



Group Investment Overview

IMMERSIVE ENTERTAINMENT GROUP

Cowsland Farm, South Leverton, Retford DN22 0BY

3

BRANDS

£32M

INVESTMENT

4

COMPANIES

OCT 2028

TARGET OPEN

Prepared by Finley Murray | Founder & Artistic Director

February 2026

corecreativegroup.co.uk

CONFIDENTIAL

Executive Summary

Core Creative Group is a £32 million immersive entertainment group developing on a 301-acre site at Cowsland Farm, South Leverton, Retford, Nottinghamshire. The project targets a phased opening in October 2028, combining six themed maze barns, a central performance courtyard (The Yard), a dedicated Theatre Barn for year-round immersive productions, and full operational infrastructure on a scale without precedent in the UK scare industry.

The venture is funded through private equity, with £32 million allocated across four entities: Core Creative Group (£14M for land and infrastructure), Scare Core Ltd (£13.5M for attraction build), Immersive Core Ltd (£1M for theatre), and Escape Core Ltd (£1.5M for Year 2 escape room retrofits), plus a £2m working capital reserve. There is zero external debt.

Conservative projections show Year 1 revenue of £645k from the scare season alone, growing to £2.90M by Year 5 as capacity, pricing, and off-season theatre revenue mature. EBITDA breakeven is reached in Year 4. Revenue reaches £4.07M by Year 10 with EBITDA of £1.36M.

