REIT
Business Plan

Thames Workspaces London

Contents

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
Property and management product strategy....23
Pricing and property economics....24
Competitor price comparison....25
Brand and customer 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
Debt terms and property 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 / OPERATING PLAN

Executive summary

Thames Workspaces is a proposed London commercial property company with a separate paid manager. The decision is whether to fund diligence on three hypothetical light industrial estates, not whether to subscribe to an approved REIT. No assets, investors, lender terms or tenant commitments are secured.

The model defaults to ordinary UK corporation tax. A legally cleared REIT sensitivity illustrates property tax exemption and distribution pressure, but it cannot establish qualification or the statutory taxable rental profit. Acquisition, portfolio and sponsor cash remain separate.

Corporate default reit-v1 Base rent is GBP 2,332,800, 2,509,574, 2,612,360 in 2027, 2028 and 2029. Year three portfolio profit is GBP 637,881, December property cash GBP 3,302,290 and cost NAV GBP 23,648,572. Manager year three profit is GBP (52,448), with separate cash GBP 244,750. Downside minimum property cash is GBP 94,749, a GBP 905,251 reserve gap. Proposed funding remains uncommitted.

02 / OPERATING PLAN

Business details

The proposed property vehicle is Thames Workspaces Property Ltd and its separate service company is Thames Workspaces Management Ltd. Names are working labels; incorporation, beneficial owners and directors have not been verified.

London is the investment geography. Three separately titled industrial estates of 2,400 square metres and £12 million each define a test portfolio. January 2027 to December 2029 covers 36 forecast months; paid preparation runs October to December 2026.

03 / OPERATING PLAN

Business concept and objectives

Acquire existing income producing premises suitable for last mile logistics and light industrial occupiers. Avoid development, residential conversion, speculative land and assumptions that vacant units will let immediately.

Proceed only after title, planning use, environmental and structural review, independent valuations, tenant credit review and signed financing. Deliver transparent rent, vacancy, repairs and debt reporting rather than a guaranteed yield.

04 / OPERATING PLAN

Business model canvas

Tenant rent funds property costs, a contracted management fee, interest, tax and investor distributions. The management company earns only that disclosed fee; investor equity and mortgage proceeds are not its revenue.

Partners are independent valuers, conveyancers, lender, property contractors and a regulated distribution adviser where required. Resources are lawful property rights, qualified oversight and funded service capacity. Investor subscriptions finance acquisitions rather than recurring sales.



Figure Business model canvas. Proposed choices and evidence gaps. No observed demand or measured competitor ratings.

05 / OPERATING PLAN

SWOT and longer term goals

A narrow estate mandate and separate cash ledgers support accountability. Weaknesses are concentration, no assets or tenant evidence and a manager whose fee may not cover its paid team.

Opportunity depends on dated tenant demand and appropriate acquisition yield. Threats include valuation declines, lease breaks, property defects, interest repricing and loss of REIT conditions. Expansion is conditional on the first portfolio meeting cash and covenant tests.



Figure SWOT and longer term goals. Proposed choices and evidence gaps. No observed demand or measured competitor ratings.

06 / OPERATING PLAN

TOWS strategy matrix

Use the simple portfolio to build a tenant and capital expenditure register before purchase. Pair potential occupier demand with unit suitability and total occupation cost rather than an optimistic vacancy target.

Counter concentration through property and tenant limits, independent valuations and conditional offers. Address the manager cost deficit with an explicit fee negotiation or additional committed sponsor capital; do not divert investor distributions to plug it.



Figure TOWS strategy matrix. Proposed choices and evidence gaps. No observed demand or measured competitor ratings.

07 / OPERATING PLAN

Owner and management

A paid owner director supervises acquisitions, debt and investor reporting. A paid analyst reviews leases and cash forecasts; a paid operations coordinator handles suppliers and records. Each has 37.5 paid hours weekly and funded absence in workload planning.

The property company uses the contracted manager and independent professional directors/advisers within its governance budget. Qualified safety contractors and property agents provide site coverage. Reporting lines do not imply the small manager is qualified for every technical task.

Paid manager and independent external support

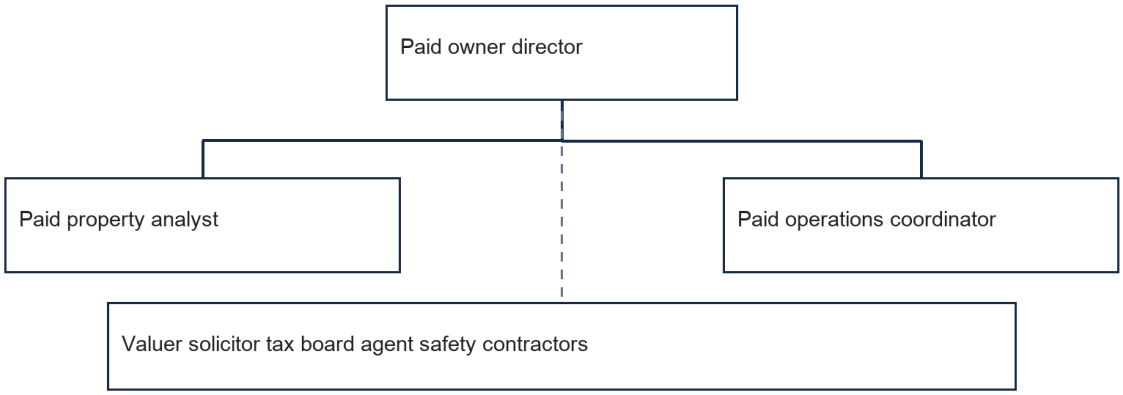


Figure Owner and management. Proposed choices and evidence gaps. No observed demand or measured competitor ratings.

08 / OPERATING PLAN

Owner and key personnel profiles

No founder biography or track record was supplied. Appointment requires evidence of property underwriting, conflict management and lawful investment communications. Analyst and coordinator requirements are role specifications, not claims about recruited employees.

Independent valuation, tax, fire safety and building expertise are purchased services. References, qualifications, professional indemnity and availability must be checked before engagement.

09 / OPERATING PLAN

Target customers

Tenants are established businesses needing London industrial space within permitted use, access, loading, noise and energy constraints. Investor audiences are professional or eligible institutional investors after adviser review; the plan does not invite public subscriptions.

Each prospective tenant needs a credit assessment, lawful lease and realistic fit out timetable. Retail investor promotion, liquidity promises and assurance of REIT tax treatment are excluded pending regulated advice.

10 / OPERATING PLAN

Segmentation targeting and positioning

Segment tenants by unit size, goods handling, access hours, lease length and covenant strength. Target small logistics and light industrial users whose use matches the actual premises.

Segment investors by mandate, ticket size, liquidity and institutional qualification. Position the proposal as a concentrated property cash flow strategy with disclosed debt and costs. Institutional eligibility is a legal classification to evidence, not a marketing label.



Figure Segmentation targeting and positioning. Proposed choices and evidence gaps. No observed demand or measured competitor ratings.

11 / OPERATING PLAN

Value proposition canvas

Tenant jobs are to occupy compliant space, understand total cost and obtain reliable repairs. Pain and gain hypotheses include access restrictions, uncertain service charges and slow fault resolution; none are validated interviews.

