# Revenue Based Financing Business Plan

Thames Revenue Finance

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London corporate lender feasibility plan January 2027 to December 2029. Version 1.0. Prepared 3 October 2026. All projections are planning assumptions.

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# Executive summary

Thames Revenue Finance is a proposed London company lending from its own balance sheet to established UK limited companies with digital sales. It seeks £3 million of equity, none secured. The illustrative January 2027 launch requires legal perimeter advice, verified borrower data, cash controls and a qualified credit team. Owner identity and track record are unconfirmed. Base earned income is £421,260 in 2027, rising to £1,259,774 in 2029. Advances are assets and do not count as sales.

Base 2027 net loss is (£184,064) and 2029 profit is £450,481. Minimum Base cash is £229,381 against a £300,000 policy reserve. Downside minimum cash is (£1,079,222). This is a conditional pilot proposal. Do not deploy the full forecast without additional downside liquidity or a smaller origination limit. No projected outcome is observed demand.

**02 / PLAN**

# Business details

Working name Thames Revenue Finance, subject to clearance. Proposed activity is bilateral revenue linked lending to UK incorporated limited companies, managed from London. No company registration, premises, bank arrangement or authorisation is asserted. Forecast currency is GBP and dates are January 2027 through December 2029. The recipient is a prospective owner and equity investor assessing commercial feasibility.

The lender does not take retail deposits, manage a pooled investment fund, operate payment accounts or serve consumers or sole traders. Specialist counsel must confirm these boundaries and the actual agreement before launch. Borrower sales data are accessed through appropriately permissioned providers rather than by the lender providing account information services itself.

**03 / PLAN**

# Business concept and objectives

Offer an average £25,000 working capital advance for inventory and documented short payback investments. A borrower pays 10% of verified monthly sales in Base until cumulative payments reach 1.18 times the advance. Funding offers remain subject to affordability, fraud and concentration tests. The maximum model collection window is 18 months; remaining principal is fully written off at that point for conservatism, with no recovery assumed.

Pilot objectives are ten independently reviewed credit files before scaling, daily bank reconciliations, monthly vintage loss reporting, and a £300,000 reserve. Base scales from eight to 24 funded accounts monthly. These targets are assumptions, not a pipeline. Renewals require fresh underwriting and never automatically refinance a delinquent contract.

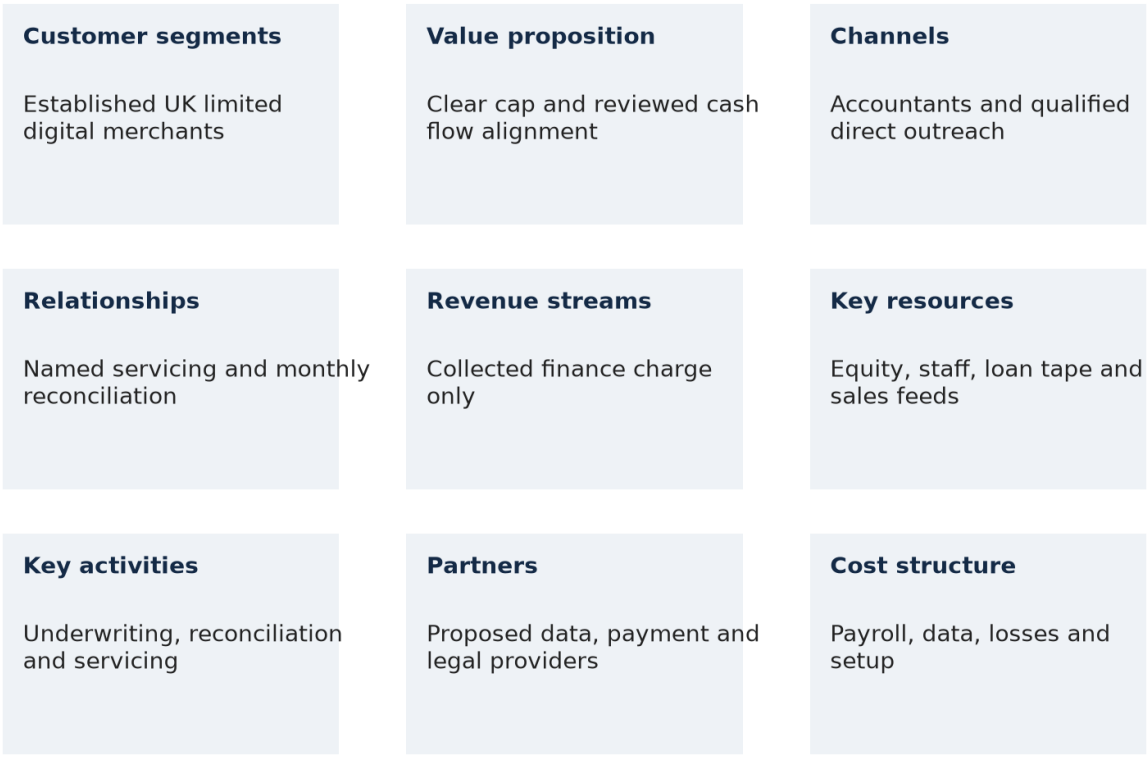
**04 / PLAN**

# Business model canvas

The operating model earns only the fee component of actual collections in this planning presentation. Equity finances advances and the operating reserve. Principal recoveries recycle capital. Losses, slower sales and origination speed determine liquidity more directly than accounting profit. The canvas below defines counterparties and activities; partnerships and integrations are proposed, not contracted.

| Framework field | Proposed approach |
| --- | --- |
| Customer segments | Established UK limited digital merchants |
| Value proposition | Clear cap and reviewed cash flow alignment |

| | |
|---|---|
| Channels | Accountants and qualified direct outreach |
| Relationships | Named servicing and monthly reconciliation |
| Revenue streams | Collected finance charge only |
| Key resources | Equity, staff, loan tape and sales feeds |
| Key activities | Underwriting, reconciliation and servicing |
| Partners | Proposed data, payment and legal providers |
| Cost structure | Payroll, data, losses and setup |




**Business model canvas. Source retained planning framework and research register 3 October 2026. Scores and targets are hypotheses.**

**05 / PLAN**

## SWOT and longer term goals

Proposed strengths are a narrow eligibility policy, transparent total collection cap and manual second review. Weaknesses are untested acquisition, absence of a verified credit history and reliance on limited equity. Opportunities include inventory and marketing needs of established digital merchants. Threats include embedded competitors, correlated platform outages and adverse selection.

The first year goal is reliable cohort evidence, not nationwide scale. Expansion requires borrower level loss and repayment data, sufficient cash above reserve, qualified replacement staff and tested permissions. Diversification across platforms should precede larger average tickets.

**06 / PLAN**

## TOWS strategy matrix

Use transparent capped contracts to win merchants who need a clear total cost, while verifying whether our proposed terms are competitive. Pair human review with platform data to address the absence of a historical book. Limit tickets and sector exposure to contain adverse selection. Pause originations when cash falls below the reserve or credit performance breaches limits.

