

COMMUNITY SHARE PROSPECTUS

Coach & Horses, Danehill

A prospectus for community ownership of a much-loved local village pub
School Lane, Danehill, East Sussex, RH17 7JF



Share Offer Target	Minimum Share Offer target	Maximum Share Offer target	Offer Period
£900,000	£800,000	£1,000,000	Opens 5pm 18 Oct 2026 · Target close 5pm 15 Nov 2026

Individual investment: minimum £250 (including a £1 Membership Share), maximum £50,000.

Issued by Danehill & Chelwood Gate Community Benefit Society Limited (the Society), registered no. 9864 | October 2026

Applications open at 5pm on Sunday 18 October 2026, with a target close of 5pm on Sunday 15 November 2026.

Origins and Treasured Stories from the Coach and Horses

In 1845, John Pollard sold five acres, together with a messuage and buildings thereon, to Zephaniah Greenfield, a coachman of Upper Harley Street. In 1848, Zephaniah was granted two small pieces of land — the site of the present beer garden and, on the other side of Coach and Horses Lane, the site of Hillcrest. After his purchase, Zephaniah continued to live in London, probably in private service, until 1857, when the Register of Electors for the first time gives him, now aged 63, as being of the Coach and Horses.

“I first went to the Coach and Horses when I was five years old. My Mum sent me in for a pack of cigarettes. That was in 1946. I’m 85 now so I suppose that means I have been going to the Coach for 80 years.”

Heard at a celebration following a funeral “That pint on the bar is for him. Right where my Dad sat and told stories for over 60 years. Only some of which were true!” Another local then said “Your Dad saved my Dad’s life. I’m here because of your Dad. That story was true!”

Heard on Christmas Day “You want to see what Santa gave me? Look!” as the contents of the stocking spills out across the crowded floor of the public bar.

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Executive Summary

The Coach & Horses has served Danehill and Chelwood Gate for generations. Ian and Catherine Philpots are retiring and the pub is for sale at £695,000, with no guarantee that a new owner would preserve its character or community role. The aim of the Danehill & Chelwood Gate Community Benefit Society (the Society) is to raise enough capital to buy the freehold and place the pub into long term community ownership through a Community Benefit Society.

This Prospectus invites investment in the Danehill & Chelwood Gate Community Benefit Society Limited, registered with the Financial Conduct Authority under the Co-operative and Community Benefit Societies Act 2014. The Society's statutory asset lock means the pub and the value built up within it must continue to serve the community — it cannot be sold for private gain. Every investor becomes a member with one vote, regardless of how much they invest.

The offer at a glance

- ▶ The share offer opens at 5pm on 18 October 2026 and has a target close of 5pm on 15 November 2026.
- ▶ The offer is open to anyone aged 16 or over, and to organisations such as companies, charities and clubs.
- ▶ In total we aim to raise £900,000 in community shares, enough to buy the freehold and open the pub with no borrowing.
- ▶ **We have already received over 160 pledges with more coming in every day.**
- ▶ The minimum we need to proceed is £800,000 in shares, together with up to £100,000 of loan finance. If that funding cannot be secured, the offer will not proceed and all money will be returned in full.
- ▶ Share income is limited to a maximum of £1,000,000. Money raised above £900,000 will fund separately approved development projects (Section 8).
- ▶ **The minimum investment is £250 and the maximum is £50,000 per person, in multiples of £250, across five tiers from Friend to Anchor.**
- ▶ No application money will be spent until the offer has succeeded and the Board has confirmed the purchase can proceed. It is held in a separate account and returned in full if the offer does not proceed.
- ▶ The Society is a Community Benefit Society registered with the Financial Conduct Authority (no. 9864). It is owned and controlled by its members, and every member has one vote, however much they invest.
- ▶ The Society is applying for HMRC Advance Assurance under SEIS and EIS. If confirmed, qualifying investors may be able to claim income tax relief of 50% (SEIS) or 30% (EIS) on a significant part of their investment (Section 6).
- ▶ No interest is planned for the first three years. After three years, members may apply to withdraw Community Shares, subject to the Rules (Section 6).
- ▶ Exchange of contracts is targeted for January 2027.
- ▶ Until the offer opens you can register interest or make a non-binding pledge at KeepCandHLocal.org. No money is taken before the offer opens.

Why invest

The community has already shown what it wants: 190 survey responses, over 275 people across two village meetings and over 160 pledges ahead of the share offering. Following an application by Danehill Parish Council, Wealden District Council has listed the pub as an Asset of Community Value. The Coach & Horses is a healthy, trading business today, with an established customer base and a strong local reputation. The business plan targets 15% revenue growth in Year 1, to approximately £594,000, building on the existing food offer, a unique opportunity in the local market and community, and wider opening hours with multiple reasons to come in — it's more than just a place for a pint. The base case forecasts an operating profit before depreciation of approximately £56,000 in Year 1, rising to £77,000 by Year 5, with a positive cash balance throughout.

Together we have a genuine opportunity to build a vibrant, welcoming hub, and a full weekly programme giving people a reason to come in any day — backed by an ownership base with every reason to make the Coach & Horses their default choice, because they own it.

As a Community Benefit Society share offer, this offer is exempt from the financial promotion rules of the Financial Services and Markets Act 2000 and has not been approved by the Financial Conduct Authority. It is not covered by the Financial Services Compensation Scheme and investors have no recourse to the Financial Ombudsman Service. You could lose some or all of the money you invest, and interest and withdrawals are never guaranteed. Appendix II sets out the risks the Board has identified and how it intends to manage them. You may wish to take independent financial advice.

Danehill & Chelwood Gate Community Benefit Society Limited, Financial Conduct Authority reg. no. 9864. Registered office: White Gables, Beaconsfield Road, Chelwood Gate, East Sussex RH17 7LF. Website: KeepCandHLocal.org · Email: info@keepcandhlocal.org

1. The Opportunity

The Coach & Horses in Danehill is one of those rare things — a genuinely unspoilt English free house that has served its community for generations. Run for over 25 years by Ian and Catherine Philpots, it sits at the heart of the village on School Lane, within the High Weald National Landscape.

As Ian and Catherine approach retirement, the pub is being marketed for sale at a guide price of £695,000, and there is no guarantee that a new owner would preserve its present character or long-term community role. The community of Danehill and the surrounding parishes — the civil parish of Danehill (population c.1,800) — is now organising to purchase the pub and place it into long-term community ownership.

This document invites you to become a founding Member in that community and to help ensure that the Coach & Horses remains a pub — owned by the people who love it — for generations to come.

Why the Coach & Horses Matters

- The last remaining free house / independently-run pub in Danehill, a social anchor in the village.
- A proven trading business with a strong local reputation serving freshly prepared food and real ale.
- First job and last pint for generations of neighbours.
- Where the dirt of the day and the angst of the world goes away amongst friends.
- A place that helps reduce isolation while supporting property values.

2. Our Vision

A hub at the heart of our community — a vibrant, thriving, welcoming Coach & Horses, for generations to come.

We want to keep the Coach & Horses at the heart of village life: a valued community asset, owned and shaped by all of us, open and welcoming to everyone. We will work closely alongside Danehill and Chelwood Gate's other treasured assets — the social club, the church, the school and the village halls — so that village life as a whole grows stronger, not just the pub.

Our aims and objectives

- Secure the Coach & Horses for the benefit of the whole community, not a single buyer
- Protect the community value created by the Society through a statutory asset lock so that even if the pub is sold or the Society is wound up, the value of the sale proceeds - net of any permitted payments such as debt and share capital - can only be used for the benefit of the community.
- Build a viable, sustainable business — a professionally managed, financially sustainable and highly regarded village pub
- Consider sustainable infrastructure such as water treatment and energy to help ensure resilience.
- Continue to improve the quality of the menu alongside affordable more traditional options
- Extend the pub's role as a hub for wider social, cultural and community activity:
 - Extend opening hours progressively where customer demand and financial performance support this.
 - Family-friendly events

- Base for walkers and cyclists
- Sporting days – golf, cricket and stool ball
- Community information point for clubs and societies
- Regular music evenings
- Community tended garden
- Coffee mornings
- Youth Work Experience

A village without its pub is diminished — socially and, research suggests, in the value of its homes (see Section 4). We believe working together now can protect the heart of Danehill and Chelwood Gate for good. We hope that you will want to join with us.

