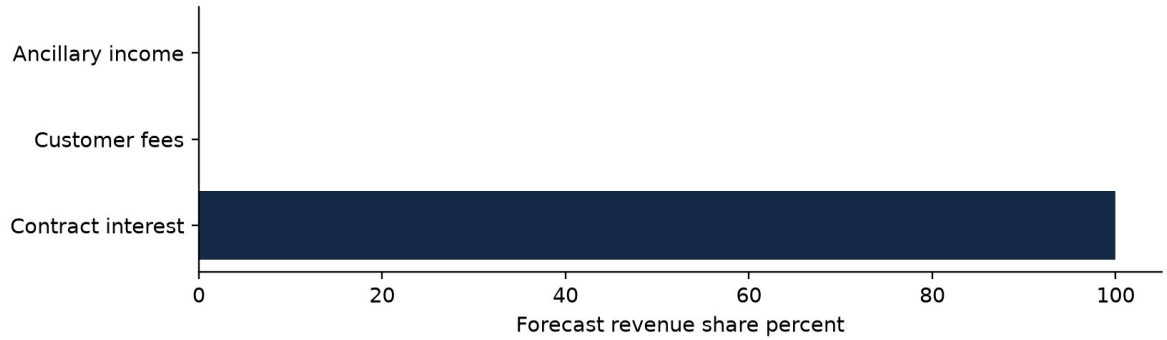
Resource	Gross GBP	Evidence needed
Platform implementation	60,000	Scope and quote
Endpoints	25,000	Role-based inventory
Backup and integration	15,000	Security and restore test

20 / PRODUCT

Loan portfolio strategy

Purchase performing corporate loans at par with average original contract principal GBP 100,000, fixed 11% coupon and 36 months remaining. The model starts a new acquisition cohort each month; interest and scheduled principal start one month after purchase.

Purchase prices equal outstanding principal with no accrued-interest purchase, discount accretion, fees, guarantees or balloon. Real tape must replace homogeneous assumptions. Par is not an independently established fair value.



Forecast revenue is entirely contract interest. No fees or management commissions.

21 / PRODUCT

Pricing and loan economics

An acquired GBP 100,000 account has first surviving-month scheduled principal GBP 2,777.78 and interest GBP 916.67 before default. Annual 4% default probability becomes a monthly hazard; interest is collected only on principal surviving that default. Annual 8% voluntary prepayment applies after scheduled principal.

Base diligence costs 0.5% of acquired par and account processing GBP 30 monthly. Recovery 40% is net of collection/legal costs and received nine months after default. These are unquoted assumptions, not audited loss statistics.

22 / PRODUCT

Competitor price comparison

Compare at-par pricing with matched offers on the same pool. The model 11% coupon belongs to the acquired contracts and is not a new loan quote or seller investment return. Include past arrears, security, remaining term, recovery uncertainty and transfer restrictions in price comparison. No sourced competitor bid is available.

Field	Thames proposal	Evidence pending
Price	100% eligible principal	Matched pool bid
Coupon	11% Base contract assumption	Tape and bank collections
Diligence	0.5% expense to buyer	Vendor fee quote
Transfer	Contractual assignment	Legal opinion and seller documents

23 / CUSTOMER

Brand and borrower experience

Provide clear assignment notices and authenticated payment instructions. Keep existing borrower terms; the forecast adds no fees, repricing or penalty income. Explain named support and complaint escalation. Verify bank details through independent channels to prevent transfer fraud. No promise of debt forgiveness or instant decisions is made.

24 / SALES

Sales channels and process

Develop bilateral seller relationships and professional introductions. Pipeline stages are mandate fit, anonymized tape, cash-history check, legal file review, credit committee approval, committed funding confirmation, settlement and servicing handover. Rejected or conditional pool offers are not acquisitions.

Track seller concentration and price discipline; staff incentives must not reward volume alone.

25 / SALES

Launch marketing

GBP 5,000 of preopening expenses funds a bounded professional materials and seller research allowance. The paid director and analysts prepare materials and contact sellers; no agency campaign is included. Base recurring business development GBP 3,000 monthly is included in overhead. Confirm investor communications and financial promotion boundaries with counsel before circulation. No online lead conversion or retail advertising income is assumed.