A weaker sales cohort triggers weekly forecast refreshes and reduced new lending, rather than repeated refinancing. Build a controlled servicing runbook before adding another channel. Seek committed funding only after loan tape quality and collection history meet investor requirements.

| Framework field | Proposed approach |
| --- | --- |
| Strengths and opportunities | Use cap clarity for reviewed working capital cases |
| Weaknesses and opportunities | Pilot acquisition and validate credit files |
| Strengths and threats | Dual review and portfolio exposure limits |
| Weaknesses and threats | Stop deployment at reserve breach |



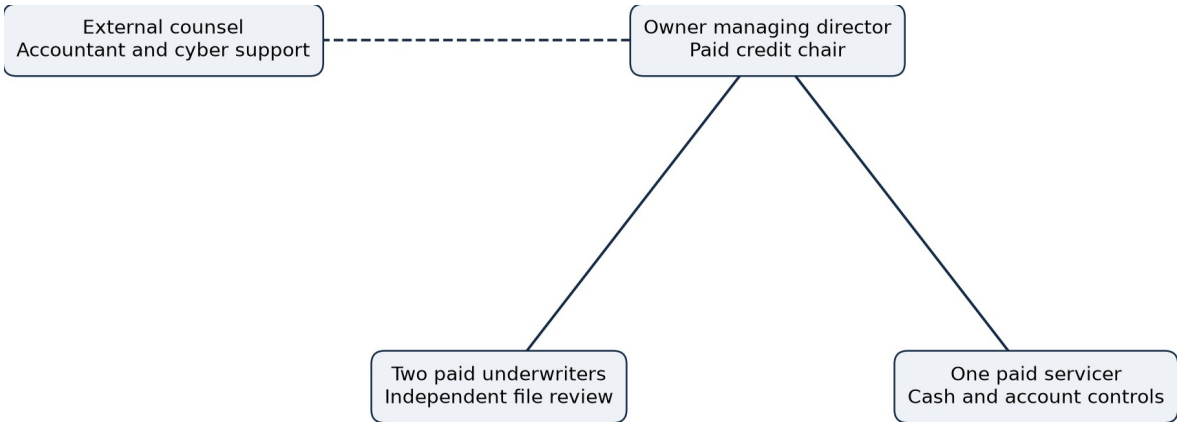

**TOWS strategy matrix. Source retained planning framework and research register 3 October 2026. Scores and targets are hypotheses.**

**07 / PLAN**

# Owner and management

The paid owner acts as managing director and credit committee chair. Two paid underwriters prepare independent assessments and one paid servicer reconciles collections and handles customer cases. The owner is not assumed to contribute unpaid delivery hours to capacity. External counsel, accountants and security specialists provide advisory support and do not replace daily staff.

The owner cannot approve a related party loan. One underwriter proposes and the other challenges each file; the owner signs only after both document conclusions. Large exceptions are deferred until an independent credit adviser is appointed. No management credentials have been supplied.




**Organisation. Source retained planning framework and research register 3 October 2026. Scores and targets are hypotheses.**

**08 / PLAN**

## Owner and key personnel profiles

Required owner skills include credit policy, liquidity forecasting and conduct oversight. Underwriters need business cash flow analysis, data verification and fraud recognition. The servicer needs payment reconciliation, hardship handling and controlled data access. Each role has a written hiring scorecard and references must be checked before funding.

These are requirements for recruitment, not biographies of existing personnel. Founder financial resources, previous portfolio performance and conflicts remain outstanding due diligence. Independent accounting review is budgeted but no provider quote or appointment exists.

**09 / PLAN**

## Target customers

Prioritise UK limited companies trading for at least 24 months with 12 months of reconcilable digital sales, positive operating gross contribution and a documented working capital use. Proposed sales range is £20,000 to £100,000 monthly; average model borrower sales are £35,000. Require beneficial owner verification and consistent bank settlement evidence.

Exclude consumers, sole traders, distressed tax arrears, businesses dependent on one unverified sales spike and prohibited sectors. Geography is London for initial relationship acquisition, with UK incorporated borrowers only. The criteria reduce the eligible market; the London business population is not an eligible lead count.

**10 / PLAN**

## Segmentation targeting and positioning

Segment by incorporated status, sales stability, gross margin, platform dependence and funding use. Primary target is established online retail with repeat sales and inventory replenishment. Secondary target is software or subscription service firms with stable cash receipts, after underwriting adapts to churn and deferred revenue.

Position as a small specialist lender providing an understandable total repayment cap and reviewed affordability. No claim of cheapest pricing, instant approval or superior outcomes is supported. Compare the borrower’s actual offer with bank credit, invoice finance and embedded advances before acceptance.

| Framework field | Proposed approach |
| --- | --- |
| Segment | Legal form, sales stability, margin and use |
| Target | Established incorporated digital retailers |
| Position | Clear capped advance with human review |

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## Value proposition canvas

Customer jobs are replenishing stock, bridging settlement timing and funding measurable growth. Pains are inflexible fixed payments, opaque cost and slow explanations. Gains sought are total cost clarity, cash flow aligned collections and access to a human decision maker.

Products are a capped revenue linked advance, a repayment dashboard and servicing support. Pain relievers are explicit collection percentage, documented cap and affordability review. Gain creators are reconciliation visibility and clear renewal criteria. Validate these hypotheses through interviews; no interview results are claimed.

| Framework field | Proposed approach |
| --- | --- |
| Customer jobs | Inventory replenishment and settlement timing |
| Customer pains | Rigid payments and unclear charges |
| Customer gains | Clear cost and human explanation |
| Products and services | Capped advance and account statement |
| Pain relievers | Explicit sweep, cap and affordability test |
| Gain creators | Transparent balance and renewal criteria |




**Value proposition canvas. Source retained planning framework and research register 3 October 2026. Scores and targets are hypotheses.**



# Market size and trends

DBT estimates 1.042 million private sector businesses in London at the start of 2025 (R4). This is a broad context population including ineligible legal forms and industries. It cannot establish the volume of limited companies seeking revenue linked finance. TAM is annual UK eligible corporate working capital finance demand in GBP; a reliable figure is unavailable. SAM is eligible London digital merchants meeting this credit policy; a count and annual finance requirement remain unavailable.

SOM is a capacity constrained planning target, not a market share estimate. Base first year funds 192.0 account equivalents and £4,800,000 of advances. Applications must be validated through a pilot. Repeated advances and recycling are flows and cannot be treated as unique firms or market share.



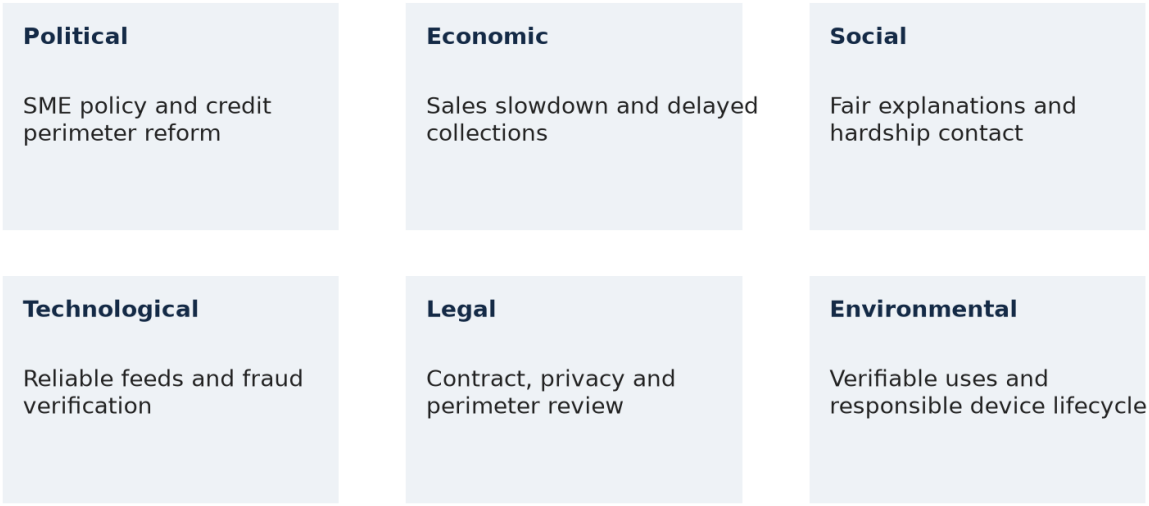

**Market scope. Source retained planning framework and research register 3 October 2026. Scores and targets are hypotheses.**

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# PESTLE analysis

Political: SME funding policy and consumer credit reform can change the perimeter; counsel reviews changes. Economic: weaker sales elongate repayment and increase losses; test the Downside monthly case. Social: owners need fair treatment and understandable charges; publish clear examples and hardship contacts.

Technological: sales feeds and settlement data can fail or be manipulated; reconcile to bank cash. Legal: limited company lending generally lies outside the consumer credit perimeter (R1), but agreement, broking, guarantees, promotions and payment activity need advice. Environmental: favour verifiable inventory needs without claiming a green product; reduce avoidable travel and electronic waste.