3. Our Community and Its Story

The Coach & Horses is the last remaining free house — the only independently-run pub — in the civil parish of Danehill, which also includes Chelwood Gate, Furners Green, Chelwood Vachery, Chelwood Common, Pippingford, Twyford and Wych Cross. Residents of neighbouring villages, including Nutley, Chailey and Horsted Keynes, also consider themselves within the Coach & Horses' natural catchment. Many global visitors, drawn by local attractions, have a love for this special place.

What the community told us

A village-wide community survey launched on 18 July 2026 and closed on 20 August 2026 with 190 responses, the clearest and broadest measure of local opinion gathered so far:

- 81% of respondents were supportive or very supportive of a community purchase
- 83% said the Coach & Horses is “a treasured, friendly, safe, welcoming place”
- Over 275 people turned out to the two village meetings in August — standing room only, spilling outside the doors — and investment interest is already strong, though it still needs to convert from expressions of interest into firm pledges and actual investment
- Over 120 people volunteered to assist in a wide variety of ways both during and after the acquisition process.

Protecting the pub while we organise

Danehill Parish Council applied to register the Coach & Horses as an Asset of Community Value (ACV), and on 2 October 2026 Wealden District Council added it to its list of Assets of Community Value. Under the rules currently in force, if the owners decide to sell they must notify the Council, and the community can then trigger a moratorium of up to six months to give it time to put together a bid. The listing does not oblige the owners to sell to the community or to accept our offer, and it does not prevent a sale to another buyer once any moratorium has ended. The English Devolution and Community Empowerment Act 2026 will strengthen these rights, including longer listings and moratoriums, once the relevant provisions come into force. That is why moving at pace on the community purchase itself remains essential.

4. Evidence for Community Ownership

This is not a sentimental case. It is backed by a substantial and consistent body of independent academic research, industry data and comparable local campaigns.

A thriving pub strengthens the community and protects property values

- A sustained programme of academic research, much of it British Academy-funded, finds a statistically significant, positive link between a village pub and community cohesion across hundreds of English rural parishes — stronger, not weaker, in the smallest villages.[1]
- Peer-reviewed research finds a strong, positive association between the number of pubs in an area and house prices, significantly stronger in rural than urban areas — and the reverse: pub decline is linked to reduced property values in the countryside specifically.[2]
- 24% of UK homebuyers say their local pub actively influenced their decision to buy their home, and 36% would decline to offer on a home too far from a pub.[3]

A closed or declining pub does the opposite

- 86% of people believe a community suffers when its pub closes, and loss of a pub is specifically linked to loneliness in older residents living alone.[4]
- Pub decline is linked to reduced attractiveness and falling property values in rural areas.[2]

Community ownership works, and it is a growing movement

- Plunkett UK, a national charity that has promoted community ownership for more than 100 years, reports a 94%+ survival rate at 5, 10 and 20 years of ownership among the community-owned businesses it supports. [5]
- CAMRA separately counts 237 community-owned pubs nationally, with a further 101 buyout campaigns currently active — Danehill is part of a genuine, growing movement, not an isolated experiment
- Nearby projects demonstrate that community ownership can succeed:
 - Kings Head Community Benefit Society (East Hoathly) raised £650,000 from 343 investors and completed its purchase in February 2026 [6]
 - Half Moon, Balcombe, was the first community-owned pub in West Sussex (300+ shareholders, 2017) and won North Sussex CAMRA Pub of the Year in 2022 and 2023 [6]
 - Sportsman, Amberley, community-run since 2024 and formally purchased in 2026, is back in the CAMRA Good Beer Guide after a 20-year absence [6]

Sources: [1] Cabras & Mount (2016), Regional Studies. [2] Cabras, Sohns, Canduela & Toms (2020), European Planning Studies. [3] Zoopla / Property Industry Eye. [4] Campaign to End Loneliness "Open Arms" (Loughborough University); Age UK / Public Health England. Also drawn on throughout: Plunkett UK; CAMRA. [5] Plunkett 2022 publication 'Community pubs - A better form of business' & 2025 publication 'Community ownership - A better form of community business' [6] Websites of respective businesses

5. Legal Structure: Community Benefit Society

Should sufficient funds be raised, the Coach & Horses will be acquired and held by the Danehill & Chelwood Gate Community Benefit Society Limited, now registered with the Financial Conduct Authority (FCA) under the Co-operative and Community Benefit Societies Act 2014. Registration number - 9864. The Community Benefit Society has a statutory asset lock, which ensures that the pub and the value built up within the Society must continue to serve the community.

The pub could be sold in the future if members approve a sale. Importantly though, any proceeds - net of permitted payments such as debt and share capital - would have to remain within the Society for community benefit, or be transferred to another permitted asset-locked or charitable organisation. They could not be distributed as private profit.

The asset lock therefore protects the community purpose of the pub and prevents demutualisation or the extraction of accumulated assets for private gain. The Community Benefit Society has become one of the most widely used structures for community-owned pubs in England.

The Society's objects, set out in Rule 9.2 of its Rules, are: to acquire, own, maintain and operate the Coach & Horses public house, School Lane, Danehill (or any successor premises serving the same community), as a public house and community amenity for the benefit of the community of the civil parish of Danehill and the surrounding area; to make the premises available, so far as practicable, for local social, cultural, recreational and community use; to operate the business in a way that is accessible and inclusive to all, regardless of income or background; and to apply any surplus solely to these objects and not for private gain.

Key Features of the Community Benefit Society Structure

Feature	What It Means for Investors
Your vote	Every investor has an equal say regardless of the size of their investment
Regulatory oversight	The Society is registered with the FCA under the Co-operative and Community Benefit Societies Act 2014 and must file annual returns and accounts. The FCA does not regulate community share offers.
Democratic governance	An elected Board (the Management Committee under the Rules) manages the Society on behalf of all members
Withdrawable shares	Subject to rules, investors can apply to withdraw their shares over time
Liquidity	Shares are withdrawable, not tradeable — a different mechanism from public equity, set out in full in Section 6
Plunkett UK advice	The Society is advised by Plunkett UK, the national charity for community business, and uses Plunkett's Model Rules

Governance

Governance is structured to run like a company board. All eight founding roles are filled (Section 9) and will be formally voted on by the members at our first Annual General Meeting (AGM). Between AGMs the Board governs with full executive authority: it sets strategy, approves budgets, and hires and holds the pub's General Manager to account. In this document, "the Board" means the Management Committee under the Society's Rules. Under the Model Rules, the individuals who sign the FCA registration application become the Society's Founder Members, and the Founder Members appoint the initial Board — the current Steering Group, without a village-wide vote for this first step. The first democratic test comes at the Society's first AGM, which is mandatory: every initial (current) Director, including the Chair, stands down, and the full membership elects the Board afresh by ballot. Subsequent AGMs stagger turnover, with roughly one-third of directors retiring and standing for re-election each year — continuity of governance, with a real, recurring check on it. Directors serve three-year terms, for no more than three terms.

Every member may attend and vote at general meetings. A general meeting can do business when at least 5 members or 10% of members (whichever is greater) are present (Rule 4.12). Changes to the Rules need a two-thirds majority of those voting, and must then be registered with the FCA and Plunkett UK (Rules 7.1–7.3).

