THE TRAFALGAR

SAVE THE TRAF

CABO TRAFALGAR

COMMUNITY BENEFIT SOCIETY

Business Plan

Prepared by Cabo Trafalgar Limited

September 2026

Wimbledon's Oldest Freehouse; Merton's First Community Owned Pub?

This document is important and requires your careful attention.

Community Shares STANDARD

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THE TRAFALGAR
• 23 HIGH PATH •

CONTENTS

The Community Shares Standard Mark is awarded by the Community Shares Unit to offers that meet national standards of good practice.

For more information about community shares, the Community Shares Standard Mark and the Community Shares Unit go to: communityshares.org.uk

Photos by Jack Brent, Alex Webster and Will Elliott


The Telegraph
FEATURED IN THE
BEST
PUBS
IN THE UK
2026

EXECUTIVE SUMMARY

This document presents a proposal from Cabo Trafalgar Limited for the purchase of the freehold of The Trafalgar freehouse, South Wimbledon to lease as a community-owned pub.

The Trafalgar is Wimbledon's oldest freehouse, with a public house (or 'pub') having stood on the site since at least 1868. Since 2023, it has been re-established as a treasured, award-winning pub for locals and a destination for real ale enthusiasts.

The freehold of The Trafalgar was acquired by Adenbuild Construction Limited ('Adenbuild'), a property development company in December 2020. Adenbuild subsequently put forward plans to demolish The Trafalgar and redevelop the site. While those proposals were ultimately refused, to secure its long term future, regulars of The Trafalgar subsequently established a Community Benefit Society (Cabo Trafalgar Limited, otherwise referred to as 'the CBS') to purchase the pub's freehold.

Cabo Trafalgar Limited's proposal is to purchase the freehold of The Trafalgar together with the current 10-year lease as a going concern, retaining the pub that regulars know and love. The CBS is extremely confident that the current tenant under the ongoing lease has the experience and skills to run the pub as a successful business for the benefit of the community and other users.

The CBS has agreed an Option To Buy with the current freeholder for a purchase price of £500,000. This takes into account an independent valuation of the property itself (£400,000) with the fact that the CBS would purchase the pub as a going concern with a sitting tenant who has a ten year lease. The lease has an annual rental of £40,000 in the first year, increasing by £1,000 per year for the following nine years. This represents a return in the first year of 8% which is in line with market expectations. As a going concern, this also means that VAT would not be applicable on the purchase price.

The CBS also recognises the unique nature of this purchase opportunity and the special value for the community that would result from this purchase.

Through public consultation, the CBS can evidence significant support within the local community for the principle of community ownership. In an initial survey, a large number of people expressed an interest in investing in the pub, with these expressions of intention totalling £251,000. This does not take into account any subsequent donations or other fundraising activities, nor the wider interest that publicity on the launch of a community share offer would generate.

There would be other costs (survey fees, legal fees, stamp duty, crowdfunding platform fees) which would need to be taken into account. We estimate that the CBS would need to raise between £530,000 and £550,000 in total to purchase the pub and cover these associated costs.

The intention is to finance the purchase as far as possible through a community share offer. We are aiming to raise £250,000 through the community share offer, with the remainder being raised through a combination of repayable debt investments by social investors.

The community share offer will be launched in September 2026. As is common, the CBS has shares of £1 in value. Any person taking out shares becomes a Member of the CBS. The minimum shareholding will be £250, and the maximum shareholding by an individual shareholder is £50,000. Institutional investors may invest up to £100,000.

The financial model underpinning this business plan is realistic and robust, and the CBS stands ready to acquire the freehold of the pub.

ABOUT CABO TRAFALGAR LIMITED

Cabo Trafalgar Limited is a Community Benefit Society that has been formed to purchase the freehold of The Trafalgar and secure its long-term future for the benefit of the community. It is registered with the Financial Conduct Authority (FCA) (Registration Number 9719).

By purchasing the minimum number of shares, anyone over 18 can become a member of the CBS and have a say in how the business is run, through their right to vote on all motions at the Annual Members Meeting ('AMM'), including nominating themselves and voting on the Management Committee. Members can also bring important issues to a vote at a Special Meeting. Importantly, Community Benefit Societies are democratic organisations, and all members are given an equal vote, regardless of the size of their shareholding, and will have the protection of limited liability.

The CBS's rules contain a statutory asset lock. This is a constitutional device that prevents the distribution of residual assets to members. The purpose of the asset lock is to ensure that the community benefit of any retained surplus or residual value cannot be appropriated for the private benefit of members after all members' share capital has been refunded according to the rules of the CBS. In other words, the benefit to the community is protected. Furthermore, the asset lock is underpinned by statutory legislation, which means that members cannot remove its provisions from the CBS's constitution.

BACKGROUND

The Trafalgar freehouse (also known as 'The Traf') is an independent public house (or 'pub') located on High Path in South Wimbledon, within the London Borough of Merton. A pub has occupied the site since at least 1868, making it Wimbledon's oldest freehouse and a rare surviving example of South Wimbledon's historic social fabric.

The pub occupies a distinctive position within the wider High Path regeneration area. While the surrounding estate is undergoing significant redevelopment, The Trafalgar has remained a constant and continues to provide an important meeting place for local residents, workers and visitors.

Since 2023, under the stewardship of the current tenant, the pub has successfully re-established itself as a destination venue for real ale enthusiasts, while retaining its traditional role as a neighbourhood local. With a reputation for quality beer, community events and an inclusive atmosphere, The Trafalgar has undergone a resurgence with appeal across a broad cross-section of customers. This has been recognised through a number of industry accolades, including CAMRA South West London Pub of the Year in both 2024 and 2026, CAMRA South West London Cider Pub of the Year in 2025, and was recently named in The Telegraph's Top 500 Pubs in England.

The Trafalgar also hosts a wide range of activities that extend beyond its function as a licensed premises. This includes a pub cricket team, walking group, community meetings, music nights, beer festivals and social events which regularly take place at the pub, all of which contribute to its role as a focal point for community life.

This social and community value has been recognised by local and national decision makers. Since 2023, multiple planning applications by the current freeholder seeking to replace the pub with residential development have been refused, with decision-makers citing the building's social and cultural value. These decisions have established a clear planning precedent supporting the retention of The Trafalgar as a public house, as well as highlighting the strength of feeling in the local community.

As a consequence of both its commercial success and its recognised community value, The Trafalgar is an attractive candidate for community ownership. Unlike many community pub projects that seek to re-open closed venues, The Trafalgar is a thriving, operational business with an established customer base, experienced management and a strong local reputation. Community ownership would therefore focus not on rescue, but on securing the pub's long-term future and ensuring that it remains an independently operated community asset for future generations.

In November 2025, regulars of the pub launched the Save the Traf campaign to measure support for the principle of acquiring the freehold of the Trafalgar for the benefit of the community. The engagement demonstrated to date provides confidence that community ownership is a viable route to secure the long-term future of The Trafalgar.

ACTIVITY TO DATE

Community survey
Two community surveys have been launched, asking people to register their interest in the campaign, volunteer their skills and indicate their intention to purchase shares. Across the two surveys, 617 responses were received, with notional pledges totalling £251,000. It also gave insight into how the pub is currently used and valued, as well as community priorities for the future.

Incorporation of the CBS
The CBS was formally incorporated in February 2026. In parallel, a 10-year lease between the current freeholders and the leaseholder was agreed in June 2026, which the CBS would inherit as a going concern if the purchase was successful.

Inaugural community meeting
An inaugural community meeting took place in April 2026 at St John the Divine Church, with over 100 people in attendance. This reinforced the strength of feeling in the local community and enabled the CBS to recruit additional members with different skills and experiences.

Wider interest
The Lost Pint Project has created a documentary about the campaign, attracting interest from pub-lovers across the UK such as The Deserters, Booze House Tales, Lydia Wood and London Pub Map. Since early 2026, the campaign has also received significant local and national media coverage including BBC Politics London, The Sunday Times, MyLondon, The Guardian and The Evening Standard, boosting its visibility and raising awareness ahead of the launch of the share issue.

Business Development Support
The CBS successfully bid for support from Plunkett UK, which is a charity which helps people to set up and run community owned businesses. Feedback from Plunkett UK has been incorporated into this Business Plan and the associated Share Offer Document.

Securing an Option to Buy
Following protracted negotiations with the current freeholder, the CBS agreed an Option to Buy on 25th August 2026 which gives the CBS until 24th December 2026 (with a potential three month extension at the CBS's sole discretion) to purchase the freehold of the pub at a fixed price (£500,000) along with the existing lease as a going concern.

Development of a Business Plan
This Business Plan has been written to support the purchase of the freehold, including the development of a Share Offer Document.

Exploring Other Sources of Funding
The CBS has been exploring other sources of funding beyond the share offer, and has been awarded a grant to cover other costs being incurred by the CBS leading up to the purchase of the freehold.

CBS TIMELINE

SEPTEMBER	OCTOBER	NOVEMBER	DECE
◆ 9 Sept: Launch Share offer		◆ 17 Nov: Close share offer.	

Share Issue and Fundraising
The CBS intends to launch and run a share offer between 9th September - 17th November 2026. The goal of the share offer is to raise sufficient funds, which when combined with other funding, can be used to purchase the freehold of the pub and cover any additional costs to support this objective (including legal fees, structural survey, stamp duty and crowdfunding platform fees). In addition to the share issue other sources of funding the CBS is looking to secure include repayable debt investments by social investors.

The CBS will organise a community meeting to coincide with the launch of the share issue to present the Share Offer Document and answer any questions.

Should the initial share issue not meet the minimum target amount, the CBS may consider a second share issue. In addition, the CBS may propose to launch a separate share issue in future if it is necessary to raise additional funds for urgent renovations or for desirable improvements to the premises for the benefit of the community.

Bid to buy the Pub with a exercisable Option
If the share issue and fundraising efforts are successful, the CBS will exercise the option to buy the pub. As per the terms of the agreement, this needs to be done by 24th December 2026, or within 3 months of that date if the CBS triggers the 3 month extension. At that stage, the CBS would undertake due diligence, including any necessary surveys prior to formal acquisition.

Future operations
Following the successful acquisition of the pub freehold, the CBS would be the freeholder and inherit the recently agreed 10-year lease as a going concern.

The current tenant, Oli Carter-Esdale, has been pivotal to the reopening of the pub and for making The Trafalgar what it is today. He has been fully supportive of the proposal for the community to buy the pub and of the role of the CBS in bringing this idea into reality. Oli has always been totally committed to ensuring that The Traf plays a central role in the local community, and is actively looking for ways in which the community impact of the pub can be increased over time. On this basis, the CBS is wholly confident that the tenant will continue to operate the pub in a way that is fully aligned with the goals and values of the CBS, for the long-term benefit of the community.

Please refer to the Risk Register in Appendix 3 for specific scenarios relating to the lease and other risks that the CBS has considered, and their corresponding mitigations.

Dec: Decide if to trigger 3 month extention

EMBER	JANUARY	FEBRUARY	MARCH

24 Mar: Option to buy expires

The vision of the CBS is as follows:

To secure the long-term future of The Trafalgar as a thriving, inclusive and independent community pub at the heart of South Wimbledon, owned by the community which it serves and preserved for future generations.

By becoming Merton's first community-owned pub, The Trafalgar will establish a sustainable model for protecting a valuable community asset while retaining its character, independence and local identity.

Aims

- To protect a valued community asset by safeguarding its future as a pub, ensuring it remains a focal point for community life.
- To establish a sustainable community-owned business model that gives local people a meaningful say in how the pub is run.
- To support the continued success of The Trafalgar as a commercially viable pub that can continue to flourish in the long-term.
- To ensure that The Trafalgar remains an important part of South Wimbledon's identity as the High Path regeneration continues.
- To extend The Trafalgar's social impact beyond its function as a pub by working with local organisations to meet the needs of the community.

