GENESIS RETAIL · SITE VIABILITY ASSESSMENT

12–14 Riverside Parade, Galleywood

CM2 6JY · parade

Prospective Client

Date: 23 June 2026

Consultant: Richard Shorney

SITE ASSESSMENT

12–14 Riverside Parade, Galleywood (CM2 6JY) is a retail parade convenience site assessed on the trading and cost assumptions in this report, requiring £140,000 capital (£104,000 refit plus £36,000 opening stock). On current trading of £17,150/week, post-refit turnover is modelled at £19,208/week (12% uplift), delivering Year 1 net profit of £51,295 and 36.6% return on investment, with 2.7-year payback on these assumptions.

ASSESSMENT SUMMARY

Returns of 36.6% with a 2.7-year payback on current assumptions are consistent with a favourable assessment, subject to agreed lease terms and refit delivery.

ROI	NET PROFIT (YR 1)	INVESTMENT REQUIRED	PAYBACK PERIOD	RISK RATING
36.6%	£51,295	£140,000	2.7 yrs	MEDIUM

ANNUAL TURNOVER	EBITDA	GROSS MARGIN	SALES / SQ FT / WK
£998,816	£85,762	24.0%	£21.70/wk

Executive Summary. Genesis Retail assesses 5-6 Canterbury Parade as a viable opportunity based on the trading assumptions, cost inputs and investment profile contained within this report. Post-refit, the store is projected to generate annual turnover of GBP 1,715,314 at a 24.0% gross margin, producing an estimated Year 1 net profit of GBP 120,308. Based on a total project investment of GBP 170,000, this equates to a projected return on investment (ROI) of 70.8%, with an anticipated capital payback period of approximately 1.4 years under the assumptions adopted. In practical terms, a 70.8% ROI means that for every GBP 1 invested in the project, the business is forecast to generate approximately 71 pence of net profit within the first year of trading. The projected annual net profit of GBP 120,308 is equivalent to approximately GBP 2,314 per week, after allowing for operating costs and based on the assumptions contained within this assessment. This represents a potentially attractive return relative to the proposed capital investment. The proposal benefits from several positive factors. The operator has successfully traded from Canterbury Parade for the past ten years and has developed a strong understanding of the local customer base, shopping missions and community needs. The amalgamation of two existing units into a larger, modern convenience store, combined with a complete refit to Co-op Wholesale specification, is expected to materially strengthen the overall proposition. The proposed investment will deliver approximately 20 metres of chilled space, 2 metres of fresh produce, a new coffee installation, bake-off capability, an expanded grocery offer and the introduction of the Cook's frozen food range. Collectively, these improvements should enhance the store's ability to compete for top-up, meal-for-tonight and food-to-go shopping missions, whilst encouraging increased visit frequency and higher average basket spend. The location profile, competitive environment and operator trading history support a credible convenience retail proposition. Whilst no viability assessment can guarantee future performance, Genesis Retail considers the proposal to demonstrate characteristics consistent with a viable convenience retail investment, subject to successful refit delivery, agreed lease terms and continued operational execution by the retailer.

WHAT THIS MEANS

On the assumptions in this report, projected returns of 36.6% and a 2.7-year payback are consistent with a favourable outcome, subject to lease terms and refit delivery.

Site Overview

PROPERTY DETAILS

Address	12–14 Riverside Parade, Galleywood
Postcode	CM2 6JY
Location Type	parade
Net Sales Area	885 sq ft
Opening Hours	16 hrs/day
Post-Refit Uplift	12%

COST ASSUMPTIONS

Annual Rent	£23,000
Business Rates	£7,200
Staff Cost %	9%
Utilities	£25,100
Other Costs	£8,800
Refit Budget	£104,000
Opening Stock	£36,000

SITE VISIT ASSESSMENT

VISIBILITY	ACCESS	PARKING	FASCIA	COMPETITION
Good	Good	Average	Average	Good

Strengths: Corner position on parade, consistent local footfall, scope to improve chilled and coffee offer

Weaknesses: Aged chilled cabinets, limited impulse frontage — addressed in refit scope

SITE OBSERVATIONS

End-terrace unit with good road visibility and level customer access. Five shared spaces to the rear. Existing operator trading 16 hours at circa £14,414/week pre-refit (312 transactions/day at £6.60 average basket) — chilled run dated, fascia tired, but loyal local customer base and consistent till performance. Strong candidate for symbol group conversion with bean-to-cup and extended food-to-go.

ABOUT THE CONSULTANT

For more than 23 years, I have worked at the sharp end of the UK independent convenience sector, building my career by helping retailers grow profitable, sustainable businesses.