Reporting to members and the community

Each year members receive the annual report and accounts, which the Society must also file with the FCA, together with a Community Benefit Report showing how the pub has served the community. At the Annual General Meeting the Board presents the accounts, its report on the past year and its plans, and members elect the Board, ask questions and vote on resolutions, including the rate of any share interest (Rules 4.4 and 8.14). Between AGMs, 10 members or 10% of members (whichever is fewer) can require a Special Members' Meeting to consider a resolution they propose, which must be held within 28 days (Rules 4.5–4.7). We will keep members and the wider community informed through regular newsletters, email updates and KeepCandHLocal.org.

6. Your Investment & Membership

Membership

By investing in the Society, you will help bring the Coach & Horses into community ownership and protect it as a welcoming, successful village pub for future generations.

This is an opportunity to invest in something tangible in our community: the freehold of a local business, owned collectively and operated for the benefit of the community. It is also an opportunity to become a member of the Society and have a continuing voice in its future.

One member, one vote

Every investor becomes a member of the Society. Each member has one vote, regardless of how much they invest. Members will be entitled to attend and vote at general meetings, elect the Board and receive the Society's annual accounts and reports. The Board will manage the Society on behalf of the membership and will be accountable to members through these democratic arrangements.

Every member holds one £1 Membership Share. It gives membership of the Society and one vote, and it cannot be withdrawn or earn interest. It can only be transferred where the Rules permit. All other shares are Community Shares, which can be withdrawn and may earn interest but carry no additional vote. All investors hold their Community Shares on identical terms, and no investor receives greater control because they have invested more.

Investment

Community shares in the Society are withdrawable shares — a unique form of investment designed specifically for community-owned businesses. They are different from shares in a public company in important ways.

Shares will be issued at their nominal value of £1 each.

The minimum investment under this offer is £250, made up of your £1 Membership Share and £249 of Community Shares. The maximum total subscription under this offer is £50,000, including the £1 Membership Share for a new member. Investments are made in multiples of £250. Investors should choose an amount that is appropriate to their circumstances and should invest only what they can afford to leave invested for the longer term, and potentially lose.

Who can invest

Membership is open to anyone aged 16 or over who supports the Society's objects, and to organisations such as companies, charities and clubs, which appoint a named representative (Rules 3.3–3.5). The Board may refuse any application. Applications from outside the UK are welcome, subject to identity checks and payment from an account in the applicant's own name. Joint applications are not accepted — each person who wishes to become a member should apply in their own name. Shares may be bought as a gift, but are issued in the name of the person who will become the member.

The Five Tiers of Investment

The five tier names recognise the amount subscribed. They do not confer additional votes, preferential interest, priority for withdrawals or other preferential financial benefits. The same Community Share terms apply at every level. The tiers are: Friend £250–£999 · Supporter £1,000–£4,999 · Champion £5,000–£9,999 · Keystone £10,000–£24,999 · Anchor £25,000–£50,000.

Important: Community shares are not covered by the Financial Services Compensation Scheme. The capital you invest is at risk — if the business fails, you may not recover your investment. Invest only what you can afford to lose. Past performance of other community pubs is not a guide to future performance of this one.

How Returns Work

An investment in the Society offers community benefits, with potential tax relief and discretionary interest. The following also explains how you may apply to withdraw your capital:

Tax relief (SEIS/EIS) — potentially significant, subject to confirmation

The Society is applying for HMRC Advance Assurance that eligible shares issued under this offer will qualify for the Seed Enterprise Investment Scheme (SEIS) or Enterprise Investment Scheme (EIS). Subject to Advance Assurance, HMRC compliance authorisation, the Society continuing to meet the scheme requirements and each investor meeting the individual conditions:

- up to £250,000 of qualifying share capital may qualify for SEIS, with Income Tax relief at 50%; and
- the balance of qualifying share capital may qualify for EIS, with Income Tax relief at 30%.

Subject to tax advice and HMRC's position, the Society intends to allocate SEIS-qualifying shares proportionately among eligible applicants, with qualifying EIS shares making up the balance. Illustratively, if £900,000 of qualifying investment comprised £250,000 under SEIS and £650,000 under EIS, the blended Income Tax relief would be approximately 35.56%. This is not a promised allocation or relief rate on every subscription: the actual calculation will reflect qualifying shares, eligible applicants and sufficient UK Income Tax liability. The treatment of the £1 Membership Share will be confirmed separately. Advance Assurance does not guarantee that relief will be available or retained. Investors should obtain independent tax advice.

Community shares may qualify for inheritance tax Business Relief once held for two years, because the Society trades for gain. This is not guaranteed and depends on HMRC's assessment at the time; please take tax advice.

Non-financial return

For many investors this is the most meaningful return: a vibrant, welcoming village pub serving the whole community for generations to come. Investors also receive a vote at the Annual General Meeting, access to the Society's annual accounts and reports, and the knowledge that their investment cannot enrich any private individual.

Interest on shares

Community shares exist primarily to support the Society's community purpose, not to generate a commercial return. However, the Society may pay modest interest where trading performance allows. The Society does not intend to pay interest until it has completed three full years of trading. Thereafter, the Board may recommend a payment if it is affordable, prudent and consistent with the Society's community purpose. Interest must be paid from trading profits and approved by members. Under the Rules, the rate cannot exceed the greater of 5% a year or 2% above the Bank of England base rate, and must be no more than reasonably necessary to attract and retain the capital required. Interest is not guaranteed and may not be paid in any given year.

Withdrawal of capital

Your £1 Membership Share cannot be withdrawn, but you may apply to withdraw your Community Shares. Once the business is established with sufficient reserves, members may apply to withdraw Community Shares and recover their original investment. Under the Rules (8.6–8.16):

- shares must normally be held for at least three years from the share certificate date (the Board may set a different period under the Rules);
- at least three months' written notice is required, and the Board may set a limit on total withdrawals each year;
- withdrawals are at the Board's discretion and are funded from trading profits, reserves, new share capital or loans only where affordable;
- the Board may suspend withdrawals, wholly or partly, for a fixed period or indefinitely;
- a reasonable administration charge may be deducted from the amount paid out;
- a member cannot withdraw below the minimum shareholding of £250 unless they are leaving the Society;
- if a member leaves, their shares become a loan repayable on the same terms, within three years.

7. Business Plan Summary

The Business Plan sets out how the Society will run the Coach & Horses from the day it takes ownership, and can be downloaded at KeepCandHLocal.org before applications open. This section summarises it; the forecasts are in Appendix I.

How the plan was put together

The plan and five-year forecasts were prepared by the Board, with our Treasurer, Philip Nash, building and maintaining the Society's financial model. A team of seven advisers from the pub and restaurant industry has worked with the Board on the operating plan, and the outgoing owners and the pub's accountant have helped us understand the historical figures, which the current owner has approved for inclusion in the Business Plan. Plunkett UK has supported the acquisition and the Society's registration. Gould Baxter, chartered surveyors, have completed a full structural survey, and an independent valuation of the freehold is being completed in October 2026.

The pub and the site

The Coach & Horses is a Grade II listed early nineteenth-century building (Historic England list entry 1028452) within the High Weald National Landscape, and has traded as a pub since 1847. CAMRA lists it on its National Inventory of historic pub interiors as being of special national historic interest. It has 52 covers inside, across two bars with open fires, dining areas and a separate restaurant, plus a former function room, and around 130 covers outside in the garden, patio and terrace. There is a car park, a children's play area and outbuildings, on a site of approximately 0.8 acres. The first floor is accommodation not currently used for trading.

Condition of the building and property works

We have had a full structural survey of the external and internal condition of the property carried out by Gould Baxter, chartered surveyors in Haywards Heath. Pleasingly, there were no major issues with the roof or the structural integrity of the premises. The main recommendations relate to the fuse boards, the hot water cylinders, and the upstairs windows and interior, which are not currently used for trading. Gould Baxter recommended that these works be carried out in phases, at an estimated ballpark cost of £100,000. The Board agrees with the recommendations and will phase the work following completion: first the electrics and hot water cylinders, which are safety-critical and can be done with little disruption to trade, and then the upstairs windows and interior. Phase 1, at about £50,000 before VAT, covers the electrics and hot water cylinders together with essential compliance, kitchen and repair items, and is funded from the £900,000 raised. Phase 2, up to about £50,000, covers the upstairs windows and interior and will be funded from trading surplus and grants once cash allows and the Board has approved the scope.