Objectives

- Establish a Community Benefit Society with an effective governance structure.
- Raise sufficient capital to enable the acquisition of the pub.
- Recruit a broad and representative membership from the local community.
- Maintain The Trafalgar as a fully operational public house throughout the ownership transition.
- Develop a five-year business plan to support sustainable profitability.
- Create financial reserves to support future investment in the business.
- Hold regular public meetings and provide transparent communications on progress.
- Build partnerships with local community groups, charities and businesses, with a view to broadening the pub's social impact where possible.
- Protect the historical character of the building and identify opportunities for sympathetic improvements.
- Ensure the pub continues to play a central role in community cohesion and local events.
- Promote The Trafalgar as a distinctive destination within South Wimbledon and the wider borough.

COMMUNITY AND CONSULTATION

Prior to establishing the CBS, the Save the Traf campaign has conducted two community surveys to establish support for the project. The findings from these surveys have also informed the contents of this Business Plan. Across the two surveys, 617 responses were received.

"I don't live in Wimbledon, but the Traf has become a very special pub to me. I meet my friends there and feel a real sense of community and connection from the staff and patrons that I haven't felt in my 3 years in London."

The Trafalgar is well used and loved by locals

The survey found that 50% of respondents currently visit The Trafalgar at least once a week, with 72% visiting at least every fortnight. This highlights the current community value of the pub as a place where people regularly meet and connect.

The vast majority of respondents were interested in purchasing shares

Over 75% of respondents to our shares survey (total respondents 245) said that they would be interested in purchasing shares to support a project to bring The Trafalgar into community ownership. Those initial pledges totalled £251,000 (equivalent to around 50% of the purchase price). Additionally, 114 people offered to make donations, though we did not ask people to quantify how much they would donate at this stage.

There are additional services people would like to see at The Trafalgar, though most people like it just the way it is.

While the vast majority of people said that they like The Trafalgar the way that it is, many people did highlight some potential areas of improvement which any future freeholder could consider. Over half (54%) of respondents to the community survey wanted the pub to offer more live music, as well as 37% who felt that the pub could also look at providing catering options. Many respondents also took the opportunity to highlight community groups which could make use of the space as it currently is.

"Trafalgar's existence alone gives me joy."

In the first few months of the campaign....

3910 website viewers
253 Instagram followers
54,411 Instagram page views
111 Facebook members
405 newsletter sign ups
38,824 views of the Save the Traf documentary

The CBS has continued to keep local people and their elected representatives informed about the progress of the campaign. This has included the publication of a monthly newsletter, holding regular office hours in The Trafalgar where anyone can come and meet the CBS committee and responding to all queries received via email.

A VALUATION REPORT WAS CONDUCTED BY SIDNEY PHILLIPS (CHARTERED SURVEYORS AND LICENSED PROPERTY VALUERS) IN FEBRUARY 2026.

The property comprises:

Ground floor:

- A bar with a central wooden bar servery and two feature fireplaces (not functioning) with seating for approximately 25-30 people with additional areas for standing.
- A store/office area
- A kitchen area
- Two toilet areas
- A two room cellar, one chilled.

Living accommodation on the first floor including:

- Landing.
- Two double bedrooms.
- Bath and shower room.

External:

- Courtyard patio used as a pub garden, with seating for approximately 25-30 people and additional areas for standing.
- Informal outdoor seating to the front of the property.
- Store area

Opening hours and premises license

The Trafalgar is open 08:00 - 23:30 Sunday to Thursday and 08:00 - 00:30 Friday to Saturday. The sale of alcohol is permitted 11:00-23:00 Sunday to Thursday and 11:00-0:00 Friday to Saturday under the Premises License.

Condition of the property

The Valuation Report notes that both the internal condition of the trade area and exterior of the property appear to be in a fair and workable condition. However, the vinyl flooring in the bar is in need of repair, and the flat roof areas and flashing may need attention in the future. Structurally, the property was also reported to be in fair condition, though a Structural Survey is recommended prior to acquisition in order to understand, for example, the long-term integrity of the gable end of the property.

Valuation

The Valuation Report estimated the market value of the property alone (e.g. the physical bricks and mortar) to be £400,000.

The CBS and the current freeholder have agreed a purchase price of £500,000. This reflects the fact that under the agreement the CBS is buying the pub as a going concern with a sitting tenant with a ten year lease. The lease has an annual rental of £40,000 in the first year, increasing by £1,000 per year for the following nine years. This represents a return in the first year of 8% which is in line with market expectations.

The CBS also recognises the unique nature of this purchase opportunity and the special value for the community that would result from this purchase.

Future Plans

The CBS's offer to purchase would be subject to the satisfactory outcome of a full structural survey and property reports under due diligence. With regards to future improvements, a reasonable amount has been budgeted to make modest improvements and initial repairs should any be identified through this process. Under the CBS rules any income received (i.e. the rent received from the tenant under the lease) would be reinvested into it after covering costs. In the longer term, under the CBS rules any profit would be reinvested, which would include maintaining and enhancing the current building.

LOCATION OF THE TRAFALGAR

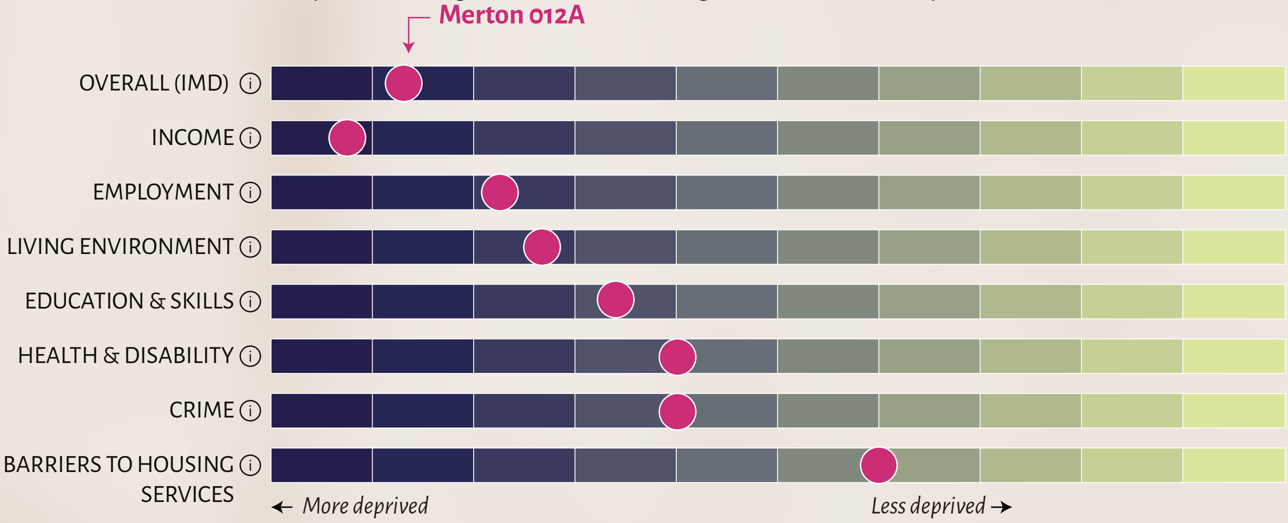
The Trafalgar is located at 23 High Path in South Wimbledon, within the London Borough of Merton. Situated on the edge of the High Path Estate and within walking distance of South Wimbledon Underground station, the pub occupies a prominent position at the centre of an established residential community and within an area undergoing significant regeneration.

Unlike many community ownership projects that seek to revive a closed pub or open a pub in a vacant building, The Trafalgar is already a successful business with an established customer base and a recognised role within the local area. This significantly strengthens the prospects for a successful community ownership model.

While the London Borough of Merton is generally considered to be relatively affluent, the neighbourhood* where The Trafalgar is located is an outlier, being 94% more deprived than other defined neighbourhoods in Merton and 75% more deprived than other defined neighbourhoods in England. As shown below, the neighbourhood is most deprived in relation to income.

There are different types of deprivation in Merton 012A

The Neighbourhood you selected is most deprived in relation to income.
Only 7% of neighbourhoods in England are more deprived.



Source: Ministry for Housing, Communities and Local Government

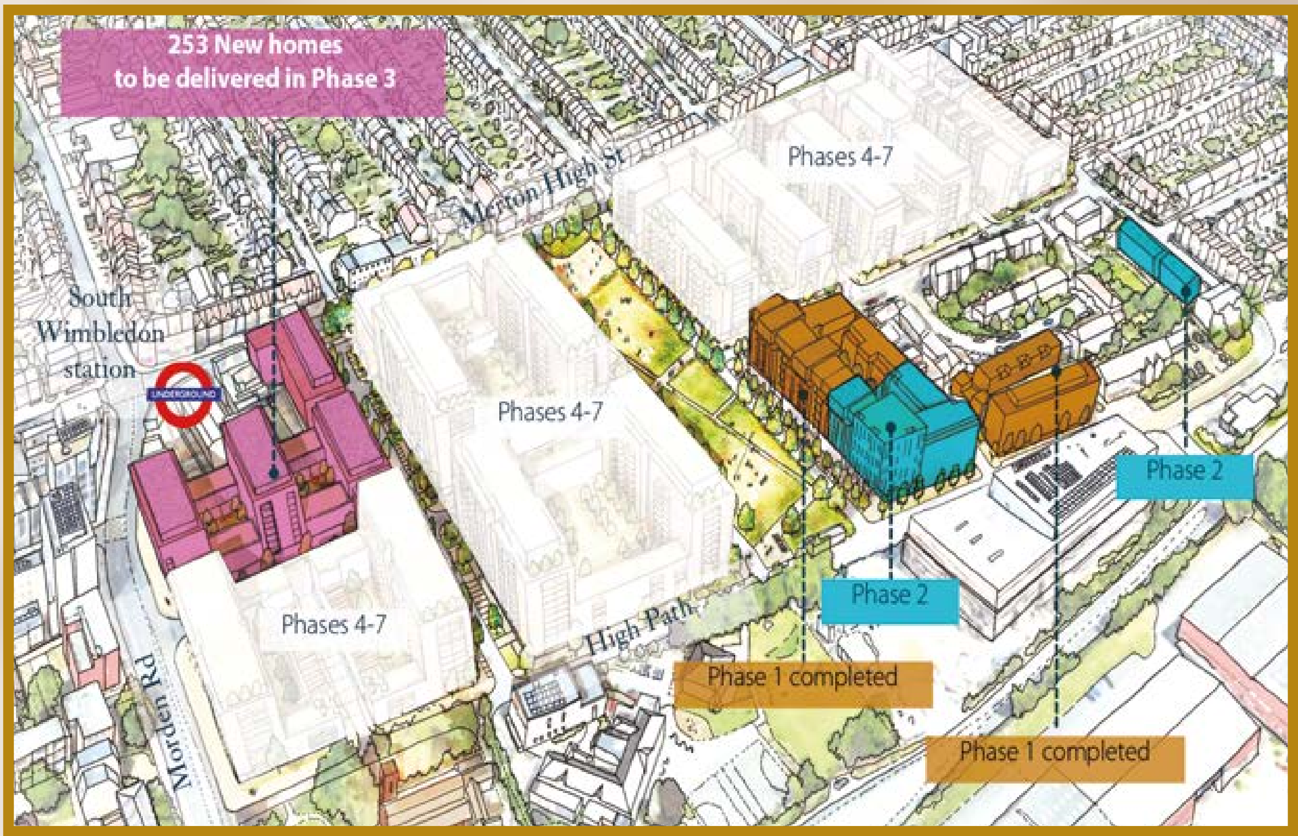
Other key considerations

There are 17 pubs within a 1.5km radius of the Trafalgar. However we consider that The Traf occupies a distinctive position in this local market as an independent freehouse with a strong reputation, loyal customer base and recognised heritage value. Anecdotally, there are also informal links between some of these pubs such as The Sultan and also with Wimbledon Brewery, creating a cluster which may increase the appeal to visit these pubs from further afield.

Being the only community-owned pub within the London Borough of Merton, this could help strengthen its distinctiveness within the local market, as well as attracting potential wider interest from further afield. This wider interest is already been seen as its positive reputation has spread, including repeat customers that form part of the broader community.