26 / SALES

Retention and ongoing sales

Repeat sellers earn attention through accurate data and observed loan performance, not automatic acceptance. Report transfer defects and realized cash by seller and vintage. Borrower retention means continuity of servicing until repayment. The model contains no refinancing revenue or repeat-borrower multiplier.

27 / OPERATIONS

Daily operations and suppliers

Reconcile bank receipts against loan ledger daily, separate payment approval from release, and investigate unmatched funds. Monitor arrears and seller exceptions weekly, with monthly credit and funding reports. Proposed suppliers include platform, processing servicer, counsel, accountant and bank; none is appointed.

The director must approve vendor access, data processing terms, incident plans and recovery records.

28 / OPERATIONS

Sustainability practices

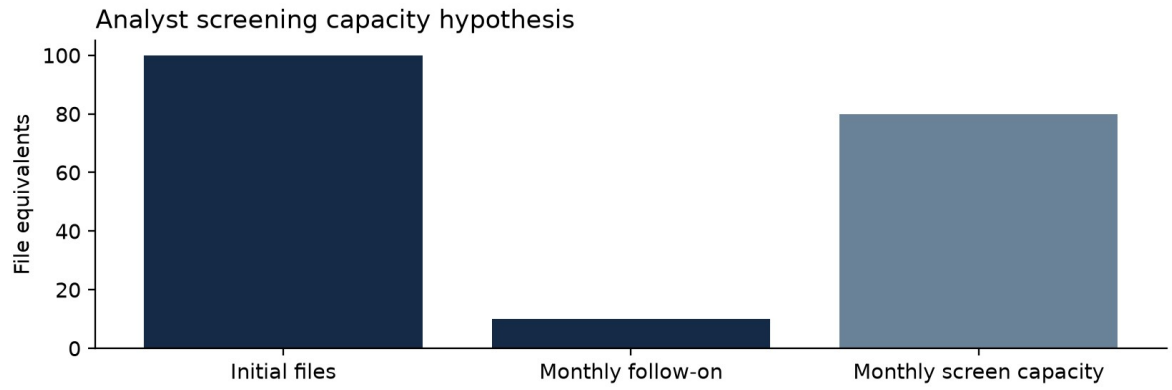
Limit unnecessary travel and preserve borrower data only for legal and operational needs. Review sector transition and physical risks in credit files without claiming measured financed emissions. Do not characterize the portfolio as sustainable without verified borrower and use-of-proceeds evidence.

29 / PEOPLE

Staffing and training

Base staffing is six full-time roles: director, risk head, two analysts, servicing officer and operations officer. Gross monthly salaries total GBP 32,000; 20% loading creates GBP 38,400 monthly payroll. Upside adds one analyst at GBP 5,000 gross. Annual payroll inflation is 3%.

Initial 100 files require two staged diligence months at the 80-file monthly screening assumption, plus independent risk signoff. November and December 2026 are the bounded paid preparation period: director GBP 8,000, risk head GBP 7,000 and two analysts GBP 5,000 each gross monthly, plus 20% loading, cost GBP 30,000 monthly and GBP 60,000 total. This cost is inside opening expenses, separate from January 2027 onward payroll. Servicing and operations officers, and the Upside extra analyst, start January 2027 before settlement. Trial file time and controls before purchase; no additional unpaid team preparation is assumed.



Planning screening standard, not observed productivity. Risk signoff and exception capacity need testing.

30 / PEOPLE

Staff skills and fair work

Train staff on corporate financial analysis, assignment notices, AML where applicable, fraud, privacy, complaints and workout decisions. Record competence and access permissions. 20% loading is a budget proxy including National Insurance, pensions and benefits; employer NI is not a flat 20% rate. HMRC 2026–2027 ordinary employer NI reference is 15% above the secondary threshold [S3].

31 / OPERATIONS

Legal and insurance requirements

Obtain UK counsel opinions on borrower legal form, credit perimeter, loan assignment, security, investor promotion, AML obligations and data rights. FCA guidance makes exercising rights under regulated credit agreements a regulated activity [S4]; corporate-only exclusions require file-level verification. The plan does not assert authorization is unnecessary.

No deposit taking or third-party investment management is proposed. Confirm company investment activities and any AIF or collective investment implications before raising equity. Proposed professional indemnity, cyber and directors cover need terms and quotes.

