GameFi Business Plan

Pennine Play Studio Manchester Version 1.0

DOCUMENT GUIDE

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Pennine Play Studio Manchester 3 October 2026

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Reading this business plan

This hypothetical adult PC gaming studio is an operating and funding proposal for owner and lender review. Official context is distinguished from unverified demand, costs, qualifications and financing. Financial schedules at the end use the same 36-month Base model and dated case captures.

The contents uses native Word fields with cached pages. Update the entire table after editing. All figures are GBP planning estimates from model version 1.0; no product, approval or financing is secured.

01 / OVERVIEW

Executive summary

Fund evidence and development before a commercial launch

Operating plan

Pennine Play Studio is a hypothetical Manchester limited company developing one adult PC cooperative strategy game. The proposal combines ordinary GBP cosmetic purchases and optional monthly membership with a separately gated player-owned cosmetic export feature. It seeks an owner and prospective funder decision. No studio, founder team, game, funding, audience or regulatory permission has been established.

Forecast GBP	2027	2028	2029
Revenue	265,401	367,970	396,801
EBITDA	(332,277)	(262,679)	(258,976)
Net profit	(353,496)	(284,592)	(281,188)
Closing cash	991,278	681,640	390,814

Management decision

The Base forecast remains loss making despite a positive cash balance supported by proposed equity. Downside needs additional liquidity. Operating revenue comes from entertainment delivered to paying users, with refunds, processing, hosting, paid staff and development costs included. There is no fungible token, staking yield, asset appreciation, investor return promise or automatic rescue financing. Fund and test the scope before proceeding.

Base year one revenue GBP 265,401 and net profit GBP (353,496). Minimum cash GBP 390,814; Downside needs GBP 773,235 to avoid negative cash and GBP 923,235 to maintain its reserve. Proposed financing is not committed.

02 / BUSINESS

Business details

Manchester development team serving UK adult consumers

Operating plan

The working name needs clearance. The proposed team works from a small Manchester studio and secure remote systems. The initial paid market is UK resident adults using a supported PC client. Cross-border paid sales are disabled until consumer, tax and local-law requirements are assessed. Manchester is the employment location, not the geographic limit of digital demand.

Management decision

The company would own its original game code and commissioned artwork subject to written assignments. Player cosmetic rights must be described precisely. Blockchain export does not transfer copyright or guarantee continued game support, resale value, portability to other titles or a buyer. No custody service, exchange, in-game token, financial product or paid chance mechanic is within the approved scope.

03 / STRATEGY

Business concept and objectives

Test a playable strategy game with optional collection

Operating plan

The proposed game uses small cooperative missions and visible cosmetic customisation. Basic play is free. Purchases do not increase competitive power and have known contents. Optional membership funds a month of clearly specified game services. Individual cosmetic export is available only after advice, security review and user research establish that it is lawful and useful.

Management decision

Preparation develops a limited vertical slice, tests gameplay and accessibility, and validates retention and willingness to pay. Six months is a resourcing hypothesis, not a promised completion date. Expansion requires measured repeat play, contribution, manageable support and sufficient liquidity. A failed gameplay test should stop the commercial launch rather than trigger a speculative token sale.

04 / STRATEGY

Business model canvas

Ordinary game economics with a gated ownership feature

Operating plan

Key partners are payment, hosting, contract security and professional advisers. Core activities are development, testing, live operations, support and billing. Resources are paid staff, game intellectual property, test devices and cash. The value hypothesis is enjoyable cooperative play with transparent cosmetic choice and optional proof of ownership.

Partners	Activities	Resources
Hosting payments QA security and advisers none contracted	Develop test support bill refund and reconcile	Five paid roles code artwork test devices and cash
Value propositions	**Relationships**	**Channels**
Cooperative play clear prices optional cosmetic ownership	Support opt-in updates clear cancellation	Direct PC client and owned pages no store approval assumed
Segments	**Cost structure**	**Revenue streams**
UK adult cooperative players collectors within that group	Payroll acquisition hosting export QA and compliance	Delivered cosmetics and monthly services no token yield

Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

Customer relationships are support and opt-in community communication. Channels are a direct PC client and owned landing pages; no marketplace approval is assumed. Segments are UK adults interested in cooperative strategy and, within that group, collectors. Costs include acquisition, staff, hosting, QA, export and compliance. Revenue consists only of delivered cosmetics and monthly membership. Each partner remains uncontracted.

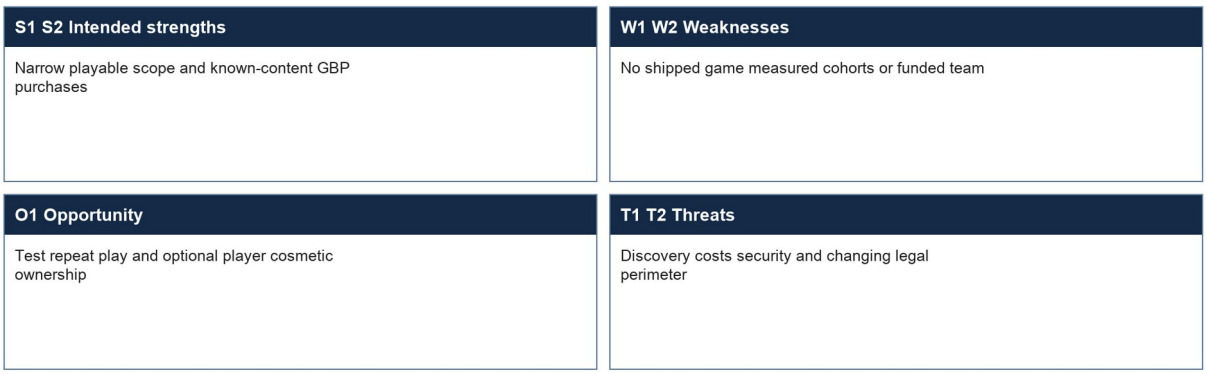
05 / STRATEGY

SWOT and longer term goals

An unproven team must earn repeat play

Operating plan

Proposed strengths are a bounded title, known-content cosmetics and transparent spending. They are design intentions, not delivered competitive advantages. Weaknesses are the absence of a playable product, measured retention, credentials and secured funding. A five-person team has limited parallel development and customer support capacity.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

The opportunity is to test entertainment and optional digital ownership without reward inflation. Threats include crowded games discovery, poor retention, contract attacks, regulatory change and payment-service restrictions. Three-year goals are evidence of repeat play, reliable support and cash control. They do not include guaranteed token price, franchise valuation or market leadership.

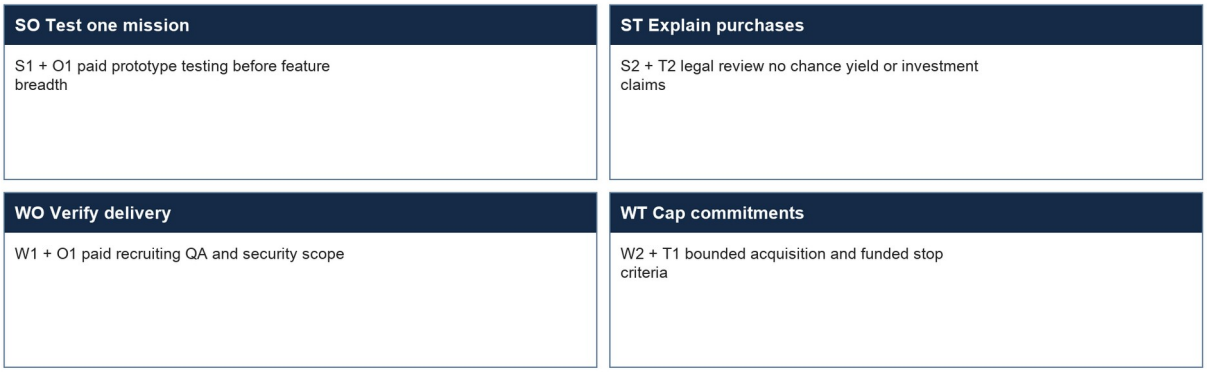
06 / STRATEGY

TOWS strategy matrix

Tie each response to a stated operating risk

Operating plan

SO combines the bounded game and optional collection opportunity: test one playable mission before investing in further systems. ST uses known-content pricing against regulatory and trust threats: review advertising and exclude yield, chance and investment language.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

WO addresses unproven capabilities by commissioning paid testing, recruitment assessment and security review. WT addresses funding and crowded discovery by limiting launch acquisition spend, using stop criteria and keeping customer assets outside company systems. These responses do not prove demand or eliminate legal obligations.

