INVESTOR & LENDER PITCH · NOVEMBER 2026

THE FAR MOOR TAPROOM

& DESI KITCHEN

Indian street food, cold pints and a late kitchen at The Rafiya Hotel, Redditch

THE FUNDING PLAN

EQUITY IN DECEMBER, TOGETHER GONE IN APRIL

DEC 2026 · BRINKS RESOURCES LTD

£150,000

Equity for the hotel refurb and seed capital

JAN–MAR 2027

Refurb + seed

Rooms brought to a 4-star standard; working capital for the launch

APR 2027 · NEW LOAN

£900,000

Interest-only, about 8% fixed for 2 years, penalty-free overpayments

APR 2027 · TOGETHER BRIDGE

Repaid

About £896,000 including exit fees. Interest falls from about £11.5k to £6k a month.

THE ASSET

A FITTED KITCHEN AND A 60-COVER ROOM, ALREADY PAID FOR

THE KITCHEN

Tandoor, conveyor pizza oven, chargrill, combi oven, fryers and a spiral dough mixer under full extraction

THE ROOM

60 covers, a wooden bar with draught fonts, big windows and on-site parking on a 1.38-acre site

THE SPOT

Next to McDonald’s, Subway and Greggs on Far Moor Lane, beside the Moons Moat estates, 4 miles from the M42

THE GAP

NOBODY IN REDDITCH IS DOING THIS

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desi taprooms in town. The West Midlands has 50+ in the Black Country alone.

23:30

is when the last curry house stops taking orders. All the Indian on the apps is traditional.

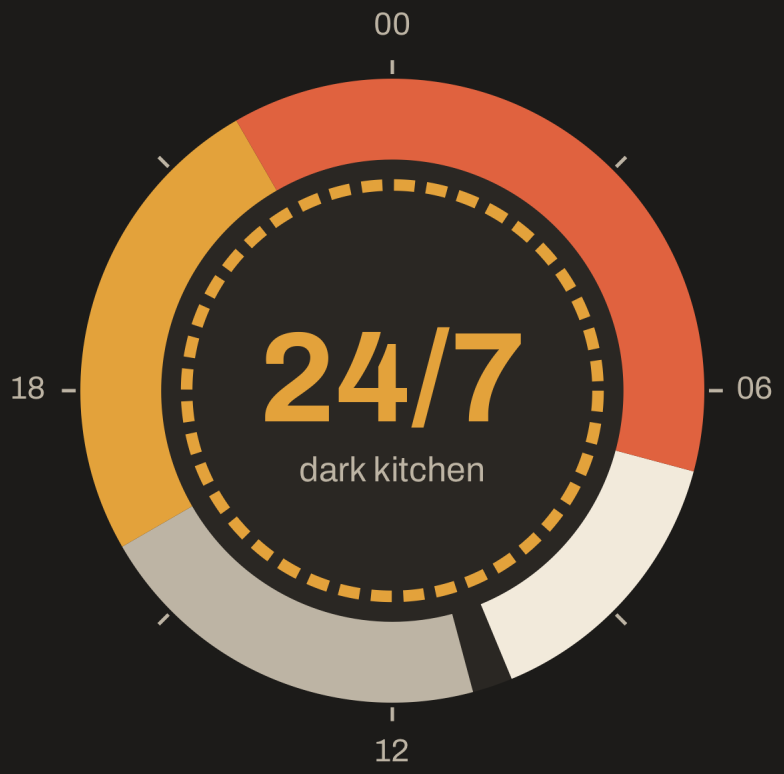
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operator trades 24 hours on the estate: the McDonald's next door. No independent was found open 01:00–06:00.

The catch: wings, pizza and chicken are crowded and sell on price. We win on flavour, not on cost.