Listed building consent will be obtained wherever the works require it. The full survey is available from the Society on request.

Running the pub

The Board considered three ways of running the pub: with volunteers, by letting it to a tenant, or directly as a managed pub. Volunteers could not reliably staff a food-led pub open five or more days a week. A tenancy would pass day-to-day control of standards, prices and the community programme to a tenant, with the Society receiving rent rather than the trading income, and could affect SEIS and EIS eligibility. We have therefore chosen a managed model: the Society will employ an experienced general manager and team directly, buy the stock and keep the trading income. As a free house, the pub is free to choose its own suppliers, including Harvey's and local breweries, Black Pig cider made in Danehill and Bluebell Vineyard.

The forecast costs a full team from the first day, around 300 staff hours a week: a general manager and a deputy, a head chef and two further chefs, front-of-house staff and a flexible pool of part-time staff for busy weekends and the summer. Everyone currently working at the pub will be invited to stay, with their employment transferring under TUPE where it applies, and all staff will be held to the same high standards. We will keep the current opening hours (Wednesday to Sunday) at completion, then add sessions in stages, starting with Monday pizza nights and a Tuesday evening trial, each only once the expected takings cover the extra staff and running costs.

What we will offer

A shorter, fully costed menu, cooked consistently well: a seasonal evening menu, an affordable classic menu, a lighter lunch menu, bar food at £8–£10 for walkers and early evenings, and Sunday roasts. Planned prices are

around £14–£15 for entry-level mains, £16–£18 for core mains and £21–£25 for premium specials. Behind the bar: Harvey's with local guest ales, Black Pig cider, Bluebell Vineyard sparkling wine, a clear wine list and a proper alcohol-free range.

The weekly rhythm builds on the monthly quiz and curry night with Monday pizza nights, live music, coffee mornings and tasting evenings with local wineries and distilleries, plus summer garden weekends, harvest suppers and Christmas. Beyond the bar, the former function room will host celebrations and club dinners, and we plan an after-school gathering, a noticeboard and parcel point for village groups, and a possible post office service.

Financial planning assumptions

In the twelve months to 31 July 2026 the pub recorded revenue of £516,295 and EBITDA of £41,296 (unaudited management accounts). The forecast targets Year 1 revenue of £593,739, an increase of 15%: around £21,000 from pricing and menu mix and £57,000 from running the pub well, through consistent service, more bookings converted, better use of the garden, and more groups and events. Forecast food sales need about 248 covers a week at an average net spend of £24, without turning tables. Blended gross margin rises from 60.8% to 62.6%, through recipe costing, supplier tendering and waste control. Growth is then assumed at 5% in Years 2 and 3 and 3% in Years 4 and 5.

Staff costs, which include a salaried general manager the current owner-run business does not carry, are 40.8% of sales in Year 1, falling to 39.6% by Year 5. That is above the 28–29% typical of managed pubs, because the plan carries a fully resourced team including three chefs, and bringing it down as sales build is the manager's first financial target. Drinks margin of 66.3% is above the typical 60–65% range; food margin of 63.7% is slightly below the typical 65–70% and remains a focus. Community ownership also gives members a direct stake in the pub's success, which we expect to support customer loyalty, word-of-mouth and attendance at events.

The base case forecasts an operating profit before depreciation of approximately £56,000 in Year 1, rising to approximately £77,000 by Year 5. The closing cash balance remains positive throughout the five-year forecast with a closing cash balance of £167k at the end of Year 1 and £271k at the end of Year 5. The lowest monthly cash balance in Year 1 is approximately £86,000. No community-share interest or withdrawals are assumed during the first three years. The forecast illustrates interest and withdrawals from Year 4, but neither is guaranteed and both remain subject to the Society's Rules, available cash and the Board's assessment of affordability. Appendix I summarises the principal forecasts, assumptions and use of funds. The Business Plan explains the revenue and margin assumptions, downside scenarios and mitigation, cash-flow reconciliation, property expenditure and the effect of borrowing if only the minimum share target is raised. Forecasts are estimates rather than guarantees, and actual results may differ materially.

The first year

- **Before completion:** appoint the general manager, confirm the position of the existing team, and set up suppliers, EPOS and booking systems;
- **First 30 days: continuity, with the current menu, hours and drinks, while the first phase of works begins;**
- **Days 31–100:** launch the shorter, costed menu, written kitchen procedures and the function room offer;
- **Months 4–12:** Monday pizza nights, a Tuesday trial, live music, tastings, coffee mornings and summer garden trading.

The manager will report a weekly trading dashboard of sales, covers, margins and labour, and the Board will review performance against the plan every month.

The Society's current financial position

The Society was registered on 23 September 2026 and has not yet traded. It has no borrowings. Its pre-launch costs to date, approximately £4,000 for marketing and the building survey, have been funded by donations from founder members.

8. The Funding Plan

The Society is seeking to raise the capital required to acquire the freehold of the Coach & Horses, meet the costs of the purchase, undertake essential initial works, purchase opening stock and provide sufficient working capital for the first period of community ownership.

The core funding requirement is £900,000. The Society's preferred outcome is to raise this entirely through community shares. This would allow the acquisition and opening costs to be funded without external borrowing and would leave more of the pub's future cash generation available for reinvestment, community benefit and, when affordable, interest and the withdrawal of community shares.

Our Funding Targets

Funding level	Community shares	Loan finance	Total funding	What it would provide
Minimum	£800,000	£100,000	£900,000	Core acquisition and opening requirement. The Society will proceed only if it secures the loan or equivalent funding; otherwise all money will be returned in full.
Target	£900,000	£0	£900,000	Core acquisition and opening requirement without external borrowing.
Maximum	£1,000,000	£0	£1,000,000	Core requirement plus up to £100,000 for separately approved development opportunities.

The minimum and maximum relate to the amount sought through the community share offer. If applications total less than £800,000 when the offer closes (including any extension), the offer will not proceed and all money will be returned in full. If applications total between £800,000 and £900,000, the Society will proceed only if it has secured a loan or other funding for the balance by 28 February 2027. If it has not, the offer will not proceed and all money will be returned in full.

Offer period and extensions

The offer opens at 5pm on 18 October 2026 and aims to close on 15 November, formally closing at 5pm on 30 November 2026. The Board may extend the closing date, more than once if needed, up to 31 January 2027. If it does, it will tell all applicants, who may then withdraw their application and have their money returned in full.

If the offer is oversubscribed

The Board will stop accepting applications once £1,000,000 has been applied for. Applications will be accepted in the order they are received, and any money received above the maximum will be returned in full within 28 days. We will maintain a waiting list for those who wish to invest once we have reached the maximum.

How your money will be held

All application money will be paid into a separate bank account in the name of Danehill & Chelwood Gate Community Benefit Society Limited at The Co-operative Bank, used only for application money. It will not be used for any other purpose until the offer has succeeded and the Board has confirmed that the purchase can proceed. Shares will be issued, and share certificates sent, when the purchase completes. If the offer does not proceed, or the purchase has not completed by 30 June 2027, all application money will be returned in full within 28 days, without interest or deduction.

Pre-completion expenses and any abortive costs will be funded from donations and small grants, separately from application money. Any reimbursement from the share offer following a successful completion will be included in the disclosed acquisition budget.