£32M

Total Investment

£645k

Year 1 Revenue

£2.90M

Year 5 Revenue

£4.07M

Year 10 Revenue

Year 4

Breakeven

£599k

Year 5 EBITDA

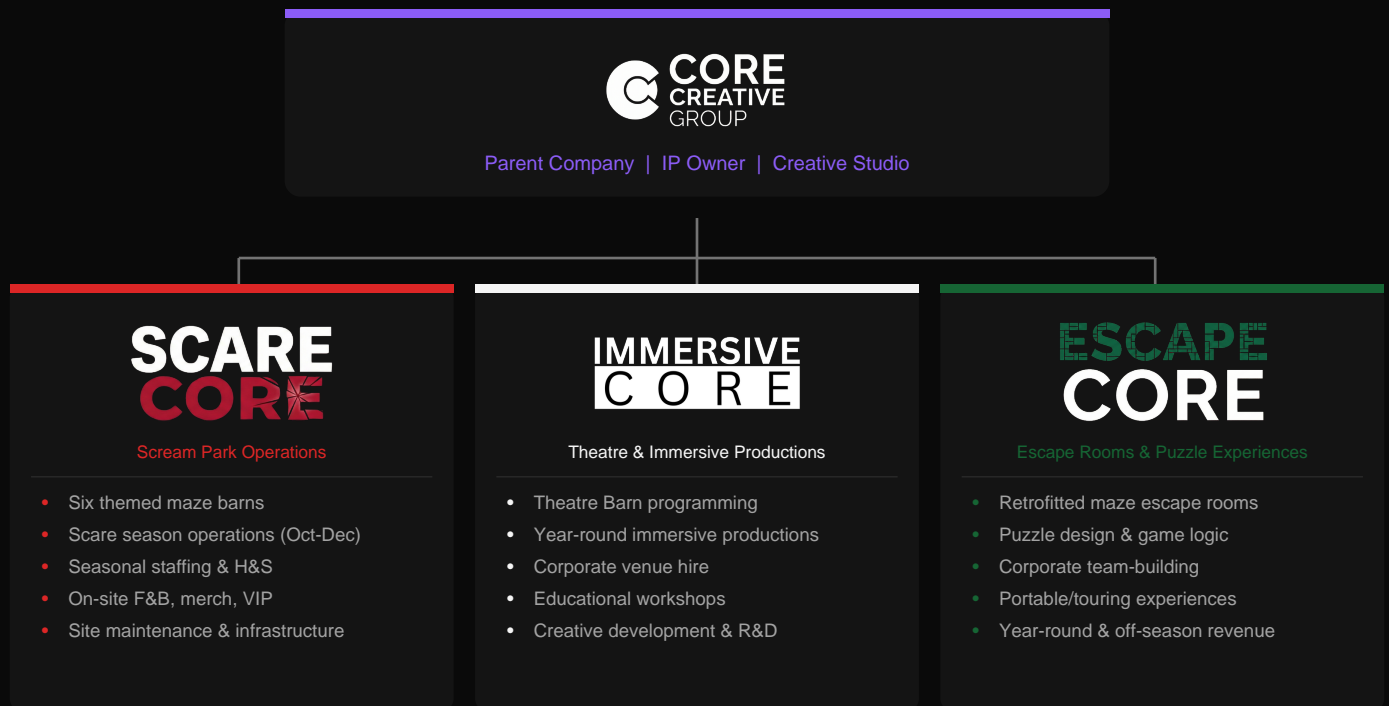
Key Financial Metrics

| Metric | Value |
|-------------------------------|---------------------------|
| Total project investment | £32,000,000 |
| Year 1 revenue (conservative) | £645k (scare season only) |
| Year 1 EBITDA | (£709k) operating loss |
| Breakeven | Year 4 |
| Year 5 revenue | £2.90M |
| Year 5 EBITDA | £599k profit |
| Year 10 revenue | £4.07M |
| Year 10 EBITDA | £1.36M |
| Annual expansion CapEx (Y2+) | £1.3M (1 new maze/year) |

Corporate Structure

The business operates as a multi-brand immersive entertainment group under Core Creative Group, a parent holding company that owns all intellectual property, creative assets, and brand rights. Three operating subsidiaries deliver distinct entertainment verticals, each with its own P&L, brand identity, and growth trajectory.

This structure separates land and infrastructure from creative IP, clarifies what each entity controls, protects brand value across the group, and positions the business as a scalable platform rather than a single-site attraction.



Asset Ownership & IP Structure

| Asset | Owner | Purpose |
|---|---------------------|-------------------------------|
| All original IP (worlds, characters, scripts) | Core Creative Group | Licensable creative assets |
| Brand rights (Scare/Immersive/Escape Core) | Core Creative Group | Brand governance & protection |
| Cowsland Farm (301 acres, freehold) | Core Creative Group | Land & infrastructure holding |
| Maze barn structures & The Yard | Scare Core Ltd | Attraction operations |
| Theatre Barn & production assets | Immersive Core Ltd | Year-round theatre programme |
| Escape room fit-out & game systems | Escape Core Ltd | Puzzle-based experiences |
| Technology, AV & control systems | Core Creative Group | Shared infrastructure |

The Ecosystem

Core Creative Group creates the worlds. Scare Core brings them to life at scale during peak season. Immersive Core delivers year-round theatre and immersive productions. Escape Core extends the IP into puzzle-based experiences and corporate markets. Together, the three brands form a multi-channel immersive entertainment group with diversified revenue streams and scalable intellectual property.

Scare Core is not a traditional haunted house or theme park add-on. It is a highly themed, theatrical scare attraction featuring six distinct maze barns, each with its own narrative world, immersive environments, and live performance. The guest journey is designed to be psychologically intense, emotionally engaging, and theatrically rich.

Vision

Create the UK's most immersive and psychologically intense scare attraction, combining theatrical storytelling, cutting-edge tech, and environmental design.

Mission

Operate world-class immersive scare events and theatre productions that entertain, challenge, and inspire audiences while maintaining the highest safety standards.

Core Values

Artistic Excellence

Uncompromising creative vision and innovation

Psychological Safety

Consent-first design; guests always in control

Professionalism

Industry-leading H&S, training, and staff standards

Community

Meaningful Bassetlaw engagement and local benefit

Sustainability

Year-round ops through diversified revenue

Key Components

Six Maze Barns

8,000-12,000 sq ft each. Self-contained horror narratives with live actors, practical effects, projection mapping, and spatial audio.

The Yard

Central courtyard with roaming performers, street theatre, themed food and drink, and atmospheric design. Queuing becomes part of the show.

Theatre Barn

3,000 sq ft performance space for year-round immersive productions. Monthly residencies Jan-Sep providing off-season revenue.

HQ & Operations

Core HQ (staff facilities, control room, production offices), Farmhouse (GM residence), and support infrastructure on Lot 1.

Each maze barn occupies 8,000 to 12,000 sq ft and tells a self-contained horror narrative. Guests progress through themed environments with live actors, practical effects, projection mapping, spatial audio, and scent design. Every maze offers a distinct genre and intensity level.

01 Westlake Witch Trials

WESTLAKE
WITCH
TRIALS

1692 colonial horror. Puritan village consumed by paranoia and accusation.

02 The Bunker

THE
BUNKER

Cold War military survival horror. Underground claustrophobia and paranoia.

03 Night Terrors

NIGHT
TERRORS

Sleep paralysis made real. Surreal psychological horror and disorientation.