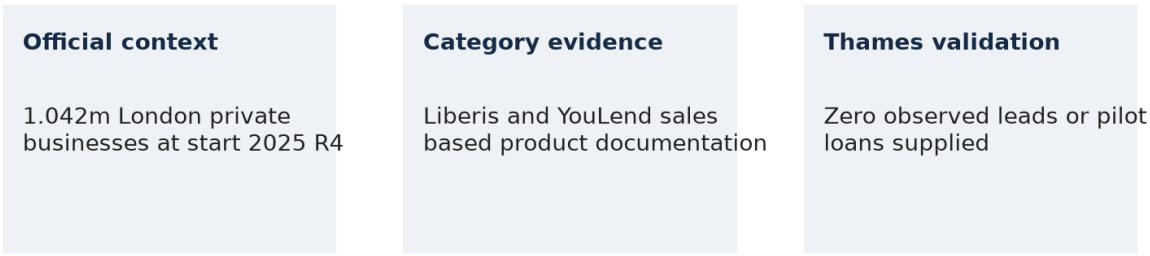

**PESTLE analysis. Source retained planning framework and research register 3 October 2026. Scores and targets are hypotheses.**

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# Local demand and evidence

The official business population supports investigating London as an acquisition base, and Liberis and YouLend demonstrate that sales based funding is an existing product category. Neither proves demand for this lender. There are no observed applications, borrower interviews, partner agreements or signed letters of intent.

Before deployment, interview 20 eligible companies, review anonymised 12 month cash flows with consent, compare five current finance offers and test application completion. Record refusals as well as approvals. The demand forecast remains hypothetical until a measured acquisition funnel supports it.




**Demand evidence. Source retained planning framework and research register 3 October 2026. Scores and targets are hypotheses.**

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# Competitors and positioning

Liberis advertises £1,000 to £1 million funding, a fixed fee and a pre-agreed percentage of sales, with a possible monthly minimum (R5). Its scale and distribution are advantages we cannot match at launch. YouLend documents partner managed sales based sweeps (R6), illustrating integration and settlement dependencies. Banks, invoice financiers and owner equity are substitutes.

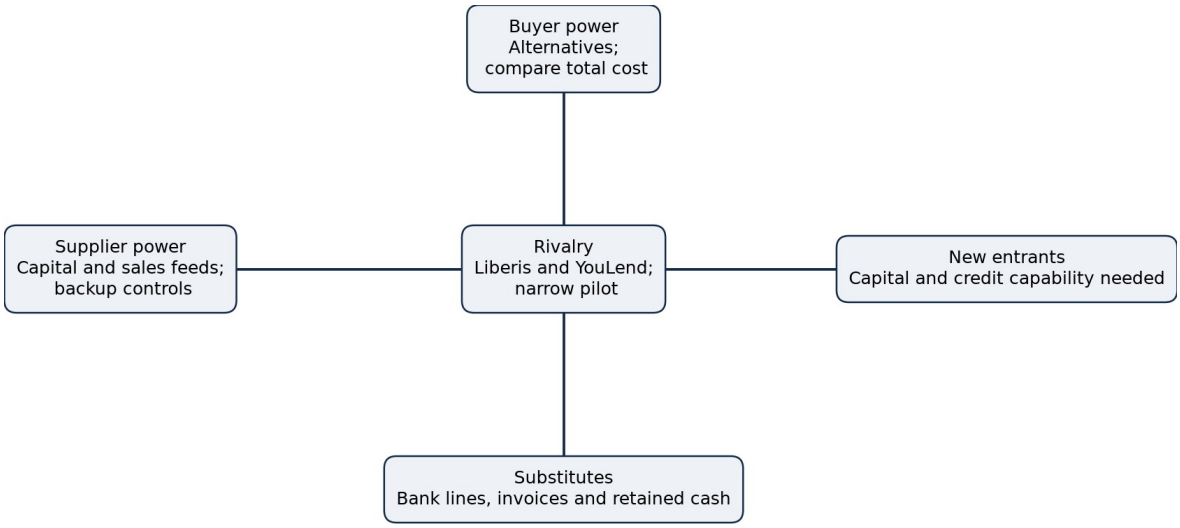
Our proposed manual review and capped cost may appeal to some borrowers but are not proven advantages. Never represent a competitor's headline fee as a quoted borrower rate. Credit terms vary with risk, channel and contract. No competitor quality ranking or customer rating is invented.

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# Porter five forces

Rivalry is high in the existing embedded finance category: Liberis and YouLend compete for distribution and eligible sales data. Response: a narrow pilot and transparent offer comparisons. Buyer power is meaningful because good borrowers have alternatives; explain total cost without promising cheapest finance.

Supplier power lies with funding investors and sales data/payment partners; keep backup reconciliation and avoid uncommitted facilities. New entrants can build software but need capital, credit competence and distribution; do not confuse software readiness with lending capability. Substitutes include bank lines, invoice finance, supplier credit and retained cash; reject a revenue advance when another option is better suited.



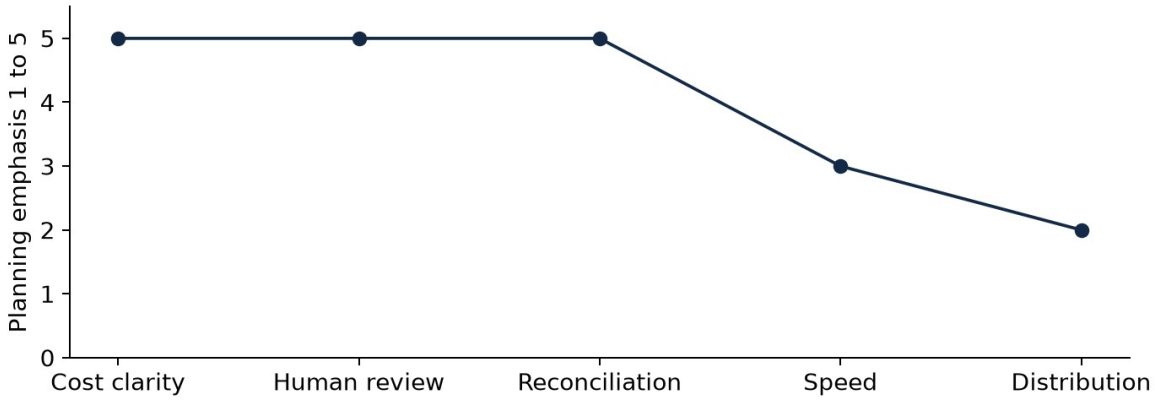

**Porter five forces. Source retained planning framework and research register 3 October 2026. Scores and targets are hypotheses.**

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# Strategy canvas

The canvas expresses intended operational emphasis on transparent caps, human review, data reconciliation, speed and distribution. Scores are qualitative planning priorities on a five point scale, not observed service ratings or competitor performance. Embedded providers are not numerically ranked without evidence.

Thames emphasises clear caps and human explanation. Distribution and instant decisions are deliberately modest until operational evidence exists. Test these choices against borrower interviews and acquisition economics; visual positioning does not establish a moat.




**Strategy canvas. Source retained planning framework and research register 3 October 2026. Scores and targets are hypotheses.**

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# Location and premises

Use a modest serviced London office, with a £1,800 monthly gross premises estimate and no signed lease. Secure remote access supports the credit team and avoids a high street branch. Premises must permit confidential calls, controlled device storage and resilience during internet failure.

Borrower servicing is digital and telephone based. The office is an acquisition and administration base, not a customer walk in credit shop. Obtain flexible terms and data security provisions before committing. No precise address or site approval is assumed.

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# Equipment and resource plan

Startup equipment is £20,000 gross in Base, covering four managed workstations, secure networking, authentication devices and essential office setup. The model depreciates equipment straight line over 36 months, capped at cost. Software and external data are expensed at £4,000 monthly; no proprietary platform asset is capitalised.