THE CONCEPT

ONE KITCHEN THAT NEVER CLOSES



07:00–10:30

PIPING HOT START

Hotel buffet and tandoori naan rolls

11:00–16:00

MID-DAY CORPORATE

Dine-in, app pickups, Moons Moat lunch drops

16:00–22:00

TAPROOM & SIZZLER

60 covers, sizzlers, pints; Sunday roast

22:00–07:00

NIGHT OWL SHIFT

Delivery and collection only, every night

THE MARKET

A MAINSTREAM TOWN WITH A NIGHT SHIFT NEXT DOOR

87,036

Redditch residents in 36,374 households (Census 2021)

Halal

for the whole market, the Nando's and KFC model. Indian street food and pints for everyone.

22–06

Night shifts on Moons Moat: Amazon, Heller, AMCO, Hepworth, Grupo Antolin

£14.8bn

UK delivery in 2026, +2.8%. Direct ordering is now "no longer optional" (Lumina)

Desi pubs are the West Midlands' growth format, and the Indian Brewery Taproom's butter chicken naan-pizza proves the fusion menu sells.

Sources: ONS Census 2021; Worcestershire JSNA; Lumina Intelligence 2026; local job adverts · 6

THE COMPETITION

CROWDED ON PRICE, EMPTY ON FLAVOUR AFTER DARK

Competitor	Why it matters	Hours	Price signal
McDonald's Moons Moat	Next door; anchors value	24 hours	Value menu
Queens Head Bar & Grill	Closest desi-pub model	Not found	£1.49 delivery
Rio's Piri Piri	Halal wings, open late	Late	20 wings + fries £15.49
Dixy Chicken / Pizza	Halal chicken and pizza	Not found	Lunch box £9.99
Napoli Pizza	Top local independent	From 16:00	6 wings £4.50
Curry houses (Mina, Shahi Palace…)	Traditional Indian	Close by 23:30	Tikka from £4.95
Golden Goose / Holly Bush	Sunday roast trade	Sun to 18:30–20:00	£12.95 / £17

Source: Just Eat, Uber Eats, Deliveroo and venue sites, Nov 2026 snapshots · 7

THE MENU

WINGS ARE THE HERO, AND THE MARGIN ENGINE

19%

food cost on 12 tandoori wings at £12.45. Raw wings cost £2–£3 a kilo; 12 cost about £2 with marinade, sauce and oil.

PRICED AGAINST THE TOWN

Wings 6 / 12 / 18: £6.95 / £12.45 / £17.45

Hero Box: £14.95 (Rio's 20 wings + fries £15.49)

Naan-pizzas: £12.95 (Domino's from £10)

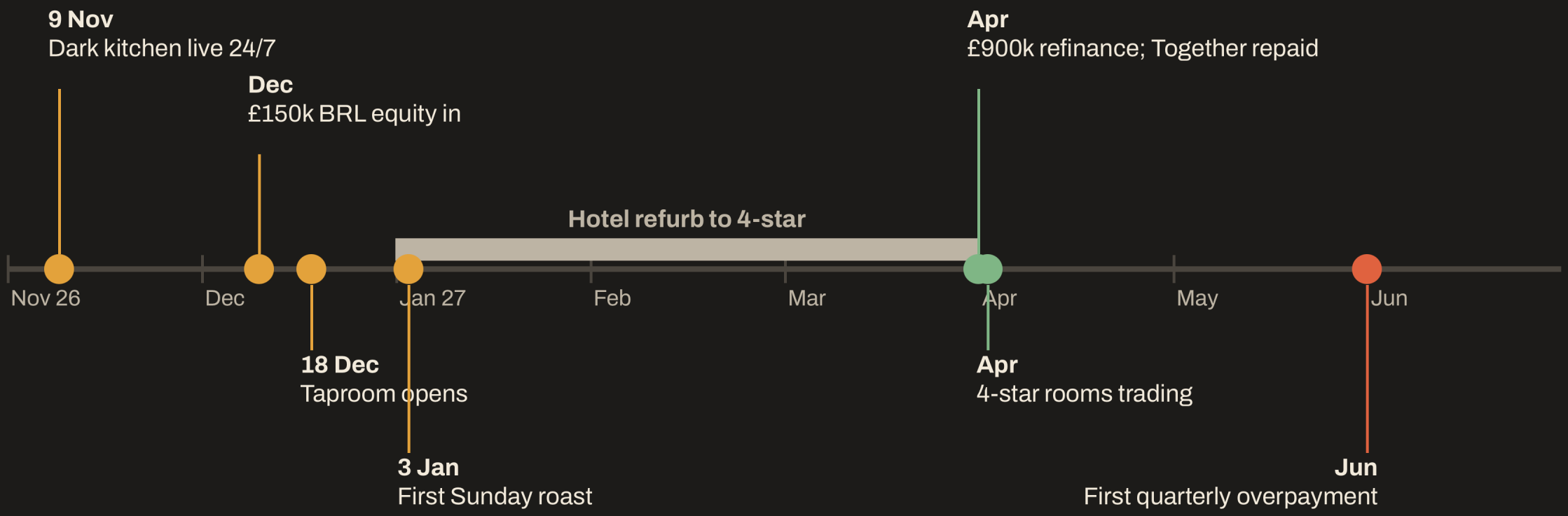
Sunday roast: £15.95 (between £12.95 and £17)