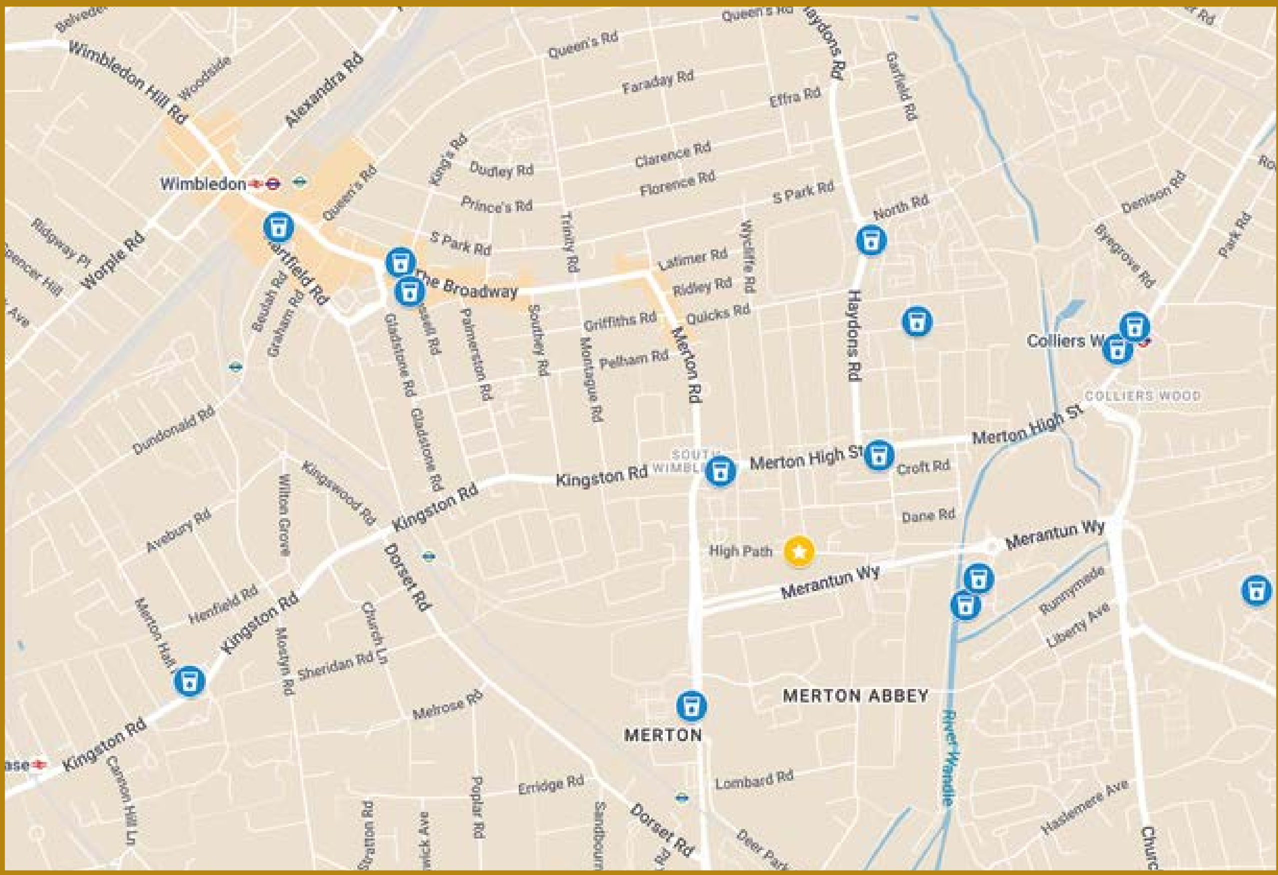
Commercially, the significant planned population growth around the pub also presents a substantial opportunity to expand The Trafalgar's customer base.

Community ownership would allow the business to build on these existing strengths while attracting new customers as the local population grows, and help ensure that the benefits of this growth are reinvested into the pub and the wider community, supporting its long-term viability as a thriving independent business.



Illustrative image of the High Path regeneration (Source: Clarion Consults May 2026) (Traf marked by star)

In summary, combined with its established customer base, strategic location and the significant population growth forecast within the High Path regeneration area, community ownership would place The Trafalgar in a strong position to grow its customer base, enhance its community offer and secure its long-term future as an independent pub serving South Wimbledon.



Map showing pubs (blue icons) within a 1.5km radius of The Trafalgar (yellow star)

*Merton 012A, as defined by the Ministry of Housing, Communities and Local Government.


SAVE THE TRAF


Coming soon

A Community Benefit Society is a type of organisation that operates for the benefit of its members and the wider community. At its heart is the principle of 'one member, one vote' to ensure community interests are properly represented and protected.

The CBS is an incorporated enterprise established by the 'Save the Traf' project team who are its founding members. It is registered with the Financial Conduct Authority (FCA) (Registration Number 9719) using a set of pre-approved model rules developed by Plunkett UK (a charity that has been helping communities to set up and run community-owned enterprises since 1919). A copy of the CBS's rules and purpose can be found on the CBS's website (savethetraf.co.uk) and on the FCA Mutuals Register (https://mutuals.fca.org.uk/Search/Society/32253)

Limited liability:
Cabo Trafalgar Limited is a limited liability entity. This means that the most a member can lose is the amount originally invested. Investors would not be liable for any activities of the tenant.

Governance
The business of the CBS is overseen by a Management Committee, which is equivalent to the board of directors in a company. They are referred to as Management Committee Members ('MCMs') or as Directors.

There must be at least three MCMs (with a maximum of 11) who would be elected annually by members at the Annual Members Meeting. The initial MCMs have been appointed by the founding MCMs as registered
with the FCA on incorporation and then expanded by asking engaged members of the community if they would like to join the Management Committee. All current MCMs remain in place until the first Annual Members Meeting, where their roles will be up for re-election alongside any CBS Members that wish to nominate themselves. After the first year, one third of the MCM's will step down each year (but could be re-elected).

The Management Committee will be a working board and will meet at least monthly to enable it keep a close eye on the business. In practice, meetings have been taking place more often and any MCM can raise topics for a meeting to be held.

The following roles would always exist on the Management Committee: Chair, Secretary and Treasurer. More roles could be added to meet the needs of the CBS once it is running. Individuals with relevant knowledge and experience may be co-opted onto the Management Committee as needs arise.

Depending on the needs of the CBS, the Management Committee may establish sub-committees to streamline decision making. These could include members of the CBS who do not sit on the Management Committee but would always include at least one MCM.

The Management Committee is responsible for compliance with all applicable laws, reporting obligations and good governance in line with its Rules. It has an Operating Procedure and Code of Conduct in place which all MCMs must adhere to. MCMs are collectively responsible for everything done by or in the name of the CBS.

MEMBER INVOLVEMENT

Any person who buys the minimum number of shares would become a member of the CBS and shareholder. This means that they would have a say on how the CBS is run. Each member has one vote to exercise at the Annual Members Meeting ('AMM') regardless of how many shares they hold.

We will collect member details for the share issue process and for the shareholder/member register that we must keep. Email addresses would be the primary method of communication. Members would be able to sit on Management Committee sub-committees and we hope would offer their skills and experience as needed (e.g. plumbing, social media, accountancy).

In accordance with the rules of the CBS, an AMM must be held each year in which all members would be able to attend and vote on resolutions. At these meetings, members would be informed of how the CBS is performing (including the annual accounts), consulted on any changes to the business model and future plans, and would have the opportunity to nominate and vote for members of the Management Committee (and would be able to stand themselves).

The Rules also provide for a number of other ways in which the membership may hold the Management Committee accountable for the running of the CBS, including calling a Special Members Meeting if required.

Information about the CBS would be on display in The Trafalgar. This would enable new customers to register for updates about the CBS, including opportunities to become new members during any future share issue.

A TRIED AND TESTED MODEL

According to the Plunkett Foundation, community pubs boast a remarkable survival rate of 99.3%, compared to just 44% for the average small and medium-sized enterprise (SME) over five years, (based on data from the Office for National Statistics). This demonstrates that when locals have a stake in a community space, they are more likely to support it and ensure its success. Simply put, this is a model that works.

FUNDING MODEL

The cost to purchase the freehold will be £500,000, as set out in the Option To Buy agreed with the current owners of the property (Adenbuild Construction Limited). In addition to this there are associated costs that need to be funded, including survey fees, legal fees for conveyancing, stamp duty and crowdfunding platform fees.

It should be noted that the CBS intends to purchase the freehold and take on the existing lease with the tenant as a going concern. In order to qualify as the transfer of a going concern under HMRC rules, the CBS has to also register for VAT (the seller is already VAT registered). The CBS believes that it will not therefore not be required to pay VAT on the purchase amount. If HMRC does not agree and determines that VAT is payable, then the CBS will take out a short-term bridging loan to cover the VAT.

The total funding requirement will vary depending upon the amount raised through the share offer. This is because the fees levied by the crowdfunding platform are calculated as a percentage of the amount raised, so the more money that is raised through the share offer, the higher the fees, as shown in the table below:

Share Offer Capital	Freehold Cost	Platform Fees	Other Fees	Total Required
£205,000 (minimum)	£500,000	£12,054	£17,900	**£529,954**
£250,000 (optimum)	£500,000	£14,700	£17,900	**£532,600**
£530,000 (maximum)	£500,000	£31,164	£17,900	**£549,064**

Funding Sources

The CBS is aiming to raise as much of this total as possible through a Community Share offer, with an optimum target of £250,000.

The remaining balance will need to be raised by seeking funds from community investors in the form of loans (debt) which are repayable in full, together with associated interest. The more that can be raised through the share offer, the lower the burden on the CBS's finances to repay such investments.

In addition, the CBS has applied to the Reach Fund, and has been awarded a grant of £10,300 to cover some of the costs associated with the freehold purchase (up to £5,000), and other costs that the CBS is incurring and will continue to incur up until the completion of the freehold purchase.

We will of course welcome donations from individuals or organisations. Donations will not form part of our share capital and will not be refundable (although in the event that we are unsuccessful in purchasing The Trafalgar we will as far as possible return any donations received).

The amount needing to be raised through debt will depend upon the amount raised through the share offer, as shown below:

Share Capital	Grant	Debt (Loans)	Total Capital Raised
£205,000 (minimum)	£5,000	£319,954	£529,954
£250,000 (optimum)	£5,000	£277,600	£532,600
£530,000 (maximum)	£5,000	£14,064	£549,064

Community Share Offer

Our target would be to raise as much of the total funding requirement from a community share offer, with an optimal target of £250,000.

The larger the take up of shares, the less the CBS will be dependent on other sources of funding such as loans.

Based on our community surveys there is a high level of support for this approach amongst the community, which suggests that a figure in excess of £250,000 could be achieved. This fact, combined with the experience of other community pubs that the conversion rate from initial indications/pledges to investment is high, the CBS is confident that this is a realistic assumption to base the funding model on.

The share issue will be launched on 9th September 2026 and run for 10 weeks until 17th November 2026.

The minimum target amount for the share issue is £205,000 and the maximum is £530,000.

- Investment in the share offer will be available in a number of tiers, which will be linked to various incentives:
  - £250 and above
  - £500 and above
  - £1,000 and above
  - £5,000 and above
- The minimum investment is £250.
- The maximum investment allowed for any individual shareholder will be £50,000.
- Institutional investors will be able to invest up to £100,000.
- Community Shares of nominal value £1 each will be issued to the full value of the investment. These shares are withdrawable, and may attract interest subject to the size of the investment.

For information about how the share issue would be marketed, please see below.

Key principles of the share issue

- The shares may be owned by individuals, companies, organisations, families etc. and cannot be sold or transferred. They can only be withdrawn with the agreement of the MCM.
- If a member dies, their relatives can inherit the shares or can request for them to be withdrawn and the money repaid. It should be noted that such a request will be governed on the same basis as withdrawal requests from every other shareholder and be contingent on the CBS's wider financial position and hence will require MCM approval.
- Shareholders will not be able withdraw their shares until at least 5 years after the share issue.
- For investments of £500 or more, Community Shares will attract interest
- The share interest will not be paid out to members, but instead will be accrued, thus increasing the value of shares held.
- A crowdfunding platform will be used to gather pledges for shares. The money pledged will only be drawn down if the minimum target of £205,000 is met.
- Individuals wishing to contribute to the project but not wanting to own shares will be given the opportunity to make a donation instead.