32 / EXECUTION

Opening roadmap

Months minus 4 to minus 3 are preliminary planning and funding decisions only; no paid team or binding purchase work is assumed. Obtain proposed equity before any paid preparation. November–December 2026: funded director, risk head and two analysts inspect initial 100 files, reconcile collections, appoint suppliers and test controls. Legal/setup and two months of gross overhead are included in the bounded GBP 200,000 preparation budget. January 2027: servicing and operations roles start before settling approved files; warehouse must also be committed. Extra preparation months or wider launch work require a revised funded budget before contracting.

Monthly gates require cash above reserve, collateral eligibility, legal compliance and portfolio risk within board limits. Calendar dates are conditional, not a launch commitment.

Gate	Required completion
Legal readiness	Counsel opinion and enforceable transfers
Funding readiness	Paid equity and signed warehouse
Data readiness	Tape ties to cash and verified documents
Operational readiness	Staff competence and settlement recovery test

33 / EXECUTION

Risks and management actions

Defaults, adverse selection, seller concentration and recovery delays affect both earnings and collateral. Floating facility cost may rise while loan coupons stay fixed. Retained expected recoveries cannot finance acquisitions.

Set proposed single-borrower limit 2% of gross book and sector limit 20%, subject to real tape. These limits are operational gates; the homogeneous forecast does not calculate concentration compliance. Suspend acquisitions when exceptions, funding or reserve limits fail.

Risk	Response
Credit loss	Independent files and vintage performance
Recovery delay	Cash-only deployment and lag stress
Funding repricing	Rate and advance stresses
Data and transfer defect	Exclude loan until reconciled
Liquidity shortfall	Reduce purchases before cash reserve breach

34 / EVIDENCE

Research and evidence

Official sources were checked on 3October 2026. HMRC distinguishes credit interest from principal and generally denies input tax related to exempt supplies [S1]. Main Corporation Tax is 25%, with small-profits and marginal-relief rules [S2]; the model applies conservative monthly 25% positive-PBT provision without relief.

British Business Bank 2026 context does not size eligible pool-sale supply [S5]. No seller tape, current pool bid, supplier quote or founder history supports the deployment hypothesis. Reference workbooks were inspected and their hazard, recovery and funding concepts rebuilt; none was imported.

S1 https://www.gov.uk/government/publications/vat-notice-70149-finance/vat-notice-70149-finance

S2 https://www.gov.uk/corporation-tax-rates

S3 https://www.gov.uk/guidance/rates-and-thresholds-for-employers-2026-to-2027

S4 https://handbook.fca.org.uk/handbook/perg2/perg2s2

S5 https://www.british-business-bank.co.uk/about/research-and-publications/small-business-finance-markets-report-2026

35 / EVIDENCE

Quotes and assumptions

All salaries, supplier costs, loan coupon, acquisition amounts, default/prepayment rates, recoveries and funding terms are planning assumptions. Obtain written quotes and bank-level loan history before investment approval. Monthly forecasts assume current loans pay interest without arrears until default; full late-payment, stage 2 and restructuring behaviour is outside this planning model.

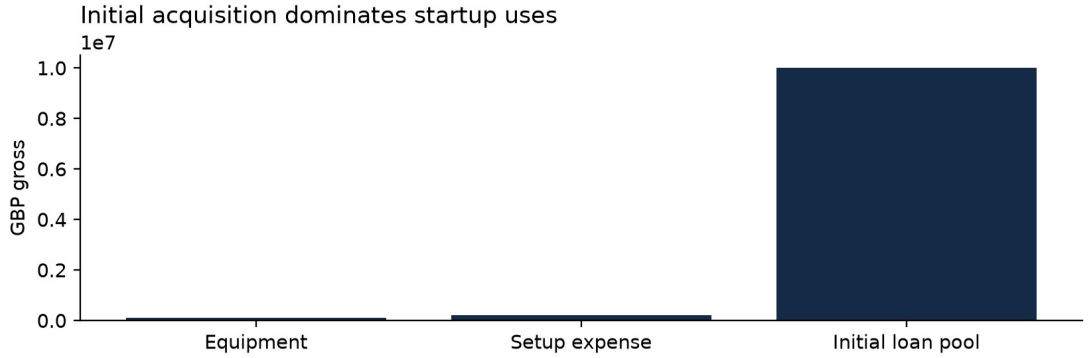
Allowances and recovery accrual need professional recognition and recoverability review. No audited IFRS9/ECL treatment or fair-value evidence is claimed.