Shift Box for nights: from £8.95

Pint: from £5.50, at 55–60% gross profit

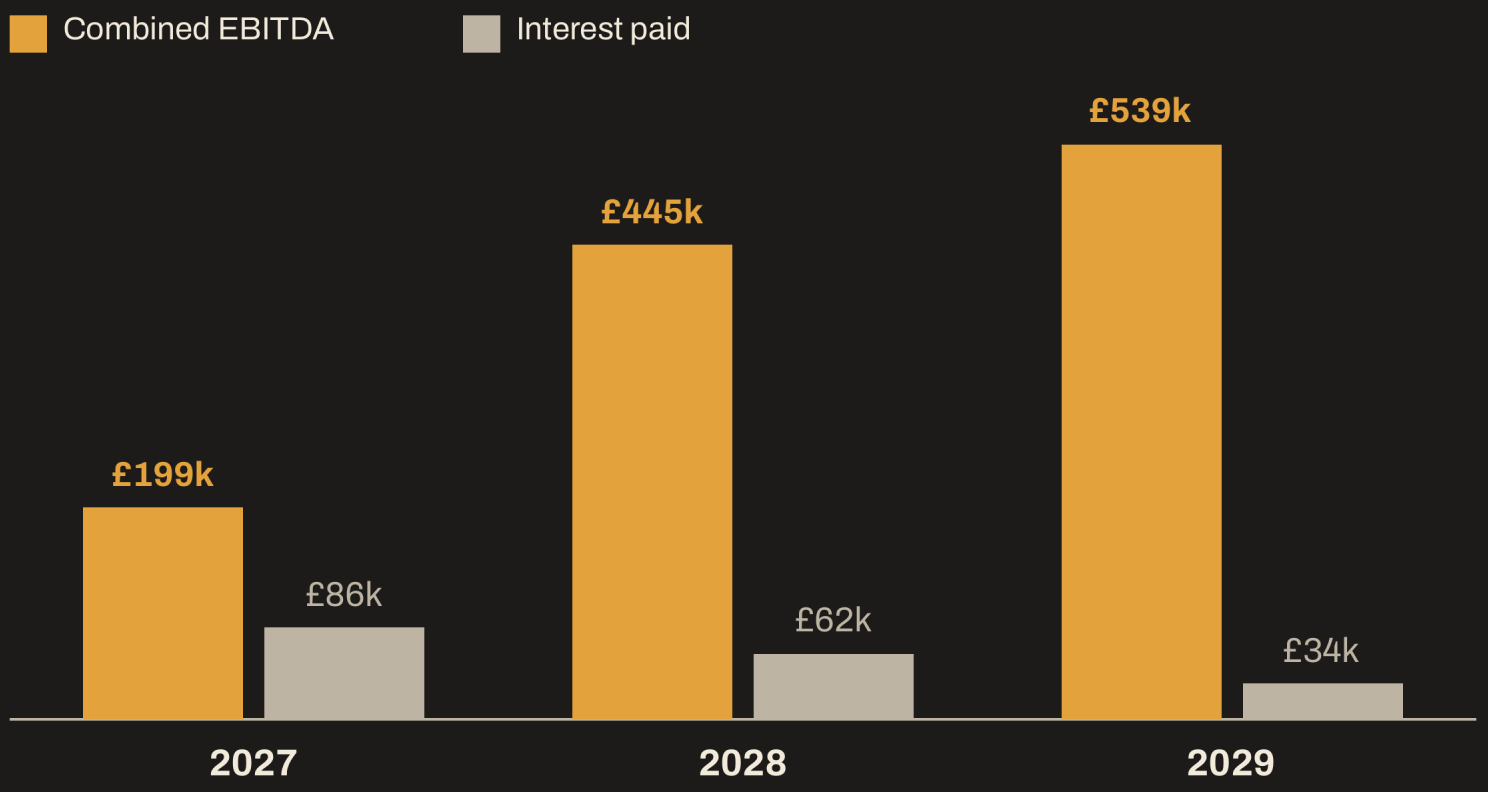
THE LAUNCH

FROM DARK KITCHEN TO REFINANCE IN FIVE MONTHS



AFFORDABILITY

THE NEW LOAN IS COVERED MORE THAN SEVEN TIMES IN 2028