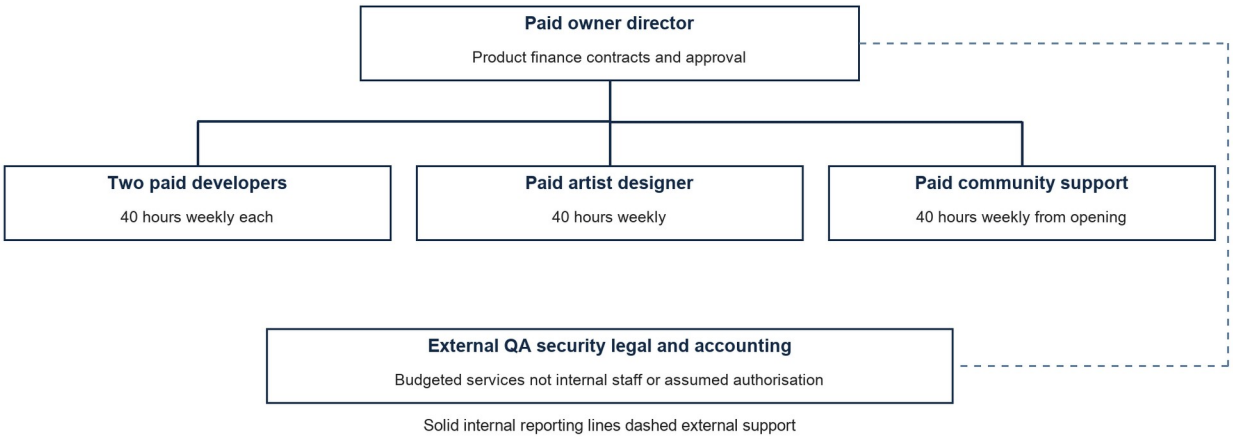
07 / STRATEGY

Owner and management

One paid director with explicit delivery responsibilities

Operating plan

The owner director is paid GBP5,000 gross monthly and has responsibility for product scope, finance, contracts and approvals. Two paid developers deliver client and service code. One artist designer owns the art pipeline and UX. One community support employee joins at the first operating month. Each role budgets 40 paid weekly hours; no unpaid founder work supports capacity.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

Developers and artist are paid throughout six preparation months alongside the owner. External QA, security, accounting and legal support are budgeted supplier services. The owner cannot act as an assumed qualified lawyer, regulator or security auditor. Reporting lines and external support are separate. Hiring and founder capability remain evidence gates.

08 / PEOPLE

Owner and key personnel profiles

Credentials and portfolio evidence are still required

Operating plan

No founder biography, shipped title, technical accreditation or named adviser is invented. Recruitment briefs seek multiplayer engineering, reliable deployment, secure wallet-message handling, accessible game art and adult community support. The owner needs demonstrated planning, contracting and financial oversight skills.

Management decision

Verify references, code ownership, employment terms and delivery portfolios before committing. External specialists require scope, rates, liability terms and independent review. Team capability should be tested through the vertical slice. Paying for a specialist service is not evidence that the studio is authorised or that an export feature is safe.

09 / MARKET

Target customers

UK adults choosing cooperative PC play

Operating plan

Primary prospects are UK adults seeking short cooperative strategy sessions. A secondary segment values cosmetic collection and may want optional self-custodied export. Neither segment has been counted or interviewed for this studio. Users seeking token earnings, gambling, price appreciation or investment access are outside the target.

Management decision

Segment by play frequency, PC capability, accessibility, willingness to pay and collection interest. An active player is a user expected to play in a month, not a registered account, wallet or blockchain transaction. The forecast uses expected user counts and has no verified installed base. Adult positioning requires proportionate access and privacy controls.

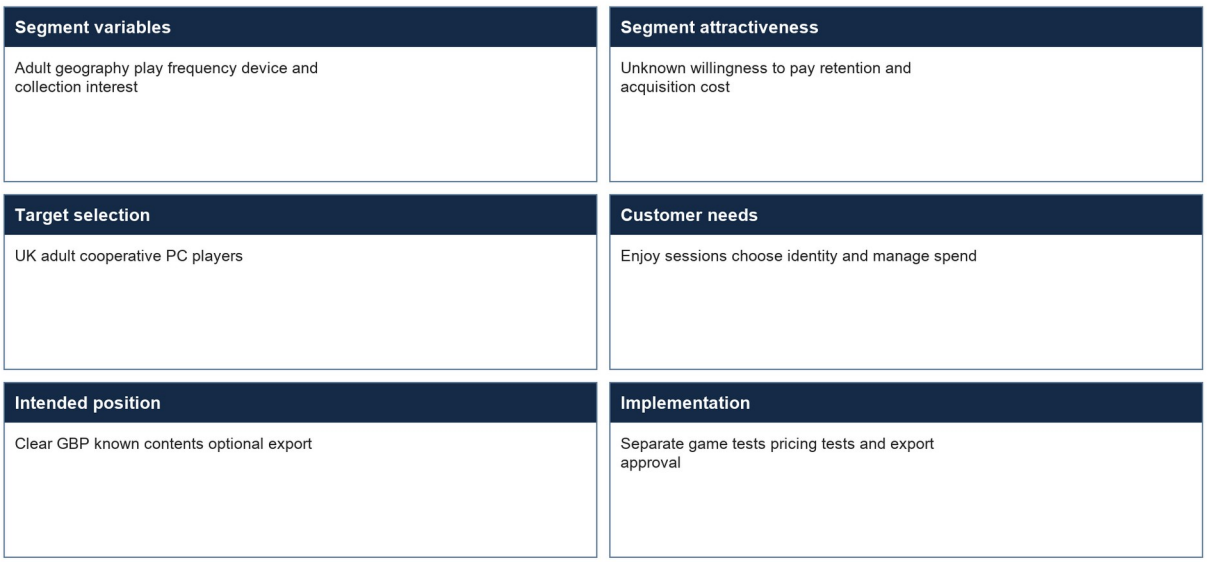
10 / CUSTOMER STRATEGY

Segmentation targeting and positioning

Choose repeat entertainment before collector speculation

Operating plan

Segments are cooperative strategy players, cosmetic collectors, competitive players and earning-oriented crypto users. Target UK adult cooperative players; test optional collection within that group. Exclude gambling and investment audiences. The proposed position is an enjoyable game with clear GBP prices and no paid gameplay advantage.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

The positioning is a hypothesis. Six STP components distinguish segment variables, segment attractiveness, target selection, customer needs, intended position and implementation. Validate them with separate gameplay and optional-export tests. A wallet connection is not evidence of a purchase intention or a retained gamer.

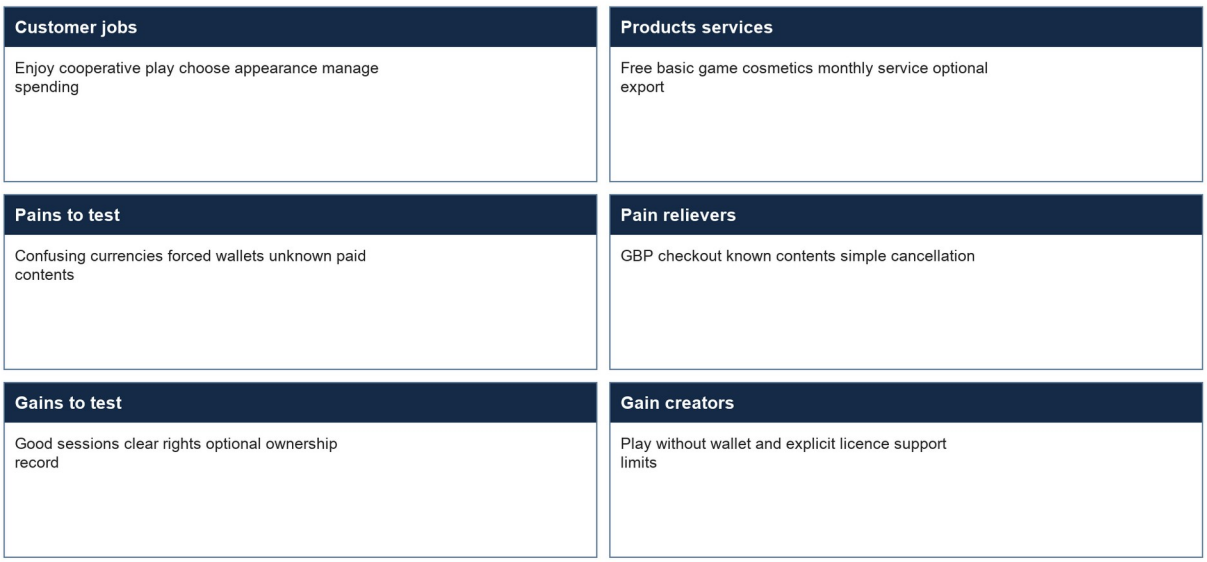
11 / CUSTOMER STRATEGY

Value proposition canvas

Test enjoyment clarity and optional ownership

Operating plan

Customer jobs are to enjoy cooperative play, choose a visual identity and manage spending. Possible pains are confusing currencies, unknown paid contents, difficult cancellation and compulsory wallet setup. Desired gains are a good session, transparent prices and an optional ownership record. These are research questions.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

Respond with known-content cosmetics, GBP checkout, separate optional export, simple membership cancellation and clearly stated support limits. Export does not confer extra gameplay power. Wallet loss, external fees, metadata availability and resale uncertainty need understandable disclosure. The game must work for a player who never connects a wallet.