The proposed response is a clear lease, property condition schedule and named issue owner. Investors receive separate property and manager ledgers, cash reconciliation and covenant reports. These features do not eliminate vacancy or capital loss.

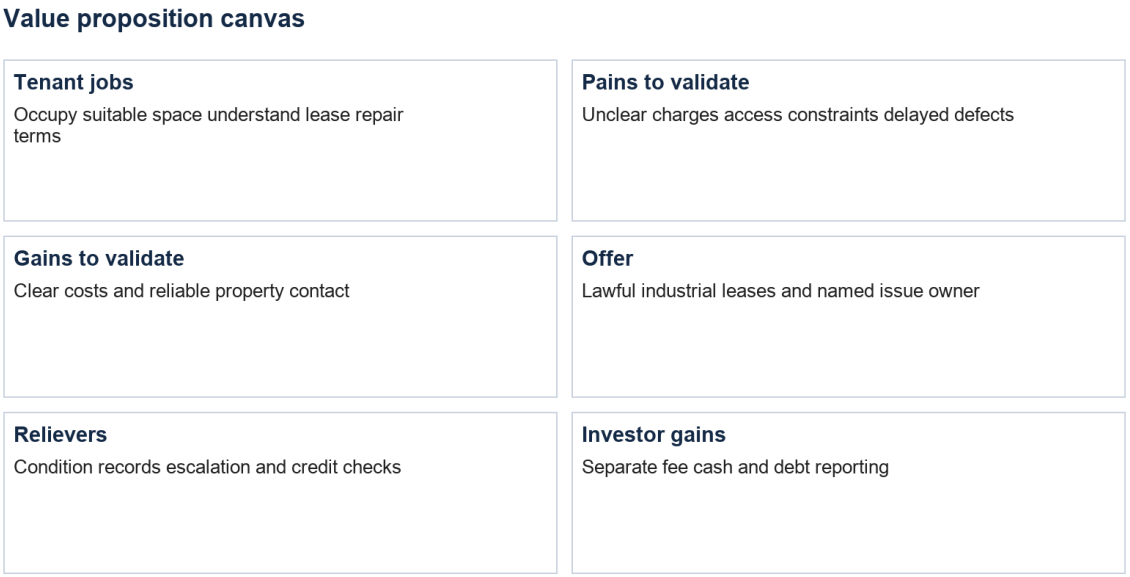


Figure Value proposition canvas. Proposed choices and evidence gaps. No observed demand or measured competitor ratings.

12 / OPERATING PLAN

Market size and trends

TAM is annual London suitable industrial rental spend; SAM is the portion matching the eventual estates, units and tenant use. Neither has been quantified from a verified dataset. Portfolio rent targets are not a measured market share.

SOM is a planning capacity of 7,200 square metres, with scenario occupancy targets. Obtain dated availability, achieved rents, incentives and transaction yields from independent evidence before valuing any demand or acquisition case.



Figure Market size and trends. Proposed choices and evidence gaps. No observed demand or measured competitor ratings.

13 / OPERATING PLAN

PESTLE analysis

Political and legal risks include planning, energy performance, investment promotion and tax rules. Economic risks are tenant failures, interest and asset prices. Social effects concern employment access and disruption to neighbouring premises.

Technology supports rent collection and controlled data, with cyber and payment change checks. Environmental review covers contamination, floods, energy performance and waste. Budget only confirmed remediation after surveys; the model is not evidence that an estate is safe.

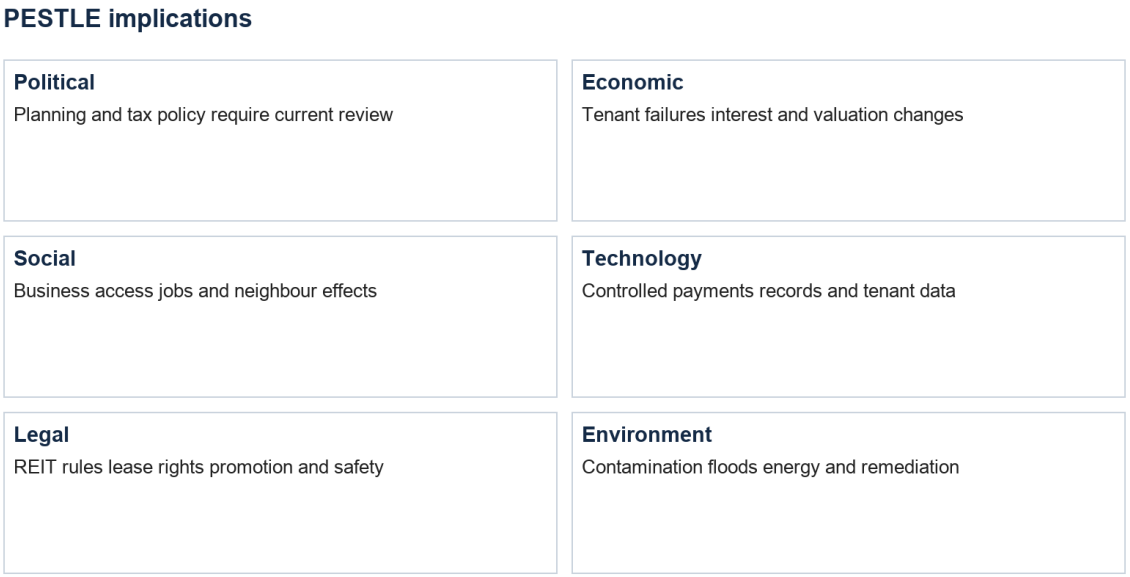


Figure PESTLE analysis. Proposed choices and evidence gaps. No observed demand or measured competitor ratings.

14 / OPERATING PLAN

Local demand and evidence

Official sources establish the REIT rules and purchase tax framework; they do not validate London rent levels or this portfolio. No interviews, broker mandates, lettings, lease documents or property inspections have been performed.

The commercial gate is a dated schedule of at least ten relevant available units, five independent rent comparables and documented discussions with prospective occupiers. Confirm incentives and service charges. The investment gate additionally requires property due diligence and investor commitments.

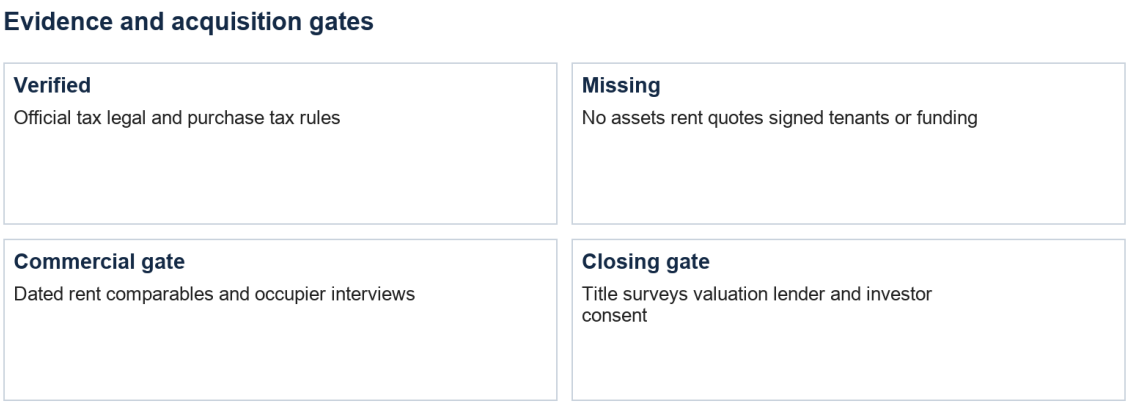


Figure Local demand and evidence. Proposed choices and evidence gaps. No observed demand or measured competitor ratings.