2027 interest cover
2.3x

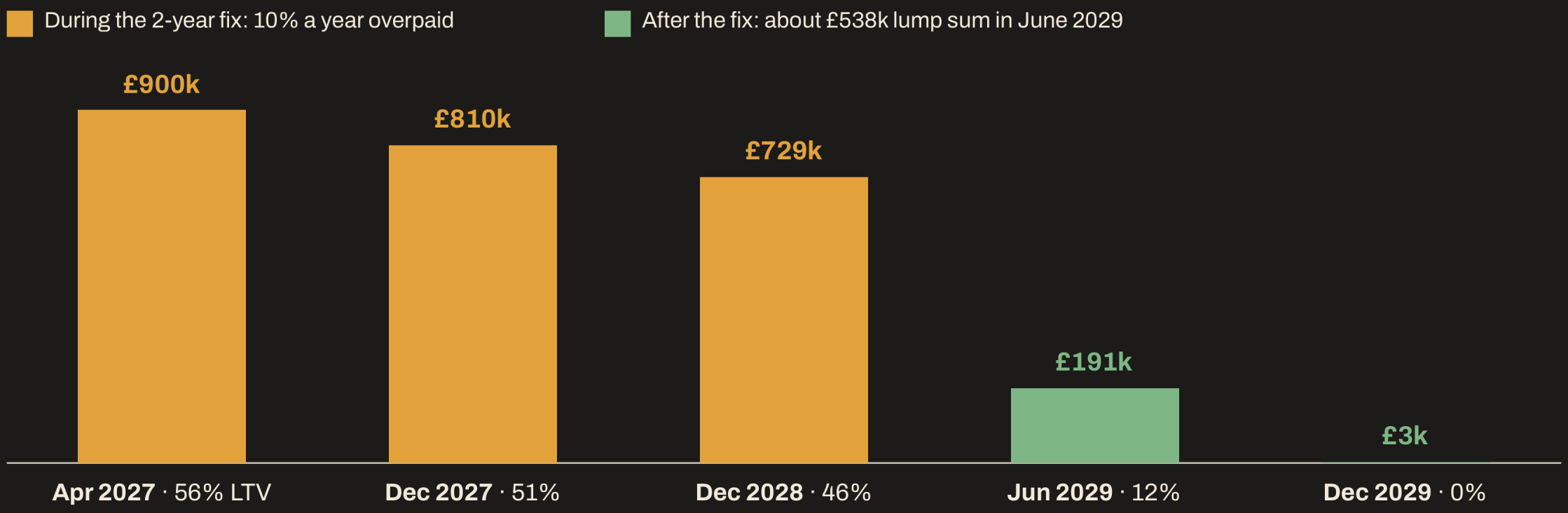
2028 interest cover
7.2x

2029 interest cover
16.1x

Hotel + restaurant + shift meals, model v4; shift volumes, own-channel share and post-refurb occupancy and rate are placeholders · 10