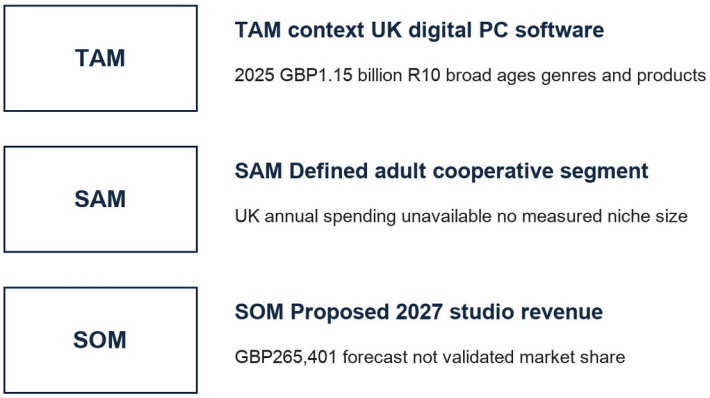
12 / MARKET

Market size and trends

A broad PC spending context is not a validated niche

Operating plan

TAM context is UK digital PC software spending, reported by Ukie at GBP1.15 billion for 2025 [R10]. That figure covers many ages, genres and purchase types. It is a broad context ceiling, not measured addressable spending on this adult cooperative title or blockchain cosmetics. SAM spending in the defined segment is unavailable.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

SOM is the model revenue hypothesis for 2027, constrained by paid acquisition, retention, conversion and server capacity. It is not validated market share and is not divided by the broad TAM to claim penetration. The visual distinguishes the researched national context, unknown niche and proposed sales. No forecast compound blockchain-market growth is assumed.

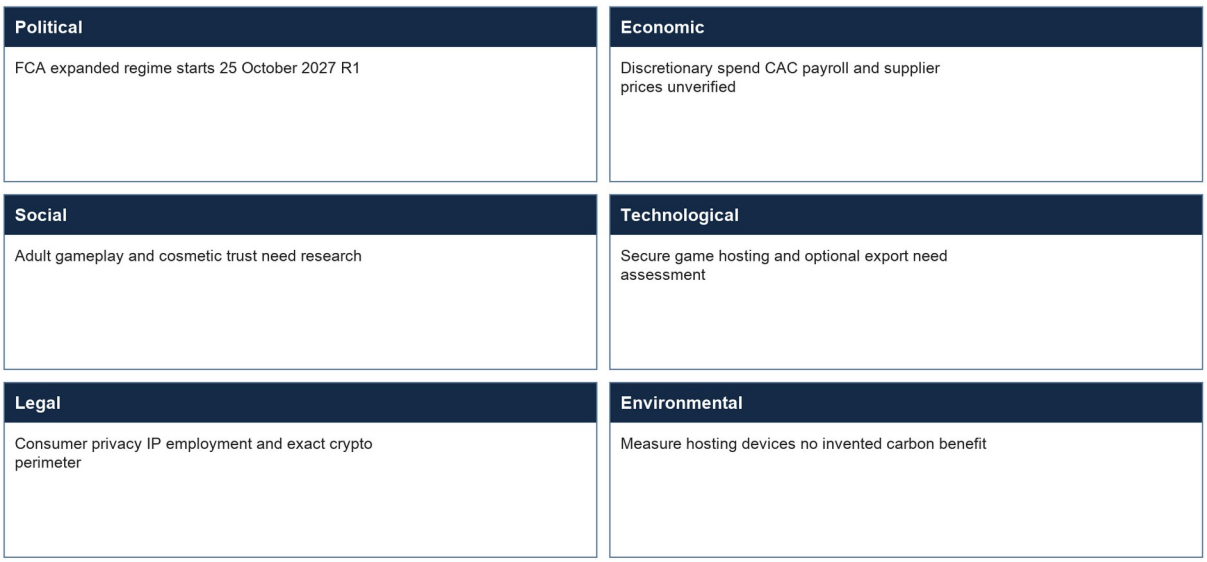
13 / MARKET CONTEXT

PESTLE analysis

Regulatory timing and player trust affect delivery

Operating plan

Political conditions include the evolving UK cryptoasset framework. Economic risks are discretionary entertainment spending, acquisition cost and unquoted suppliers. Social questions are appetite for cooperative play and trust in cosmetic ownership. Technological risks include account security, contract design, hosting and supported devices.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

Legal duties include consumer rights, IP, privacy, employment and exact crypto perimeter. FCA states expanded activities begin on 25 October 2027 [R1], within the forecast horizon. Environmental work measures hosting and device use without an invented carbon benefit. Review all six conditions at each feature gate; a January launch assessment does not cover later rule changes.

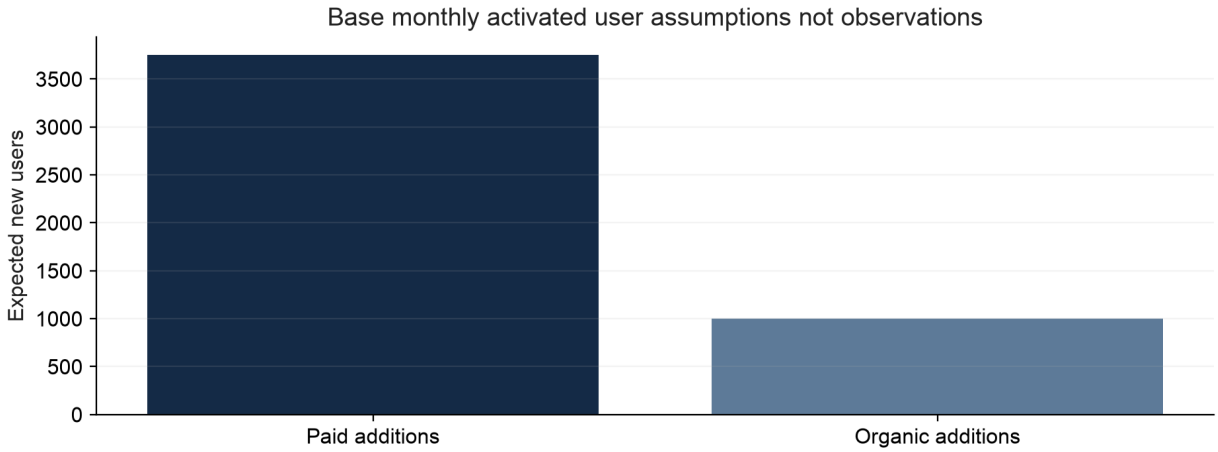
14 / MARKET

Local demand and evidence

New active players are assumptions not a waitlist

Operating plan

Base paid spend of GBP15,000 net monthly divided by assumed GBP4 activation cost produces 3,750 new paid-acquisition players, plus 1,000 assumed organic additions. Monthly active loss is 25 percent. These are unobserved planning inputs. Yearly acquisition and organic growth are assumptions, not measured trends.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

Preparation calls for 30 adult player interviews, 100 consented prototype testers and controlled paid creative tests within the setup budget. Measure cohort repeat play, refund reasons and real contribution. Record inclusion, sample bias and dropout. Local events can aid research but cannot establish national demand or justify using blockchain wallet counts as active players.

15 / MARKET

Competitors and positioning

Compare games and ownership features separately

Operating plan

Alternatives are established cooperative PC games, free-to-play games selling cosmetics and blockchain games offering player-owned items. Specific comparable prices, feature rights and retention data have not been collected. No competitor ratings, leadership scores or market shares are presented.

Management decision

Commission a dated comparison of session format, monetisation, cancellation, supported devices and ownership terms. Storefront prices for a complete game are not directly comparable to gross monthly spend per cosmetic payer. The studio prioritises simple pricing and gameplay quality, but cannot claim a measured advantage until tested.

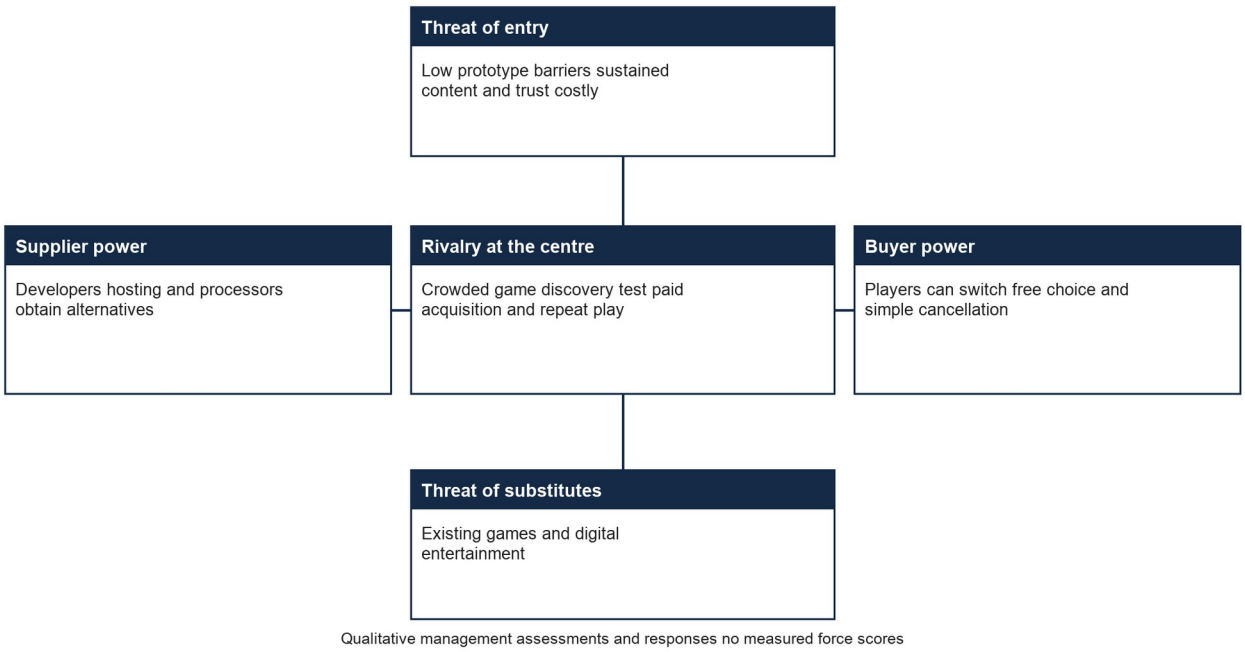
16 / COMPETITIVE STRATEGY

Porter five forces

Discovery rivalry is the central commercial constraint

Operating plan

Rivalry comes from many competing games and limited player attention. Buyers can switch without buying a token. Suppliers include skilled developers, hosting and payment providers whose restrictions may block export or checkout. New entrants can prototype cheaply but need sustained content and trust.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