36 / FINANCE

Startup costs and funding

Proposed equity is GBP 12m with no committed investor. Gross startup capex GBP 100,000 and expenses GBP 200,000 leave GBP 11.7m before loan acquisition. The initial GBP 10m pool attracts a hypothetical GBP 6m facility draw at 60% collateral advance, leaving GBP 7.7m before month 1 operating and funding cash.

The GBP 20m facility limit is a ceiling, not money already available. Its draw follows eligible performing par, never a cash-balancing requirement.



Planning sources and uses; no subscription or warehouse commitment is secured.

GBP source or use	Amount
Proposed equity	12,000,000
Startup capex	100,000
Preopening expenses	200,000
Opening cash before loans	11,700,000
Initial pool purchase	10,000,000
Proposed initial warehouse draw	6,000,000
Cash before month 1 operating costs	7,700,000

37 / FINANCE

Itemized startup costs

Preopening costs are expensed and create opening retained loss of GBP 200,000. Reallocated unquoted budgets include GBP 100,000 legal/setup, GBP 60,000 loaded pay for four preparation roles over November–December 2026, GBP 30,000 gross overhead, GBP 5,000 recruitment/training and GBP 5,000 seller materials. The director gross pay totals GBP 16,000 within the preparation payroll; no owner drawings are added. Full operating payroll begins January 2027. Proposed equity must fund preparation before it begins. Downside adds GBP 40,000 contingency; Upside has the same bounded preparation scope. Vendor acquisition diligence is paid at settlement, separately from staff pay. Loan purchases create financial assets rather than startup operating expense. All supplier budgets are gross including irrecoverable VAT; no VAT asset or refund is forecast.

Gross startup GBP	Amount
Platform	60,000
Endpoints	25,000
Backup and integration	15,000
Legal and setup	100,000
Two-month preparation payroll	60,000
Two-month preparation overhead	30,000
Recruitment and training	5,000
Seller research and materials	5,000
Total nonloan startup uses	300,000

38 / FINANCE

Owner personal survival budget

The owner gross salary GBP 8,000 monthly is already in company payroll. A 60% net retention proxy produces GBP 4,800 household cash against GBP 4,000 spending, leaving GBP 800 estimated surplus. This is not a PAYE or personal tax calculation. No dividend, equity distribution or loan withdrawal is forecast.

Personal monthly GBP	Amount
Gross salary	8,000
Estimated net cash	4,800
Housing	2,000
Household	1,000
Transport	500
Other personal cost	500
Estimated surplus	**800**

39 / FINANCE

Financing terms and security

Proposed warehouse debt is 60% of gross performing principal, capped at GBP 20m. Recoveries and cash are excluded collateral. Rate 7.5% applies to average opening/closing debt, with 0.5% annual fee on opening unused commitment. The balance repays automatically as collateral declines.

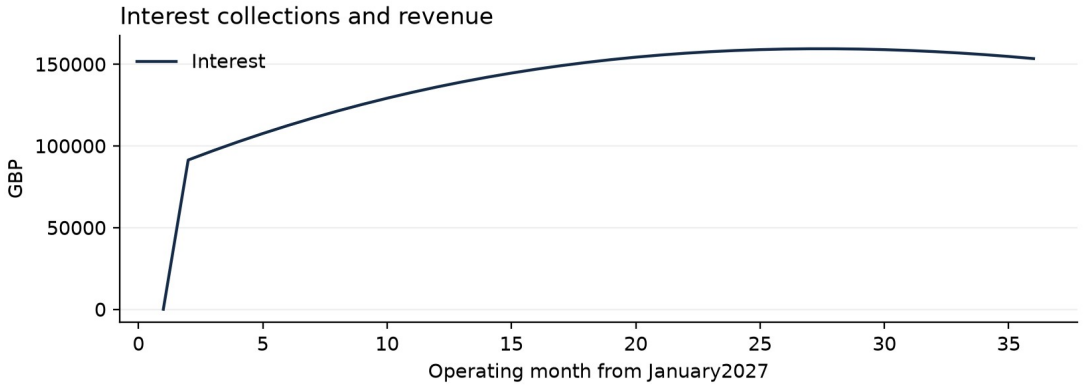
No fixed maturity or balloon is assumed within 2027–2029; facility tenor must cover this horizon and a contractual runoff, with terms verified before launch. There is no retail note, junior tranche, refinancing receipt, dividend or exit valuation. This corporate borrower model adapts CDO coverage concepts without securitization.