THE DEBT

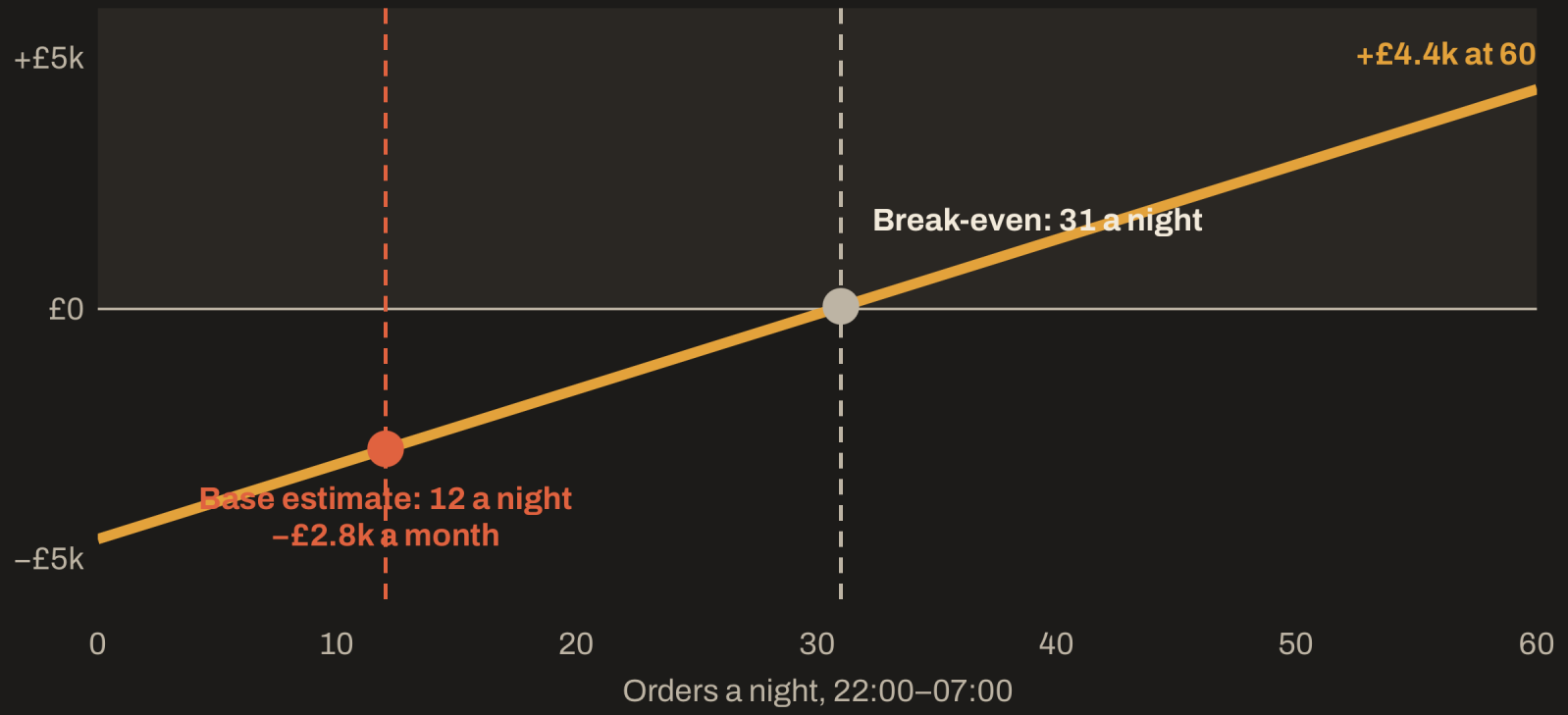
CLEARED BY THE END OF 2029



Model v4; assumes no early repayment charges once the fix ends (to confirm with the lender); LTV against the Jul 2026 value of £1.595m · 11