15 / OPERATING PLAN

Competitors and positioning

Alternatives include directly owning industrial property, listed property companies, institutional property funds and existing local landlords. Their liquidity, diversification and fees differ materially from this concentrated proposal.

No competitor score or return is asserted. Compare audited disclosures and dated unit quotations on like for like location, lease length, incentives, repair obligations and occupancy. A quoted headline yield is not a comparable net investor return.

16 / OPERATING PLAN

Porter five forces

Rivalry comes from suitable competing units and alternative investments. Buyers can decline a lease or subscription. Suppliers include sellers, lender, valuers and technical contractors whose terms can determine viability.

Entry requires capital, credible governance and lawful property control. Substitutes include existing premises, third party fulfilment and other investments. Responses are conditional offers, tenant suitability checks and full cost comparison, not unsupported claims of low competition.

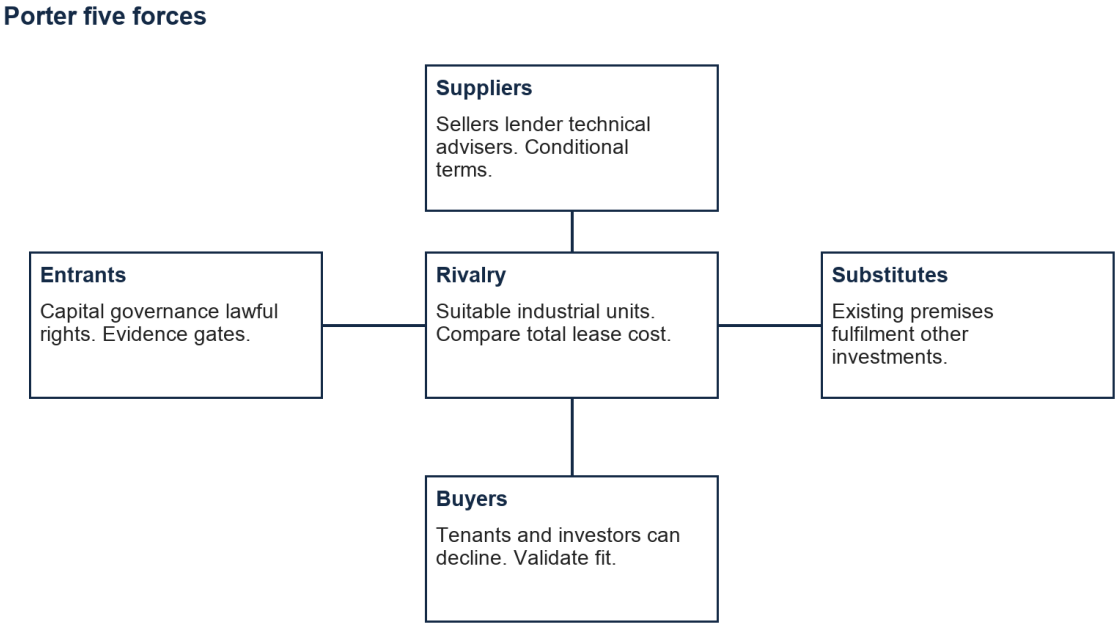


Figure Porter five forces. Proposed choices and evidence gaps. No observed demand or measured competitor ratings.

17 / OPERATING PLAN

Strategy canvas

The proposed priorities are transparent costs, industrial focus, debt discipline and property service accountability. Concentration and weak liquidity remain disadvantages.

The visual compares intended features with generic alternatives as management judgments. Its scores are design priorities, not surveyed competitor performance or investment ratings.

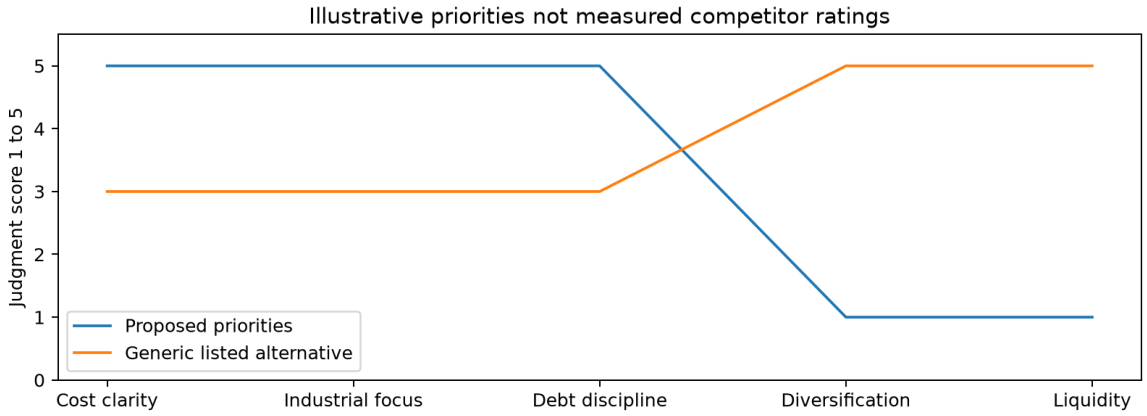


Figure Strategy canvas. Proposed choices and evidence gaps. No observed demand or measured competitor ratings.

18 / OPERATING PLAN

Location and premises

No estate has been selected. The acquisition screen focuses on Greater London access, lawful industrial use, tenant mix, loading capacity, fire separation and energy performance. Survey flood, contamination, asbestos and structural exposure.

Three £12 million estates are modelling hypotheses. No single property exceeds 40 percent at equal assumed values, but actual statutory classification and valuation can change this result. Separate units within an estate require legal analysis rather than assumed counting.

19 / OPERATING PLAN

Equipment and resource plan

The manager budgets £6,000 for IT and records equipment, depreciated over 36 months. Property acquisition cost, stamp duty and conveyancing are capitalised separately in the portfolio cost ledger. Recurring capital expenditure adds to the ledger without assumed fair value gains.

Cloud services, site inspection travel, insurance and specialist support sit in the manager and property overheads. Three employees cannot provide continuous site attendance; external property services are explicitly paid.

20 / OPERATING PLAN

Property and management product strategy

The product is lawful commercial space under an agreed lease, with transparent property obligations. There is no residential housing, hotel income, asset trading strategy or development profit in the model.

The manager provides underwriting records, tenant coordination and reporting for an agreed fee. The company cannot promise daily investor redemption or a resale price. Lease and share rights are different products and require different communications.