For information about the interest rates that will apply, and the point at which this interest will start to accrue, please refer to the Share Offer Document.

Commercial Mortgage Loans (Debt)

As explained above, the remaining funding required over and above the funds raised through the share issue will need to come from commercial mortgage loans. The CBS will seek to secure one or more loans at favourable terms from social investors. One such organisation that provides access to social investors is Cooperative & Community Finance. We have received a Letter of Intention confirming that we meet their lending criteria, and that subject to full appraisal, credit checks, due diligence and sufficient funds being available, they would in principle be prepared to offer a loan of up to £150,000.

The CBS is also discussing with Merton Council if there are opportunities for the Council to invest in the project.

If any of these prospective sources of funding do not for whatever reason come to fruition, the CBS will look to secure comparable loans from other lenders.

Commercial loans are repayable over an agreed period and at an agreed rate of interest. Allowance will be made in the CBS's business plan to ensure that there are sufficient funds available to meet these obligations.

This debt is likely to be secured on the freehold, and so it should be noted that members will be below lenders in the creditor hierarchy in the event of any loan default or insolvency.

Donations

As noted above, we will of course welcome donations from individuals or organisations. Donations will not form part of our share capital and will not be refundable (although in the event that we are unsuccessful in purchasing The Trafalgar we will as far as possible return any donations received).

Grants

As described above, the CBS has applied to the Reach Fund, and has been awarded a grant of £10,300, of which £5,000 will be used to cover costs associated with the freehold purchase (survey fees and legal fees) and the balance will be used to cover other costs that the CBS is incurring and will continue to incur up until the completion of the freehold purchase. These include professional fees for support in preparing this business plan and associated offer document, achieving the Community Shares Standard Mark, and share offer marketing. *Merton 012A, as defined by the Ministry of Housing, Communities and Local Government.

MEETING THE CBS'S ONGOING FINANCIAL OBLIGATIONS

If we are successful in purchasing the pub, we will inherit the 10-year lease which was agreed between the current tenant and freeholder in June 2026. This would mean that the rent would be paid directly to the CBS, and will represent the CBS's sole source of income.

This income will primarily be used to repay any debt investments (i.e. loans) taken on by the CBS to finance the purchase of the freehold. This will require repayment of the capital and payment of the associated interest at rates prevailing at the time.

Under the terms of the lease the tenant is responsible for upkeep and maintenance of the building. However, in cases where major renovation is required, such as a new roof, the CBS would aim to pay for this subject to having sufficient funds available.

Beyond repayment of debt, funding major renovation and meeting other costs that may be incurred by the ongoing business of the CBS, the next priority will be to facilitate the withdrawal of Community Shares if requested by members. Any withdrawals will be subject to approval by the CBS Committee, who will need to confirm that the CBS has sufficient cash reserves to meet the requested withdrawals.

For investments of £500 or more it is proposed that the Community Shares will attract interest. This interest will not be paid out to members but will be reinvested, thus increasing the value of the shares over time. Although the CBS is a not-for-profit society, this works like dividend reinvestment does in companies, whereby annual dividends are not paid out in cash but are reinvested to purchase more shares.

Any funds remaining once the above obligations have been met will be used to develop initiatives to increase the social value of The Trafalgar.

MARKETING THE SHARE ISSUE

The success of the campaign will depend on securing broad support from local residents, customers and supporters. The primary purpose of the marketing campaign will be to encourage investment in the community share offer by communicating a clear and compelling proposition: community ownership represents the best opportunity to secure the long-term future of The Trafalgar as an independent pub at the heart of South Wimbledon.

The campaign will build on the substantial goodwill that already exists towards the pub, the momentum generated through the Save the Traf campaign, and the strong emotional connection many local people have with The Trafalgar.

Target audiences

Existing customers
The pub already benefits from a loyal customer base who understand its importance and are the most likely initial investors.

Local residents
Residents of South Wimbledon, Wimbledon and the wider Merton area who value the role The Trafalgar plays within the community and the prospect of a community owned pub in Merton.

Community Supporters
Individuals who supported previous campaigns to protect the pub and who wish to see it secured for future generations.

Heritage and Pub Supporters
CAMRA members, community ownership networks and individuals who support the preservation of independent pubs and community assets.

First and foremost, the CBS has developed an attractive Share Offer Document and has acquired the Community Shares Standard Mark. A combination of methods would then be used to reach these target audiences, including the following:

Digital communications
- Email newsletters
- Social media campaigns
- Video content
- Website updates
- Online advertising where appropriate

Promotion in The Trafalgar
- Posters and display boards
- Information evenings
- CBS Office hours
- Deposit point for the Share Offer Document

Traditional media
- Local newspapers and community publications
- CAMRA publications
- Community ownership networks
- Local radio and television opportunities

Community engagement
- Public meetings
- Presence at local events and festivals
- Presentations to community groups
- Stakeholder meetings
- Leafleting the local area
- Flyers and printed materials

SOCIAL IMPACT PLAN

Pubs in England already fulfill an important role in promoting health, wellbeing and community cohesion. According to a study by WPI Strategy and the British Beer and Pub Association* pubs are already estimated to generate wellbeing values of up to £2,000 per regular pub goer per year. The boost comes from reduced loneliness, greater social ties and participation in community life and increased life satisfaction and happiness.

As noted throughout this document, The Trafalgar delivers significant social value already as a thriving independent pub and community meeting place. However, community ownership presents an opportunity for The Trafalgar to not only continue this role, but also to expand its contribution to the local area and increase the benefits it delivers to residents, community groups and local organisations.

The CBS intends to develop a Social Impact Plan to build on The Trafalgar's existing strengths by broadening the range of activities, services and opportunities available through the pub, ensuring it remains an inclusive and accessible community asset for people of all ages and backgrounds.

While many of these initiatives informally exist, it is recognised that some of these potential developments would require further consultation and would be staged over time. The following objectives would help frame conversations with the tenant and members of the CBS.

Strengthen community connections
The Trafalgar will continue to provide a welcoming environment where people can meet, socialise and develop relationships.
Future initiatives could include:

- Community discussion groups
- Hosting local clubs and societies
- Board game and hobby evenings
- Local history talks and talks of community interest
- Welcome events for new residents moving into the High Path regeneration area

Support health and wellbeing
The pub can play an important role in reducing social isolation and improving wellbeing by providing opportunities for regular social interaction.
Future initiatives could include:

- Coffee mornings and daytime social sessions
- Walking groups
- Community lunch clubs
- Mental health awareness and support
- Opportunities for intergenerational activities

Promote arts, culture and local heritage
The Trafalgar has a rich history and occupies an important place within South Wimbledon.
Future initiatives could include:

- Live music and performance events
- Exhibitions by local artists
- Heritage displays celebrating the history of The Trafalgar and High Path
- Collaboration with St John the Divine Church
- Community festivals and celebrations

Support local good causes
Community ownership provides an opportunity to create stronger links with local charities, schools and voluntary organisations.
Future initiatives could include:

- Fundraising activities
- Charity partnerships
- Free or discounted use of space for community groups
- Volunteering opportunities linked to local causes

The CBS will own The Trafalgar and let it to a tenant who will run the pub business. The core economics of the CBS's business as a property owner, therefore, revolve around the primary source of income (rent payments) vs. outgoings (commercial loan repayments and other overheads). In addition, we need to build up a reserve over time in case members wish to withdraw their shares, and to provide for property improvements to support business growth.

Our financial forecasts for Years 1 to 10 are set out in detail in the tables included in Appendix 2. These forecasts are the best estimates available at the current time on the basis of a set of conservative assumptions.

Three scenarios have been considered covering the minimum (£205,000), optimum (£250,000) and maximum (£530,000) targets for the share offer. For further commentary on these scenarios please refer to the Share Offer Document.

Rental Income

The terms of the lease that the CBS will inherit if successful in purchasing the freehold specifies a rental of £40,000 per annum in Year 1, increasing by £1,000 each year for the following 9 years, and so reaching £49,000 per annum for Year 10.

Outgoing commercial mortgage

The CBS has assumed that it will be necessary to supplement the money raised through the share offer by securing repayable debt investments from social investors. These investments will need to be repaid over an agreed period and at an agreed rate of return.

The level of debt funding required will depend upon the amount raised through the share offer, as follows:

Share Offer Capital	Debt Required	Debt Percentage of Total Capital Required
£205,000 (minimum)	£319,954	60%
£250,000 (optimum)	£277,600	52%
£530,000 (maximum)	£14,064	3%

We have assumed that these investments will be repaid over a period of 20 years, at an interest rate of 3% over the prevailing Bank of England Base Rate. At the time of writing the Bank of England Base Rate is 3.75%, and so the effective interest rate that the CBS will pay will be 6.75%. It should be noted that this rate will track the base rate, and so if the base rate increases over the 20 year term, the CBS's interest payments will increase accordingly.

These are the terms set out by Cooperative & Community Finance in their Letter of Intention to the CBS, and so the CBS believes it is reasonable to assume these terms apply to the total funds raised through debt.

We have modelled a range of interest rate scenarios, and are confident that at the level of borrowing anticipated, the CBS will be able to pay the interest in all but highly exceptional circumstances. In the event that the CBS was unable to meet its commitments at some point in the future, the CBS would enter into dialogue with the relevant investors with a view to adjusting those repayment schedules.

Upkeep of the property

As owners of the freehold, the CBS will need to maintain the assets (land and buildings) to uphold their value and ensure that the pub can operate. Although the tenant has clearly defined obligations for the upkeep of the pub (as specified in the lease) it is reasonable to assume that the CBS will need to pay for any major refurbishment or repairs that may be required. We have budgeted £15,000 in Year 3 and a further £20,000 in Year 5 for this.

(In the event that we only achieve the minimum target of £205,000 from the share offer, then it will be necessary to defer the refurbishments assumed for Year 3 and Year 5 in order to maintain a positive cash position.)

As a community initiative we hope and expect that members will want to help minimise maintenance costs by volunteering to undertake as much minor maintenance as is practicable.

Other Overheads

Recurring costs will include professional fees (e.g. accountancy costs, annual FCA fee), building insurance, indemnity insurance etc.

In addition, there will be a number of one-off start-up costs including stamp duty, legal fees, surveys, etc. together with professional assistance in preparing the Business Plan and Share Offer Document. These costs have been allowed for in the financial plan, either as part of the funds raised, or through a grant that the CBS has received from the Reach Fund.

To date we have incurred expenses on Community Benefit Society registration, website development and hosting, and other minor items such as printing. We have been helped in meeting some of these costs by selling merchandise. The CBS has clearly signposted that any purchases at this stage would be used for this purpose and are not related to any community share issue.

Share Withdrawals

Subject to surplus funds being available, we have allowed for an element of share withdrawal by members from Year 6 onwards.

As set out in the CBS' rules, it should be noted that withdrawals will only be permitted if sufficient surplus funds exist, and then only at the Management Committee's discretion. This is consistent with the expectation that investing in The Trafalgar is a long term investment in the community rather than a short term investment primarily for personal financial gain.

Share interest

For investments of £500 and above, shares will attract interest. This interest will not be paid out to members but will be reinvested, thus increasing the value of the shares over time. As described earlier, although the CBS is a not-for-profit society, this works like dividend reinvestment does in companies, whereby annual dividends are not paid out in cash but are reinvested to purchase more shares.

VAT

The CBS will register with HMRC for VAT. All VAT payable by the CBS will therefore be recoverable.


THE TRAFALGAR
23 HIGH PATH

APPENDIX 1

Cabo Trafalgar Limited Management Committee:
Overview of Members and dates joined
This appendix provides an overview of the individuals who have been appointed to the management committee of the CBS upon agreement by the existing members at the time. The FCA does not keep a log of management committee members for Community Benefit Societies: the founding members are those appointed at the date of FCA registering the CBS (25/02/2026). The CBS will update the FCA of its current management committee membership as part of its annual return in line with FCA requirements.