Substitutes include other digital entertainment and existing games without ownership features. Responses are a narrow vertical slice, comparable vendor offers, bounded acquisition tests and retained-user evidence. The five-force diagram uses qualitative assessments and operating responses, not fabricated numeric force measurements.

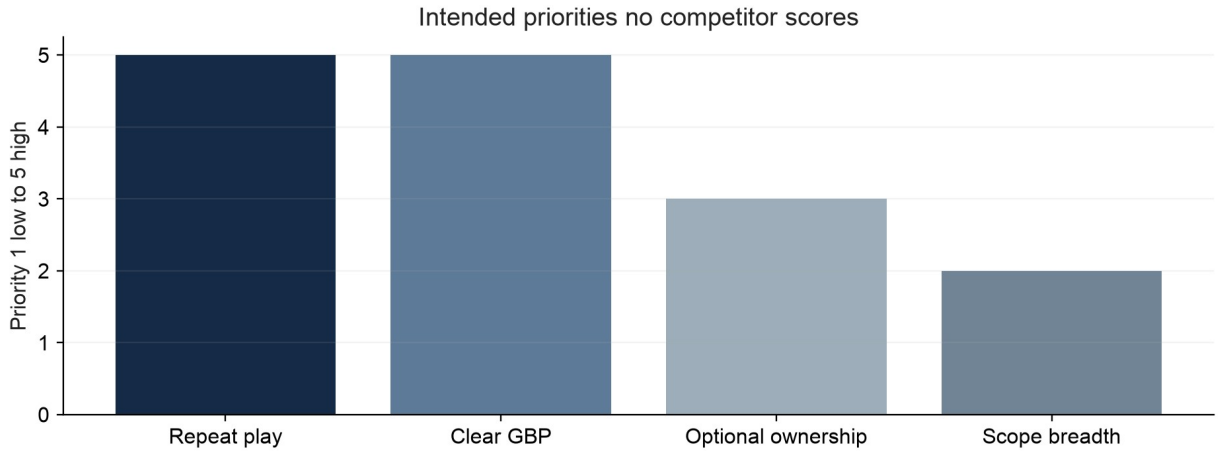
17 / COMPETITIVE STRATEGY

Strategy canvas

Compare intended priorities without competitor scores

Operating plan

The canvas shows four design priorities: enjoyable repeat play, clear GBP purchases, optional cosmetic ownership and limited scope. It is management intent on a one-to-five priority scale. No competitor observations underpin the series and it is not a quality ranking.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

Test each priority with actual adult users. Strong interest in a cosmetic export feature cannot offset poor gameplay retention or expensive acquisition. A small studio trades breadth for limited delivery scope; it must not promise a large world, continuous new content and extensive wallet integrations without additional paid capacity.

18 / OPERATIONS

Location and premises

A small Manchester studio with secure remote work

Operating plan

The premises budget assumes a shared Manchester office at GBP1,200 net monthly within fixed costs. No address, lease or landlord quotation exists. Staff recruitment, safe access, reliable connectivity, backup and secure devices matter more than consumer footfall for a digital game.

Management decision

Obtain written occupancy and data-security terms before signing. The model includes no speculative property asset or recoverable lease deposit. Remote access needs managed devices and least-privilege controls. A consumer-service outage or wallet-security problem cannot be solved merely by changing the office.

19 / OPERATIONS

Equipment and resource plan

Separate original and later equipment vintages

Operating plan

Opening equipment is GBP24,000 net for four development workstations and test devices, with a 36-month planning life. GBP18,000 net future equipment is added in July 2028 with its own 36-month life. The community role uses the shared equipment budget; verify actual device sufficiency before hiring.

Asset cohort	Net GBP	Life months
Opening devices	24,000	36
July 2028 devices	18,000	36

Management decision

Each vintage depreciates only its own cost and stops at zero. Hosting is an operating supplier expense, not an invented owned server asset. Development and art payroll are expensed; the company has not established the criteria for capitalising development. Asset lives, device quantities and quotations remain planning inputs.

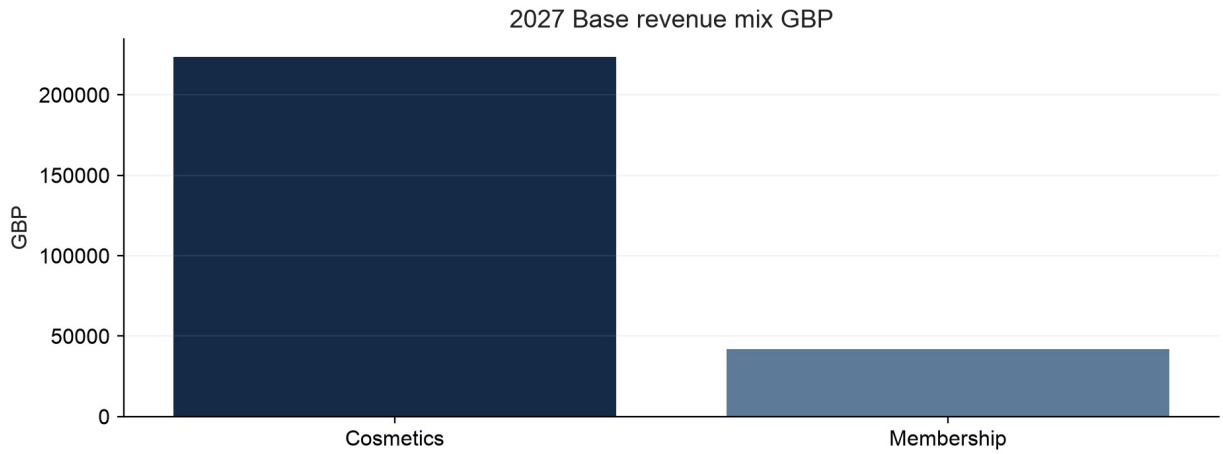
20 / OFFER

Game product strategy

One game and two ordinary paid products

Operating plan

The product scope is free basic cooperative play, known-content cosmetic packs and optional monthly membership. Base gross monthly spend is GBP20 per cosmetic payer, not one fixed-priced item, and gross membership price is GBP6. The two conversion shares may overlap and are not mutually exclusive sales segments.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

No battle-pass advance, annual prepayment, currency balance or loot box is sold. Monthly membership is supplied entirely in its billing month with the disclosed timing approximation, so there is no year-end season-pass liability. If billing or delivery changes, add a proper deferred-revenue schedule before launch. Export is optional, costed and gated separately.

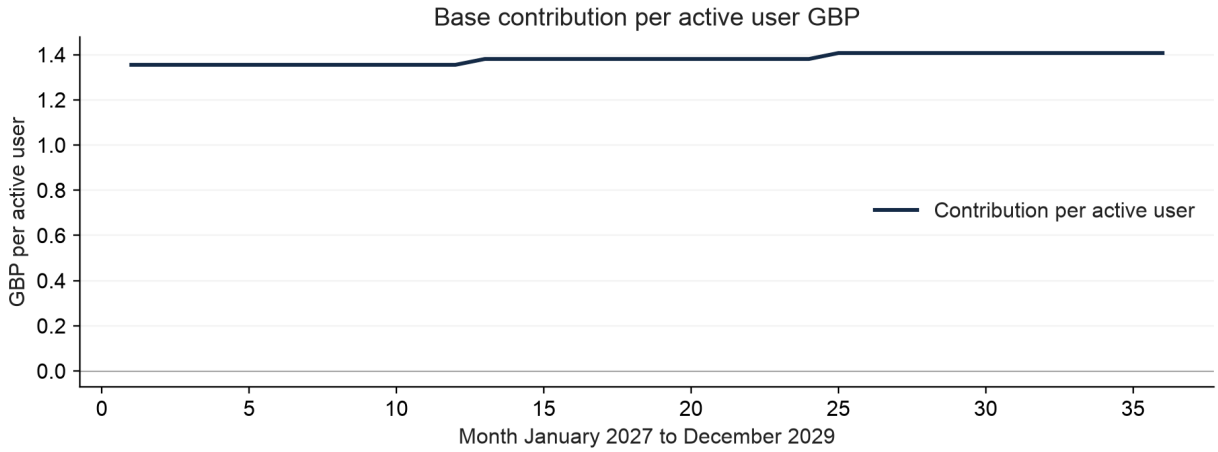
21 / OFFER

Pricing and order economics

Gross prices become net revenue after refunds and VAT

Operating plan

Base gross cosmetics spend and membership prices include 20 percent VAT. The model reduces gross billings by a 3 percent same-month refund allowance, then divides by 1.2 for net revenue. Processing fees are 3 percent of gross billings before refunds, conservatively assuming they are not returned.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

Hosting costs GBP0.12 net per active user monthly. Ten percent of cosmetic payers are assumed to request one optional export costing GBP0.50 net each. No secondary-sale royalty offsets that cost. Verify fee VAT treatment and consumer refund policy. Contributions must cover all free-user hosting, payroll and acquisition, not only paying-user costs.