Use access control, encrypted backups, test reconciliation feeds and segregated approval authority. Vendor selection must consider uptime, data portability and retention. All equipment and service costs are unquoted estimates. Document processing and fraud review must fit the paid hours schedule.

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# Menu and product strategy

Adapted topic: lending products and eligibility. Launch one GBP corporate revenue linked advance with an average £25,000 ticket. Quote the total cap, the collection share, the maximum review period and the effects of early repayment before acceptance. No late charge, consumer product or refinancing income is included.

The forecast treats any remaining principal at 18 collection months as fully lost; this is a conservative model loss trigger, not a claim that the debt legally vanishes. Legal documentation must establish actual default and enforcement terms, including the treatment of zero sales. Do not use receivables purchase language interchangeably with lending.

| One launch product | No extra revenue | Risk variation |
| --- | --- | --- |
| 100% projected advances: corporate revenue linked lending | No broker, late fee, software or renewal charge | Base, Downside and Upside vary borrower sales and loss |

**Product mix. Source retained planning framework and research register 3 October 2026. Scores and targets are hypotheses.**



# Pricing and order economics

Adapted topic: pricing and contract economics. Base £25,000 × 1.18 gives a maximum £29,500 collection entitlement and £4,500 finance charge if fully collected. At £35,000 monthly borrower sales and a 10% sweep, illustrative collections are £3,500 monthly before defaults and the final capped instalment. The fee multiple is not an annual interest rate; timing changes effective cost.

Each received payment is allocated 1/1.18 to principal and the remainder to earned finance income. No fee is recognised upfront and no uncollected fee asset is booked. This is a conservative collected income planning convention, not audited effective interest accounting; the accountant must establish statutory treatment. Credit loss and paid servicing reduce contribution.



# Competitor price comparison

Liberis confirms a personalised fixed fee and sales percentage but does not give a universal public percentage (R5). Its monthly minimum means the payment profile may differ from our hypothesis. YouLend’s partner documentation explains sales based sweeps but is not a personalised price quote (R6).

Thames’ 18% fee cap and 10% sales share are planning inputs, not validated market pricing. Compare total payable, repayment pace, security, guarantees, minimum payments and early settlement on five dated matched offers before launch. No numerical competitor fee is fabricated.



# Brand and customer experience

Thames Revenue Finance is a working identity, pending name and domain checks. Provide plain language quote sheets with examples of strong, weak and zero sales periods. Display the company’s actual regulatory status only after counsel review; avoid suggesting FCA approval from the general limited company perimeter.

Explain rejection reasons where lawful, obtain explicit data consent and give a named servicing contact. Complaint handling and hardship arrangements are required operational standards even when the contract falls outside consumer credit regulation. No response time guarantee is promised until staffing is tested.



# Sales channels and process

Initial acquisition uses owner led relationships, accountants and limited paid campaigns. No partner contract or commission revenue is assumed. Marketing is £3,000 monthly in Base. Sales flow is eligibility screen, consented data collection, bank reconciliation, affordability assessment, independent review, offer, signature, bank verification and funding.

Projected funded accounts are approvals after this process. A lost or fraudulent application is not funded. Maintain stage definitions and measure application to approval and approval to funding separately. Data onboarding cost is £150 per funded account; declined application work is contained within paid underwriter capacity and overhead assumptions.

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## Launch marketing

Spend £3,000 monthly on a controlled combination of qualified introductions, practical borrower guides and small tests. Target incorporated businesses with documented sales. No audience size, acquisition cost or conversion rate has been observed. Do not advertise preapproval or guaranteed next day funding.

Before scaling, track spend, eligible applications, review hours, declines and funded clients. Attribute referrals without double counting. Introducer terms and financial promotion obligations require review before payment. If underwriting capacity is full, stop promotion rather than accepting a backlog that weakens service.

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## Retention and ongoing sales

Retain clients through accurate balances, useful explanations and fair servicing rather than automatic renewals. Send monthly principal and cap reconciliations. A fully settled client can seek a fresh advance only after a new cash flow review; the model’s account flow does not separately assert renewals.

Track collection disputes, borrower complaints, delinquency, vintage losses and repeat applications. No assumed lifetime value or repeat rate supports the revenue forecast. Funding revenue is earned fee collection, not a software subscription or servicing fee sold to borrowers.

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## Daily operations and suppliers

Reconcile settlement receipts each working day and allocate them to contract principal and fee. Verify the remaining cap before each sweep. Separate bank payment creation, authorisation and reconciliation. Monitor failed sweeps and missing data, and escalate suspicious identity or altered sales evidence.

External suppliers include permissioned bank data, sales platform integrations, payment services, solicitors, accountants and cyber support. No payment account or unlicensed data access is assumed. Monthly reporting covers cash reserve, active accounts, new advances, balances, lost principal and complaints. Backups and restoration drills protect the loan tape.

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## Sustainability practices

Electronic agreements and controlled remote work reduce paper and unnecessary travel. Refurbished managed devices may be considered if security and support meet policy. No environmental benefit from funding clients is claimed without evidence.

Do not finance inventory destruction or unsupported sustainability projects on the strength of marketing claims. Collect only necessary borrower data, use retention limits and obtain vendor deletion commitments. Sustainability policy cannot substitute for affordability or credit review.

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# Staffing and training

Paid staffing comprises the owner, two underwriters and one servicer. Base annual gross salaries are £72,000, £55,000 per underwriter and £38,000 for the servicer. Pay grows 3% annually as an assumption. Employer NIC uses 15% above £5,000 per employee plus a 3% gross pension allowance; future statutory parameters need refresh.

Only 130 productive hours per paid FTE monthly are available after leave, training and nonproduction work. Eight hours per funded application limits underwriting to 32.5 approvals monthly. Servicing takes 0.5 productive hours per active surviving account. The workbook caps funding by both demand and paid capacity; the owner provides no assumed extra underwriter capacity.

**30 / PLAN**

# Staff skills and fair work

Train staff on financial statements, fraud signals, privacy, vulnerable business owners, complaints and collection allocation. Simulate a missed sales feed, an overcollection refund and a distressed borrower before going live. The owner documents decisions and staff have an escalation route independent of sales targets.

Recruit above statutory minimums and verify employment terms, pension obligations and working time. The model’s salary estimates are hiring budgets, not observed local quotations. No unpaid internships or contractor substitution is used to create hidden capacity. Cross training and paid leave cover are included in the productivity allowance.

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# Legal and insurance requirements

FCA states that lending to limited companies and certain other corporate entities sits outside its lending perimeter (R1). The proposed scope excludes sole traders and consumer credit. This does not establish approval, an exemption from all regulation or permission for payment, account information, broking or fund management activity. Obtain a written contract and perimeter opinion before lending.

Check company and beneficial owner identification, sanctions and applicable AML duties, UK GDPR, ICO fee obligations (R8), retention, security, financial promotions and debt enforcement. Confirm finance VAT treatment (R7) and irrecoverable input VAT. Professional indemnity, cyber and employer liability cover need quotations; no cover is in force.

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# Opening roadmap

Months before forecast opening: verify founder resources and recruit the team; obtain legal perimeter and contract advice; secure capital and a bank relationship; procure data/payment vendors; test loan tape, cap reconciliation and complaint processes. Run a small reviewed pilot only after these gates.