How the funds will be used

The £900,000 core funding requirement comprises the following amounts:

Core use of funds (estimates)	Amount
Purchase of the freehold (guide price)	£695,000
Stamp Duty Land Tax	£25,000
Initial refurbishment and property works (Phase 1)	£50,000
Pre-acquisition professional fees	£10,000
Acquisition professional fees	£20,000
Opening stock	£12,000
Opening working capital	£88,000
Total core funding requirement	£900,000

These allocations are based on the current financial model and will be updated where necessary following the valuation, legal and financial due diligence, final professional quotations and agreement of the transaction documents. Appendix I contains the supporting financial summary.

The purchase price will be allocated between the property and any other assets acquired following valuation and agreement of the transaction documents. Accounting and tax treatment will depend on the nature of each cost; not all repair or refurbishment expenditure will necessarily be capitalised. Pre-acquisition costs may be irrecoverable if the purchase does not proceed. Opening stock and working capital support trading. The property works are described in Section 7.

Loan finance

The target funding case does not require a loan. However, if the share offer raises £800,000 but less than the £900,000 core requirement, the Society expects to seek loan finance of up to approximately £100,000 to complete the funding package. No loan has yet been secured and any facility would be subject to lender approval, satisfactory terms and the Board's assessment that the repayments are affordable.

The Society is considering potential social lenders and community finance providers. It would seek to limit borrowing to the amount necessary and would take account of interest cost, repayment profile, security requirements and the effect on the pub's cash generation before accepting any facility.

Grant funding

The Society will continue to pursue grants for which the project is eligible. Because awards, timing and permitted uses are uncertain, no grant income is assumed in the base funding case and the acquisition does not depend on receiving a grant.

Any grant received would be applied in accordance with its conditions. Depending on those conditions and when the funding is awarded, it could reduce the need for borrowing, support essential or heritage-related works, improve accessibility or energy efficiency, or fund another approved element of the project. The Society would not use the same expenditure to support more than one funding claim.

If more than the target is raised

The Society may accept investments above the £900,000 target up to the £1,000,000 maximum. Up to £100,000 of additional funding would be available for development opportunities that support the pub's long-term trading and community purpose. No such project would proceed automatically. Each would require appropriate appraisal, costing and Board approval, and any necessary planning, listed-building or other consents. Potential uses could include improvements to the building or garden, accessibility or energy-efficiency works, and the development of additional income-generating facilities. The Society would provide members with information on material development plans through its normal reporting and governance arrangements.

Conditions before the acquisition proceeds

The Board will proceed with the acquisition only when it is satisfied that the transaction is in the Society's interests and that a viable funding package is available. This is expected to include:

- completion of a professional valuation;

- agreement of acceptable terms with the sellers;
- satisfactory legal, property and financial due diligence;
- confirmation that the core funding requirement can be met from community shares and any committed loan or grant funding; and
- the Board remaining satisfied that the Society will have an appropriate opening cash balance and a viable operating plan.

If the funding requirement is not met

If the offer has not raised sufficient capital by its closing date, the Board may extend it (see Offer period and extensions above) or seek additional loan or grant funding. If the funding requirement still cannot be met, the offer will not proceed and all application money will be returned in full as described in “How your money will be held” above. The Board will not complete the purchase unless it is satisfied that the full acquisition and opening requirement can be funded on acceptable terms.

If the acquisition does not proceed, all application money will be returned in full as described under How your money will be held above. No interest is payable on returned application money.

If a material change to the acquisition, funding package or tax position affects this offer before shares are issued, the Society will send applicants an update explaining the change and allow at least 14 days to withdraw their application for a full refund. The Society will not commit affected application money until that period has expired. Returned money will be paid within 28 days of a valid withdrawal request, without interest or deduction.

9. Your Team

The Board (formerly the Steering Group) has been meeting regularly since early August 2026, developing the Community Acquisition Plan, financial model, funding strategy and this document. The eight founding Board members are:

Duane Lawrence — Chair (Chelwood Gate)

Duane moved to the village with his wife and four sons in 2003. Over his career he has held a number of CEO and MD roles in global health technology companies and is now a Non Executive Director and Board member of four health and technology related UK companies.

Philip Nash — Treasurer (Danehill)

Philip has lived in Danehill with his wife and three sons for ten years and has worked in senior finance roles in the sports and media industries for more than 20 years. He is currently CFO of Hearst Networks and has previously held senior finance roles at Arsenal, Liverpool Football Club and DAZN.

Ella Filskow — Secretary (Chelwood Gate)

Ella was born in Chelwood Gate, attended Danehill school and worked 6 years in the Coach and Horses working closely with the Manager. After graduating with a First from University of Liverpool and with Distinction in her Masters at UCL, Ella is now Deputy Director at the Life Skills Company.

Rhodri Lewis — Campaign Manager (Chelwood Gate)

Rhodri and his wife and two children have lived in the village for 16 years. He is the founder and Director of Nordic Life Ltd, an online retailer and UK Distributor of high end Nordic outdoor clothing, a bespoke outfitting service for specialist extreme sports and outdoor professionals and enthusiasts. Rhodri is a former Chair of Danehill Parish Council and one of the lead organisers of the Chelwood Gate Christmas tree lighting.

Margaret Wagner — Marketing (Nutley)

Margaret is a resident of Nutley and Coach and Horses regular since 2022. As the former regional CEO of global marketing and technology company she brings deep expertise in database marketing and customer experience. She is working with the team on our digital marketing efforts and partnership strategies.

Cllr Christina Coleman — Local Government (Danehill)

Christina has lived in Danehill for over 24 years, and is currently a councillor for both East Sussex County Council and Wealden District Council, serving as Chair in 2023/24. Christina is passionate about nature restoration and community building. She is a Conservator of the Ashdown Forest and a co-founder of Project Ripple Effect - a

citizen science river testing initiative, in partnership with the University of Sussex. She has a master's degree in Environment Development and Policy from the University of Sussex.

Peter Coldbreath — Building / Property (Danehill)

Peter and his family moved to Chelwood Gate from Horsted Keynes just over 20 years ago, before moving to Danehill 3 summers ago. He and his wife both work across the south as Chartered Surveyors. In those roles they see too many villages losing key local services, pubs, schools and shops. He feels holding onto what we have is essential to the future vitality of our community.

Graeme Love — Business Planning & Fund Raising (Chelwood Gate)

Qualified as a Barrister and then went to corporate finance in the City. He then set up Indian Ocean Trading Company which he sold in 2008 and has continued to invest in start ups since then. Graeme also led for several years the Ashdown Ball Committee in Danehill. He has lived in the village for 27 years.

Pub operating experience

No current Board member has run a pub though a team of seven advisers from the pub and restaurant industry have been working with the Board to develop the Business Plan. Additionally, the Society will recruit an experienced General Manager, will continue to take advice from experienced pub operators, and intends to co-opt a Board member with hospitality experience.

Payment and conflicts of interest

Board members are unpaid volunteers and receive no payment for their role. Board members must declare any personal or financial interest and do not vote on matters in which they have one (Rule 5.19). Board members may invest in the offer on the same terms as everyone else.

Interests declared: Rhodri Lewis is a former chair of Danehill Parish Council, which applied to list the pub as an Asset of Community Value; Cllr Christina Coleman is a member of East Sussex County Council and Wealden District Council, the local planning authority; Ella Filskow previously worked at the Coach & Horses for six years.

10. How to Invest

The Society is registered (no. 9864). The offer opens at 5pm on Sunday 18 October 2026 with a launch event at the Coach & Horses (sittings at 5pm and 7pm: a short presentation, questions and answers, and the chance to invest on the day) and has a target close of 5pm on 15 November 2026. To invest, complete the Share Application Form (Section 13) or apply online at KeepCandHLocal.org and pay as set out there. Answers to common questions are in Appendix III.