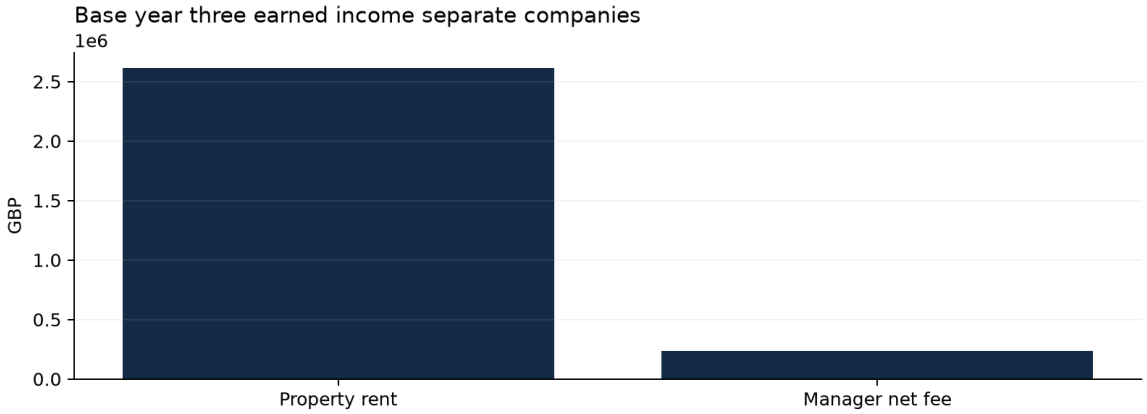


Figure Property and management product strategy. Source reit-v1 GBP January 2027 to December 2029. Corporate Base unless captured case stated.

21 / OPERATING PLAN

Pricing and property economics

Opening Base rent is assumed £30 per square metre monthly, before any VAT; no market quotation supports it. Annual rent growth applies to the portfolio average as a planning hypothesis, not an assumed enforceable annual increase on every lease.

Base manager net fee is 0.65 percent of the £36 million purchase price annually, with 20 percent VAT charged. The property company carries the full gross fee. Property rent and acquisitions are modelled only for VAT exempt, non opted property; opted or new commercial property needs a revised VAT and funding model.

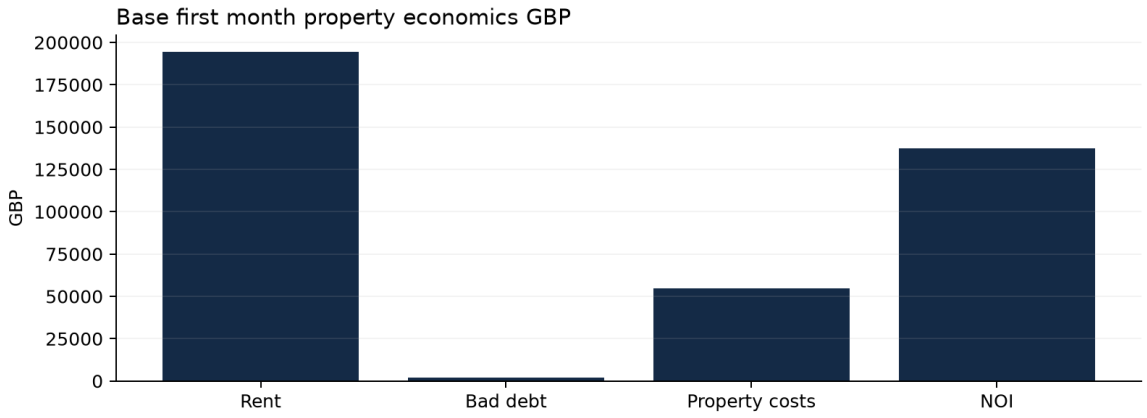


Figure Pricing and property economics. Source reit-v1 GBP January 2027 to December 2029. Corporate Base unless captured case stated.

22 / OPERATING PLAN

Competitor price comparison

A like for like comparison must record date, location, size, use, incentives, VAT, service charges, repair obligations and tenant covenant. No current property quotation has been supplied.

The assumed rent and acquisition price are placeholders for feasibility. Do not describe the rent as competitive or the purchase yield as independently appraised. Missing comparables are a decision gate.

23 / OPERATING PLAN

Brand and customer experience

Use Thames Workspaces as a working identity only after name and rights checks. Tenant communications show who handles repairs, complaints and emergencies and which costs remain tenant obligations.

Investor documents identify the proposed tax status, illiquidity, fees, conflicts and capital loss risk. Avoid the word guaranteed and avoid suggesting HMRC election constitutes endorsement of an investment.

24 / OPERATING PLAN

Sales channels and process

Use qualified property agents and direct occupier enquiries for leases. Record enquiries, suitability, credit review, lease negotiations and signed occupancy independently; the model does not assume a measured conversion funnel.

Investor engagement goes through counsel and appropriately authorised advisers where required. No crowdfunding or public financial promotion is authorised by this plan. Subscription funds remain unavailable until lawful commitments and closing conditions are satisfied.

25 / OPERATING PLAN

Launch marketing

Manager setup includes £15,000 of gross positioning and diligence materials; recurring marketing is included in paid overhead. These are spending assumptions, not evidence of fund raising success.

Produce factual property materials after surveys and dated rent evidence. Publish no investor offering until promotion restrictions and recipient eligibility are reviewed. Marketing cannot substitute for title, cash and covenant checks.

26 / OPERATING PLAN

Retention and ongoing sales

Review tenant arrears, maintenance response, lease expiries and breaks quarterly. Maintain a dated lease register with notice and incentive obligations. Occupancy targets must be replaced with contract and renewal evidence before underwriting.

Investor retention means timely reporting and lawful distributions. No new equity, asset sale or refinancing is assumed to maintain the cash balance. Future acquisition proposals require separate approvals and revised dilution analysis.

27 / OPERATING PLAN

Daily operations and suppliers

Reconcile rent bank receipts to tenant accounts, approve invoices against contracted work and log defects. The manager coordinates inspection and reporting; paid external contractors carry technical site work.

Independent valuations and financial records support debt and tax reviews. Do not instruct distributions when cash, solvency, company law or covenants prevent payment. Investigate unpaid distribution requirements rather than using a balancing debt draw.

28 / OPERATING PLAN

Sustainability practices

Record energy performance, consumption where metered, maintenance and lawful waste handling for each estate. Improve only where tenant, landlord and statutory responsibilities are clear.

No carbon savings are quantified without a baseline. Survey remediation and energy upgrade needs before purchase; unquoted major defects can exceed the recurring capex allowance and require a separately funded investment decision.

29 / OPERATING PLAN

Staffing and training

Owner gross pay is £6,000 monthly, analyst £4,500 and coordinator £3,500, each 37.5 paid hours weekly. Employer NI is 15 percent above £5,000 annual per employee and pension is conservatively 3 percent of all gross pay; no Employment Allowance is claimed.

At 15 percent paid absence and 15 administrative hours, 112.5 paid hours leave 80.625 productive hours weekly. The workload assumption is 20 hours per estate, or 60 hours for three. Lower productive capacity flags a service gap and increases paid outsourced support rather than erasing existing rent.