Proposed funding	Base
Equity	GBP 12m uncommitted
Advance	60% performing par
Facility ceiling	GBP 20m uncommitted
Interest	7.5% annual average draw
Undrawn fee	0.5% annual opening unused
Security	Loan rights, perfection and eligibility pending

40 / FINANCE

Revenue forecast and capacity

Interest revenue is earned and collected on opening cohort principal after default. Acquisition principal, scheduled amortization, prepayments and recoveries are cash or balance-sheet flows, not revenue. All 36 monthly cohorts remain live in Excel.



Base model 1.0. Acquisition volume is a planning target, not verified seller supply.

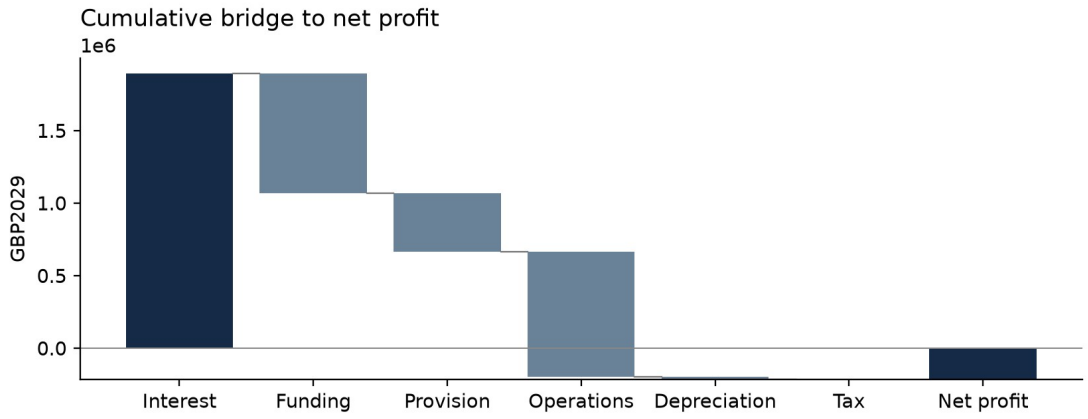
GBP annual	2027	2028	2029
Acquired par GBP	21,000,000	12,000,000	12,000,000
Interest revenue	1,272,358	1,807,971	1,891,964
Performing gross book	15,226,493	17,393,190	16,633,596

41 / FINANCE

Costs and projected profit

Operating costs include diligence 0.5% of acquired par, processing GBP 30 per surviving equivalent account, payroll and overhead. Provision equals defaults less expected net recovery accrued plus change in allowance. This noncash credit expense differs from principal cash loss timing.

The cumulative bridge includes all funding, credit, operating, depreciation and tax deductions.



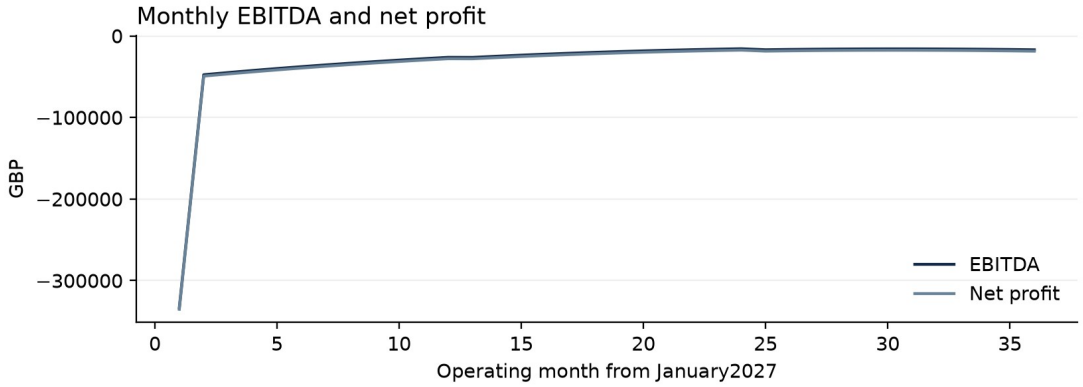
2029 Base cumulative bridge from contract interest to net profit.