Name	Date Appointed	Formal Role
Stephen Nigel David Williams	25/02/2026	Secretary
Julie Diana Cumming	25/02/2026	Treasurer
Leah Beatrice De Santa Rita Silva	25/02/2026	Vice Chairperson
Jourdan William Edwards	25/02/2026	Chairperson
Andrew Peter Harding	07/03/2026	General Member
Rebecca Louise Coleman-Bennett	18/04/2026	General Member
Arthur Lucian Howden Roberts	18/04/2026	General Member
Oscar Jem Reynolds	04/05/2026	General Member

Jourdan Edwards (Chairperson)
South Wimbledon resident who works in infrastructure finance for a large consultancy, working on the development or acquisition of assets with a particular focus on low-carbon technologies. Prior to this, Jourdan started his working life as a construction lawyer.

Stephen Williams (Secretary)
Wandsworth resident for 13 years and solicitor with almost 20 years' experience as a competition lawyer in private practice and since 2017 in-house. Steve has a wide range of commercial legal experience including working as a lawyer in financial services – he is currently at a large British universal bank (retail, corporate and investment banking).

Jules Cumming (Treasurer)
Merton resident specialising in event branding and high-end retail graphics. The Traf has been a significant part of Jules's life over the years—from socialising there, to working behind the bar, and being involved with the Traf cricket team, reflecting a genuine and long-standing connection to the venue and its community.

Leah De Silva (Vice-Chairperson)
Lifelong local Merton resident, and previous Deputy Chief Executive of LandAid, the youth homelessness charity, with a background in fundraising, corporate partnerships, stakeholder management and hosting panels and podcasts. Previously a trustee for Wimbledon BookFest and also now co-ordinating volunteers to support the new Wimbledon Citizens Hub.

Andrew Harding
Wimbledon resident whose professional career spans strategy, consultancy, program management and organisational change management in the finance technology sector and other business areas. Outside of his professional sphere he has relevant fundraising experience having set up a charity and raised £170,000 to replace a pathway in a local nature reserve, and he organises local volunteers to help conserve and maintain this reserve plus another nature reserve in Wimbledon.

Rebecca Coleman
South Wimbledon resident specialising in strategic communications in support of nationally significant infrastructure projects, including community engagement, political consensus building and public consultation. Background in political campaigns and previous local election candidate, and current trustee of the Wimbledon Windmill Museum.

Arthur Roberts
Mitcham resident who works in Intellectual Property, dealing with licensing, ownership, and protection of software related inventions. Outside of work, Arthur is a keen member of the Traf walking group.

Oscar Reynolds
Morden resident who works in a local charity and also has organised fundraising events in the past.

START UP COSTS

Summary of Capital & Funding Required							
VAT Registered	Yes	**Asset Type**	**Length of Useful Life (Years)**	**Depreciation**	**Total Cost**	**Start Up Cost**	
Country	England or Northern Ireland	Land	N/A	£0	£240,000	Fixed Assets	**£500,000**
		Building	60	£2,667	£160,000		
		Fixtures and Fittings	30	£0	£0	Fees And Taxes	
		Vehicles	5	£0	£0	Costs (excl. VAT)	£26,545
Total Cash Needed	**£529,954**	Goodwill	10	£10,000	£100,000	VAT	£3,409
		Equipment	7	£0	£0		
Community share target	**£205,000**	IT	3	£0	£0		
Reach grant funding	**£5,000**					**Total**	**£29,954**
Other funding required	**£319,954**					Total Cash Needed	**£529,954**

Fees And Taxes			
Description	**Cost**	**VAT**	**Total**
VAT on freehold purchase		£0	£0
Land Transaction Taxes	£9,500	£0	£9,500
Conveyancing legal costs	£5,000	£1,000	£6,000
Structural survey	£2,000	£400	£2,400
Crowdfunder fees	£5,125	£1,025	£6,150
Stripe fees	£4,920	£984	£5,904
Total	**£26,545**	**£3,409**	**£29,954**

PROJECTED PROFIT AND LOSS

	Q1	Q2	Q3	Q4	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Turnover	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)
Rent	10,000	10,000	10,000	10,000	40,000	41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000
Total Sales	10,000	10,000	10,000	10,000	40,000	41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000
(Less Cost of Sales)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cost of Sales					-	-	-	-	-	-	-	-	-	-
Gross Profit	10,000	10,000	10,000	10,000	40,000	41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000
(Less Overheads)														
Insurance	(500)	(500)	(500)	(500)	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	(2,319)	(2,388)	(2,460)	(2,534)	(2,610)
Other Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(Total Overheads)	(500)	(500)	(500)	(500)	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	(2,319)	(2,388)	(2,460)	(2,534)	(2,610)
EBITDA	9,500	9,500	9,500	9,500	38,000	38,940	39,878	40,815	41,749	42,681	43,612	44,540	45,466	46,390
(Less Depreciation)														
Building	(667)	(667)	(667)	(667)	(2,667)	(2,667)	(2,667)	(2,667)	(2,667)	(2,667)	(2,667)	(2,667)	(2,667)	(2,667)
Goodwill	(2,500)	(2,500)	(2,500)	(2,500)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
(Total Depreciation)	(3,167)	(3,167)	(3,167)	(3,167)	(12,667)	(12,667)	(12,667)	(12,667)	(12,667)	(12,667)	(12,667)	(12,667)	(12,667)	(12,667)
(Less Interest)														
Community Shares	-	-	-	-	-	-	-	-	-	-	(9,481)	(9,187)	(8,877)	(8,552)
Mortgage	(5,389)	(5,356)	(5,323)	(5,290)	(21,357)	(20,812)	(20,228)	(19,604)	(18,936)	(18,222)	(17,458)	(16,641)	(15,767)	(14,832)
(Total Interest)	(5,389)	(5,356)	(5,323)	(5,290)	(21,357)	(20,812)	(20,228)	(19,604)	(18,936)	(18,222)	(26,939)	(25,827)	(24,644)	(23,384)
(Extra-Ordinary Day 1 Costs)														
Fees and Taxes	(29,954)				(29,954)									
Business Development	-				-									
(Total Extra-Ordinary Day 1 Costs)	(29,954)	-	-	-	(29,954)	-	-	-	-	-	-	-	-	-
Gross Profit	(29,009)	977	1,010	1,044	(25,978)	5,462	6,983	8,544	10,146	11,793	4,006	6,046	8,156	10,340
(less Tax)	-	-	-	-	-	-	(2,242)	(4,030)	(4,334)	(4,647)	(3,168)	(3,555)	(3,956)	(4,371)
Net profit	(29,009)	977	1,010	1,044	(25,978)	5,462	4,741	4,514	5,812	7,146	838	2,491	4,200	5,968

SHARE OFFER CAPITAL RAISED: £205,000 (MINIMUM TARGET)

PROJECTED CASH FLOW

Operating Cash Flows	Q1 (£)	Q2 (£)	Q3 (£)	Q4 (£)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)	Year 7 (£)	Year 8 (£)	Year 9 (£)	Year 10 (£)
Net Profit	(29,009)	977	1,010	1,044	(25,978)	5,462	4,741	4,514	5,812	7,146	838	2,491	4,200	5,968
Plus non cash expenses														
Depreciation	3,167	3,167	3,167	3,167	12,667	12,667	12,667	12,667	12,667	12,667	12,667	12,667	12,667	12,667
Tax Owing	-	-	-	-	-	-	2,242	4,030	4,334	4,647	3,168	3,555	3,956	4,371
Comm Shares Interest	-	-	-	-	-	-	-	-	-	-	9,481	9,187	8,877	8,552
Bonds or Loan Stock Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Mortgage Loan Arrangement Fee	2,400	-	-	-	2,400	-	-	-	-		-	-	-	-
VAT Received	2,000	5,409	2,000	2,000	8,000	8,200	8,400	8,600	8,800	9,000	9,200	9,400	9,600	9,800
(Less non expense cash out)														
Last Years Corporation Tax	-	-	-	-	-	-	-	(2,242)	(4,030)	(4,334)	(4,647)	(3,168)	(3,555)	(3,956)
Last Years Comm Share Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
VAT Paid	(3,409)	(2,000)	(2,000)	(2,000)	(6,000)	(8,150)	(8,350)	(8,550)	(8,750)	(8,950)	(9,150)	(9,350)	(9,550)	(9,750)
Changes in Current Assets														
(Increase)/Decrease in Stock	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(Increase)/Decrease in A/R	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(Increase)/Decrease in Accrued Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(Increase)/Decrease in Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Changes in Current Liabilities														
Increase/(Decrease) in A/P	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Unused Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Accrued Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Unearned Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Cash Flows	**(24,852)**	**7,553**	**4,177**	**4,210**	**(8,912)**	**18,178**	**19,700**	**19,019**	**18,833**	**20,175**	**21,557**	**24,782**	**26,194**	**27,652**

	Q1 (£)	Q2 (£)	Q3 (£)	Q4 (£)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)	Year 7 (£)	Year 8 (£)	Year 9 (£)	Year 10 (£)
Investing Cash Flows														
(Purchase of Property Plant and Equipment)	(500,000)	-	-	-	(500,000)	-	-	-	-		-	-	-	-
Sale of Property Plant and Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Investing Cash Flows	**(500,000)**	**-**	**-**	**-**	**(500,000)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Financing Cash Flows														
Receiving Mortgages	317,554	-	-	-	317,554	-	-	-	-	-	-	-	-	-
(Repaying Mortgages)	(1,910)	(1,942)	(1,975)	(2,009)	(7,836)	(8,382)	(8,966)	(9,590)	(10,258)	(10,972)	(11,736)	(12,553)	(13,427)	(14,362)
Receiving Loan Stock/ Bonds	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(Repaying Loan Stock/ Bonds)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Raising Share Capital	205,000				205,000									
(Share Withdrawal)	-	-	-	-	-	-	-	-	-	(15,375)	(15,375)	(15,375)	(15,375)	(15,375)
Receiving Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Financing Cash Flows	**520,644**	**(1,942)**	**(1,975)**	**(2,009)**	**514,718**	**(8,382)**	**(8,966)**	**(9,590)**	**(10,258)**	**(26,347)**	**(27,111)**	**(27,928)**	**(28,802)**	**(29,737)**
Net Cash Flows	(4,207)	5,611	2,202	2,202	5,806	9,796	10,734	9,429	8,575	(6,172)	(5,554)	(3,146)	(2,608)	(2,085)
Opening Balance	-	(4,207)	1,403	3,605	-	5,806	15,602	26,337	35,766	44,341	38,169	32,615	29,468	26,861
Closing Cash Balance	(4,207)	1,403	3,605	5,806	**5,806**	**15,602**	**26,337**	**35,766**	**44,341**	**38,169**	**32,615**	**29,468**	**26,861**	**24,776**