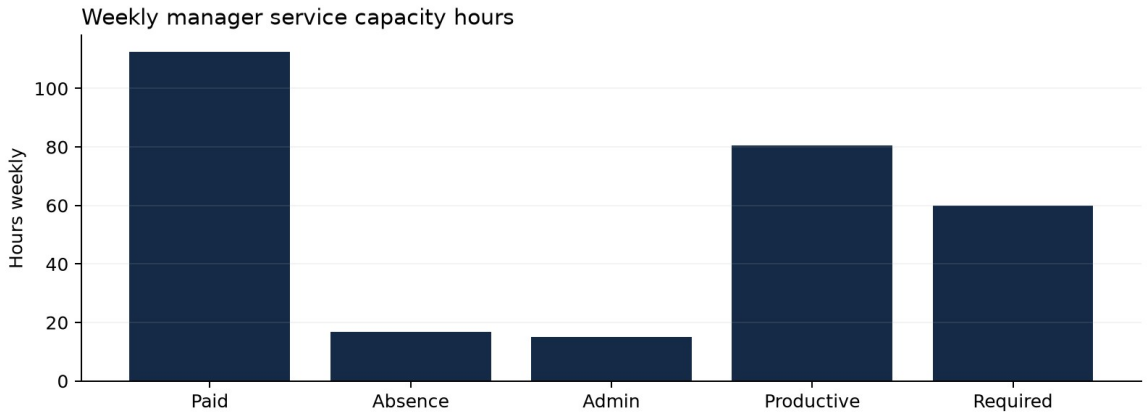


Figure Staffing and training. Source reit-v1 GBP January 2027 to December 2029. Corporate Base unless captured case stated.

30 / OPERATING PLAN

Staff skills and fair work

Train on lease records, cash controls, conflicts, data protection and escalation. Use qualified external advice for regulated communications, tax eligibility and technical safety work.

Paid leave and absence are explicit capacity deductions. Setup pays the owner for three months, analyst for two and coordinator for one. Future payroll rates remain planning assumptions after the reviewed 2026 to 2027 rules and require updates before employment.

31 / OPERATING PLAN

Legal and insurance requirements

A UK REIT is an electing company or group that meets conditions. The intended unlisted institutional route needs at least 70 percent qualifying institutional ownership; the institutional definition, non-close treatment, residence, shares and loan terms require evidence. A single ordinary share class and commercial fixed interest debt are proposed, with no results linked or excessive return debt. Qualifying institutional categories include specified pension and investment vehicles, some subject to non-close or genuine diversity of ownership requirements from February 2024; neither a wealthy company nor a professional investor label is sufficient.

The traditional property test is at least three qualifying properties with none above 40 percent by value; a commercial property of at least £20 million is an alternative. At least 75 percent property rental activity is tested by profits and assets. Required PIDs are at least 90 percent of taxable UK property rental profits, plus 100 percent of PIDs received from other REITs. The model has none of the latter.

The 1.25 statutory profit to financing cost ratio, excessive rights rules for certain corporate holders at 10 percent, dividend withholding and distribution deadlines need tax review. Default ordinary corporate tax avoids claiming qualification. Counsel must also review FCA fund management and financial promotion perimeter, planning, leases, insurance and energy duties.

32 / OPERATING PLAN

Opening roadmap

October to December 2026 funds a paid sponsor diligence stage. Obtain qualified legal advice, institutional ownership evidence, conditional property offers, valuation and lender terms before committing purchases.

January 2027 is a modelling start date, not an announced launch. Downside includes four months without rent while operating and financing costs continue. Stop closing if underwriting, service capacity, lawful tax structure, cash or covenants fail; sunk diligence expense remains real.

33 / OPERATING PLAN

Risks and management actions

Most material risks are unproven rent, concentrated assets, valuation falls and the debt balloon. Require independent underwriting, cash reserves, a dated lease/break register and a refinancing plan well before 2031. A negative cash result calls for new committed funds or reduced purchase obligations, not optimistic spreadsheet assumptions.

REIT eligibility, distribution and withholding errors need specialist review. Sponsor payroll is real even when fee revenue is weak. Lower staff productivity buys additional outsourced support, reported as a cost, and major survey defects need separately priced capex.

34 / OPERATING PLAN

Research and evidence

The source register separates official legal/tax facts from commercial hypotheses and was reviewed on 3 October 2026. HMRC rules do not confirm this company qualifies, nor establish tenant demand or asset value.

Reference models informed the NOI, capex, cost NAV and covenant presentation. Their automatic revolver, US style FFO language and assumed exemption were not adopted. No reference formula establishes the proposed legal route.

HMRC REIT company conditions: https://www.gov.uk/hmrc-internal-manuals/investment-funds/ifm22010

Institutional 70 percent route: https://www.gov.uk/hmrc-internal-manuals/investment-funds/ifm22012

Property number and concentration: https://www.gov.uk/hmrc-internal-manuals/investment-funds/ifm22020

90 percent distribution: https://www.gov.uk/hmrc-internal-manuals/investment-funds/ifm22050

75 percent business balance: https://www.gov.uk/hmrc-internal-manuals/investment-funds/ifm22065

Statutory 1.25 financing test: https://www.gov.uk/hmrc-internal-manuals/investment-funds/ifm22200

Nonresidential SDLT bands: https://www.gov.uk/stamp-duty-land-tax/nonresidential-and-mixed-rates

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

Corporation tax rate: https://www.gov.uk/corporation-tax-rates

Property VAT exemption/option: https://www.gov.uk/guidance/vat-on-land-and-property-notice-742

PID withholding and gross cases: https://www.gov.uk/hmrc-internal-manuals/investment-funds/ifm28125

35 / OPERATING PLAN

Quotes and assumptions

No property offer, rent quotation, lender term sheet, insurance quote or investor commitment is supplied. All rent, occupancy, acquisition prices, capex and fees are editable planning hypotheses.

Replace assumptions with dated signed evidence and update the Word document, model results and charts together. Separate potential statutory tax deductions from accounting profit; the REIT PID sensitivity is a planning proxy and not a compliance certificate.

36 / FINANCE

Startup costs and funding

The fund proposes £23 million equity and £18 million mortgage debt. The separate manager proposes £500,000 equity. None is committed. The portfolio price, stamp duty, legal costs, paid preparation and financing fee are cash uses, not sales.

Ordinary corporate taxation is the default across all cases. A REIT election sensitivity must be cleared legally first and needs a statutory profit and distribution schedule. Cash shortfalls remain negative and required additional funding is displayed without automatic equity or debt.

Base fund cash uses are GBP 38,608,500, leaving GBP 2,391,500 opening cash. Manager startup cash uses are GBP 132,615, leaving GBP 367,385. The opening cash balances are separate and include paid setup.

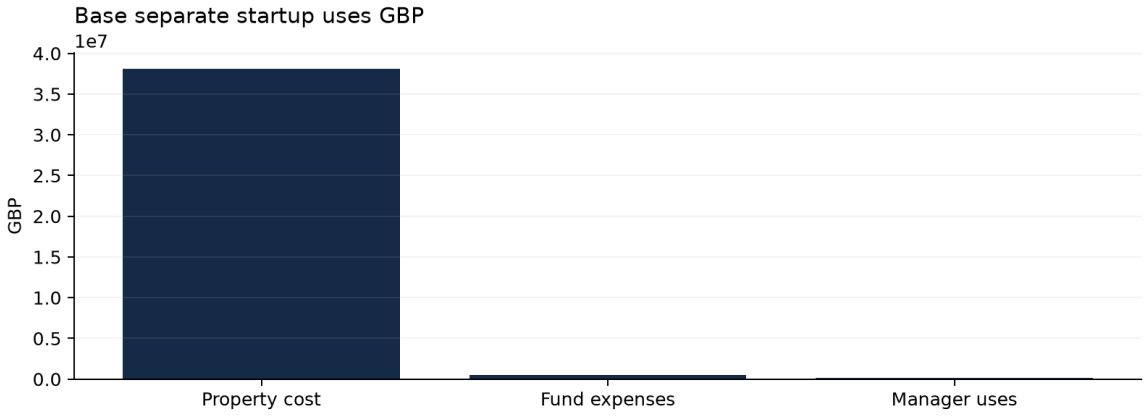


Figure Startup costs and funding. Source reit-v1 GBP January 2027 to December 2029. Corporate Base unless captured case stated.