22 / OFFER

Competitor price comparison

Collect genuinely comparable GBP offers

Operating plan

No dated comparable competitor prices or supplier offers have been obtained. Proposed cosmetic spend of GBP20 per payer per month and GBP6 monthly membership are price hypotheses. They are not presented as prevailing market rates or a discount to competitors.

Product basis	Proposed gross GBP	Observed comparison
Cosmetic payer monthly spend	20	Not collected
Membership monthly price	6	Not collected

Management decision

Compare item contents, taxes, monthly service duration, refunds and optional external costs. A collector resale price or token market quote is not a gaming-service comparison. Obtain player willingness-to-pay evidence and payment terms before fixing the commercial offer.

23 / OFFER

Brand and customer experience

Explain the game and optional export plainly

Operating plan

The proposed brand communicates cooperative play, clear total GBP prices and known cosmetic contents. The checkout separates optional export and membership from basic gameplay. Screens must not use earning, appreciation or yield claims and must state that an exported cosmetic gives no company equity or copyright.

Management decision

Test legibility, accessible controls and cancellation. Supply contract confirmation and digital-delivery consent where required [R7]. Faulty-content and other statutory rights remain. Avoid compulsory wallet setup, manipulative urgency and preselected extras. A user-facing ownership explanation must match the actual licence and technical implementation.

24 / GROWTH

Sales channels and process

Direct sales with location and consent checks

Operating plan

The plan uses an owned PC distribution and billing flow subject to processor approval and signed terms. It does not assume approval from a major games marketplace or mobile store. Paid UK adult consumers are checked for location, contract consent and payment success before delivery.

Management decision

Recognise cosmetics on delivery and monthly services within their service month. Reconcile gross billings, refunds, processor settlement and VAT. Record support cases and access failures. Optional export requires a verified user-controlled wallet transaction; the studio must not hold private keys, pooled customer crypto or cash balances.

25 / GROWTH

Launch marketing

Bound the acquisition experiment and stop weak spend

Operating plan

Base launch marketing is GBP15,000 net each operating month, growing five percent each January. Paid spend pauses during launch delay; payroll and fixed bills continue. Preparation marketing tests sit within the separate GBP45,000 net setup budget and are not counted again as operating acquisition.

Management decision

Test creatives around the actual playable mission and disclosed purchase terms. Measure activated players separately from clicks, accounts and wallet links. Stop spend if marginal contribution and retention fail the agreed threshold. None of the proposed equity is assumed raised through token buyers or community investment promotions.

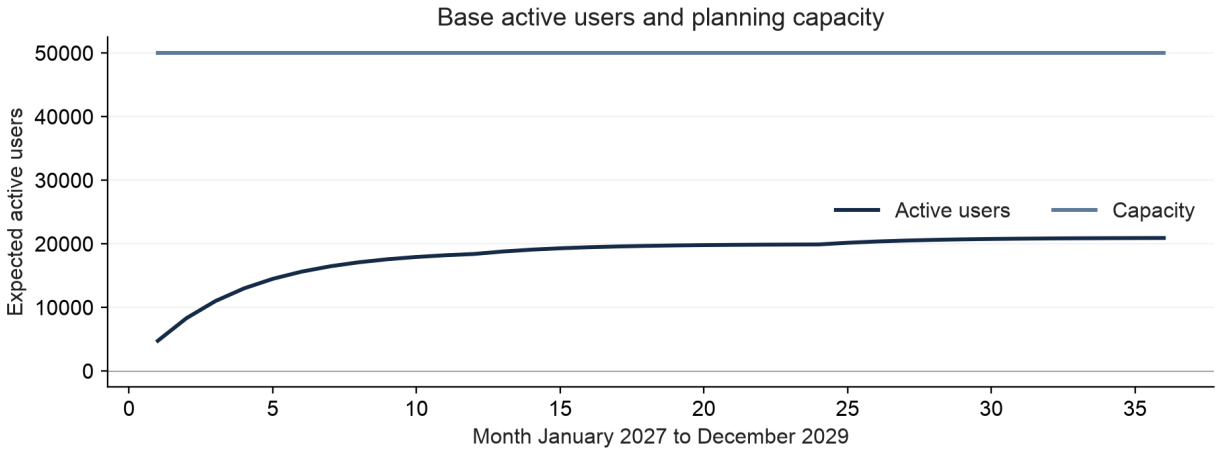
26 / GROWTH

Retention and ongoing sales

Roll active users rather than cumulative accounts

Operating plan

Opening active users are retained at 75 percent monthly in Base, then new activated users join. Delivered active users are capped at 50,000. Acquisition cannot create billable output above the hosting and support envelope; rejected requested users remain visible. These are expected counts and need measured cohorts.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

Retention work includes reliable sessions, fair content and support. Cosmetic and membership conversion are applied to active users in the same month. There is no compounded token-emission subsidy keeping users active. A smaller lost-user rate requires evidence, not a change made merely to reach profitability.

27 / OPERATIONS

Daily operations and suppliers

Operate release support billing and optional export controls

Operating plan

The daily routine reviews incident queues, service availability, refunds, payment reconciliation and release risk. Developers rotate operational responsibility within paid hours. The community employee owns first-line support with escalation to the director. Fixed QA and legal budgets are included; actual supplier coverage is unquoted.

Management decision

Hosting, payment and security providers require terms, incident response, access controls and exit plans. Maintain rollback, backup, vulnerability handling and user communications. Optional export must pass independent contract and transaction-flow review before activation. No automated game action requests a player seed phrase or grants custody to staff.

28 / OPERATIONS

Sustainability practices

Measure hosting and equipment without unsupported claims

Operating plan

Use efficient deployment, sensible test-device replacement and licensed electronics disposal. Collect hosting consumption and provider methodology before claiming an environmental benefit. An optional blockchain feature can introduce additional processing and external costs.

Management decision

No carbon saving, carbon neutrality or sustainable-chain certification is asserted. Procurement asks for energy and disposal evidence. Review whether export is valuable enough to justify its operating and environmental cost. Sustainability decisions remain consistent with the capped equipment plan and paid team capacity.

29 / OPERATIONS

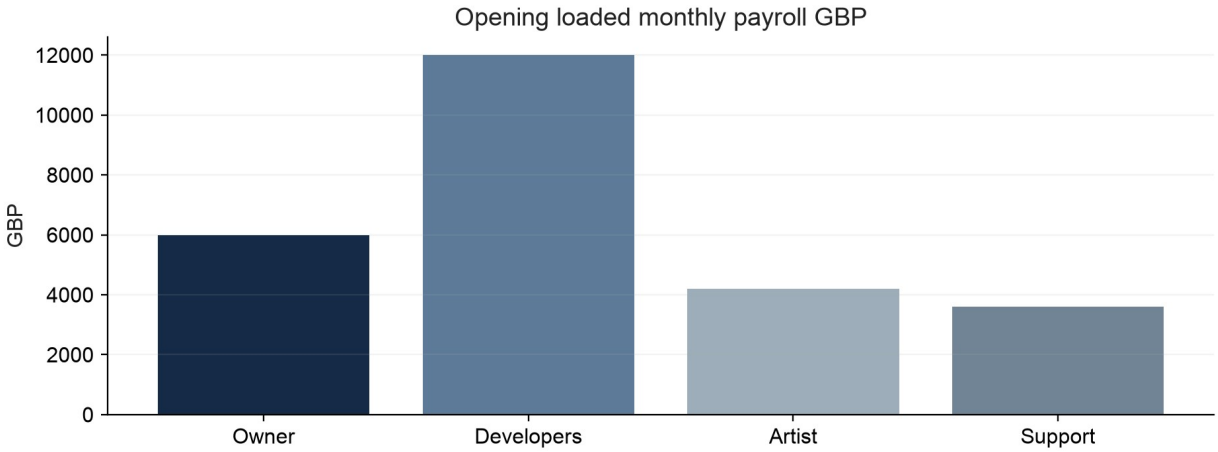
Staffing and training

Five paid roles after a four-person preparation team

Operating plan

Opening monthly gross payroll is owner GBP5,000, two developers GBP10,000 total, artist GBP3,500 and community support GBP3,000. With 20 percent employer loading, monthly payroll is GBP25,800. Four preparation roles excluding community cost GBP22,200 loaded monthly for six months. Training is paid work.