Timeline

Milestone	Target Date
Community survey launched 18 July 2026; closed 20 August 2026 with 190 responses (plus 4 direct US pledges)	Complete
Steering Group formed; Plunkett UK engaged	August 2026
Village meetings, Chelwood Gate & Danehill — standing room only, spilling outside the doors, with over 275 attending	25 & 26 August 2026
Registered with the FCA as a Community Benefit Society (no. 9864) on 23 September 2026	Complete
Independent building structural survey	Complete
Listed as an Asset of Community Value by Wealden District Council	2 October 2026
Independent pub valuation	October 2026
Full Share Prospectus published	10 October 2026
Anchor investor commitments sought	September & October 2026
Secure Heads of Terms with the current owners, including a defined exclusivity period	<i>Targeting Early October 2026</i>
Public share offer opens	18 October 2026 (5pm)
Share offer target close	15 November 2026 (5pm)
Formal offer made	<i>Targeting December 2026</i>
Target exchange of contracts	<i>Targeting January 2027</i>

Registering Your Interest

To register your interest or request a conversation with the Society, please contact:

Danehill & Chelwood Gate Community Benefit Society

Email: info@keepcandhlocal.org

Mobile: +44 7778 050077

Web: KeepCandHLocal.org

Facebook: Keep Coach and Horses Local (Group)

Post: White Gables, Beaconsfield Road, Chelwood Gate, East Sussex, RH17 7LF

11. Useful Documents

Available at KeepCandHLocal.org, or on request from the Society:

- Full Operational Business Plan inclusive of five year financial forecast
- Danehill & Chelwood Gate Community Benefit Society — Registered Model Rules
- Privacy notice

12. Important Notices

Nature of This Document

This document is the Society's offer of community shares. It is an unregulated offer: it has not been approved by the Financial Conduct Authority or any other regulator, and it does not constitute financial advice. Please read it in full, together with the Society's Rules and Business Plan, and take independent financial advice if you are unsure whether to invest. The Board approved this document on 8 October 2026.

Key risks

Community shares are long-term, risk-bearing capital, and you could lose some or all of the money you invest. They are not covered by the Financial Services Compensation Scheme, there is no right of complaint to the Financial Ombudsman Service, shares cannot be sold, and interest and withdrawals are not guaranteed. The main risks are that the purchase does not complete, that the offer does not raise enough, and that the pub trades below forecast. Invest only what you can afford to leave invested for the long term and could afford to lose. The full risk analysis, including how the Board intends to manage each risk, is in Appendix II.

Supporting documents

This document should be read alongside the Society's registered Rules, which govern membership and share rights, and its Business Plan, which provides supporting operating and financial information. Both will be available at KeepCandHLocal.org before applications open. If any inconsistency is identified, applicants should contact the Society before investing. Material changes to this offer will be communicated under Section 8.

Community Shares — Investor Protections

- *All application money will be held in a separate account and returned in full if the offer does not proceed (see Section 8)*
- The Society is registered with the Financial Conduct Authority as a Community Benefit Society. The FCA does not regulate community share offers
- Annual accounts must be filed with the FCA and are available to all members
- The asset lock means no private individual can profit from a sale of the pub's assets
- Members have the right to attend and vote at the Annual General Meeting
- Members have the right to inspect the register of members and the Society's Rules

Community Shares — What Is Not Protected

- Community shares are NOT covered by the Financial Services Compensation Scheme
- There is NO right of complaint to the Financial Ombudsman in respect of community shares
- The return of your capital is NOT guaranteed — it depends on the financial health of the business
- Interest payments are NOT guaranteed in any year — they require Board discretion and member approval under the Rules
- If the business fails: the pub's assets would be sold, creditors paid first, then shareholders repaid up to the original value of their shares from what remains — meaning you could recover all, some, or none of your investment. Any funds left after that would pass to another community-benefit organisation, never to a private individual

COACH & HORSES, DANEHILL · COMMUNITY SHARE OFFER 2026

Share Application Form

Danehill & Chelwood Gate Community Benefit Society Limited
Registered with the Financial Conduct Authority, no. 9864

Opens 5pm, 18 October 2026

Target close: 5pm, 15 November 2026

£250 to £50,000

In multiples of £250 · shares are £1 each

One member, one vote

However much you invest

Before you apply, please read the Society's Community Share Prospectus (October 2026), its Business Plan and its Registered Model Rules, all available at KeepCandHLocal.org. You can also apply online there. Please complete this form in BLOCK CAPITALS.

1 Your investment

I wish to invest a total of

£

in Danehill & Chelwood Gate Community Benefit Society Limited on the terms of the Society's Community Share Prospectus and its Registered Model Rules, at a price of £1 per share, and thereby to become a member of the Society. Minimum £250 (including your £1 Membership Share); maximum £50,000, in multiples of £250.

2 Your details

Title (Mr/Mrs/Ms/other) _____ Forenames _____

Surname _____

Address _____

Town _____ County _____

Postcode _____ Date of birth _____

Email (please write clearly) _____

Telephone _____

Applying on behalf of an organisation? Organisations such as companies, charities and clubs may apply through a named representative.

Organisation name _____ Your position _____

Nomination on death (optional). In the event of my death, I nominate the following person to receive my shares:

Name _____

Address _____

3 Tax relief

- ☐ **I intend to claim SEIS or EIS income tax relief.** The Society is applying for HMRC Advance Assurance. If HMRC authorises the relevant compliance certificates and your shares qualify, the Society will send you the certificate needed to support a claim. Relief is not guaranteed and you are responsible for checking your own eligibility (see Section 6 of the Prospectus).

4 Declaration

By signing below, I confirm that:

- I have read the Community Share Prospectus, the Business Plan and the Registered Model Rules of the Society.
- I am aged 16 or over, or I am applying on behalf of an organisation.
- I support the aims of the Society and agree to abide by its Rules.
- I authorise the Society to make such enquiries as are necessary to confirm the eligibility of this application, including in connection with money laundering, taxation or other regulations.
- I understand the Society will contact me about my membership and investment.
- I have read the Society's privacy notice (KeepCandHLocal.org) and understand how my personal details will be used and stored.

☐ Please send me news and updates about the pub and the Society. I can unsubscribe at any time.

Signature _____

Date _____

5 Payment

Please pay by bank transfer to the Society's share offer account:

Bank	The Co-operative Bank
Account name	Danehill & Chelwood Gate Community Benefit Society Limited
Sort code	08-92-99
Account number	67554243
IBAN (international payments)	GB52CPBK08929967554243
BIC	CPBKGB22

☐ I have paid by bank transfer/BACS, using my surname and the date of application as the payment reference:

Payment reference _____

☐ I enclose a cheque or banker's draft payable to Danehill & Chelwood Gate Community Benefit Society Limited.

Your bank details for any refund

Account name _____

Sort code _____

Account number _____

Your money is safe until the purchase proceeds. It is held in a separate account and returned in full, without deduction, if the offer does not proceed or the purchase does not complete (see Section 8 of the Prospectus). Community shares are an unregulated investment and your capital is at risk.

Returning your form

Hand it to a Board member at the share offer launch on Sunday 18 October (5pm or 7pm, at the Coach & Horses), or post it to:

**Danehill & Chelwood Gate CBS, White Gables, Beaconsfield Road,
Chelwood Gate, East Sussex RH17 7LF**

Questions? info@keepcandhlocal.org · 07778 050077

For office use

Received: _____

Funds cleared: _____

Member no.: _____

APPENDIX I - FINANCIAL

The forecast is a management estimate prepared for the proposed acquisition. It has not been audited and does not represent a promise or guarantee of future performance. This appendix provides a concise financial summary. Supporting historical trading information, detailed assumptions, downside analysis and cash-flow reconciliations are set out in the Business Plan, which should be read alongside this prospectus. Sources and uses of funds are set out in Section 8. No grant income is assumed in the base funding case.

Historic Trading

£000	Year to 31 March 2026*	12 months to 31 July 2026*
Revenue, excluding VAT	510	516
Cost of sales, excluding staff	(196)	(203)
Gross profit	315	314
Gross margin	61.7%	60.8%
Staff costs	(196)	(196)
Other overheads, excluding depreciation	(77)	(76)
EBITDA	42	41
Depreciation	(2)	(2)
Operating profit	40	40

*Unaudited management accounts of the existing owner-run business, approved by the current owner for inclusion. The two periods overlap (the 12 months to 31 July 2026 include eight months of the year to 31 March 2026), so they should not be added together or read as consecutive years. The figures do not include the salaried general manager costed in the forecast, so they are not directly comparable with it. Figures may not sum due to rounding.

