

# Leisure

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## Strategy

We seek to acquire under-performing, under-valued businesses that offer significant opportunity to improve trading revenues, generate strong cash yields, and consequently significantly enhance capital value. Our golf acquisitions will often also encompass accommodation included on the freehold land that is purchased. We seek to acquire our golf businesses off-market through our partner's network, with a view to selling them on the market at enhanced values once we have achieved our objectives.

We actively manage our golf businesses. This includes refurbishing the asset, improving the management team, streamlining trading efficiencies, and enhancing revenues. We seek to diversify the idiosyncratic risk associated with traditional golf clubs (most notably, seasonal risk and a narrow customer base) by developing new revenue streams and implementing new technologies that enable the business to be more efficient and to generate revenue all year round. In enhancing the business, we also seek to capture to a much wider audience, and we engage with customer bases that have historically been neglected by traditional golf clubs (such as, females and families).

Whilst surplus profits will be distributed to investors regularly, an investor's ultimate return will be crystallised upon disposal of the asset. Our golf investments are medium-term investments and exit will be considered from year five onwards. By this stage, we seek to be in a position whereby we can dispose of the asset on the market at enhanced values, having achieved our objectives.

By acquiring businesses in strategic locations with accommodation, we are able also to pursue a wider strategy that includes establishing prominent destinations for UK golf tours. This could lead to marriage value between assets and subsequent shifts in EBITDA multiples.

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## Security

Security is provided by ownership of the freehold land that underpins the asset. For each of our golf investments, the partnership will acquire the freehold interest.

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## Important Information

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## Case study

### Bramshaw Golf Club

Located in Brook, Lyndhurst, in the heart of the New Forest National Park, the gold club features two distinct courses the Manor and Forest courses alongside a clubhouse, practice facilities, and a golf shop.

In addition to Bramshaw Golf Club, the acquisition saw us take ownership of The Bell Inn a 27-bed country hotel and restaurant.

The long-term vision at acquisition, remains, with the management team striving to position The New Forest Golf Group, including Bramshaw, The Bell Inn, and Paultons Golf Club, as the premier golf destination in the region.