Role	Gross monthly GBP	Loaded GBP
Owner	5,000	6,000
Two developers	10,000	12,000
Artist	3,500	4,200
Support	3,000	3,600
Total	21,500	25,800



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

Verify legal wage floors, working hours, employer NI, pension, leave and recruitment terms. The 20 percent load is an allowance, not a payroll tax return. No staff count is inferred from users alone. Capacity assumptions need an incident and content-delivery roster that the five roles can sustain.

30 / PEOPLE

Staff skills and fair work

Assess technical and support capability before scaling

Operating plan

Developers need secure deployment and networking capability, the artist needs licensed asset production and UX, and support needs calm escalation and billing handling. The owner needs contracts, scope and cash oversight. Skills and prior shipped games are unverified for every proposed person.

Management decision

Budget paid induction, supervision and fair working arrangements. Current adult wage context is GBP12.71 per hour from April 2026 [R9]; future rates require confirmation. Staff salaries exceed that floor on the proposed 40-hour week, but compliance also depends on actual hours and employment conditions. Do not rely on unpaid overtime to deliver content or support.

31 / OPERATIONS

Legal and insurance requirements

Review exact features under current and future rules

Operating plan

Commission written advice on gaming, cryptoasset promotions and activities, consumer digital content, VAT, IP, privacy and age assurance. NFT labels do not determine fungibility or regulatory exclusion [R2]. The expanded FCA regime starts 25 October 2027 [R1], so the roadmap requires a further pre-change review within year one.

Management decision

No wagering, random paid outcomes, token yield, marketplace, custody or investor return is offered. Tradable items may have money worth [R3], requiring a factual assessment. Adult targeting alone does not remove children-code questions [R8]. Obtain cyber, professional, employers liability and appropriate business insurance quotations. No permission, policy or regulator approval is secured.

32 / OPERATIONS

Opening roadmap

Paid preparation precedes gated January operations

Operating plan

Base preparation runs July to December 2026 and is paid from proposed equity available before expenditure. Gates are staff and IP contracts, vertical-slice testing, paid acquisition evidence, signed vendors, consumer and privacy review, security assessment and sufficient funds. January 2027 is a planning start, not an established launch date.

Management decision

Ordinary GBP gaming may proceed only if its own legal and delivery gates pass. Cosmetic export remains disabled until its specific advice and security conditions pass; the model retains its cost allowance. Review the October 2027 perimeter expansion before that date. A launch delay continues paid staff and fixed bills and requires a refreshed forecast.

33 / MANAGEMENT

Risks and management actions

Control scope before speculative finance can distract

Operating plan

Main risks are poor gameplay, acquisition cost, weak conversion, contract security, privacy, IP disputes, regulatory change and cash exhaustion. The response is staged paid testing, written ownership terms, independent assessment, bounded acquisition and an explicit runway review. Product and finance decisions are linked.

Management decision

Stop or reduce scope if paid evidence fails. Do not add staking, a token sale or customer custody to cover an operating shortfall. Maintain incident plans and current advice for the October 2027 change. Export shutdown must preserve clear customer rights and support; a blockchain record cannot guarantee an operating game forever.

34 / APPENDIX A

Research and evidence

Primary context does not establish studio readiness

Operating plan

Official FCA, Gambling Commission, HMRC, GOV.UK and ICO sources support regulatory, consumer, tax, privacy and wage context. Ukie supplies a dated national digital-PC spending context. Sources were reviewed on 3 October 2026. Each claim is scoped to what the source establishes.

Management decision

No public source verifies this hypothetical company, product, founder, audience or funding. Commercial numbers are planning assumptions. Obtain dated legal advice, vendor offers, cohort evidence and current wage and tax review before launch. Revisit sources at material product changes and before October 2027.

R1 https://www.fca.org.uk/publications/policy-statements/cryptoasset-regime

R2 https://handbook.fca.org.uk/handbook/perg18

R3 https://www.gamblingcommission.gov.uk/licensees-and-businesses/guide/page/digital-and-virtual-currencies

R4 https://www.gov.uk/guidance/the-vat-rules-if-you-supply-digital-services-to-private-consumers

R5 https://www.gov.uk/vat-rates

R6 https://www.gov.uk/corporation-tax-rates

R7 https://www.gov.uk/online-and-distance-selling-for-businesses/online-selling

R8 https://ico.org.uk/for-organisations/uk-gdpr-guidance-and-resources/childrens-information/childrens-code-guidance-and-resources/age-appropriate-design-a-code-of-practice-for-online-services/

R9 https://www.gov.uk/government/publications/the-national-minimum-wage-in-2026/the-national-minimum-wage-in-2026

R10 https://ukie.org.uk/news/uk-video-games-market-reaches-8-76-billion-growing-7-4-in-2025/

35 / APPENDIX B

Quotes and assumptions

Missing quotes and commercial evidence remain open

Operating plan

Required written offers cover equipment, office, hosting, processing, insurance, QA, security, accounting and legal work. Required evidence covers recruitment, gameplay, activation cost, repeat play, payer conversion and willingness to pay. No quotation, player survey or funding commitment has been fabricated.

Management decision

The live model makes assumptions editable and separates valid zero from a missing input. A blank active input makes dependent outputs unavailable. A blank unselected case leaves the current case valid but marks captures stale. Revised assumptions require a rebuilt snapshot, charts and plan before acceptance.

36 / FINANCE

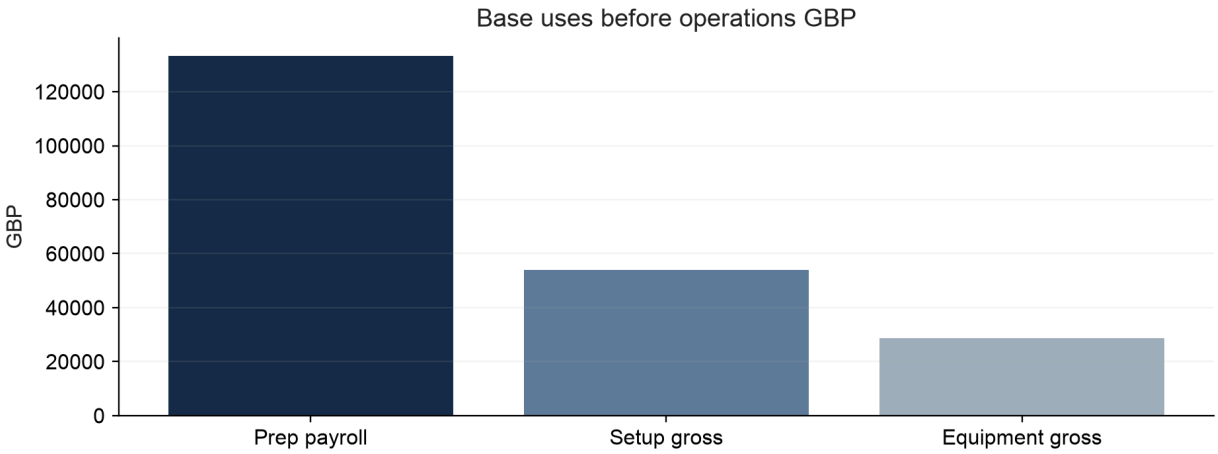
Startup costs and funding

Preparation must be funded before any work

Forecast basis

Proposed equity is GBP1.4 million and the opening loan is GBP150,000. Neither is committed. Base six-month preparation payroll is GBP133,200, setup expense GBP45,000 net, initial equipment GBP24,000 net and input VAT GBP13,800. Total cash uses are GBP216,000 and opening operating cash is GBP1,334,000.

Funding and liquidity	GBP
Proposed equity	1,400,000
Opening loan	150,000
Total funding	1,550,000
Cash uses	216,000
Opening operating cash	1,334,000
Base minimum	390,814
Downside below zero need	773,235
Downside reserve need	923,235



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Interpretation and limits

Equity must be available before preparation; the loan draws at January opening and cannot finance earlier work retrospectively. The company carries the setup VAT credit without assuming a cash refund. Compare the actual Downside reserve gap with confirmed funds before commercial commitment. There is no token sale, automatic equity raise or balancing plug.

37 / FINANCE

Itemized startup costs

Separate expense capital and recoverable VAT

Forecast basis

Preparation payroll and professional, security, testing and marketing costs are expensed. Workstations are equipment capital. Input VAT on setup and equipment is a recoverable planning credit subject to valid invoices and taxable-business eligibility. Funding reserve is not an expense.

Before operations use	GBP
Paid preparation payroll	133,200
Preparation expenses net	45,000
Initial equipment net	24,000
VAT paid on setup and equipment	13,800
Total cash uses before operations	216,000
Opening operating cash	1,334,000
Opening VAT credit	13,800
Cash after preparation before loan	1,184,000
Preparation funding shortfall	—

Interpretation and limits

Confirm timing and itemised supplier quotes before signing. The forecast does not capitalise unproven game development or assign a token treasury value. Setup cost is a single budget, so operating costs do not repeat the preparation spend. A longer preparation period increases paid staff cost in the active case.