37 / FINANCE

Itemized startup costs

Purchase prices are £12 million per property. Nonresidential SDLT is calculated on each assumed separate freehold transaction at zero to £150,000, 2 percent for the next £100,000 and 5 percent above £250,000. Linked transaction or VAT consideration changes require recalculation.

The portfolio capitalises conveyancing and acquisition tax. £300,000 of gross fund preparation/compliance expense and a 1 percent loan fee are expensed before opening. The manager pays setup payroll, legal, marketing and office preparation separately.

Fund uses and sources	GBP
Purchase price total	36,000,000
SDLT total separate transactions	1,768,500
Conveyancing capital	360,000
Investment property initial cost	**38,128,500**
Fund paid preparation	300,000
Loan upfront fee	180,000
Fund startup expense	**480,000**
Fund total startup cash uses	**38,608,500**
Fund proposed total funds	**41,000,000**
Fund opening cash	**2,391,500**
Separate manager setup	**GBP**
Owner gross setup pay	18,000
Analyst gross setup pay	9,000
Coordinator gross setup pay	3,500
Employer NI setup	4,200
Employer pension setup	915
Total paid setup payroll	**35,615**
Other manager preparation	91,000
Manager setup expense	**126,615**
Manager IT capital	6,000
Manager total startup cash uses	**132,615**
Manager proposed equity	**500,000**
Manager opening cash	**367,385**

38 / FINANCE

Owner personal survival budget

Gross owner salary is £6,000 monthly. An illustrative 68 percent net ratio gives £4,080 against £3,500 household spending and £580 monthly surplus. These are planning figures, not a personal tax calculation or supplied household evidence.

Salary is included in the manager payroll even when its annual result is negative. No founder dividend, carried interest or property cash transfer is assumed to cover personal spending.

Illustrative monthly budget	GBP
Gross owner pay	6,000
Illustrative take home net	**4,080**
Household costs	3,500
Personal balance	**580**

39 / FINANCE

Debt terms and property security

The proposed £18 million loan is fixed rate interest only for 60 months from January 2027. Base rate is 5.5 percent. The full £18 million balloon falls in December 2031, beyond the forecast; no refinance, disposal or terminal proceeds are modelled.

The lender is assumed to seek first ranking security over the estates, rental assignments and covenants; these are proposed terms. Live planning limits are 60 percent valuation LTV and 1.5 times NOI interest cover. They are not statutory REIT limits or a lender offer. No unlimited founder guarantee is assumed.

40 / FINANCE

Revenue forecast and capacity

Rent is area times occupied fraction times monthly rent. Base occupancy is 90, 94 and 95 percent by calendar year. Downside is 70, 75 and 80 percent with four months initial rent delay. Upside is 95, 97 and 98 percent.

Customer bad debt and next month collections are distinct. Occupancy cannot exceed physical area. The manager workload gate identifies paid support required to maintain service rather than assuming three employees provide unlimited inspections and technical work.

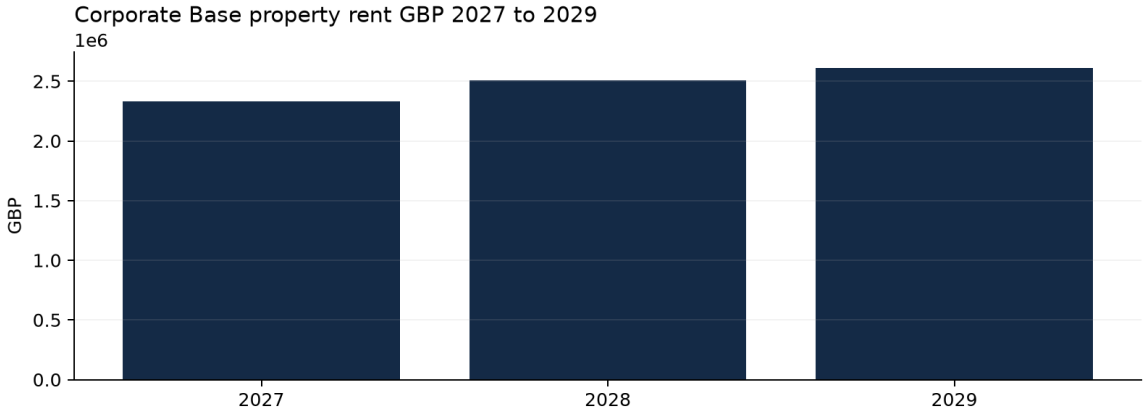


Figure Revenue forecast and capacity. Source reit-v1 GBP January 2027 to December 2029. Corporate Base unless captured case stated.

41 / FINANCE

Costs and projected profit

Property costs include fixed operations, variable rent costs, paid manager fee including VAT and governance. Maintenance capex is a separate cash investment. Debt interest and ordinary tax reserve follow operating profit.

Manager payroll, gross overhead, depreciation and corporation tax are modelled separately. Manager fee revenue excludes output VAT; next month VAT remittance and its closing liability reconcile to manager cash and balance sheet. No input VAT recovery is assumed, conservatively.

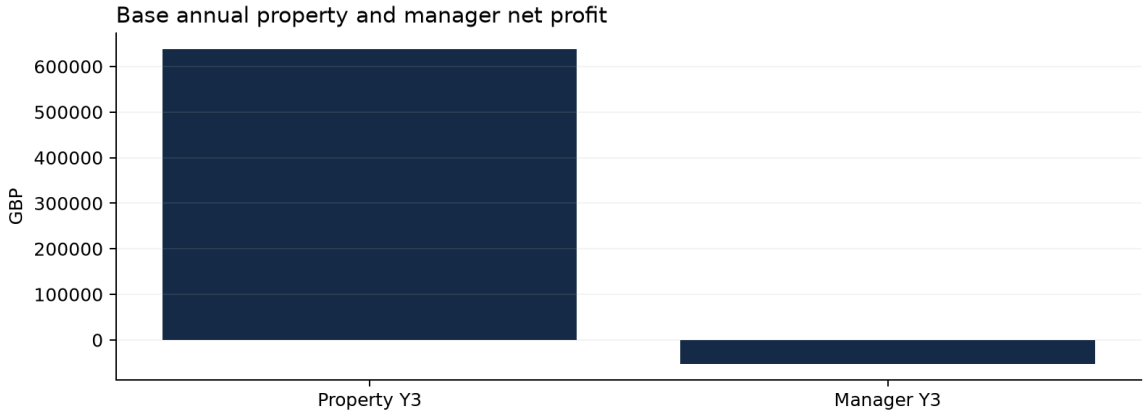


Figure Costs and projected profit. Source reit-v1 GBP January 2027 to December 2029. Corporate Base unless captured case stated.

42 / FINANCE

Profit and loss forecast

The property company cost ledger assumes no fair value revaluation, disposal or development profit. Investment property and subsequent capital are carried at acquisition cost in this feasibility model without depreciation; this is not an audited IFRS fair value valuation.