GBP annual	2027	2028	2029
Funding costs	616,015	796,731	823,424
Credit provision	588,322	446,592	406,801
Operating expense	798,965	807,815	858,197
Depreciation	20,000	20,000	20,000

42 / FINANCE

Profit and loss forecast

EBITDA is defined here after warehouse costs and credit provision because both are core lending expenses. Depreciation is noncash. The 25% monthly positive-PBT cash provision ignores loss relief, so tax can arise in an annual loss. This is a conservative provision, not a UK statutory tax calculation.



Calendar 2027–2029 GBP Base model 1.0.

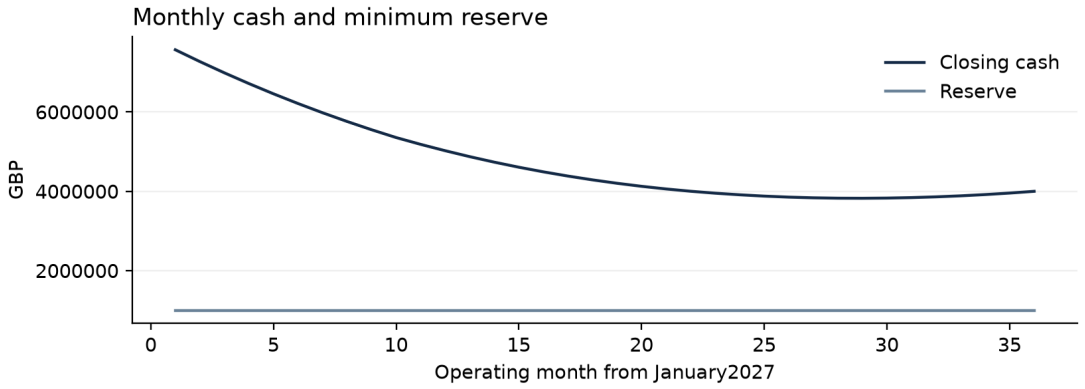
GBP annual	2027	2028	2029
Interest revenue	1,272,358	1,807,971	1,891,964
Funding costs	616,015	796,731	823,424
Credit provision	588,322	446,592	406,801
Operating expense	798,965	807,815	858,197
EBITDA	**(730,944)**	**(243,167)**	**(196,457)**
Depreciation	20,000	20,000	20,000
Profit before tax	**(750,944)**	**(263,167)**	**(216,457)**
CIT	–	–	–
Net profit	**(750,944)**	**(263,167)**	**(216,457)**

43 / FINANCE

Cash flow and financial position

Base minimum monthly cash is GBP 3,822,966; incremental cash needed to preserve the GBP 1m reserve on this unchanged path is GBP –. Financing is hypothetical even when forecast cash stays positive. Downside minimum cash is GBP (2,387,840); preserving its GBP 1.5m reserve requires GBP 3,887,840 incremental funding, or reduced purchases.

Negative cash in a case means purchases cannot proceed without an approved funding response. The workbook does not create an overdraft or additional equity.



Interest and expenses are operating cash; principal and recoveries are portfolio cash flows.

GBP annual	2027	2028	2029
Operating cash flow	(142,622)	203,425	210,343
Net portfolio cash flow	(15,671,467)	(2,614,329)	332,841
Net facility financing	9,135,896	1,300,018	(455,756)
Closing cash	**5,021,807**	**3,910,921**	**3,998,348**
Minimum monthly cash	5,021,807	3,910,921	3,822,966

44 / FINANCE

Cash flow forecast months one to six

Initial GBP 11.7m cash precedes acquisition. Interest and principal on the initial pool begin in month 2; month 1 still pays staff, diligence, commitment fee and half-month-equivalent average drawn interest. No recovery cash is received before the nine-month default lag.