Five Year Profit and Loss Forecast

£000 unless stated	Year 1	Year 2	Year 3	Year 4	Year 5
Drinks sales	285	299	314	323	333
Food sales	309	324	341	351	361
Total revenue	594	623	655	674	694
Gross profit	372	390	410	422	435
Gross margin	62.6%	62.6%	62.6%	62.6%	62.6%
Staff costs	(242)	(251)	(260)	(267)	(275)
Other operating costs	(73)	(75)	(78)	(80)	(83)
EBITDA	56	64	72	74	77
EBITDA margin	9.5%	10.3%	11.0%	11.0%	11.0%
Depreciation	(26)	(26)	(26)	(26)	(26)
Community-share interest	-	-	-	(18)	(17)
Profit before tax	30	38	46	30	33
Tax	(5)	(13)	(15)	(11)	(12)
Profit after tax	25	25	31	19	21

*EBITDA means earnings before interest, tax, depreciation and amortisation. It measures operating performance before those items and is not the same as cash available for spending or withdrawals.

Key Forecast Assumptions

Assumption	Base-case position
Starting revenue base	Rolling 12 months to July 2026: approximately £516,000
Year 1 revenue	Approximately £594,000
Year 1 revenue growth	15%
Subsequent revenue growth	5% in Years 2 and 3; 3% in Years 4 and 5
Year 1 gross margin	62.6% blended (drinks 66.3%, food 63.7%), up from 60.8%
Food covers	About 248 a week at £24 average net spend, no table turns assumed
Year 1 staff costs	Approximately £242,000 (40.8% of revenue), falling to 39.6% by Year 5
Property purchase price	£695,000
Target funding case	£900,000 of community shares with no loan or grant
Community-share interest	Illustratively 2% from Year 4, subject to affordability and approval
Share withdrawals	Illustratively £50,000 in each of Years 4 and 5, subject to the Rules and the Society's financial position
Year 1 Corporation tax	Tax estimates depend on taxable profits, capital allowances and any reliefs available to the Society.

The Business Plan explains the Year 1 revenue and margin assumptions, the supporting historical trading baseline, operating costs and how performance will be monitored. It also sets out the effects of weaker trading and the actions available to management.

Five-Year Cashflow Summary

£000	At acquisition	Year 1	Year 2	Year 3	Year 4	Year 5
Opening cash	-	138	167	226	286	272
Net cash movement	138	29	59	60	(14)	(1)
Closing cash balance	138	167	226	286	272	271

The forecast shows a positive closing cash balance throughout the five-year period. The reduction in Years 4 and 5 reflects the illustrative introduction of community-share interest and withdrawals. Both would proceed only where the Board considers them affordable and consistent with the Society's Rules. Acquisition cash of £138,000 includes £50,000 allocated to subsequent refurbishment; the balance of £88,000 is opening working capital. The lowest modelled monthly cash balance in Year 1 is approximately £86,000. The Business Plan reconciles EBITDA to the cash movements above, including capital expenditure, working capital, tax payments, share interest and withdrawals. Acquisition cash includes amounts earmarked for refurbishment and is not all available for discretionary spending.

Five-Year Balance Sheet Summary

£000 at year end	Year 1	Year 2	Year 3	Year 4	Year 5
Fixed assets	744.2	718.3	692.5	671.2	644.8
Stock and cash	179.3	238.9	298.9	285.7	284.9
Creditors	(28.0)	(36.8)	(40.2)	(36.8)	(38.5)
Net assets	895.5	920.4	951.2	920.0	891.3
Community share capital	900.0	900.0	900.0	850.0	800.0
Accumulated profit / (loss)	(4.5)	20.4	51.2	70.0	91.3
Members' funds	895.5	920.4	951.2	920.0	891.3

Book values, not a valuation of the pub or a guaranteed amount available to repay members. Share capital falls to £850,000 and £800,000 in Years 4 and 5 because the forecast illustrates £50,000 of withdrawals each year, while retained profits build members' funds. Year 1 net assets are slightly below £900,000 because £30,000 of pre-opening professional costs are recognised before trading begins. The full balance sheet is in the Business Plan.

Interest and Withdrawal of Community Shares

The forecast assumes no share interest or withdrawals in the first three years, and illustrates interest at 2% and withdrawals of £50,000 a year from Year 4. These are planning assumptions: they depend on the Society's performance, available cash, the Rules and the Board's judgement, are not guaranteed and create no entitlement for any member.

Year 1 Breakeven

Measure	Year 1 base case
Forecast revenue	£594,000
Estimated EBITDA break-even revenue	£479,000
Revenue above EBITDA break-even	£115,000
Margin above EBITDA break-even	19%

Break-even is an estimate based on the forecast gross margin and the expected mix of fixed and variable operating costs. It will change if sales, margins or costs differ from the assumptions.

Important Qualifications

- The forecast depends on assumptions concerning revenue, gross margin, staffing, inflation and property costs.
- Property expenditure remains subject to quotations and final due diligence.
- The minimum funding case depends on the Society obtaining approximately £100,000 of loan finance, which has not yet been secured.
- Community-share interest and withdrawals are discretionary and may be reduced, deferred or suspended.
- Any tax relief depends on the Society's continuing eligibility and each investor's individual circumstances.
- Actual financial performance may differ materially from the forecast. Investors should invest only what they can afford to lose.

APPENDIX II - RISK FACTORS

Community shares are long-term, risk-bearing capital. You could lose some or all of the money you invest. There is no Financial Services Compensation Scheme cover and no right of complaint to the Financial Ombudsman Service. Shares cannot be sold, and withdrawals and interest are not guaranteed. Invest only what you can afford to leave invested for the long term and could afford to lose. The table below sets out the risks the Board has identified, its current view of how likely each is, and how it intends to manage them. These actions are intended to manage the risks but cannot eliminate them.

Risk	Likelihood	How the Society intends to manage the risk
Acquisition and funding		
The purchase may not complete. Heads of Terms with Ian and Catherine are not yet agreed. There is no binding agreement or exclusivity, the sellers could accept another offer, and due diligence could lead the Society to withdraw.	Medium	Regular (weekly) conversations with Ian continue, and he is aware of the Board's timeline. The Board is moving at pace, having registered the Society, completed an independent structural survey and worked towards demonstrating funding intent. If the purchase does not proceed, application money is returned in full (Section 8).
The share offer may not raise enough. £800,000 of shares alone is not enough to complete the purchase. Between £800,000 and £900,000, completion would depend on securing acceptable loan or other funding.	Medium	Application money is held in a separate account and returned in full if the offer does not proceed (Section 8). The Board will not complete the purchase unless the full funding requirement is met.
The purchase price may exceed the funding available.	Medium	The £695,000 guide price remains subject to agreement and an independent valuation. The Board will assess total costs and funding before committing to the purchase.
The property may need more work than expected. Surveys and inspections may identify repairs beyond the present allowances. The Grade II listing may make work more expensive, restrict alterations or require listed-building and planning consent.	Low-Medium	A full structural survey found no major issues with the roof or structure. The Society will obtain further specialist advice and quotations where needed, prioritise essential work, phase discretionary improvements and obtain any required consents before works proceed.
Your investment		
You could lose some or all of your investment. If the Society cannot meet its obligations, creditors, including any secured lender, are repaid before members. A lender may require security over the property. Repayment of share capital is not guaranteed.	Low	The target funding case requires no borrowing, and any loan would be limited to what is needed. The Board will monitor trading and cash closely. Invest only what you can afford to lose.
Interest may not be paid in the early years.	High	No interest is planned for the first three years; the forecast illustrates 2% from Year 4. Share interest is discretionary, subject to trading profits and the approvals required by the Rules.
SEIS or EIS relief may not be available or retained. Advance Assurance, if received, does not guarantee relief for every investor. The Society or an investor may fail to meet the continuing conditions, and relief already claimed could be withdrawn.	Low-Medium	The Society is obtaining specialist advice, will communicate HMRC's position accurately and will take reasonable steps to maintain eligibility. Investors should take advice on their own circumstances.