Ordinary tax is reserved at 25 percent of positive monthly profit, paid immediately in the planning cash schedule without loss relief. This is a conservative reserve convention rather than the statutory filing/payment timetable. Manager tax follows the same convention. REIT mode changes only legally conditional property tax/distribution sensitivities.

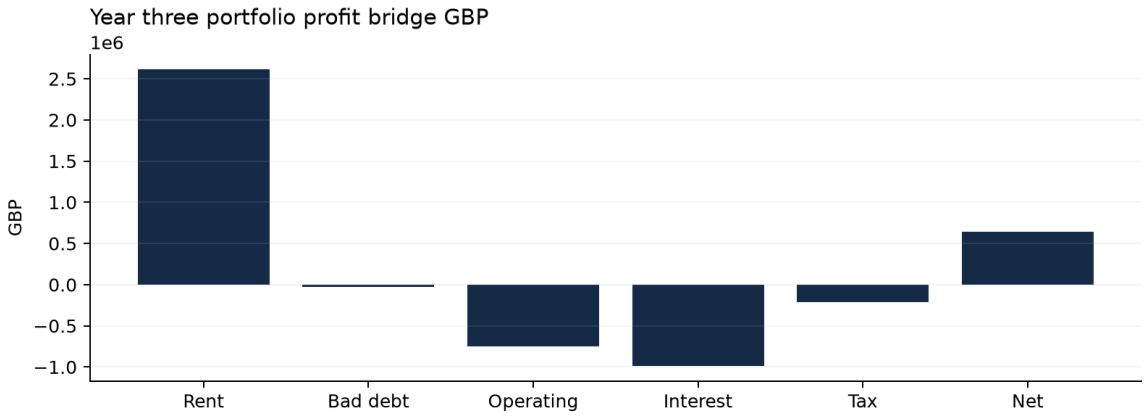


Figure Profit and loss forecast. Source reit-v1 GBP January 2027 to December 2029. Corporate Base unless captured case stated.

Property company GBP	**2027**	**2028**	**2029**
Gross rent	2,332,800	2,509,574	2,612,360
Bad debt	23,328	25,096	26,124
Net rental income	**2,309,472**	**2,484,479**	**2,586,237**
Property NOI	**1,651,392**	**1,804,401**	**1,891,431**
Governance	48,000	49,440	50,923
Extra support	–	–	–
Interest	990,000	990,000	990,000
Profit before tax	**613,392**	**764,961**	**850,508**
Tax reserve	153,348	191,240	212,627
Net profit	**460,044**	**573,721**	**637,881**
Gross distributions paid	**–**	**255,960**	**287,113**
Separate manager GBP	**2027**	**2028**	**2029**
Net fee revenue	234,000	234,000	234,000
Total paid payroll	**195,990**	**201,937**	**208,063**
Gross overhead	72,000	74,160	76,385
Depreciation	2,000	2,000	2,000
Manager net profit	**(35,990)**	**(44,097)**	**(52,448)**
Manager closing cash	**337,295**	**295,198**	**244,750**

43 / FINANCE

Cash flow and financial position

Rent earned, collections and receivables reconcile monthly. Fixed costs and interest continue during rent delays. Principal is unchanged in the 36 month period under the proposed five year bullet loan.

Gross distributions are limited by available cash above the selected reserve and live lender covenant proxies, with a separate positive accumulated accounting reserve cap. Required REIT distributions that cannot be paid accumulate as an unmet requirement for review, not a liability automatically declared or new financing. Default corporate dividends use a proposed 50 percent positive post tax cash proxy subject to board and lawful distributable reserves review. PID withholding is illustrated at 20 percent for a holder without gross payment eligibility, with simultaneous remittance as a conservative cash convention rather than the statutory quarterly timetable. Gross eligible institutions require evidence; investor personal tax is not calculated.

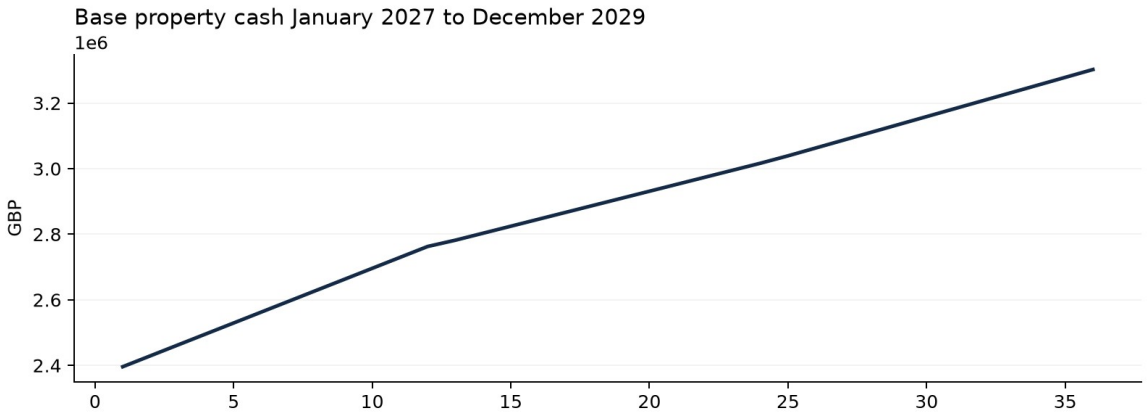


Figure Cash flow and financial position. Source reit-v1 GBP January 2027 to December 2029. Corporate Base unless captured case stated.

44 / FINANCE

Cash flow forecast months one to six

The first six actual forecast calendar months are January to June 2027. Monthly cash includes rent collections, property operating costs, interest, tax reserve, capex and gross investor distributions. Opening cash already reflects the proposed acquisition sources and uses.

No future investor raise or refinancing receipt appears. Delayed rent is not collected retrospectively unless earned; Downside opening delay creates permanently lost rent rather than an invented arrears asset.

GBP	Jan 27	Feb 27	Mar 27	Apr 27	May 27	Jun 27
Opening cash	2,391,500	2,395,969	2,429,306	2,462,643	2,495,980	2,529,317
Receipts	163,588	192,456	192,456	192,456	192,456	192,456
Operating costs	58,840	58,840	58,840	58,840	58,840	58,840
Interest tax	95,279	95,279	95,279	95,279	95,279	95,279
Operating cash flow	**9,469**	**38,337**	**38,337**	**38,337**	**38,337**	**38,337**
Capex	5,000	5,000	5,000	5,000	5,000	5,000
Distributions	–	–	–	–	–	–
Closing cash	**2,395,969**	**2,429,306**	**2,462,643**	**2,495,980**	**2,529,317**	**2,562,654**

45 / FINANCE

Cash flow forecast months seven to twelve

The second six months are July to December 2027. Closing cash carries into January 2028. Collections include the previous month's earned collectible rent while current receivables remain a balance sheet asset.

Manager cash is shown separately from portfolio cash. The cross entity management fee has matching gross cash paid and received, with output VAT paid by the manager; separate ownership means investor and sponsor ledgers are not consolidated statutory accounts.