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Owner personal survival budget

Paid owner remuneration supports a separate household budget

Forecast basis

Owner gross pay is GBP5,000 monthly in preparation and operations. A 65 percent estimated retained-pay share gives GBP3,250 available for a GBP3,000 monthly household budget, leaving GBP250. This is a personal planning proxy, not a PAYE or dividend calculation.

Monthly personal budget	GBP
Gross owner pay	5,000
Estimated retained	3,250
Household expense	3,000
Surplus	250

Interpretation and limits

No partner income, savings or unpaid founder labour is assumed. Verify actual personal tax, pension and living costs. Company equity financing does not become additional personal spending money; owner pay is already charged as business payroll. If the personal surplus is inadequate, revise the funded payroll and model together.

39 / FINANCE

Financing terms and security

An unapproved loan remains a planning input

Forecast basis

The Base loan proposal is GBP150,000 at nine percent annual interest, six months interest only and 60 straight principal payments thereafter. Interest uses opening monthly debt and principal is capped at the remaining balance. No fees, security or guarantee terms are known.

Base proposal	Term
Principal	GBP150,000
Annual interest	9 percent
Interest only	6 months
Amortisation	60 principal payments GBP2,500
December 2029 loan	GBP75,000
Security approval	Unknown written offer needed

Interpretation and limits

Debt is drawn at operating opening after funded preparation. There is no further debt when cash becomes negative. December 2029 residual debt remains payable beyond the forecast. Obtain a written offer and test covenants and collateral rather than implying that a loss-making game studio will qualify.

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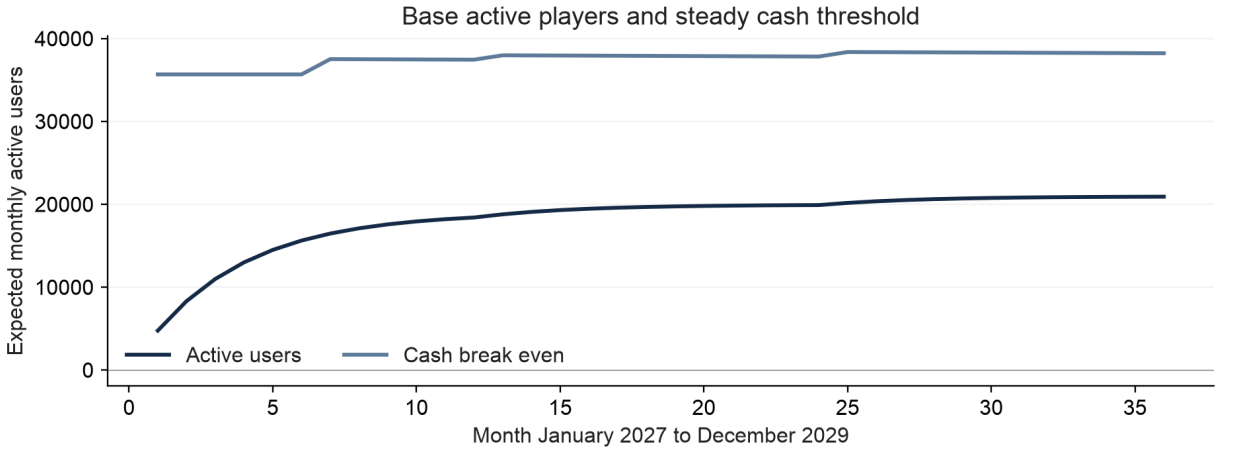
Revenue forecast and capacity

Active players conversion and gross spend earn revenue

Forecast basis

Revenue is built from delivered active users, cosmetic payer conversion, gross spend, monthly member conversion and gross membership price, less current-month refunds and VAT. The model uses 36 monthly periods with separate annual summaries. Expected user counts are not rounded before economics.

Forecast GBP	2027	2028	2029
Revenue	265,401	367,970	396,801



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Interpretation and limits

Delivered active players are limited by the stated hosting envelope. Peak concurrent share is shown separately for technical testing. Capacity is a planning constraint, not a proven performance result. Paid conversion, churn and acquisition cost remain the most material unvalidated commercial drivers.

41 / FINANCE

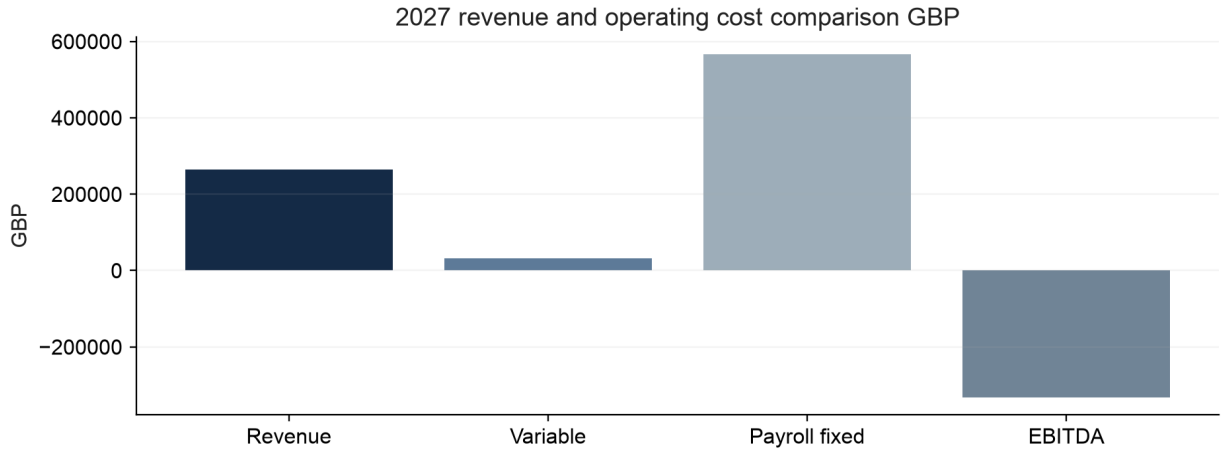
Costs and projected profit

Free-user delivery and paid staff remain expenses

Forecast basis

Variable costs are all-user hosting, optional export and processor fees. Other operating costs include paid acquisition, VATable fixed suppliers and insurance. Five paid roles remain employed during launch delay. Equipment depreciation and loan interest are included below EBITDA.

Forecast GBP	2027	2028	2029
Revenue	265,401	367,970	396,801
Variable costs	31,278	43,657	47,395
Payroll	309,600	318,888	328,455
Other costs	256,800	268,104	279,927
EBITDA	(332,277)	(262,679)	(258,976)



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Interpretation and limits

A high gross gaming margin can coexist with an operating loss because acquisition and development staff consume cash. Software development is expensed, not moved into assets to improve earnings. Investigate the actual Base loss and Downside cash need before scope expansion. Upside is a set of unproven assumptions, not a promised investment outcome.

42 / FINANCE

Profit and loss forecast

Linked annual income summaries retain the monthly build

Forecast basis

The annual statements sum monthly revenue, costs, depreciation, interest and tax cash reserve for 2027 to 2029. Revenue excludes VAT. The current-month refund allowance reduces billed sales. Processor fees use gross pre-refund billings; payroll uses gross role pay plus employer loading.

Forecast GBP	2027	2028	2029
Revenue	265,401	367,970	396,801
Variable costs	31,278	43,657	47,395
Contribution	234,123	324,313	349,406
Payroll	309,600	318,888	328,455
Other costs	256,800	268,104	279,927
EBITDA	**(332,277)**	**(262,679)**	**(258,976)**
Depreciation	8,000	11,000	14,000
Operating profit	**(340,277)**	**(273,679)**	**(272,976)**
Interest	13,219	10,912	8,212
Pretax profit	(353,496)	(284,592)	(281,188)
Tax reserve	—	—	—
Net profit	**(353,496)**	**(284,592)**	**(281,188)**

Interpretation and limits

Tax reserves equal 25 percent of positive monthly pretax profit, with no loss relief or development credit. This deliberately conservative liquidity proxy is not the statutory annual corporation-tax return; UK small-profit rates and marginal relief can differ [R6]. Negative pretax profit does not create a cash tax refund.

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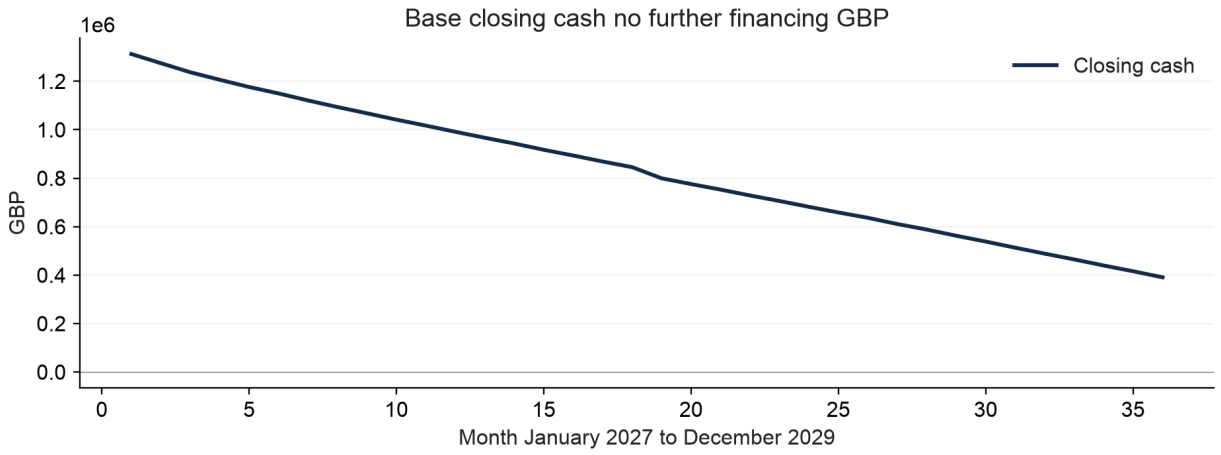
Cash flow and financial position

Cash follows gross settlement and supplier cohorts

Forecast basis

Customer and trade supplier invoices age by actual calendar days with uniform issuance across the month. A seven-day processor term therefore collects most current-month sales. Terms of 90 or 180 days retain actual uncollected issue cohorts, rather than multiplying the latest sales by a days ratio.