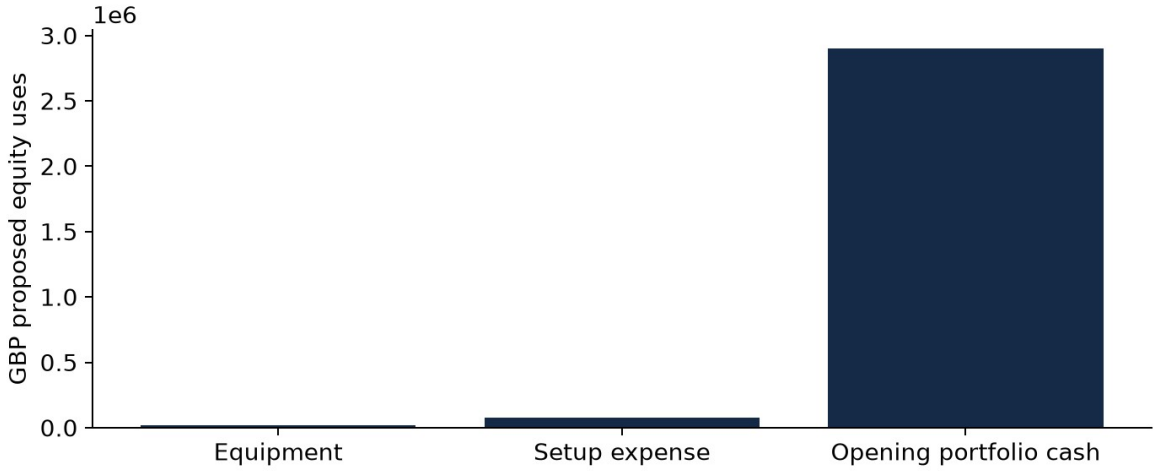
January 2027 is a model start date, not an announced opening. Full projected origination requires signed equity and a reserve policy that survives the actual pilot. Scale only after consistent collection data and independent accounting review. Failure of any gate delays launch and requires rebuilding the dates and preopening cost budget.

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# Startup costs and funding

Base startup uses £20,000 equipment plus £80,000 expensed setup, leaving £2.9 million opening cash from proposed £3 million equity. This residual cash finances the portfolio and operating losses; it is not unused excess capital. No startup loan is assumed. Startup expense is charged to opening retained earnings, separate from year one operating costs.

The reserve policy is £300,000. Base and Upside breach it because portfolio growth consumes cash; Downside turns materially negative. The proposal requires additional committed liquidity or lower lending limits before launch. No balancing finance plug or assumed rescue facility is used.




**Startup. Source model version 1.0 Base planning case GBP January 2027 to December 2029.**

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# Itemized startup costs

The £80,000 Base expense estimate consists of legal/perimeter and agreement work £25,000, systems implementation and security tests £25,000, recruitment and training £15,000, initial launch materials £5,000 and setup contingency £10,000. The £20,000 equipment estimate is separately capitalised. Costs include unrecoverable VAT where applicable and are unquoted.

Downside uses £100,000 expense and £24,000 equipment. Obtain actual quotations and challenge implementation scope before raising money. There is no loan inventory or borrowing cost capitalisation in startup expenses. Loan advances are deployed during forecast months and appear on the asset schedule.

| Startup use | Base GBP |
|---|---|
| Equipment capitalised | £20,000 |
| Legal and perimeter | £25,000 |
| Systems and security | £25,000 |
| Recruitment and training | £15,000 |
| Launch materials | £5,000 |
| Setup contingency | £10,000 |
| **Total setup expense** | **£80,000** |
| **Total startup cash paid** | **£100,000** |
| Proposed equity | £3,000,000 |

| | |
|---|---|
| **Opening cash** | **£2,900,000** |



# Owner personal survival budget

The owner receives £72,000 annual gross pay, included in company staffing costs. A rough personal planning estimate retains 70% after deductions, £4,200 monthly, against an assumed £3,500 household budget. This £700 margin is not an individual tax calculation and depends on residence, allowances and pension choices.

The owner must provide an actual personal budget and investment resources before committing equity. Equity contributions are not funded through an invented personal loan, dividends or foregone salary. No dividend is projected; retention of capital supports the loan book.



# Financing terms and security

£3 million equity is proposed, not subscribed. Debt is zero in every original case. Editable debt drivers support a separately negotiated loan; no facility commitment, interest covenant or security is asserted. If activated, debt interest uses opening balance and principal amortises from month 25 over 36 months. Residual debt at horizon stays visible.

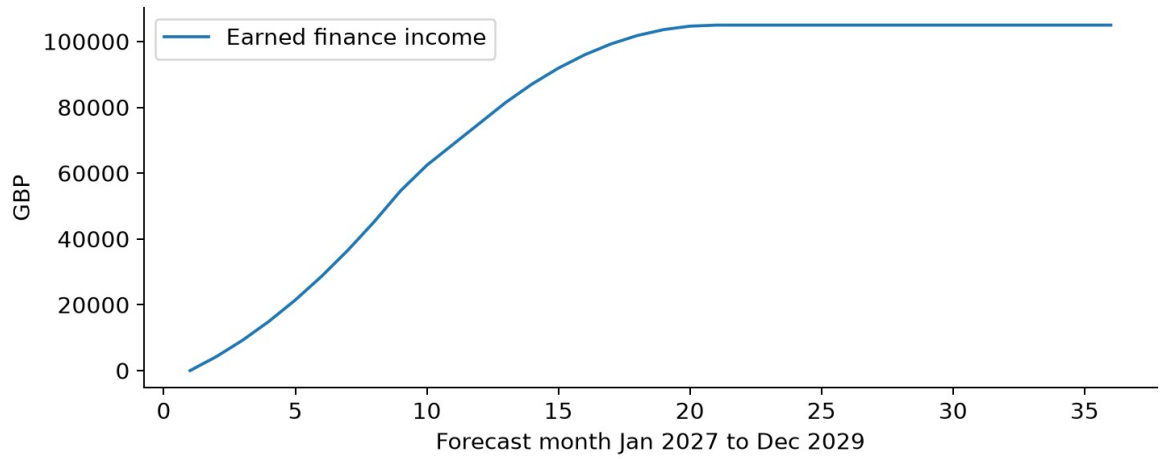
Borrower security and guarantees need individual legal review; unsecured losses are assumed with zero recovery. Do not imply investor principal protection. Lender contracts must disclose total cap, variable repayment pace and enforceable default terms. No public investment solicitation or collective investment arrangement is included.



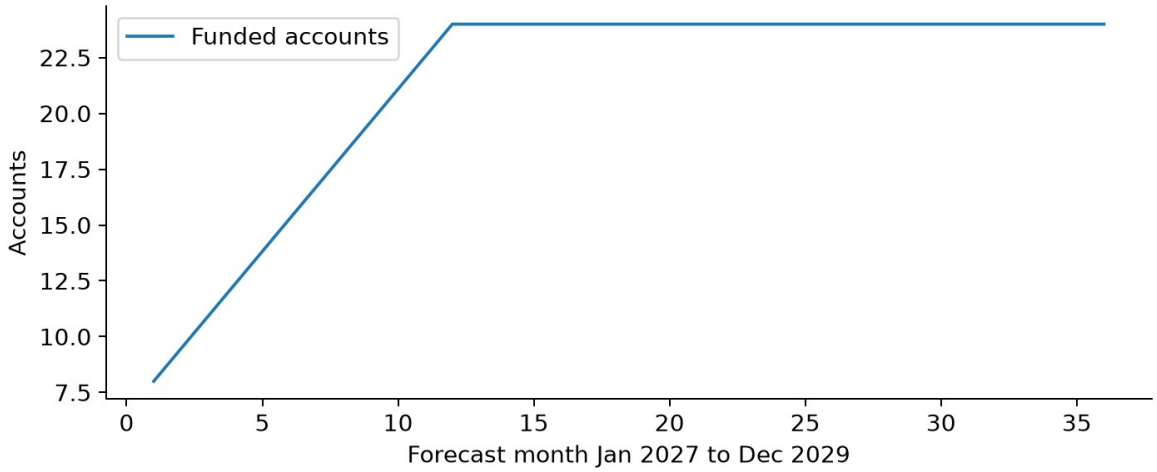
# Revenue forecast and capacity

Revenue consists solely of the earned fee portion of collected loan payments. Base demand rises from eight to 24 funded accounts monthly over 12 months, capped by underwriter and servicing capacity. An average advance is £25,000. Borrower sales are £35,000 monthly with a 10% collection share; monthly defaults are 0.6%. These are hypotheses.

The 36 cohort schedule starts collections in the month after funding, caps each payment by remaining principal times the fee multiple, and stops paid accounts. Default principal is written off immediately. At 18 months any unpaid principal is also lost. Late cohorts remain on balance sheet after December 2029; no fictional terminal collection is booked.