GBP	Jul 27	Aug 27	Sep 27	Oct 27	Nov 27	Dec 27
Opening cash	2,562,654	2,595,991	2,629,328	2,662,665	2,696,002	2,729,339
Receipts	192,456	192,456	192,456	192,456	192,456	192,456
Operating costs	58,840	58,840	58,840	58,840	58,840	58,840
Interest tax	95,279	95,279	95,279	95,279	95,279	95,279
Operating cash flow	**38,337**	**38,337**	**38,337**	**38,337**	**38,337**	**38,337**
Capex	5,000	5,000	5,000	5,000	5,000	5,000
Distributions	–	–	–	–	–	–
Closing cash	**2,595,991**	**2,629,328**	**2,662,665**	**2,696,002**	**2,729,339**	**2,762,676**

46 / FINANCE

Financial position summary

Portfolio assets are unrestricted cash, rent receivables and the investment property cost ledger. Debt remains £18 million through December 2029. Retained earnings begin with paid fund preparation and loan fees and then accumulate post tax profit less distributions.

Cost NAV is total assets less debt, not independently appraised NAV. A separate assumed property valuation drives lender LTV only. Sponsor assets, liabilities and equity reconcile independently and its cash is unavailable to the property vehicle without a new approved transaction.

Property closing GBP	**2027**	**2028**	**2029**
Cash	2,762,676	3,016,448	3,302,290
Receivable	28,868	31,056	32,328
Property cost ledger	38,188,500	38,250,300	38,313,954
Total property assets	**40,980,044**	**41,297,804**	**41,648,572**
Secured debt	18,000,000	18,000,000	18,000,000
Total liabilities	**18,000,000**	**18,000,000**	**18,000,000**
Paid investor equity	23,000,000	23,000,000	23,000,000
Retained earnings	(19,956)	297,804	648,572
Total property equity	**22,980,044**	**23,297,804**	**23,648,572**
Liabilities plus equity	**40,980,044**	**41,297,804**	**41,648,572**
Separate manager closing GBP	**2027**	**2028**	**2029**
Cash	337,295	295,198	244,750
Net IT	4,000	2,000	–
Total manager assets	**341,295**	**297,198**	**244,750**
Output VAT	3,900	3,900	3,900
Total manager liabilities	**3,900**	**3,900**	**3,900**
Paid sponsor equity	500,000	500,000	500,000
Retained earnings	(162,605)	(206,702)	(259,150)
Total sponsor equity	**337,395**	**293,298**	**240,850**
Liabilities plus equity	**341,295**	**297,198**	**244,750**

47 / FINANCE

Break even and scenarios

Break even occupancy is a planning threshold before capex and distributions, including gross management fee and interest. Use the actual quoted price, rent and lender rate before relying on it. Covenant and liquidity tests can fail even with positive annual profit.

Case comparisons are labelled build snapshots. Per input exact comparisons flag any edited, blank, nonnumeric or equal offset changes across all three cases. The selected case remains live independently of missing unselected inputs; selected missing numeric inputs make dependent outputs unavailable. Zero is valid.

Base year three interest break even occupancy is 60.2%, before capex and distributions. Base final lender proxies are 50.0% LTV and 1.91 times NOI interest cover. Ordinary corporate mode remains the delivered selection.

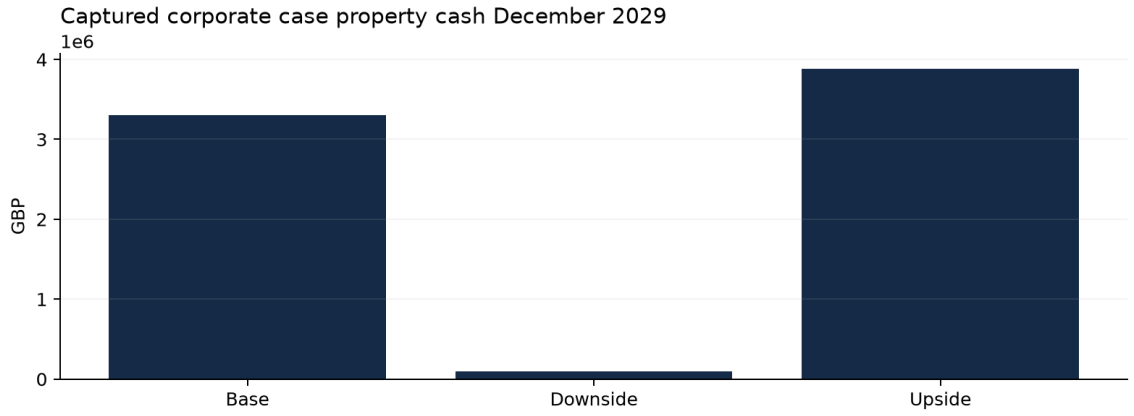


Figure Break even and scenarios. Source reit-v1 GBP January 2027 to December 2029. Corporate Base unless captured case stated.

Corporate build snapshots	Y3 rent GBP	Y3 cash GBP	Low cash GBP
Base	2,612,360	3,302,290	2,391,500
Downside	1,866,240	94,749	94,749
Upside	3,022,181	3,880,257	2,391,500

48 / FINANCE

Model guide and completion

Edit the Base, Downside and Upside cells on Inputs and the single selector. Live selected outputs recalculate; captured comparisons become stale after any source edit. Missing selected numeric values produce unavailable outputs. Recalculate and review the separate portfolio and manager reconciliations.

The retained JavaScript supports importing saved workbook Inputs before rebuild. Use --import-inputs with the workbook path to preserve desired case edits. The selector resets to Base; choose the required case again, then rerender and refresh the Word figures. Rebuilding without that option uses retained source values and replaces workbook inputs. The draft is complete for feasibility discussion, not approved for acquisition, REIT election or investor promotion.

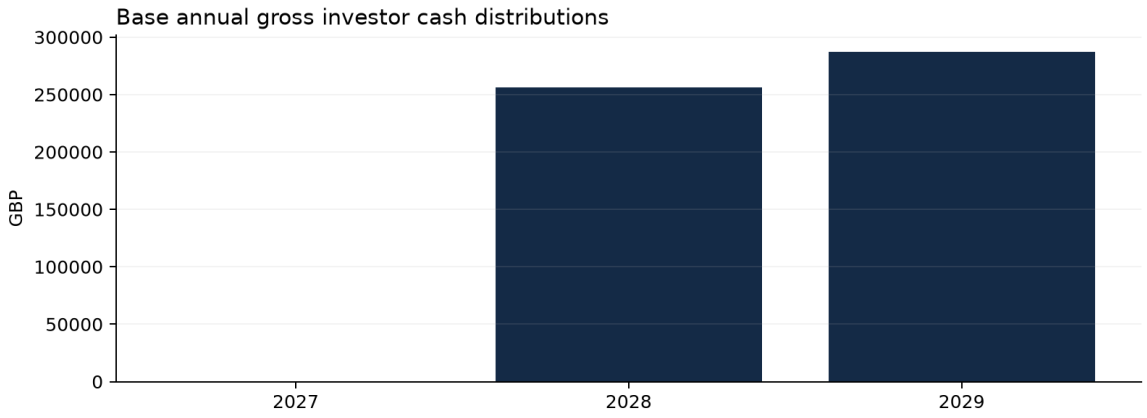


Figure Model guide and completion. Source reit-v1 GBP January 2027 to December 2029. Corporate Base unless captured case stated.