Liquidity measure	GBP
Opening	1,334,000
Base minimum	390,814
Base reserve need	—
2029 closing	390,814



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Interpretation and limits

Cash flow includes payroll, processor fees, insurance, VAT settlement, tax reserve, equipment and loan principal. Negative cash remains visible and is not an authorised overdraft. Monthly VAT payment of the prior positive balance is a conservative timing proxy, not a quarterly HMRC filing timetable. Setup credits carry until used, with no automatic refund.

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Cash flow forecast months one to six

January to June 2027 uses the same linked schedules

Forecast basis

The first six monthly columns show opening cash, gross collections, supplier payments, payroll, fees, insurance, VAT, interest, tax reserve, capital and debt principal. Base has six interest-only months. All cash figures come from the same exported monthly model.

Cash GBP	M01	M02	M03	M04	M05	M06
Opening cash	**1,334,000**	**1,312,346**	**1,274,614**	**1,237,192**	**1,206,081**	**1,176,177**
Customer receipts	6,777	13,467	19,503	22,923	26,262	28,099
Supplier cash	836	23,400	28,974	25,969	28,015	26,474
Payroll	25,800	25,800	25,800	25,800	25,800	25,800
Processor fees	271	474	626	740	826	890
Insurance	400	400	400	400	400	400
VAT	—	—	—	—	—	—
Interest	1,125	1,125	1,125	1,125	1,125	1,125
Tax reserve	—	—	—	—	—	—
Equipment gross	—	—	—	—	—	—
Debt principal	—	—	—	—	—	—
Net cash change	**(21,654)**	**(37,732)**	**(37,422)**	**(31,111)**	**(29,904)**	**(26,590)**
Closing cash	**1,312,346**	**1,274,614**	**1,237,192**	**1,206,081**	**1,176,177**	**1,149,587**

Interpretation and limits

Do not confuse net revenue with gross receipt timing. Marketing invoices and VATable fixed suppliers participate in trade-payable cohorts; processor fees are cash expenses under the exemption allowance. The opening cash balance already deducts paid preparation and initial gross equipment cost.

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Cash flow forecast months seven to twelve

July to December starts scheduled principal repayment

Forecast basis

Principal begins in month seven in Base. Each payment is the lesser of the remaining loan and initial loan divided by the amortisation months. Equipment adds no second initial purchase in these months. Revenue, refunds, VAT and supplier settlement continue through the same cohorts.

Cash GBP	M07	M08	M09	M10	M11	M12
Opening cash	**1,149,587**	**1,120,615**	**1,093,429**	**1,067,737**	**1,041,373**	**1,016,791**
Customer receipts	30,208	31,247	31,946	33,140	33,174	34,077
Supplier cash	28,416	27,653	26,849	28,714	26,969	28,809
Payroll	25,800	25,800	25,800	25,800	25,800	25,800
Processor fees	938	975	1,002	1,022	1,037	1,049
Insurance	400	400	400	400	400	400
VAT	—	—	—	—	—	—
Interest	1,125	1,106	1,088	1,069	1,050	1,031
Tax reserve	—	—	—	—	—	—
Equipment gross	—	—	—	—	—	—
Debt principal	2,500	2,500	2,500	2,500	2,500	2,500
Net cash change	**(28,972)**	**(27,186)**	**(25,692)**	**(26,364)**	**(24,582)**	**(25,512)**
Closing cash	**1,120,615**	**1,093,429**	**1,067,737**	**1,041,373**	**1,016,791**	**991,278**

Interpretation and limits

The table is a cash forecast, not evidence that players or suppliers exist. Preserve timing when changing terms. A launch or billing change requires new monthly schedules and integrated figures, rather than editing the Word table independently.

Financial position summary

Assets liabilities and equity reconcile without a plug

Forecast basis

Assets are signed cash, gross receivables, VAT credit and equipment carrying value. Liabilities are gross payables, positive VAT balance and remaining loan. Equity is proposed paid share capital plus opening preparation loss and accumulated operating net profits.

Closing balances GBP	2027	2028	2029
Cash	991,278	681,640	390,814
Receivables gross	7,657	8,448	9,055
VAT credit	15,405	4,044	—
Equipment net	16,000	23,000	9,000
Total assets	**1,030,340**	**717,131**	**408,869**
Payables gross	27,036	28,419	29,792
VAT payable	—	—	1,553
Loan	135,000	105,000	75,000
Total liabilities	**162,036**	**133,419**	**106,345**
Paid equity	1,400,000	1,400,000	1,400,000
Retained earnings	(531,696)	(816,288)	(1,097,476)
Total equity	**868,304**	**583,712**	**302,524**
Liabilities plus equity	**1,030,340**	**717,131**	**408,869**
Balance difference	—	—	—

Interpretation and limits

There are no company token reserves, player crypto assets or customer wallets on the balance sheet. Customer fiat purchases are delivered cosmetics or within-month service, not a pooled deposit. Signed negative cash is a visible funding deficiency, not invented bank financing. The balance check must reconcile even in a loss-making or negative-cash case.

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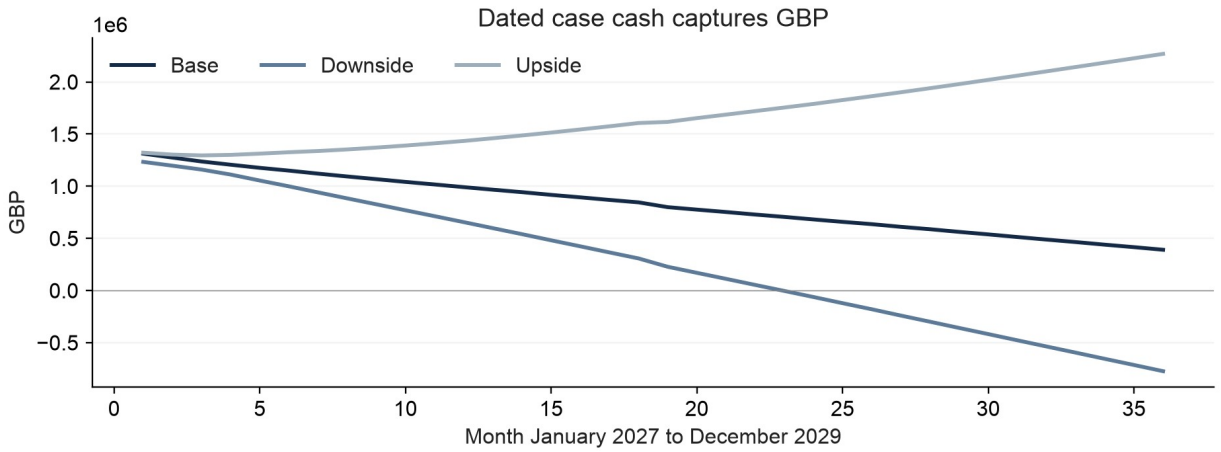
Break even and scenarios

Contribution must support acquisition staff and finance

Forecast basis

Steady cash break-even active users divide paid payroll, fixed operating costs, interest and principal by contribution per active user at that month pricing and costs. It includes free-user hosting and processor fees. It excludes timing changes, replacement capex and positive-profit tax, so it is a planning threshold rather than a complete cash guarantee.

Captured case	Minimum cash GBP	Reserve gap GBP
Base	390,814	—
Downside	(773,235)	923,235
Upside	1,295,239	—



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Interpretation and limits

Base, Downside and Upside are dated captures from the same live build. Downside uses higher activation cost, lower retention and conversion, higher suppliers and delay. Captures flag any changed or missing assumptions. Never use the optimistic case as a guarantee or conceal an additional funding need.

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Model guide and completion

Recalculate select cases and refresh dated captures

Forecast basis

Inputs selects one live case and contains three editable assumption columns with primary source notes. Players, Costs, AssetsDebt and WorkingCapital feed linked Statements and Summary. Cases contains captured outputs and input comparisons, not simultaneous live forecasts. Retained JavaScript rebuilds the workbook and model-results JSON.

Interpretation and limits

Review native Excel-compatible recalculation, meaningful input changes, original and future asset lives, 90 and 180-day invoices, zero demand, missing controls, cash and equity reconciliation. Refresh Word from model-results and review every page and sheet. The package is a review proposal; no publication, secured finance, actual launch or authorisation is implied.