I began my journey with A.F. Blakemore, the company behind the SPAR fascia, where I worked closely with independent retailers on store development, category planning, ranging and commercial improvement initiatives. This gave me a strong grounding in understanding what makes a convenience business succeed, not just in theory, but in practice.

In 2016, I joined Nisa/Co-op Retail Ltd as a Retail Development Manager, supporting a portfolio of 145 independent stores across North London with responsibility for approximately £14 million in annual turnover. During my time at Nisa, I consistently ranked among the company's top three performers nationally for new business development. I also played a key role in introducing initiatives such as Too Good To Go and food delivery partnerships, helping retailers adapt to changing consumer behaviours and unlock new revenue opportunities.

Having spent over two decades working within wholesale, symbol groups and independent retail, I understand the sector from the inside. I have seen first-hand what works, what doesn't, and where costly mistakes are often made. That experience is precisely why independent retailers value my advice; I provide honest, commercially grounded assessments based on real-world experience rather than generic assumptions.

Genesis Retail was born out of a simple belief: retailers should know whether a site has the potential to make money before committing significant time, capital and resources. I built the Genesis Site Viability Assessment to examine every opportunity from multiple commercial perspectives, combining data, industry insight and practical retail experience to provide an informed view of a site's likely potential.

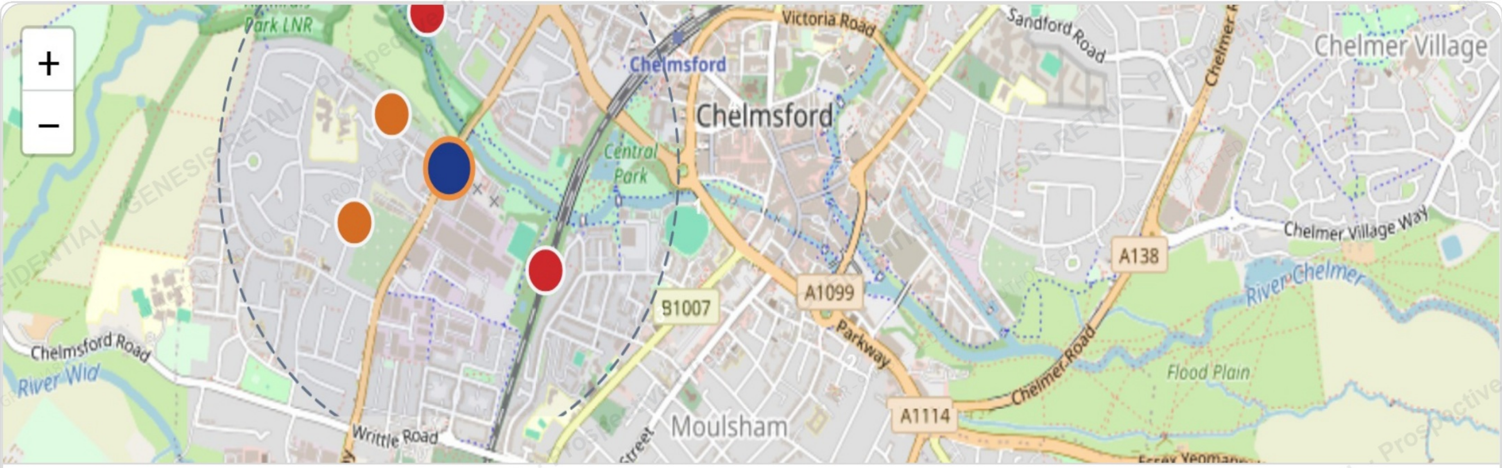
No assessment can guarantee future success, but Genesis equips retailers, investors and operators with the information needed to make better decisions, reduce risk and move forward with greater confidence.

WHAT THIS MEANS

At 885 sq ft in a parade setting, the rent of £23,000 (2.3% of post refit turnover) is workable for a focused symbol group range. A 12% trading uplift post refit has been applied to the financial model.

SECTION 3

Location Intelligence



★ Subject site · Numbers = competitors by threat · Dashed = 0.5 mile radius · 4 competitors shown

Catchment Commentary. With a catchment population of 8,750 within one mile, the site has a substantial local customer base. This is a solid catchment for a neighbourhood convenience store. The working age population of 18-54 accounts for 61.0% of the catchment. This is a strong working age proportion - it supports demand across all trading periods and justifies investment in food to go, coffee and a decent lunch offer alongside the core convenience range. Owner occupation at 61.0% is above average, which typically points to a more settled, higher-spending customer base with less price sensitivity than a predominantly rented catchment. The operator has room to invest in quality and range breadth. A median household income of £31,800 sits broadly in line with the national average. Mainstream pricing, a solid symbol group range and a clean store will be the foundation of a strong trading position. The deprivation index of 6/10 indicates moderate deprivation. The store needs to cover value without sacrificing the range quality that brings in the broader catchment.