PROJECTED BALANCE SHEET

Fixed Assets	Q1 (£)	Q2 (£)	Q3 (£)	Q4 (£)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)	Year 7 (£)	Year 8 (£)	Year 9 (£)	Year 10 (£)
Land	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000
Building	159,333	158,667	158,000	157,333	157,333	154,667	152,000	149,333	146,667	144,000	141,333	138,667	136,000	133,333
Goodwill	97,500	95,000	92,500	90,000	90,000	80,000	70,000	60,000	50,000	40,000	30,000	20,000	10,000	-
Total Fixed Assets	**496,833**	**493,667**	**490,500**	**487,333**	**487,333**	**474,667**	**462,000**	**449,333**	**436,667**	**424,000**	**411,333**	**398,667**	**386,000**	**373,333**
Current Assets														
Cash at Bank	(4,207)	1,403	3,605	5,806	5,806	15,602	26,337	35,766	44,341	38,169	32,615	29,468	26,861	24,776
Accounts Receivable	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accrued Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	**(4,207)**	**1,403**	**3,605**	**5,806**	**5,806**	**15,602**	**26,337**	**35,766**	**44,341**	**38,169**	**32,615**	**29,468**	**26,861**	**24,776**
(Less Current Liabilities)														
Accounts Payable	-	-	-	-	-	-	-	-	-	-	-	-	-	-
VAT Owed	1,409	(2,000)	(2,000)	(2,000)	(2,000)	(2,050)	(2,100)	(2,150)	(2,200)	(2,250)	(2,300)	(2,350)	(2,400)	(2,450)
Corporation Tax Owing	-	-	-	-	-	-	(2,242)	(4,030)	(4,334)	(4,647)	(3,168)	(3,555)	(3,956)	(4,371)
Share Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accrued Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unearned Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unused Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Mortgages Due this Year	(7,969)	(8,105)	(8,242)	(8,382)	(8,382)	(8,966)	(9,590)	(10,258)	(10,972)	(11,736)	(12,553)	(13,427)	(14,362)	(15,362)
Loans Due this Year	-	-	-	-	-	-	-	-						
(Total Current Liabilities)	(6,560)	(10,105)	(10,242)	(10,382)	(10,382)	(11,016)	(13,932)	(16,438)	(17,506)	(18,633)	(18,021)	(19,332)	(20,718)	(22,183)
Net Current Assets	(10,768)	(8,701)	(6,637)	(4,576)	(4,576)	4,587	12,405	19,328	26,834	19,536	14,594	10,136	6,143	2,593
(Less Long Term Liabilities)														
Mortgages Owing	(310,075)	(307,997)	(305,884)	(303,736)	(303,736)	(294,770)	(285,180)	(274,922)	(263,951)	(252,215)	(239,662)	(226,235)	(211,873)	(196,511)
Loanstock/ Bonds Owing	-	-	-	-										
(Total Long Term Liabilities)	(310,075)	(307,997)	(305,884)	(303,736)	(303,736)	(294,770)	(285,180)	(274,922)	(263,951)	(252,215)	(239,662)	(226,235)	(211,873)	(196,511)
Net Worth	175,991	176,968	177,978	179,022	**179,022**	**184,483**	**189,225**	**193,739**	**199,551**	**191,321**	**186,265**	**182,568**	**180,269**	**179,415**
Made Up of														
Retained Earnings	(29,009)	(28,032)	(27,022)	(25,978)	(25,978)	(20,517)	(15,775)	(11,261)	(5,449)	1,696	2,534	5,025	9,224	15,193
Community Shares	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	189,625	183,731	177,543	171,045	164,222

APPENDIX 2
SHARE OFFER CAPITAL RAISED: £205,000 (MINIMUM TARGET)

COMMUNITY SHARES ASSUMPTIONS

Amount Raised	£205,000	Proposed Withdrawal Rate	7.50%
Proposed Interest Rate	5.00%	Initial Interest Holiday (Years)	6
Interest Accrued to Share Accoun t	Yes	Initial Withdrawal Suspension (Years)	5

COMMUNITY SHARES ACCRUED INTEREST AND OUTSTANDING SHARE BALANCE PROJECTIONS

Year	1	2	3	4	5	6	7	8	9	10
Interest Accrued in Year	-	-	-	-	-	-	9,481	9,187	8,877	8,552
Interest Paid out in year	-	-	-	-	-	-	-	-	-	-
Shares Withdrawn in Year	-	-	-	-	-	(15,375)	(15,375)	(15,375)	(15,375)	(15,375)
Share Balance	205,000	205,000	205,000	205,000	205,000	189,625	183,731	177,543	171,045	164,222

LOAN ASSUMPTIONS

Loan Amount	£319,954	Loan Arrangement	0.75%	£2,400
Interest Rate Y1	6.75%			
Interest Rate Y2-Y5	6.75%	Total Cash Received		**£317,554**
Interest Rate Y6-Y10	6.75%			
Interest Rate Y11-Y15	6.75%			
Interest Rate Y16-Y20	6.75%			
Length	20	Interest Only	No	
Interest Rate Rises	0.00%	Over	20 Years	

LOAN REPAYMENT PROJECTIONS

Year	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**
Interest Rate	6.75%	6.75%	6.75%	6.75%	6.75%	6.75%	6.75%	6.75%	6.75%	6.75%
Monthly Payment	£2,433	£2,433	£2,433	£2,433	£2,433	£2,433	£2,433	£2,433	£2,433	£2,433
Ending Balance	312,118	303,736	294,770	285,180	274,922	263,951	252,215	239,662	226,235	211,873
Total Payments	29,194	29,194	29,194	29,194	29,194	29,194	29,194	29,194	29,194	29,194
Total Interest	21,357	20,812	20,228	19,604	18,936	18,222	17,458	16,641	15,767	14,832

SHARE OFFER CAPITAL RAISED: £250,000 (OPTIMUM TARGET)

START UP COSTS

Summary of Capital & Funding Required							
VAT Registered	Yes	Asset Type	Length of Useful Life (Years)	Depreciation	Total Cost	Start Up Cost	
Country	England or Northern Ireland	Land	N/A	£0	£240,000	Fixed Assets	£500,000
		Building	60	£2,667	£160,000		
		Fixtures and Fittings	30	£0	£0	Fees And Taxes	
		Vehicles	5	£0	£0	Costs (excl. VAT)	£28,750
Total Cash Needed	£532,600	Goodwill	10	£10,000	£100,000	VAT	£3,850
		Equipment	7	£0	£0		
Community share target	£250,000	IT	3	£0	£0		
Reach grant funding	£5,000					Total	£32,600
Other funding required	£277,600					Total Cash Needed	**£532,600**

Fees And Taxes			
Description	Cost	VAT	Total
VAT on freehold purchase		£0	£0
Land Transaction Taxes	£9,500	£0	£9,500
Conveyancing legal costs	£5,000	£1,000	£6,000
Structural survey	£2,000	£400	£2,400
Crowdfunder fees	£6,250	£1,250	£7,500
Stripe fees	£6,000	£1,200	£7,200
Total	£28,750	£3,850	£32,600

SHARE OFFER CAPITAL RAISED: £250,000 (OPTIMUM TARGET)

PROJECTED PROFIT AND LOSS

	Q1	Q2	Q3	Q4	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Turnover	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)
Rent	10,000	10,000	10,000	10,000	40,000	41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000
Total Sales	**10,000**	**10,000**	**10,000**	**10,000**	**40,000**	**41,000**	**42,000**	**43,000**	**44,000**	**45,000**	**46,000**	**47,000**	**48,000**	**49,000**
(Less Cost of Sales)					-	-	-	-	-	-	-	-	-	-
Total Cost of Sales	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gross Profit	**10,000**	**10,000**	**10,000**	**10,000**	**40,000**	**41,000**	**42,000**	**43,000**	**44,000**	**45,000**	**46,000**	**47,000**	**48,000**	**49,000**
(Less Overheads)														
Insurance	(500)	(500)	(500)	(500)	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	(2,319)	(2,388)	(2,460)	(2,534)	(2,610)
Other Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(Total Overheads)	**(500)**	**(500)**	**(500)**	**(500)**	**(2,000)**	**(2,060)**	**(2,122)**	**(2,185)**	**(2,251)**	**(2,319)**	**(2,388)**	**(2,460)**	**(2,534)**	**(2,610)**
EBITDA	**9,500**	**9,500**	**9,500**	**9,500**	**38,000**	**38,940**	**39,878**	**40,815**	**41,749**	**42,681**	**43,612**	**44,540**	**45,466**	**46,390**
(Less Depreciation)														
Building	(667)	(667)	(667)	(667)	(2,667)	(2,667)	(2,667)	(2,667)	(2,667)	(2,667)	(2,667)	(2,667)	(2,667)	(2,667)
Goodwill	(2,500)	(2,500)	(2,500)	(2,500)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
(Total Depreciation)	**(3,167)**	**(3,167)**	**(3,167)**	**(3,167)**	**(12,667)**	**(12,667)**	**(12,667)**	**(12,667)**	**(12,667)**	**(12,667)**	**(12,667)**	**(12,667)**	**(12,667)**	**(12,667)**
(Less Interest)														
Community Shares	-	-	-	-	-	-	-	-	-	(12,500)	(12,188)	(11,859)	(11,515)	(11,153)
Mortgage	(4,675)	(4,647)	(4,618)	(4,589)	(18,530)	(18,057)	(17,550)	(17,009)	(16,429)	(15,810)	(15,147)	(14,438)	(13,680)	(12,869)
(Total Interest)	**(4,675)**	**(4,647)**	**(4,618)**	**(4,589)**	**(18,530)**	**(18,057)**	**(17,550)**	**(17,009)**	**(16,429)**	**(28,310)**	**(27,334)**	**(26,297)**	**(25,195)**	**(24,022)**
(Extra-Ordinary Day 1 Costs)														
Fees and Taxes	(32,600)				(32,600)									
Business Development	-				-									
(Total Extra-Ordinary Day 1 Costs)	**(32,600)**	-	-	-	**(32,600)**	-	-	-	-	-	-	-	-	-
Gross Profit	**(30,942)**	**1,686**	**1,715**	**1,744**	**(25,797)**	**8,217**	**9,661**	**11,139**	**12,653**	**1,705**	**3,611**	**5,576**	**7,605**	**9,702**
(less Tax)	-	-	-	-	-	-	(3,309)	(4,523)	(4,811)	(2,731)	(3,093)	(3,466)	(3,852)	(4,250)
Net profit	**(30,942)**	**1,686**	**1,715**	**1,744**	**(25,797)**	**8,217**	**6,352**	**6,616**	**7,842**	**(1,026)**	**518**	**2,110**	**3,754**	**5,452**

PROJECTED CASH FLOW

Operating Cash Flows	Q1 (£)	Q2 (£)	Q3 (£)	Q4 (£)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)	Year 7 (£)	Year 8 (£)	Year 9 (£)	Year 10 (£)
Net Profit	(30,942)	1,686	1,715	1,744	(25,797)	8,217	6,352	6,616	7,842	(1,026)	518	2,110	3,754	5,452
Plus non cash expenses														
Depreciation	3,167	3,167	3,167	3,167	12,667	12,667	12,667	12,667	12,667	12,667	12,667	12,667	12,667	12,667
Tax Owing	-	-	-	-	-	-	3,309	4,523	4,811	2,731	3,093	3,466	3,852	4,250
Comm Shares Interest	-	-	-	-	-	-	-	-	-	12,500	12,188	11,859	11,515	11,153
Bonds or Loan Stock Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Mortgage Loan Arrangement Fee	2,082	-	-	-	2,082	-	-	-	-		-	-	-	-
VAT Received	2,000	5,850	2,000	2,000	8,000	8,200	8,400	8,600	8,800	9,000	9,200	9,400	9,600	9,800
(Less non expense cash out)														
Last Years Corporation Tax	-	-	-	-	-	-	-	(3,309)	(4,523)	(4,811)	(2,731)	(3,093)	(3,466)	(3,852)
Last Years Comm Share Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
VAT Paid	(3,850)	(2,000)	(2,000)	(2,000)	(6,000)	(8,150)	(8,350)	(8,550)	(8,750)	(8,950)	(9,150)	(9,350)	(9,550)	(9,750)
Changes in Current Assets														
(Increase)/Decrease in Stock	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(Increase)/Decrease in A/R	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(Increase)/Decrease in Accrued Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(Increase)/Decrease in Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Changes in Current Liabilities														
Increase/(Decrease) in A/P	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Unused Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Accrued Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Unearned Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Cash Flows	**(27,543)**	**8,703**	**4,882**	**4,911**	**(9,048)**	**20,933**	**22,378**	**20,547**	**20,846**	**22,111**	**25,784**	**27,060**	**28,371**	**29,720**
Investing Cash Flows														
(Purchase of Property Plant and Equipment)	(500,000)	-	-	-	(500,000)	-	(15,000)	-	(20,000)		-	-	-	-
Sale of Property Plant and Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Investing Cash Flows	**(500,000)**	**-**	**-**	**-**	**(500,000)**	**-**	**(15,000)**	**-**	**(20,000)**	**-**	**-**	**-**	**-**	**-**
Financing Cash Flows														
Receiving Mortgages	275,518	-	-	-	275,518	-	-	-	-	-	-	-	-	-
(Repaying Mortgages)	(1,657)	(1,685)	(1,714)	(1,743)	(6,799)	(7,272)	(7,779)	(8,320)	(8,900)	(9,519)	(10,182)	(10,891)	(11,650)	(12,461)
Receiving Loan Stock/ Bonds	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(Repaying Loan Stock/ Bonds)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Raising Share Capital	250,000				250,000									
(Share Withdrawal)	-	-	-	-	-	-	-	-	-	(18,750)	(18,750)	(18,750)	(18,750)	(18,750)
Receiving Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Financing Cash Flows	**523,861**	**(1,685)**	**(1,714)**	**(1,743)**	**518,719**	**(7,272)**	**(7,779)**	**(8,320)**	**(8,900)**	**(28,269)**	**(28,932)**	**(29,641)**	**(30,400)**	**(31,211)**
Net Cash Flows	(3,682)	7,018	3,168	3,168	9,671	13,661	(401)	12,227	(8,053)	(6,158)	(3,148)	(2,582)	(2,029)	(1,490)
Opening Balance	-	(3,682)	3,335	6,503	-	9,671	23,332	22,930	35,157	27,104	20,945	17,797	15,216	13,187
Closing Cash Balance	(3,682)	3,335	6,503	9,671	**9,671**	**23,332**	**22,930**	**35,157**	**27,104**	**20,945**	**17,797**	**15,216**	**13,187**	**11,696**