**Revenue. Source model version 1.0 Base planning case GBP January 2027 to December 2029.**



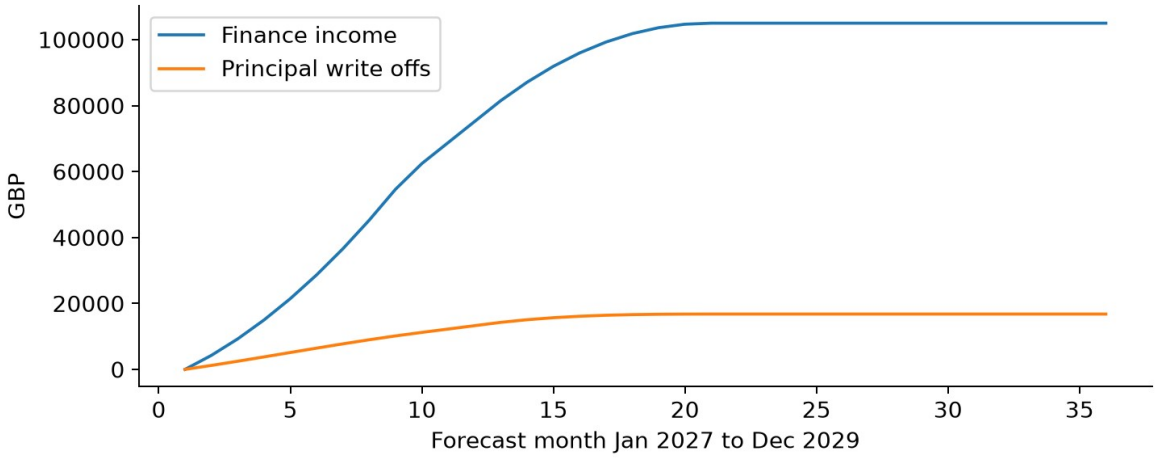

**Capacity. Source model version 1.0 Base planning case GBP January 2027 to December 2029.**



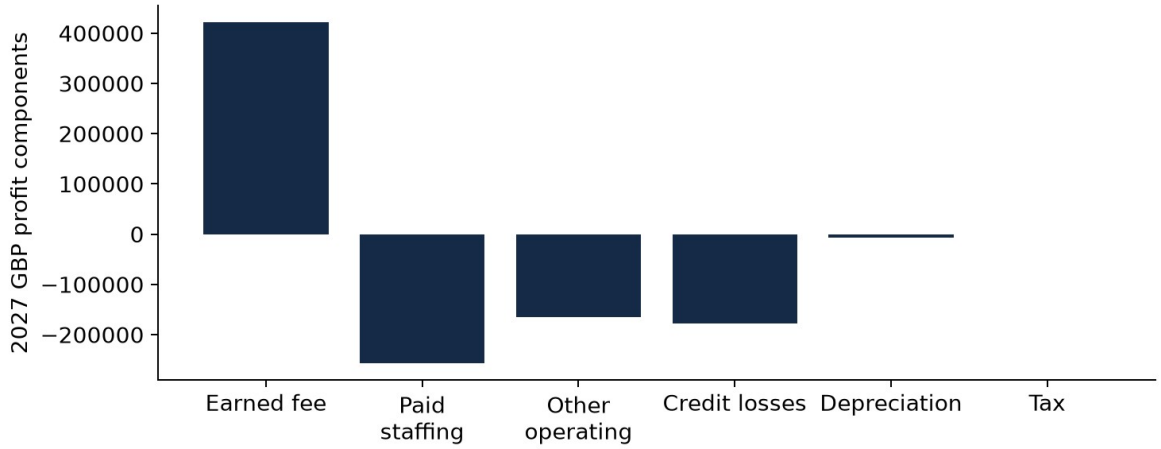
# Costs and projected profit

Staffing, software, data, legal, premises, insurance and marketing form the fixed cost base. Onboarding varies with funded accounts. Loss allowance is 4% of closing Base principal; the P&L includes written off principal plus the change in allowance. The opening allowance is zero. A shrinking allowance can reduce expense without adding cash.

Depreciation is capped to equipment life. All costs are gross planning estimates; input VAT recovery is not assumed. Income tax is a conservative 25% provision on positive monthly profit after the model loss pool, paid in the same month. This timing and rate simplify statutory calculations; no deferred tax asset is booked.




**Contribution. Source model version 1.0 Base planning case GBP January 2027 to December 2029.**




**Profit bridge. Source model version 1.0 Base planning case GBP January 2027 to December 2029.**



# Profit and loss forecast

The following annual figures come directly from model version 1.0. Finance income excludes advances and principal recoveries. Payroll includes owner pay, paid analysts, servicing, employer NIC and the pension allowance. Startup expense appears in opening retained earnings rather than being charged again in 2027.

This collected fee basis understates an accrual effective interest presentation during origination growth and avoids booking uncollected fees. It must be reconciled by an accountant before statutory accounts or investor representations. Tax uses conservative monthly provisions and immediate settlement instead of actual UK filing dates.

| GBP forecast | 2027 | 2028 | 2029 |
|---|---|---|---|
| Earned finance income | £421,260 | £1,185,691 | £1,259,774 |
| Staffing | £256,600 | £264,388 | £272,410 |
| Other operating | £164,400 | £178,800 | £178,800 |
| Written off principal | £82,574 | £194,687 | £201,257 |
| Allowance expense | £95,084 | £16,726 | £0 |
| Depreciation | £6,667 | £6,667 | £6,667 |
| Interest | £0 | £0 | £0 |
| **Profit before tax** | **(£184,064)** | **£524,424** | **£600,641** |
| Tax provision | £0 | £65,090 | £150,160 |
| **Net profit** | **(£184,064)** | **£459,334** | **£450,481** |



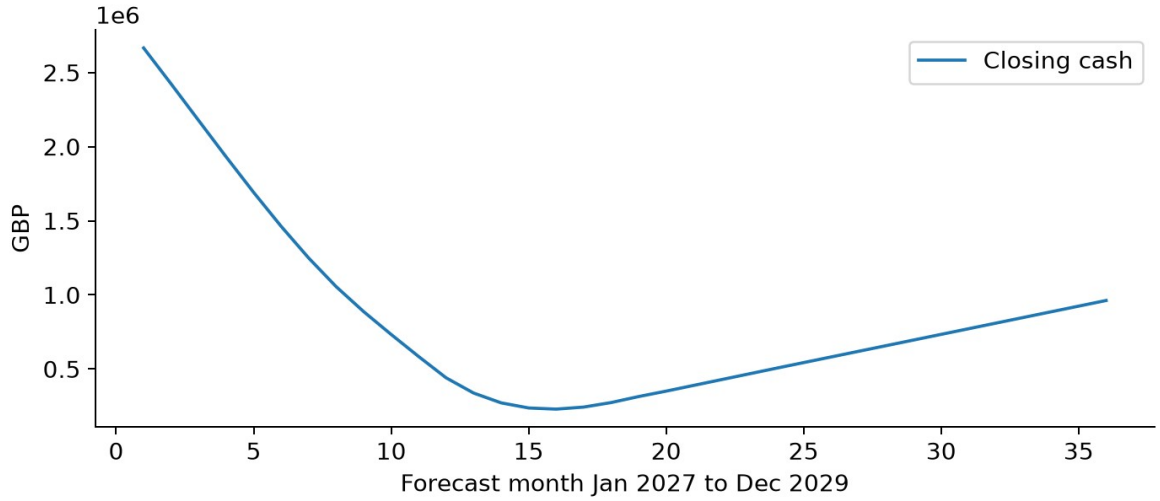
# Cash flow and financial position

The workbook separately shows principal recoveries, finance receipts, new advance payments, payroll, overheads, interest, taxes and debt principal. Cash rolls from £2.9 million at opening. Noncash writeoffs, allowance changes and depreciation are accounted for in earnings and balance sheets without being paid twice.