COMPETITOR SUMMARY

The map shows 4 competitors identified within the catchment via open mapping data. 2 of these are rated high threat - typically a major multiple or established symbol group store within 300 metres. The nearest competitor is 0.22 miles away. At this distance, the two stores are effectively competing for the same passing trade and the same top-up mission. The operator will need to be better - on range, on availability, on service - not just present. No significant planning activity was detected in the catchment. The competitive position as assessed appears stable.

OPERATOR	FORMAT	DISTANCE	THREAT
Galleywood Nisa	convenience	0.22 miles	MEDIUM
Co-op Food	supermarket	0.34 miles	HIGH
Premier - The Parade	convenience	0.29 miles	MEDIUM
Tesco Express	supermarket	0.45 miles	HIGH

WHAT THIS MEANS

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SECTION 4

Planning Intelligence

APPLICATION REFERENCE	ADDRESS	PROPOSAL	STATUS	DECISION DATE
24/00892/FUL	16 Riverside Parade, Galleywood	Change of use to hot food takeaway (Use Class E) with extraction flue to rear elevation	Approved	14 Nov 2024

WHAT THIS MEANS COMMERCIALLY

Some planning activity has been detected nearby. Monitor for new food retail approvals that could alter the competitive balance in this catchment.

SECTION 5

Market & Catchment Demographics

CATCHMENT POP	MEDIAN INCOME	DEPRIVATION	DEMOGRAPHIC SCORE
8,750	**£31,800**	**6/10**	**5/9**

AGE PROFILE

Under 18	21%
18-24	9%
25-34	17%
35-44	19%
45-54	16%
55-64	11%
65+	7%

HOUSING TENURE

Owner Occupied	61%
Private Rented	22%
Social / Council	14%
Other	3%

EMPLOYMENT STATUS

Employed Full-Time	41%
Employed Part-Time	13%
Self-Employed	8%
Unemployed	6%

WHAT THIS MEANS

With a catchment population of 8,750 within one mile, the site has a substantial local customer base. This is a solid catchment for a neighbourhood convenience store. The working age population of 18-54 accounts for 61.0% of the catchment. This is a strong working age proportion - it supports demand across all trading periods and justifies investment in food to go, coffee and a decent lunch offer alongside the core convenience range. Owner occupation at 61.0% is above average, which typically points to a more settled, higher-spending customer base with less price sensitivity than a predominantly rented catchment. The operator has room to invest in quality and range breadth. A median household income of £31,800 sits broadly in line with the national average. Mainstream pricing, a solid symbol group range and a clean store will be the foundation of a strong trading position. The deprivation index of 6/10 indicates moderate deprivation. The store needs to cover value without sacrificing the range quality that brings in the broader catchment.

SECTION 6

Local Food & Drink Profile

CATCHMENT FOOD PROFILE

Mixed suburban catchment with balanced top-up and distress missions. Fresh, chilled and food-to-go over-index versus national convenience norms. Tobacco remains important but declining — range should support alternative traffic drivers.

WHAT THIS MEANS

The largest category by sales mix is Tobacco & Vaping at 18.8%, contributing around £187,777 to annual turnover. Tobacco and vaping at 18.8% is in line with - or above - the national convenience average of 18.8% (ACS 2025). This category drives high-frequency visits and is important to protect, but its long term trajectory is downward due to regulatory pressure. The operator should be actively building alternative traffic drivers - hot drinks, food to go, chilled - to reduce dependency over time. Chilled foods at 12.9% is healthy - this is a key category for driving basket value and repeat visits. Hot food and drinks to go carries the highest gross margin of any category in the mix at 55%+. At 1.0% of the mix it is currently a small part of the range - there is a strong case for investing in equipment and fixture space to grow this in the refit. The blended gross margin of 24.0% is broadly in line with the convenience sector average of 24-26%. There is scope to improve this over time by growing the higher-margin categories - chilled, food to go and health and beauty - relative to the lower margin volume drivers.