SHARE OFFER CAPITAL RAISED: £250,000 (OPTIMUM TARGET)

PROJECTED BALANCE SHEET

	Q1 (£)	Q2 (£)	Q3 (£)	Q4 (£)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)	Year 7 (£)	Year 8 (£)	Year 9 (£)	Year 10 (£)
Fixed Assets														
Land	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000
Building	159,333	158,667	158,000	157,333	157,333	154,667	167,000	164,333	181,667	179,000	176,333	173,667	171,000	168,333
Goodwill	97,500	95,000	92,500	90,000	90,000	80,000	70,000	60,000	50,000	40,000	30,000	20,000	10,000	-
Total Fixed Assets	**496,833**	**493,667**	**490,500**	**487,333**	**487,333**	**474,667**	**477,000**	**464,333**	**471,667**	**459,000**	**446,333**	**433,667**	**421,000**	**408,333**
Current Assets														
Cash at Bank	(3,682)	3,335	6,503	9,671	9,671	23,332	22,930	35,157	27,104	20,945	17,797	15,216	13,187	11,696
Accounts Receivable	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accrued Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	**(3,682)**	**3,335**	**6,503**	**9,671**	**9,671**	**23,332**	**22,930**	**35,157**	**27,104**	**20,945**	**17,797**	**15,216**	**13,187**	**11,696**
(Less Current Liabilities)														
Accounts Payable	-	-	-	-	-	-	-	-	-	-	-	-	-	-
VAT Owed	1,850	(2,000)	(2,000)	(2,000)	(2,000)	(2,050)	(2,100)	(2,150)	(2,200)	(2,250)	(2,300)	(2,350)	(2,400)	(2,450)
Corporation Tax Owing	-	-	-	-	-	-	(3,309)	(4,523)	(4,811)	(2,731)	(3,093)	(3,466)	(3,852)	(4,250)
Share Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accrued Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unearned Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unused Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Mortgages Due this Year	(6,914)	(7,032)	(7,151)	(7,272)	(7,272)	(7,779)	(8,320)	(8,900)	(9,519)	(10,182)	(10,891)	(11,650)	(12,461)	(13,328)
Loans Due this Year	-	-	-	-	-	-	-	-						
(Total Current Liabilities)	(5,064)	(9,032)	(9,151)	(9,272)	(9,272)	(9,829)	(13,729)	(15,573)	(16,530)	(15,163)	(16,284)	(17,466)	(18,712)	(20,028)
Net Current Assets	(8,747)	(5,696)	(2,648)	398	398	13,503	9,201	19,584	10,574	5,782	1,513	(2,250)	(5,526)	(8,332)
(Less Long Term Liabilities)														
Mortgages Owing	(269,028)	(267,226)	(265,393)	(263,529)	(263,529)	(255,750)	(247,429)	(238,530)	(229,010)	(218,828)	(207,937)	(196,287)	(183,826)	(170,498)
Loanstock/ Bonds Owing	-	-	-	-										
(Total Long Term Liabilities)	(269,028)	(267,226)	(265,393)	(263,529)	(263,529)	(255,750)	(247,429)	(238,530)	(229,010)	(218,828)	(207,937)	(196,287)	(183,826)	(170,498)
Net Worth	219,058	220,744	222,459	224,203	**224,203**	**232,420**	**238,772**	**245,388**	**253,230**	**245,955**	**239,910**	**235,129**	**231,648**	**229,503**
Made Up of														
Retained Earnings	(30,942)	(29,256)	(27,541)	(25,797)	(25,797)	(17,580)	(11,228)	(4,612)	3,230	2,205	2,723	4,833	8,586	14,038
Community Shares	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	243,750	237,188	230,297	223,062	215,465

COMMUNITY SHARES ASSUMPTIONS

Amount Raised	£250,000	Proposed Withdrawal Rate	7.50%
Proposed Interest Rate	5.00%	Initial Interest Holiday (Years)	5
Interest Accrued to Share Accoun t	Yes	Initial Withdrawal Suspension (Years)	5

COMMUNITY SHARES ACCRUED INTEREST AND OUTSTANDING SHARE BALANCE PROJECTIONS

Year	1	2	3	4	5	6	7	8	9	10
Interest Accrued in Year	-	-	-	-	-	12,500	12,188	11,859	11,515	11,153
Interest Paid out in year	-	-	-	-	-	-	-	-	-	-
Shares Withdrawn in Year	-	-	-	-	-	(18,750)	(18,750)	(18,750)	(18,750)	(18,750)
Share Balance	250,000	250,000	250,000	250,000	250,000	243,750	237,188	230,297	223,062	215,465

LOAN ASSUMPTIONS

Loan Amount	£277,600	Loan Arrangement	0.75%	£2,082
Interest Rate Y1	6.75%			
Interest Rate Y2-Y5	6.75%	Total Cash Received		**£275,518**
Interest Rate Y6-Y10	6.75%			
Interest Rate Y11-Y15	6.75%			
Interest Rate Y16-Y20	6.75%			
Length	20	Interest Only	No	
Interest Rate Rises	0.00%	Over	20	Years

LOAN REPAYMENT PROJECTIONS

Year	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**
Interest Rate	6.75%	6.75%	6.75%	6.75%	6.75%	6.75%	6.75%	6.75%	6.75%	6.75%
Monthly Payment	£2,111	£2,111	£2,111	£2,111	£2,111	£2,111	£2,111	£2,111	£2,111	£2,111
Ending Balance	270,801	263,529	255,750	247,429	238,530	229,010	218,828	207,937	196,287	183,826
Total Payments	25,329	25,329	25,329	25,329	25,329	25,329	25,329	25,329	25,329	25,329
Total Interest	18,530	18,057	17,550	17,009	16,429	15,810	15,147	14,438	13,680	12,869

START UP COSTS

Summary of Capital & Funding Required							
VAT Registered	Yes	**Asset Type**	**Length of Useful**	**Depreciation**	**Total Cost**		**Start Up Cost**
Country	England or Northern Ireland	Land	N/A	£0	£240,000	Fixed Assets	**£500,000**
		Building	60	£2,667	£160,000		
		Fixtures and Fittings	30	£0	£0	Fees And Taxes	
		Vehicles	5	£0	£0	Costs (excl. VAT)	£42,470
Total Cash Needed	**£549,064**	Goodwill	10	£10,000	£100,000	VAT	£6,594
		Equipment	7	£0	£0		
Community share target	**£530,000**	IT	3	£0	£0		
Reach grant funding	**£5,000**					**Total**	**£49,064**
Other funding required	**£14,064**					Total Cash Needed	**£549,064**

Fees And Taxes			
Description	**Cost**	**VAT**	**Total**
VAT on freehold purchase		£0	£0
Land Transaction Taxes	£9,500	£0	£9,500
Conveyancing legal costs	£5,000	£1,000	£6,000
Structural survey	£2,000	£400	£2,400
Crowdfunder fees	£13,250	£2,650	£15,900
Stripe fees	£12,720	£2,544	£15,264
Total	**£42,470**	**£6,594**	**£49,064**

PROJECTED PROFIT AND LOSS

	Q1	Q2	Q3	Q4	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Turnover	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)
Rent	10,000	10,000	10,000	10,000	40,000	41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000
Total Sales	**10,000**	**10,000**	**10,000**	**10,000**	**40,000**	**41,000**	**42,000**	**43,000**	**44,000**	**45,000**	**46,000**	**47,000**	**48,000**	**49,000**
(Less Cost of Sales)					-	-	-	-	-	-	-	-	-	-
Total Cost of Sales	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gross Profit	**10,000**	**10,000**	**10,000**	**10,000**	**40,000**	**41,000**	**42,000**	**43,000**	**44,000**	**45,000**	**46,000**	**47,000**	**48,000**	**49,000**
(Less Overheads)														
Insurance	(500)	(500)	(500)	(500)	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	(2,319)	(2,388)	(2,460)	(2,534)	(2,610)
Other Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(Total Overheads)	**(500)**	**(500)**	**(500)**	**(500)**	**(2,000)**	**(2,060)**	**(2,122)**	**(2,185)**	**(2,251)**	**(2,319)**	**(2,388)**	**(2,460)**	**(2,534)**	**(2,610)**
EBITDA	**9,500**	**9,500**	**9,500**	**9,500**	**38,000**	**38,940**	**39,878**	**40,815**	**41,749**	**42,681**	**43,612**	**44,540**	**45,466**	**46,390**
(Less Depreciation)														
Building	(667)	(667)	(667)	(667)	(2,667)	(2,667)	(2,667)	(2,667)	(2,667)	(2,667)	(2,667)	(2,667)	(2,667)	(2,667)
Goodwill	(2,500)	(2,500)	(2,500)	(2,500)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
(Total Depreciation)	**(3,167)**	**(3,167)**	**(3,167)**	**(3,167)**	**(12,667)**	**(12,667)**	**(12,667)**	**(12,667)**	**(12,667)**	**(12,667)**	**(12,667)**	**(12,667)**	**(12,667)**	**(12,667)**
(Less Interest)														
Community Shares	-	-	-	-	-	-	-	-	(26,500)	(27,825)	(27,229)	(26,603)	(25,945)	(25,255)
Mortgage	(237)	(235)	(234)	(233)	(939)	(915)	(889)	(862)	(832)	(801)	(767)	(731)	(693)	(652)
(Total Interest)	**(237)**	**(235)**	**(234)**	**(233)**	**(939)**	**(915)**	**(889)**	**(862)**	**(27,332)**	**(28,626)**	**(27,996)**	**(27,334)**	**(26,638)**	**(25,907)**
(Extra-Ordinary Day 1 Costs)														
Fees and Taxes	(49,064)				(49,064)									
Business Development	-				-									
(Total Extra-Ordinary Day 1 Costs)	**(49,064)**	-	-	-	**(49,064)**	-	-	-	-	-	-	-	-	-
Gross Profit	**(42,968)**	**6,098**	**6,099**	**6,101**	**(24,669)**	**25,359**	**26,322**	**27,286**	**1,750**	**1,389**	**2,949**	**4,539**	**6,161**	**7,817**
(less Tax)	-	-	-	-	-	(2,538)	(7,408)	(7,591)	(2,739)	(2,671)	(2,967)	(3,269)	(3,577)	(3,892)
Net profit	**(42,968)**	**6,098**	**6,099**	**6,101**	**(24,669)**	**22,821**	**18,914**	**19,695**	**(989)**	**(1,282)**	**(18)**	**1,270**	**2,584**	**3,925**