Loan principal remains an asset until collected or written off; the allowance reduces that asset. Cash in the Downside is allowed to become negative so the funding gap is visible. Negative cash means the assumed

lending cannot proceed without committed finance or a lower deployment plan. It is not an overdraft approval.

| GBP annual cash | 2027 | 2028 | 2029 |
|---|---|---|---|
| **Opening cash** | **£2,900,000** | **£440,593** | **£505,180** |
| Principal receipts | £2,340,333 | £6,587,173 | £6,998,743 |
| Finance receipts | £421,260 | £1,185,691 | £1,259,774 |
| **Total receipts** | **£2,761,593** | **£7,772,865** | **£8,258,517** |
| Advances paid | £4,800,000 | £7,200,000 | £7,200,000 |
| Staffing paid | £256,600 | £264,388 | £272,410 |
| Other costs paid | £164,400 | £178,800 | £178,800 |
| Interest paid | £0 | £0 | £0 |
| Taxes paid | £0 | £65,090 | £150,160 |
| **Total cash payments** | **£5,221,000** | **£7,708,278** | **£7,801,370** |
| **Net cash change** | **(£2,459,407)** | **£64,587** | **£457,147** |
| **Closing cash** | **£440,593** | **£505,180** | **£962,327** |




**Cash. Source model version 1.0 Base planning case GBP January 2027 to December 2029.**



# Cash flow forecast months one to six

The first six months deploy capital before a seasoned collection book exists. Collections begin after origination. This creates a liquidity trough even when earned fees ultimately cover expenses. The table distinguishes lending principal from income and operating payments.

Cash reserve alerts must be reviewed before signing another advance. If actual sales sweeps lag or fail, receipts must be delayed in the source and the lending limit reduced. No same month first collection or accelerated terminal payment is assumed.

| GBP / month | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|
| **Opening cash** | **£2,900,000** | **£2,666,117** | **£2,423,484** | **£2,176,994** | **£1,931,512** | **£1,691,872** |

| | | | | | | |
|---|---|---|---|---|---|---|
| Advances paid | £200,000 | £236,364 | £272,727 | £309,091 | £345,455 | £381,818 |
| Principal recovered | £0 | £23,586 | £51,320 | £83,175 | £119,128 | £159,153 |
| Finance receipts | £0 | £4,246 | £9,238 | £14,972 | £21,443 | £28,648 |
| **Total receipts** | **£0** | **£27,832** | **£60,557** | **£98,147** | **£140,571** | **£187,801** |
| Staffing paid | £21,383 | £21,383 | £21,383 | £21,383 | £21,383 | £21,383 |
| Other operating paid | £12,500 | £12,718 | £12,936 | £13,155 | £13,373 | £13,591 |
| Interest paid | £0 | £0 | £0 | £0 | £0 | £0 |
| Tax paid | £0 | £0 | £0 | £0 | £0 | £0 |
| **Total payments** | **£233,883** | **£270,465** | **£307,047** | **£343,629** | **£380,211** | **£416,792** |
| **Net cash change** | **(£233,883)** | **(£242,633)** | **(£246,490)** | **(£245,482)** | **(£239,640)** | **(£228,991)** |
| **Closing cash** | **£2,666,117** | **£2,423,484** | **£2,176,994** | **£1,931,512** | **£1,691,872** | **£1,462,881** |



# Cash flow forecast months seven to twelve

The following six months continue the same cohort rollforward. Faster acquisition is not automatically better: Upside grows the portfolio more rapidly and temporarily drives cash close to zero. Reserve adequacy therefore depends on deployment pace as well as profit.

An operational launch should set a funded amount limit against committed cash, in addition to approval headcount. The forecast intentionally displays the unchecked commercial target so its gap can be assessed; a revised approved deployment case should replace it before launch.

| GBP / month | 7 | 8 | 9 | 10 | 11 | 12 |
|---|---|---|---|---|---|---|
| **Opening cash** | **£1,462,881** | **£1,249,315** | **£1,055,922** | **£887,422** | **£733,352** | **£584,408** |
| Advances paid | £418,182 | £454,545 | £490,909 | £527,273 | £563,636 | £600,000 |
| Principal recovered | £203,227 | £251,325 | £303,422 | £346,651 | £381,999 | £417,346 |
| Finance receipts | £36,581 | £45,238 | £54,616 | £62,397 | £68,760 | £75,122 |
| **Total receipts** | **£239,808** | **£296,563** | **£358,039** | **£409,049** | **£450,758** | **£492,468** |
| Staffing paid | £21,383 | £21,383 | £21,383 | £21,383 | £21,383 | £21,383 |
| Other operating paid | £13,809 | £14,027 | £14,245 | £14,464 | £14,682 | £14,900 |
| Interest paid | £0 | £0 | £0 | £0 | £0 | £0 |
| Tax paid | £0 | £0 | £0 | £0 | £0 | £0 |
| **Total** | **£453,374** | **£489,956** | **£526,538** | **£563,120** | **£599,702** | **£636,283** |

| | | | | | | |
|---|---|---|---|---|---|---|
| **payments** | | | | | | |
| **Net cash change** | **(£213,566)** | **(£193,393)** | **(£168,499)** | **(£154,071)** | **(£148,943)** | **(£143,815)** |
| **Closing cash** | **£1,249,315** | **£1,055,922** | **£887,422** | **£733,352** | **£584,408** | **£440,593** |



# Financial position summary

Year end assets comprise cash, gross outstanding principal less the loan allowance, and equipment less accumulated depreciation. Liabilities contain actual model debt only; no supplier credit, deposit liability or invented secured facility is added. Equity equals proposed paid capital plus retained earnings, including the setup expense and all monthly profits/losses.

All 36 monthly balance sheets reconcile through the operating schedules. Uncollected fee cap is not an asset. There is no residual portfolio sale, goodwill, deferred tax asset or undisclosed balancing item. Contract entitlement above carrying principal is a future potential collection, not earned revenue.

| **GBP year end** | **2027** | **2028** | **2029** |
|---|---|---|---|
| Cash | £440,593 | £505,180 | £962,327 |
| Gross principal | £2,377,093 | £2,795,233 | £2,795,233 |
| Less allowance | (£95,084) | (£111,809) | (£111,809) |
| Net principal | £2,282,009 | £2,683,423 | £2,683,423 |
| Gross equipment | £20,000 | £20,000 | £20,000 |
| Less depreciation | (£6,667) | (£13,333) | (£20,000) |
| Net equipment | £13,333 | £6,667 | £0 |
| **Total assets** | **£2,735,936** | **£3,195,270** | **£3,645,750** |
| Debt and liabilities | £0 | £0 | £0 |
| Paid equity | £3,000,000 | £3,000,000 | £3,000,000 |
| Retained earnings | (£264,064) | £195,270 | £645,750 |
| **Total equity** | **£2,735,936** | **£3,195,270** | **£3,645,750** |