SECTION 7

Recommended Symbol Group

SYMBOL GROUP	SCORE	COMMENTARY
Nisa	**8/10**	Co-op own brand access, flexible terms, strong fresh food range
Spar	**7/10**	Strong fresh food, good margin support, wide UK coverage
Budgens	**4/10**	Premium positioning, ideal for higher-income catchments

WHAT THIS MEANS

The symbol group scoring model has ranked the options above based on location type, projected turnover, catchment profile and category mix. The top-ranked group is the best fit on the assessed criteria - but the final decision should always involve a formal conversation with the wholesaler about terms, ranging support and the refit contribution they are prepared to offer. The BWS mix of 15.2% is strong, which adds weight to any group with a specialist drinks offer. The catchment sits in the mainstream - a well-supported mid tier group is the right fit, balancing value credentials with enough ranging flexibility to build a credible fresh and chilled offer. Whichever group is selected, the operator should negotiate the refit terms, minimum weekly drop and exclusivity clauses carefully. These are the three areas where independent retailers most often find themselves locked into unfavourable positions.

SECTION 8

Financial Performance - Year 1

WEEKLY TURNOVER	ANNUAL TURNOVER	GROSS PROFIT
£19,208	**£998,816**	**£239,756**
post refit	inc. 12% uplift	£4,611/wk · 24.0% margin

EBITDA	NET PROFIT	ROI
£85,762	**£51,295**	**36.6%**
£1,649/wk	£986/wk	Against £140,000 investment

	YEAR 1	% SALES
Gross Sales	**£998,816**	
Cost of Goods	(£759,060)	
Gross Profit	**£239,756**	24.0%
Staff Wages	(£89,893)	
Rent	(£23,000)	
Business Rates	(£7,200)	
Utilities	(£25,100)	
Other Costs	(£8,800)	
EBITDA	**£85,762**	8.6%
Finance Charge	(£34,468)	
Net Profit	**£51,295**	5.1%

WHAT THIS MEANS

The profit and loss account is built on post refit annual revenue of £998,816, with a cost of goods of £759,060 - leaving a gross profit of £239,756 at 24.0% margin. Total operating costs - rent, rates, staff, Utilities and other costs - come to £153,993, representing 15.4% of sales. This is well controlled and leaves healthy headroom for profit delivery. The business can absorb a reasonable degree of cost variation without dropping below viability. Staff costs at 9.0% of sales are at a manageable level relative to turnover and do not raise any concerns. EBITDA - the trading profit before finance - is £85,762, representing 8.6% of sales. This provides sufficient cover to service the loan comfortably, though with limited surplus on current assumptions.

SECTION 9

5-Year Financial Forecast

3% annual sales growth · 2% cost inflation

METRIC	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Gross Sales	£998,816	£1,028,780	£1,059,644	£1,091,433	£1,124,176
Gross Profit	**£239,756**	**£246,948**	**£254,357**	**£261,988**	**£269,847**
Total Costs	£153,993	£157,972	£162,058	£166,252	£170,560
EBITDA	**£85,762**	**£88,976**	**£92,299**	**£95,735**	**£99,287**
Net Profit	**£51,295**	**£54,508**	**£57,832**	**£61,267**	**£64,820**
Cumulative Profit	**£51,295**	**£105,803**	**£163,635**	**£224,902**	**£289,722**

SENSITIVITY - ROI AT FOOTFALL ±20% / RENT ±20%

Ftfall\Rent	-20%	-10%	0%	+10%	+20%
-20%	18.5%	16.9%	15.2%	13.6%	11.9%
-10%	29.2%	27.6%	25.9%	24.3%	22.6%
0%	39.9%	38.3%	**36.6%**	35.0%	33.4%
+10%	50.6%	49.0%	47.3%	45.7%	44.1%
+20%	61.3%	59.7%	58.0%	56.4%	54.8%

WHAT THIS MEANS - FORECAST

The five-year forecast applies 3% annual sales growth to the post refit Year 1 base, with operating costs inflating at 2% per year. These are deliberately conservative assumptions - 3% growth in a well-run convenience store in an established residential catchment is achievable without any step change in the business. By Year 5, the store is forecast to generate annual sales of £1,124,176 and a net profit of £64,820. Cumulative net profit across the five-year period is £289,722. The loan facility is fully repaid within the forecast period. From Year 6 onwards the finance charge drops away, which will materially improve the net profit position. This is a significant positive for the medium-term cash generation of the business. A cumulative net profit of £289,722 against an initial investment of £140,000 means the business recovers its capital within the five-year forecast on these assumptions — a key test lenders apply to this type of projection.