Month 2027	Operating	Portfolio	Facility	Closing cash
Month 1	(133,483)	(10,000,000)	6,000,000	7,566,517
Month 2	(14,814)	(656,074)	373,268	7,268,897
Month 3	(11,516)	(627,120)	354,628	6,984,890
Month 4	(8,391)	(598,634)	336,332	6,714,197
Month 5	(5,437)	(570,610)	318,375	6,456,525
Month 6	(2,650)	(543,041)	300,753	6,211,587

45 / FINANCE

Cash flow forecast months seven to twelve

Scheduled principal and prepayments reduce gross book; defaults write it off. Each reduction also lowers eligible warehouse collateral. Expected recoveries accrue at default but cash arrives only after nine months. Year-end cash must be assessed with subsequent acquisition commitments and stress reserves.

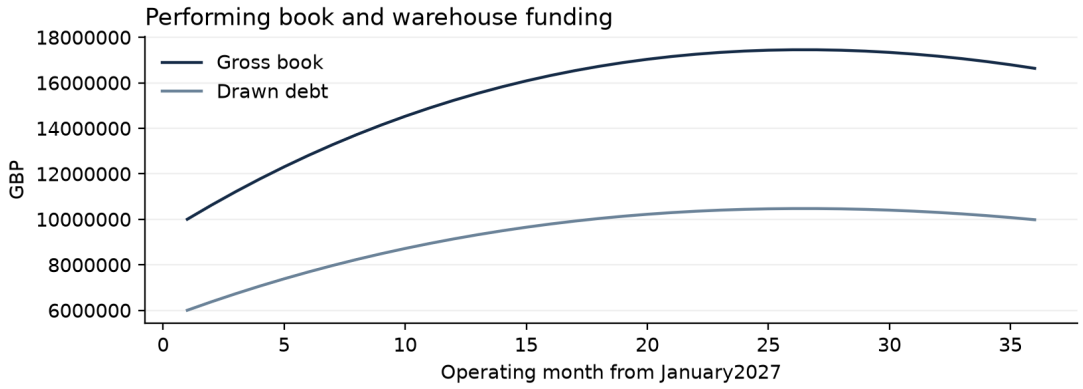
Month 2027	Operating	Portfolio	Facility	Closing cash
Month 7	(26)	(515,921)	283,460	5,979,099
Month 8	2,436	(489,244)	266,491	5,758,782
Month 9	4,741	(463,003)	249,841	5,550,361
Month 10	6,891	(437,192)	233,506	5,353,566
Month 11	8,889	(398,221)	217,481	5,181,715
Month 12	10,738	(372,407)	201,761	5,021,807

46 / FINANCE

Financial position summary

Assets comprise cash, performing principal net of allowance, expected recovery receivable and depreciated platform equipment. Liabilities are warehouse debt. Share equity plus cumulative net profit and opening setup loss form net equity. Each month reconciles without a balancing asset or debt plug.

The GBP 6m net-equity alert is an internal commercial target, not an asserted statutory minimum. A case with negative cash represents an unfunded deployment scenario.



Gross performing loans and drawn warehouse from the same live model.

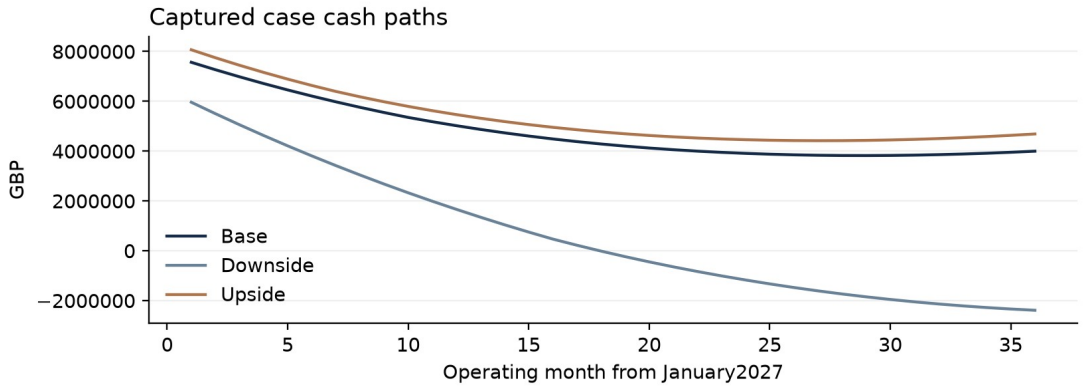
GBP year end	2027	2028	2029
Closing cash	**5,021,807**	**3,910,921**	**3,998,348**
Performing gross book	15,226,493	17,393,190	16,633,596
Loss allowance	304,530	347,864	332,672
Recovery receivable	161,182	205,555	210,316
Net platform and equipment	80,000	60,000	40,000
Total assets	**20,184,951**	**21,221,802**	**20,549,588**
Warehouse debt	9,135,896	10,435,914	9,980,158
Paid capital	12,000,000	12,000,000	12,000,000
Retained earnings	(950,944)	(1,214,112)	(1,430,569)
Net equity	**11,049,056**	**10,785,888**	**10,569,431**
Total liabilities and equity	**20,184,951**	**21,221,802**	**20,549,588**
Balance sheet difference	–	–	–