THE NIGHT, 24/7

EVERY NIGHT NEEDS 31 ORDERS TO PAY ITS WAY



SHIFT BOX

From £8.95, built for the 02:00 break

PRE-ORDERS

Moons Moat firms order ahead for night crews

NIGHT ADS

Geofenced to the estates from 21:00

CONTROLS

Cashless, rider hatch, lone-working kit

£25 night order contributes about £4.93 after commission, food, packaging and promotions; one night cook about £4,600 a month · 12

SHIFT MEAL CONTRACTS

THE BEST-MARGIN MEAL THE KITCHEN MAKES

EMPLOYER
Signs a shift meal deal

→

PRE-ORDER
Set menu, ordered ahead

→

KITCHEN
Batched 24/7

→

VAN DROP
At each break time

→

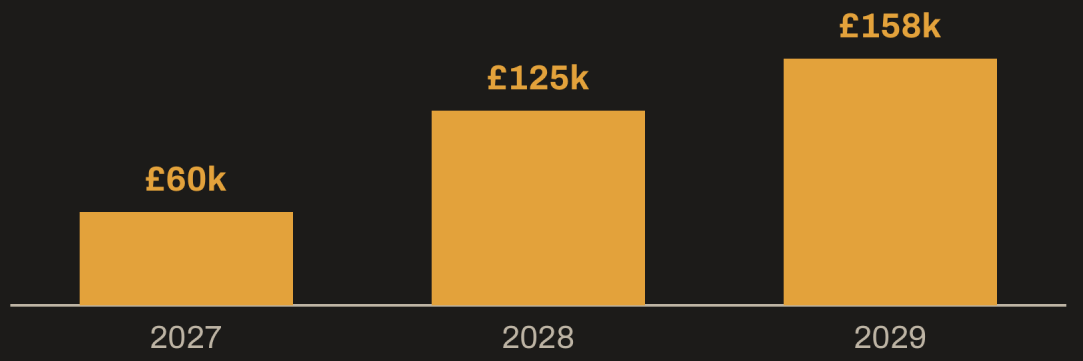
INVOICE
Weekly, no app fee

Per meal: £8.95 incl. VAT = £7.46 net



Food £2.24 · Packaging £0.60 · Delivery £0.75 · **Contribution £3.87**

Contribution a year



Volumes are placeholders: 80, 120 and 150 meals a working day in 2027–29 (about 2–3 employers), after a £1,500 a month driver and packer · 13

THE CONTROLS

EVERY POUND IS MATCHED TO A STATEMENT

RING-FENCED ACCOUNT

In Sam’s name, two director signatories. Every app payout, card terminal and direct order lands there.

CARD FIRST

EPOS end-of-day counts, cash banked within 48 hours, any difference logged by name. Nights are cashless.

DAILY RECONCILIATION

Sales feed Xero through Deliverect or Hubster; the bank feed is matched daily, payout by payout.

WEEKLY SWEEP

VAT reserved weekly; surplus above the float funds quarterly overpayments on the new loan.

THE RISKS

WHAT COULD GO WRONG, AND THE ANSWER

Risk	Answer
Night orders below 31 a night	Shift Box, pre-orders for shift breaks, night ads; reviewed monthly
Licence hours for 24/7 trading	Apply with strong conditions: cashless, rider hatch, CCTV, lone-working controls
Refinance slips past April	Equity covers the refurb; Together interest runs about £11.5k a month until it completes
Cash pinch Mar–May 2027	Phase the refurb spend, or size the loan to cover the gap (about £40k)
Overpayment cap slows debt reduction	Use the full allowance each loan year; lump sum at the end of the fix in Apr 2029
App dependence (30%+ commission)	QR on every bag; 15–20% direct within 12 months
Wage rise to £13.21 (Apr 2027)	Tight staffing plan; price review before April

THE ASK

£900,000 INTEREST-ONLY, APRIL 2027

Equity already committed
£150,000 from Brinks Resources Ltd, December 2026

Affordability
Interest cover 7.2x in 2028; loan to value about 46%

Repayment
Quarterly overpayments from earnings; dividends waived