Risk	Likelihood	How the Society intends to manage the risk
Running the pub		
Trading may fall short of the forecast. The historical figures are unaudited management accounts, and the forecast depends on assumptions about sales, staffing, margins, costs and timing. Actual results may differ materially.	Low–Medium	The Board will review revenue, margins, staffing and cash against the plan every month, adjust operations where necessary and report actual performance to members. Forecast growth and profits are not guaranteed.
Competition from nearby pubs may limit growth. This includes the Red Lion at Chelwood Gate, about a mile away.	Medium	The plan focuses on what sets the Coach & Horses apart: an independent free house, a stronger kitchen, a weekly events programme and a member base with a stake in its success. The Board will track sales against forecast and adjust the offer where needed.
Costs may rise faster than prices. Food and drink, wages, energy, business rates and insurance may rise more quickly than assumed, and it may not be possible to pass increases on to customers.	Medium	Management will monitor margins, stock, wastage, rotas and supplier terms closely, review menus and pricing regularly, tender suppliers where appropriate and defer discretionary spending.
Cash may come under pressure. Seasonal trading, unexpected costs, loan repayments or delayed receipts could leave less cash to run the pub, delaying planned investment, interest or share withdrawals.	Low–Medium	The manager and Treasurer will keep a rolling cash forecast, and the Board will put the pub's financial stability ahead of discretionary works, share interest and withdrawals.
A manager, chefs or other staff may be hard to recruit or keep. Delays or departures could affect service, opening hours and financial performance, and employment costs transferring with the business may differ from current assumptions.	Medium	The Society will prepare a recruitment and retention plan, offer market-appropriate terms, develop succession and cross-training arrangements, and take professional advice on employment and TUPE before completion. Experienced operators are advising the Board.
The project relies on a small number of people. Losing a key Board member, a shortage of volunteers or unclear roles between Board and management could delay decisions or weaken oversight.	Low	Responsibilities will be spread across the Board, decisions and delegated authorities documented, conflicts of interest declared and succession planned. The operating model does not rely on volunteers in essential paid roles.
Legal, regulatory or planning requirements may not be met. Failures involving licensing, food hygiene, fire safety, health and safety, employment, data protection, planning or listed-building controls could lead to fines, restrictions or temporary closure.	Low	The manager and Board will maintain documented policies and compliance checks, use qualified advisers, keep licences, inspections, training and insurance current, and obtain any required consents before works proceed.

Risk	Likelihood	How the Society intends to manage the risk
Supply problems or equipment failure could interrupt trading. Supplier failure or a breakdown of kitchen, refrigeration, heating or cellar equipment could raise costs or reduce trade.	Low	The Society will assess equipment condition, plan preventive maintenance, keep alternative suppliers and hold business interruption and property insurance where available on acceptable terms.
Events outside the Society's control could affect the business. Severe weather, utility failure, fire, flooding, public-health restrictions or economic weakness could interrupt trading or reduce demand, and insurance may not cover every loss.	Low	The Society will maintain appropriate insurance, business-continuity arrangements and prudent financial controls, but some external risks cannot be fully mitigated.

APPENDIX III - QUESTIONS AND ANSWERS

What am I investing in?

Shares in Danehill & Chelwood Gate Community Benefit Society Limited, which will buy and run the Coach & Horses. Shares cost £1 each. Your first £1 buys a Membership Share, which makes you a member with one vote; the rest of your investment buys Community Shares (Section 6).

How much can I invest, and who can invest?

From £250 to £50,000, in multiples of £250. Anyone aged 16 or over who supports the Society's aims can invest, as can organisations such as businesses, charities and clubs. Applications from outside the UK are welcome, subject to identity checks. Joint applications are not accepted, but you can buy shares as a gift in someone else's name. All five investment tiers carry the same rights.

How and when do I invest?

The offer opens at 5pm on 18 October 2026 and has a target close of 5pm on 15 November 2026. Apply online at KeepCandHLocal.org or complete the form in Section 13, and pay by bank transfer or cheque. Until the offer opens you can make a non-binding pledge; no money is taken before then.

What happens to my money if the offer does not succeed?

Application money is held in a separate bank account and is not used until the offer has succeeded and the Board has confirmed the purchase can proceed. If the offer does not go ahead, or the purchase has not completed by 30 June 2027, your money is returned in full within 28 days, without deduction. If anything material changes before shares are issued, you will have at least 14 days to withdraw for a full refund (Section 8).

Can I get tax relief?

The Society is applying for HMRC Advance Assurance under SEIS (50% income tax relief) and EIS (30%). If confirmed, and if you qualify, relief would be shared across both schemes. For illustration, if £900,000 were raised with £250,000 under SEIS, the blended relief would be about 35.6%, so a £1,000 investment could reduce your income tax by about £356. You must hold your shares for at least three years to keep the relief. Relief is not guaranteed; please take tax advice.

Will I earn interest?

No interest is planned for the first three years. After that, the Board may propose interest if the pub can afford it, and members must approve it at the AGM. The rate cannot exceed the greater of 5% or 2% above the Bank of England base rate. The forecast illustrates 2% from Year 4, which would be £20 a year on a £1,000 investment, but interest is never guaranteed.

Can I get my money back?

Your Community Shares can be withdrawn, but not traded. You can apply after three years, giving at least three months' notice. Withdrawals are at the Board's discretion and depend on the Society's finances; the Board can set an annual limit or suspend withdrawals, and a reasonable administration charge may be deducted. Your £1 Membership Share cannot be withdrawn (Section 6).

Can I sell my shares, or benefit if the pub rises in value?

No. Shares cannot be sold to another person; they can only be withdrawn from the Society, at no more than the amount you paid. The asset lock means no one can make a capital gain from the pub, and every member has one vote regardless of how much they invest.

What happens to my shares if I die?

Your shares do not lapse. You can nominate someone on the application form to receive them: where their value does not exceed £5,000, the Society can pay or transfer them directly to your nominee without probate. Above £5,000, or without a nomination, they pass to your estate, and your personal representatives can withdraw them under the normal rules or transfer them to a beneficiary with Board approval.

What say will I have?

Every member has one vote. Members receive the annual report and accounts, elect the Board at the AGM, and vote on resolutions including any interest payment. Ten members, or 10% of members if fewer, can call a special meeting (Section 5).

Who will run the pub, and will it change?

The Society will employ an experienced general manager and team, overseen by the elected Board. Everyone currently working at the pub will be invited to stay. At first the menu, drinks and opening hours stay the same; improvements and extra opening sessions then follow in stages (Section 7).

How safe is my money?

Community shares are an unregulated investment and you could lose some or all of your money. There is no protection from the Financial Services Compensation Scheme and no right to complain to the Financial Ombudsman. If the business failed, the pub would be sold, creditors paid first, and members repaid up to the value of their shares from what remained. Community-owned businesses have a strong track record, but past performance is no guarantee (Appendix II).

Why the urgency?

The pub is on the open market and the owners are free to accept another offer until binding terms are agreed. The Asset of Community Value listing can pause a sale for up to six months while the community puts together a bid, but it does not oblige the owners to sell to us, so it would not stop a sale to another buyer. Strong early pledges and applications are what allow us to make a credible offer.

Where can I find out more, and how else can I help?

The Business Plan, the Society's Rules, full Q&A, and the privacy notice are available at KeepCandHLocal.org. Email info@keepcandhlocal.org with any question.