47 / FINANCE

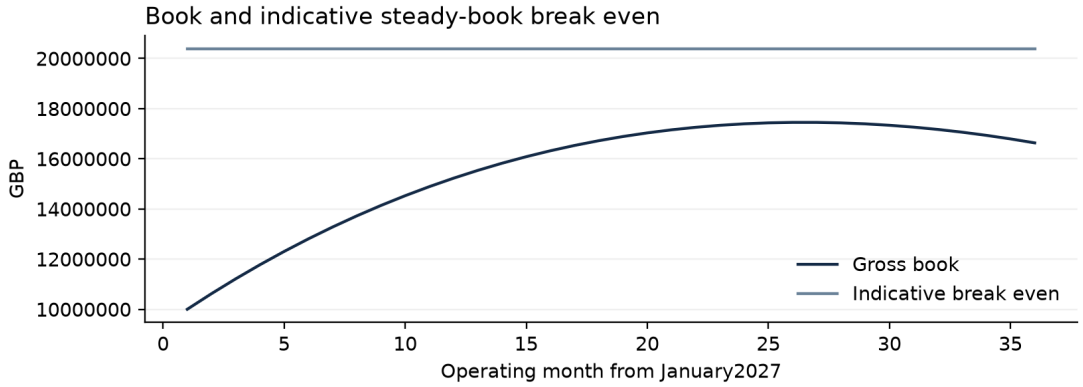
Break even and scenarios

Indicative steady-book cash break even is GBP 20,385,517. It divides annual 2029 fixed payroll and overhead by coupon less advance-weighted interest, annualized monthly net default loss and account processing on a simplified GBP 50,000 average account balance. It excludes acquisition diligence, allowance growth, undrawn fee, depreciation, tax and liquidity needs; it is not a deployable threshold.

Downside uses 9.5% coupon, 10% defaults, 25% recovery, 15-month lag, 45% advance and 10.5% funding. Upside uses 11.5% coupon, 2.5% defaults and 7% funding with larger purchases. Captures become stale on any input edit and require regenerating results and this plan.



Snapshots captured from the live formula engine. Inputs selector controls live schedules.



Indicative estimate with exclusions stated above; not a deployable threshold.

Captured case	2027 interest	2027 profit	Minimum cash
Base	1,272,358	(750,944)	3,822,966
Downside	1,085,125	(2,176,587)	(2,387,840)
Upside	1,412,423	(546,593)	4,419,410

48 / FINANCE

Model guide and completion

Change Inputs C5 to 1 Base, 2 Downside or 3 Upside. Editable assumptions are blue; cross-sheet calculations green and summary outputs dark. Inputs feed Cohorts, Portfolio, Funding, Statements and Summary. Cases holds static captures and an input mismatch warning.

Retained build_model.mjs reproduces inputs, formulas, charts, results and tests. Credit loss estimates, actual seller tape, assignment rights, funder terms, tax and statutory accounting need professional validation before launch. No website was modified.

Completion requirement	Status
48 topics and frameworks	Business-specific draft integrated
36 months and live cases	Formula and native engine checks retained
Source and reference evidence	Official sources and actual reference review retained
Operating launch	Conditional on legal, seller and committed funding gates