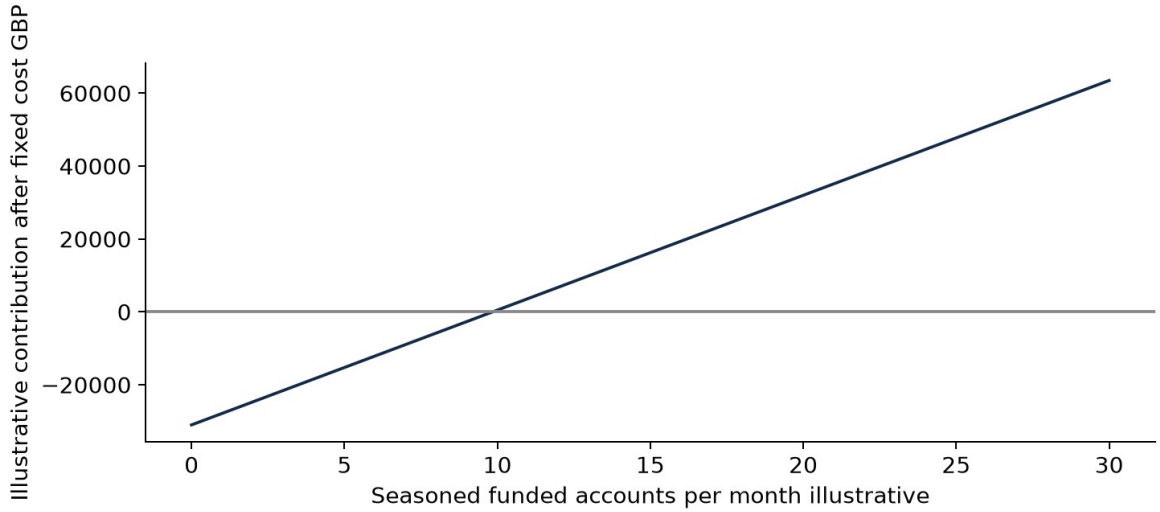
# Break even and scenarios

Base reserve shortfall is £70,619; Upside reserve shortfall is £250,175. A simple fully seasoned illustration uses £4,500 maximum fee per Base funded account less £150 onboarding and an approximate £1,200 principal risk burden (4.8% of a £25,000 advance over an eight month repayment period). This leaves about £3,150 contribution before fixed costs, allowance changes and tax. Rough fixed costs near £31,000 monthly suggest around ten funded accounts per month after seasoning. This is not a cash break even or guaranteed loss outcome.

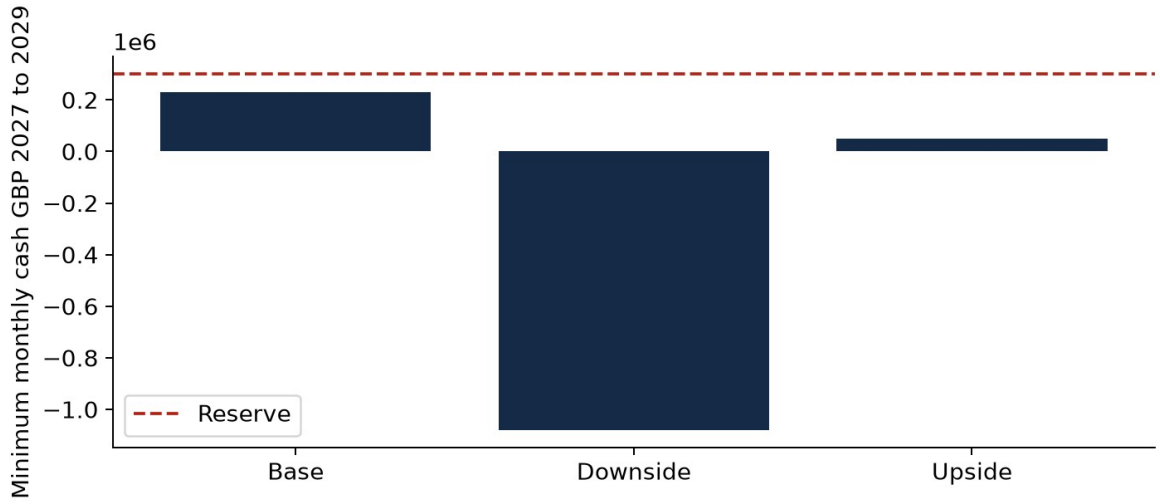
The cohort model is the decision basis: Base is initially loss making and breaches reserve; Downside remains loss making with a large funding deficit; Upside is profitable sooner but growth strains cash. Case values below are dated snapshots. Every editable numeric input has an ISNUMBER capture guard, including original zero debt. Edits flag STALE; transfer them to retained source and rebuild Word and snapshots.

| **Captured case** | **2027 income** | **2029 net profit** | **Minimum cash** |
|---|---|---|---|
| Base | £421,260 | £450,481 | £229,381 |

| | | | |
|---|---|---|---|
| Downside | £134,380 | (£519,060) | (£1,079,222) |
| Upside | £697,365 | £721,716 | £49,825 |




**Break even. Source retained planning framework and research register 3 October 2026. Scores and targets are hypotheses.**




**Cases. Source model version 1.0 Base planning case GBP January 2027 to December 2029.**



# Risks and management actions

Credit risk: monitor defaults by origination month and sector; stop renewals that hide arrears. Liquidity risk: reserve breaches require lower new deployment or signed funding before lending. Fraud risk: reconcile sales to cash and verify bank ownership. Concentration risk: initially cap a single borrower at 2% of paid equity and a sector/platform at 25% of book, policy assumptions requiring implementation.

Operational risk: dual approval, access reviews and daily cash reconciliation. Legal risk: perimeter and agreements reviewed before launch, with ongoing monitoring. Demand risk: test acquisition and decline costs before full staffing commitment. Model risk: refresh actual data monthly and use accountant reviewed recognition/tax treatment. No control is represented as already implemented.

# Research and evidence

Sources below were reviewed on 3 October 2026. Official statements establish context and requirements; competitor pages describe their own products. They do not evidence Thames demand, founder skills, underwriting performance or finance commitments. The 2025 London population is a dated scope fact, not a 2027 eligible merchant forecast.

Retain source IDs when replacing assumptions with quotes or pilot data. No customer testimonials, competitor ratings or borrowed credentials appear in this plan.

R1 FCA perimeter: limited company lending generally outside consumer credit. Reviewed 3 October 2026. https://www.fca.org.uk/publications/corporate-documents/fca-perimeter-report

R2 HMRC corporation tax 19% /25% with marginal relief; model conservative 25% provision. Reviewed 3 October 2026. https://www.gov.uk/government/publications/rates-and-allowances-corporation-tax/rates-and-allowances-corporation-tax

R3 HMRC payroll rates 2026/27. Reviewed 3 October 2026. https://www.gov.uk/guidance/rates-and-thresholds-for-employers-2026-to-2027

R4 DBT 2025 business population London 1.042m businesses; not eligible borrower TAM. Reviewed 3 October 2026. https://www.gov.uk/government/statistics/business-population-estimates-2025/business-population-estimates-for-the-uk-and-regions-2025-statistical-release

R5 Liberis funding range and fixed fee with sales percentage and minimum payment. Reviewed 3 October 2026. https://www.liberis.com/explore-funding

R6 YouLend partner sales based sweeps. Reviewed 3 October 2026. https://docs.youlend.com/docs/sales-based-repayments-partner-manages-the-sweep

R7 HMRC finance VAT exemption excludes capital repayment. Reviewed 3 October 2026. https://www.gov.uk/government/publications/vat-notice-70149-finance/vat-notice-70149-finance

R8 ICO data protection fee registration. Reviewed 3 October 2026. https://ico.org.uk/for-organisations/advice-for-small-organisations/getting-started-with-gdpr/data-protection-fee-what-you-need-to-do/



# Quotes and assumptions

All salaries, rent, setup expenditure, borrower sales, advance size, fee cap, defaults, productive hours and demand ramps are planning assumptions. There are no supplier quotations, signed funding, observed leads or portfolio history. Legal structure, lender tax treatment, actual staff qualifications and permissions are unresolved.

Obtain dated legal and technology quotes; validate borrower unit economics against documented statements; refresh tax/payroll rates before January 2027. Keep a signed assumptions register. Any decision that changes financial drivers must be entered in the retained builder and propagated into the workbook, model results and this document.



# Model guide and completion

Use Inputs F6 to choose 1 Base, 2 Downside or 3 Upside. Blue F:H numeric cells are editable assumptions. Active driver formulas reject missing or nonnumeric inputs. Operating applies paid staff capacity; Cohorts carries 36 monthly origination vintages; Statements contains the monthly three statement

model; Summary links three annual summaries; Scenarios holds dated case captures and exhaustive stale guards; Checks reconciles balances and cash.

The retained financial JavaScript reproduces the original case data and coded visuals. Workbook edits are live calculations but do not import back into source automatically. Transfer changes to the driver list and rebuild before treating snapshots or Word as current. Final launch approval requires actual equity, legal advice, vendor terms, tested staff and a downside liquidity policy. This document and workbook are planning deliverables, not proof of launch readiness.