PROJECTED CASH FLOW

Operating Cash Flows	Q1 (£)	Q2 (£)	Q3 (£)	Q4 (£)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)	Year 7 (£)	Year 8 (£)	Year 9 (£)	Year 10 (£)
Net Profit	(42,968)	6,098	6,099	6,101	(24,669)	22,821	18,914	19,695	(989)	(1,282)	(18)	1,270	2,584	3,925
Plus non cash expenses														
Depreciation	3,167	3,167	3,167	3,167	12,667	12,667	12,667	12,667	12,667	12,667	12,667	12,667	12,667	12,667
Tax Owing	-	-	-	-	-	2,538	7,408	7,591	2,739	2,671	2,967	3,269	3,577	3,892
Comm Shares Interest	-	-	-	-	-	-	-	-	26,500	27,825	27,229	26,603	25,945	25,255
Bonds or Loan Stock Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Mortgage Loan Arrangement Fee	105	-	-	-	105	-	-	-	-		-	-	-	-
VAT Received	2,000	8,594	2,000	2,000	8,000	8,200	8,400	8,600	8,800	9,000	9,200	9,400	9,600	9,800
(Less non expense cash out)														
Last Years Corporation Tax	-	-	-	-	-	-	(2,538)	(7,408)	(7,591)	(2,739)	(2,671)	(2,967)	(3,269)	(3,577)
Last Years Comm Share Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
VAT Paid	(6,594)	(2,000)	(2,000)	(2,000)	(6,000)	(8,150)	(8,350)	(8,550)	(8,750)	(8,950)	(9,150)	(9,350)	(9,550)	(9,750)
Changes in Current Assets														
(Increase)/Decrease in Stock	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(Increase)/Decrease in A/R	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(Increase)/Decrease in Accrued Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(Increase)/Decrease in Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Changes in Current Liabilities														
Increase/(Decrease) in A/P	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Unused Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Accrued Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Unearned Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Cash Flows	**(44,289)**	**15,859**	**9,266**	**9,267**	**(9,897)**	**38,075**	**36,501**	**32,595**	**33,376**	**39,191**	**40,224**	**40,892**	**41,554**	**42,211**
Investing Cash Flows														
(Purchase of Property Plant and Equipment)	(500,000)	-	-	-	(500,000)	-	(15,000)	-	(20,000)		-	-	-	-
Sale of Property Plant and Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Investing Cash Flows	**(500,000)**	**-**	**-**	**-**	**(500,000)**	**-**	**(15,000)**	**-**	**(20,000)**	**-**	**-**	**-**	**-**	**-**
Financing Cash Flows														
Receiving Mortgages	13,959	-	-	-	13,959	-	-	-	-	-	-	-	-	-
(Repaying Mortgages)	(84)	(85)	(87)	(88)	(344)	(368)	(394)	(422)	(451)	(482)	(516)	(552)	(590)	(631)
Receiving Loan Stock/ Bonds	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(Repaying Loan Stock/ Bonds)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Raising Share Capital	530,000				530,000									
(Share Withdrawal)	-	-	-	-	-	-	-	-	-	(39,750)	(39,750)	(39,750)	(39,750)	(39,750)
Receiving Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Financing Cash Flows	**543,875**	**(85)**	**(87)**	**(88)**	**543,614**	**(368)**	**(394)**	**(422)**	**(451)**	**(40,232)**	**(40,266)**	**(40,302)**	**(40,340)**	**(40,381)**
Net Cash Flows	(415)	15 773	9 179	9 179	33 717	37 707	21 107	32 173	12 925	(1 041)	(42)	590	1 214	1 830
Opening Balance	-	(415)	15,358	24,538	-	33,717	71,423	92,531	124,704	137,629	136,588	136,546	137,136	138,350
Closing Cash Balance	(415)	15,358	24,538	33,717	**33,717**	**71,423**	**92,531**	**124,704**	**137,629**	**136,588**	**136,546**	**137,136**	**138,350**	**140,180**

PROJECTED BALANCE SHEET

Fixed Assets	Q1 (£)	Q2 (£)	Q3 (£)	Q4 (£)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)	Year 7 (£)	Year 8 (£)	Year 9 (£)	Year 10 (£)
Land	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000
Building	159,333	158,667	158,000	157,333	157,333	154,667	167,000	164,333	181,667	179,000	176,333	173,667	171,000	168,333
Goodwill	97,500	95,000	92,500	90,000	90,000	80,000	70,000	60,000	50,000	40,000	30,000	20,000	10,000	-
Total Fixed Assets	**496,833**	**493,667**	**490,500**	**487,333**	**487,333**	**474,667**	**477,000**	**464,333**	**471,667**	**459,000**	**446,333**	**433,667**	**421,000**	**408,333**
Current Assets														
Cash at Bank	(415)	15,358	24,538	33,717	33,717	71,423	92,531	124,704	137,629	136,588	136,546	137,136	138,350	140,180
Accounts Receivable	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accrued Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	**(415)**	**15,358**	**24,538**	**33,717**	**33,717**	**71,423**	**92,531**	**124,704**	**137,629**	**136,588**	**136,546**	**137,136**	**138,350**	**140,180**
(Less Current Liabilities)														
Accounts Payable	-	-	-	-	-	-	-	-	-	-	-	-	-	-
VAT Owed	4,594	(2,000)	(2,000)	(2,000)	(2,000)	(2,050)	(2,100)	(2,150)	(2,200)	(2,250)	(2,300)	(2,350)	(2,400)	(2,450)
Corporation Tax Owing	-	-	-	-	-	(2,538)	(7,408)	(7,591)	(2,739)	(2,671)	(2,967)	(3,269)	(3,577)	(3,892)
Share Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accrued Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unearned Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unused Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Mortgages Due this Year	(350)	(356)	(362)	(368)	(368)	(394)	(422)	(451)	(482)	(516)	(552)	(590)	(631)	(675)
Loans Due this Year	-	-	-	-	-	-	-	-						
(Total Current Liabilities)	4,244	(2,356)	(2,362)	(2,368)	(2,368)	(4,982)	(9,929)	(10,192)	(5,421)	(5,436)	(5,819)	(6,209)	(6,609)	(7,017)
Net Current Assets	3,829	13,002	22,175	31,348	31,348	66,442	82,601	114,512	132,207	131,152	130,727	130,927	131,742	133,163
(Less Long Term Liabilities)														
Mortgages Owing	(13,630)	(13,538)	(13,446)	(13,351)	(13,351)	(12,957)	(12,535)	(12,085)	(11,602)	(11,086)	(10,535)	(9,944)	(9,313)	(8,638)
Loanstock/ Bonds Owing	-	-	-	-										
(Total Long Term Liabilities)	(13,630)	(13,538)	(13,446)	(13,351)	(13,351)	(12,957)	(12,535)	(12,085)	(11,602)	(11,086)	(10,535)	(9,944)	(9,313)	(8,638)
Net Worth	487,032	493,130	499,230	505,331	**505,331**	**528,151**	**547,066**	**566,761**	**592,272**	**579,065**	**566,526**	**554,649**	**543,428**	**532,858**
Made Up of														
Retained Earnings	(42,968)	(36,870)	(30,770)	(24,669)	(24,669)	(1,849)	17,066	36,761	35,772	34,490	34,472	35,742	38,327	42,251
Community Shares	530,000	530,000	530,000	530,000	530,000	530,000	530,000	530,000	556,500	544,575	532,054	518,906	505,102	490,607

APPENDIX 2
SHARE OFFER CAPITAL RAISED: £5300,000 (MAXIMUM TARGET)

COMMUNITY SHARES ASSUMPTIONS

Amount Raised	£530,000	Proposed Withdrawal Rate	7.50%
Proposed Interest Rate	5.00%	Initial Interest Holiday (Years)	4
Interest Accrued to Share Accoun t	Yes	Initial Withdrawal Suspension (Years)	5

COMMUNITY SHARES ACCRUED INTEREST AND OUTSTANDING SHARE BALANCE PROJECTIONS

Year	1	2	3	4	5	6	7	8	9	10
Interest Accrued in Year	-	-	-	-	26,500	27,825	27,229	26,603	25,945	25,255
Interest Paid out in year	-	-	-	-	-	-	-	-	-	-
Shares Withdrawn in Year	-	-	-	-	-	(39,750)	(39,750)	(39,750)	(39,750)	(39,750)
Share Balance	530,000	530,000	530,000	530,000	556,500	544,575	532,054	518,906	505,102	490,607

LOAN ASSUMPTIONS

Loan Amount	£14,064	Loan Arrangement	0.75%	£105
Interest Rate Y1	6.75%			
Interest Rate Y2-Y5	6.75%	Total Cash Received		**£13,959**
Interest Rate Y6-Y10	6.75%			
Interest Rate Y11-Y15	6.75%			
Interest Rate Y16-Y20	6.75%			
Length	20	Interest Only	No	
Interest Rate Rises	0.00%	Over	20	Years

LOAN REPAYMENT PROJECTIONS

Year	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**
Interest Rate	6.75%	6.75%	6.75%	6.75%	6.75%	6.75%	6.75%	6.75%	6.75%	6.75%
Monthly Payment	£107	£107	£107	£107	£107	£107	£107	£107	£107	£107
Ending Balance	13,720	13,351	12,957	12,535	12,085	11,602	11,086	10,535	9,944	9,313
Total Payments	1,283	1,283	1,283	1,283	1,283	1,283	1,283	1,283	1,283	1,283
Total Interest	939	915	889	862	832	801	767	731	693	652

APPENDIX 3

Risk Register

Risk Description	Mitigation	Impact	Likelihood	Overall RAG Rating
The share offer does not achieve its minimum target of £205,000	If still within the option period, the CBS can extend the closing date of the share offer, or launch a new share offer. If the minimum target is still not reached, the CBS will not exercise the option to purchase the freehold, and all pledged funds would will be returned.	High	Medium	Red
Over and above the funding raised through the share offer, the CBS is unable to secure sufficient other funding to reach the required sum.	If sufficient other funding cannot be secured from social investors, the CBS will consider taking on debt from commercial lenders (e.g. banks) subject to its ability to service this debt. Ultimately if the target cannot be reached, the CBS will not exercise the option to purchase the freehold, and all pledged funds would be returned.	High	Medium	Red
The structural survey required by lenders identifies a critical issue that requires significant additional funds to address	If the costs are beyond what the CBS's financial projections can accommodate, the CBS will consider launching a separate share issue to cover these costs once it has taken ownership. For certain items relevant insurance may be available to cover them off.	High	Low	Amber
Interest rates increase to a level that the CBS is unable to service the repayments in full	The CBS has modelled a range of interest rate scenarios and is confident that in all but the most extreme cases it will be able to continue servicing the debt repayments. In the event that this is not the case, the CBS will negotiate with the lender(s) and seek to agree revised repayment terms.	High	Low	Amber
A critical issue is identified with the building once in CBS ownership that requires significant funds to address	If the costs are beyond what the CBS's financial projections can accommodate, the CBS will consider launching a separate share issue to cover these costs	High	Low	Amber
There is a higher than expected rate of withdrawal requests from members	The CBS would seek to understand the reasons for this and to encourage members to retain their shares for longer. Irrespective, the terms of the share offer make it clear that all withdrawals are subject to the CBS's financial position at the time and require the approval of the management committee in compliance with the CBS' rules.	Low	Medium	Green
The CBS becomes insolvent	Lenders who have a charge on the property would have to be repaid first. Any remaining funds once any other liabilities have been settled would then be paid out to members.	High	Low	Amber
The tenant is unable to keep up with payment of the rent	The CBS would seek to renegotiate rental payment terms on a temporary basis. If the tenant contnues to be unable to pay the rent, the CBS would be entitled to take posession of the property, terminating the current lease, and seek another tenant.	High	Low	Amber
The tenant is unable to continue running the pub	The CBS would cancel the lease for the tenant being in breach and seek another tenant	High	Low	Amber
The tenant assigns the lease to another person who the CBS deems to be unsuitable	The lease provides for the CBS to approve any assignment of the lease, and can withold permission if it does not believe that the new tenant is suitable. The lease also puts legal and financial obligations on the existing tenant with regards to the performance of the assignee which are onerous and likely discourage assignment.	Low	Low	Green
The tenant fails to operate the pub in a manner consistent with the goals and values of the CBS	The lease allows the landlord to terminate the lease after 5 years without cause. In addition, the CBS would be able to cancel the lease and seek another tenant in cases of a material breach to the lease agreement. In practice, the mitigation is continued engagement between the CBS and the tenant, to ensure that the existing good relationship is maintained and that no such concerns ever arise.	High	Low	Amber
The tenant's pub company (Ace Taverns Trafalgar Ltd) goes into administration	The CBS would cancel the lease and seek another tenant under its rights in the lease.	High	Low	Amber
The tenant breaches a licensing or like legal obligation and is forced to stop trading.	The CBS would cancel the lease and seek another tenant under its rights in the lease.	High	Low	Amber

Wimbledon's Oldest Freehouse
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