WHAT THIS MEANS - SENSITIVITY

The table models the impact on return on investment of footfall varying between -20% and +20% of the base case, and rent varying by the same range. The base case sits in the centre cell. The base case delivers a 36.6% ROI on the central assumptions — consistent with a favourable assessment on current inputs. Even in the most adverse scenario modelled - footfall 20% below forecast and rent 20% above - the store still returns 18.5% ROI. This indicates meaningful resilience across the downside scenarios modelled. 13 of the 25 scenarios modelled produce returns at or above the base case. The model holds up across the majority of scenarios, though footfall and occupancy costs remain the key variables.

SECTION 10

Risk Register

RISK FACTOR	RATING	DETAIL
Major competitor within close proximity	RED	2 major competitor(s) detected within 300m. Review footfall impact carefully.
Planning activity in catchment	AMBER	Some planning activity detected nearby. Monitor for new food retail approvals.

Rent within acceptable range	GREEN	Rent at 2.3% of sales is within the target range.
Sales density above average	GREEN	£21.70/sqft/wk exceeds the UK symbol group average of £18-20/sqft/wk - strong performance.
Returns support the assessment	GREEN	36.6% ROI on current assumptions is consistent with the assessment in this report.

WHAT THIS MEANS

The risk assessment has flagged 1 red item and 1 amber item. Red flags represent material risks to the investment case and should be resolved before heads of terms are agreed. Rent is running at 2.3% of projected post refit turnover. Rent is at a manageable level relative to projected turnover and does not represent a structural risk to the business. There are 2 major competitors within 300 metres that the trading projections need to account for. The operator's existing customer relationships and knowledge of this catchment are the strongest mitigant against this risk.

Risk Rating: MEDIUM Derived from 1 red, 1 amber and 3 green risk factors across 5 assessed criteria.

SECTION 11

Assessment Summary

ASSESSMENT SUMMARY

Genesis Retail assesses 5-6 Canterbury Parade as a viable opportunity based on the trading assumptions, cost inputs and investment profile contained within this report. Post-refit, the store is projected to generate annual turnover of GBP 1,715,314 at a 24.0% gross margin, producing an estimated Year 1 net profit of GBP 120,308. Based on a total project investment of GBP 170,000, this equates to a projected return on investment (ROI) of 70.8%, with an anticipated capital payback period of approximately 1.4 years under the assumptions adopted. In practical terms, a 70.8% ROI means that for every GBP 1 invested in the project, the business is forecast to generate approximately 71 pence of net profit within the first year of trading. The projected annual net profit of GBP 120,308 is equivalent to approximately GBP 2,314 per week, after allowing for operating costs and based on the assumptions contained within this assessment. This represents a potentially attractive return relative to the proposed capital investment. The proposal benefits from several positive factors. The operator has successfully traded from Canterbury Parade for the past ten years and has developed a strong understanding of the local customer base, shopping missions and community needs. The amalgamation of two existing units into a larger, modern convenience store, combined with a complete refit to Co-op Wholesale specification, is expected to materially strengthen the overall proposition. The proposed investment will deliver approximately 20 metres of chilled space, 2 metres of fresh produce, a new coffee installation, bake-off capability, an expanded grocery offer and the introduction of the Cook's frozen food range. Collectively, these improvements should enhance the store's ability to compete for top-up, meal-for-tonight and food-to-go shopping missions, whilst encouraging increased visit frequency and higher average basket spend. The location profile, competitive environment and operator trading history support a credible convenience retail proposition. Whilst no viability assessment can guarantee future performance, Genesis Retail considers the proposal to demonstrate characteristics consistent with a viable convenience retail investment, subject to successful refit delivery, agreed lease terms and continued operational execution by the retailer.

ROI	NET PROFIT	PAYBACK	RISK RATING
36.6%	£51,295	2.7 yrs	MEDIUM

CONSULTANT RATIONALE

Proposed scope: Spar fascia and POS refresh, full chilled refit (4.5m dairy run), two-door freezer bank, bean-to-cup coffee, bake-off cabinet and LED lighting throughout. Budget of £104k aligned to mid-range parade conversions in the South East; opening stock circa £36k.

BANK & LENDER READINESS

- ✓ Existing trading operation - reduces start-up risk
- ✓ Occupancy costs represent a sustainable % of sales
- ✓ Defined investment quantum and payback period
- ✓ Historic turnover evidence supports projections
- ✓ Sensitivity analysis demonstrates downside resilience
- ✓ Clear recommendation with commercial rationale

The site demonstrates the characteristics of a commercially viable convenience retail investment. Subject to normal due diligence, the combination of existing trading history, projected profitability and manageable occupancy costs provides a credible basis for investment consideration.

GENESIS RETAIL CONSULTANCY

Richard Shorney

Independent Retail Consultancy

rshorney@genesisretail.uk
genesisretail.uk
07551 827907

23 June 2026

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