04 Drowned

DROWNED

Victorian maritime horror. A flooded, decaying vessel lost beneath the waves.

05 Signal Loss

SIGNAL
LOSS

Analogue broadcast horror. Reality breaks down around you in static and noise.

06 Strings of Control

STRINGS
OF CONTROL

Puppet-themed body horror. You become part of the show, whether you like it or not.

The site is Cowsland Farm, a 301-acre mixed agricultural holding on the edge of South Leverton, approximately 5 miles east of Retford in North Nottinghamshire. The property is listed by Bidwells at a guide price of £6,550,000.

The site was chosen for total isolation (critical for immersive horror), existing farm buildings that reduce construction costs, a farmhouse for on-site management, 301 acres providing massive expansion potential, and proximity to power infrastructure near the former Cottam Power Station.

The rural setting is the product, not a compromise. Guests arrive in darkness down unlit country roads, building anticipation from the moment they leave the A-road.

Site Specification

| Detail | Specification |
|----------------------|--|
| Address | Cowsland Farm, South Leverton, Retford DN22 0BY |
| Total area | 301 acres (121.8 hectares) |
| Guide price | £6,550,000 |
| Land type | Arable, pasture, woodland |
| Existing buildings | Farmhouse, barns, grain stores, outbuildings |
| Road access | Grove Road (south), Retford Road (west) |
| Nearest A-road | A620 via Retford Road (2.5 miles) |
| Nearest town | Retford (5 miles) |
| Power infrastructure | Near former Cottam Power Station (grid connection) |
| Isolation | No residential neighbours within 500m |

Access & Transport

Road Network

A620 to Retford Road to Grove Road. Proper two-lane carriageway roads adequate for event traffic.

Car Park

1,200-space compacted gravel car park with tarmac aisles, flood lighting, EV charging, and coach parking.

Road Crossing

Temporary modular pedestrian bridge (Beaver Bridge Hire) becomes part of the guest experience.

Transport Assessment

Full assessment commissioned for planning, including junction capacity modelling and traffic analysis.

Capital Investment

Total project budget: £32,000,000, funded entirely through private equity with zero external debt. Split across four entities plus a working capital reserve.

£14M

CCG

£13.5M

Scare Core

£1M

Immersive Core

£1.5M

Escape Core

£2M

Working Capital

Scare Core Ltd — £13.5M Breakdown

| Line Item | Budget |
|---|--------------------|
| Professional fees (architects, QS, CDM, PM) | £500,000 |
| Barn shells (6 maze barns) | £3,100,000 |
| The Yard (central courtyard) | £600,000 |
| Maze fit-out (sets, props, theming) | £4,000,000 |
| Covered courtyards & walkways | £700,000 |
| Tech & AV (sound, lighting, SFX, control) | £1,400,000 |
| Costumes, props & consumables | £500,000 |
| Pre-opening costs (staff, marketing, soft launch) | £1,100,000 |
| Contingency (13%) | £1,600,000 |
| TOTAL SC CapEx | £13,500,000 |

Core Creative Group — £14M Breakdown

| Line Item | Budget |
|--|--------------------|
| Land purchase (Cowsland Farm, 301 acres) | £6,550,000 |
| Legal, conveyancing & SDLT | £457,000 |
| Planning, EIA & transport assessment | £700,000 |
| Earthworks & site preparation | £250,000 |
| Drainage & flood management | £300,000 |
| Access road & car park | £1,700,000 |
| HV power, water & sewerage | £500,000 |
| Core HQ (operations centre) | £1,200,000 |
| Perimeter, landscaping & security | £1,155,000 |
| Contingency (9%) | £1,188,000 |
| TOTAL CCG CapEx | £14,000,000 |

Immersive Core Ltd — £1M Breakdown

| Line Item | Budget |
|--|-------------------|
| Theatre Barn shell (3,000 sq ft) | £500,000 |
| Theatre fit-out (rigging, stage, seating, acoustics) | £500,000 |
| TOTAL IC CapEx | £1,000,000 |

Escape Core Ltd — £1.5M Breakdown

| Line Item | Budget |
|--|-------------------|
| Maze barn retrofit for escape rooms (Year 2) | £1,000,000 |
| Puzzle systems, game logic & tech | £300,000 |
| Contingency | £200,000 |
| TOTAL EC CapEx | £1,500,000 |

Revenue Model & Market

Primary revenue is generated during the October to December scare season. Operating nights start at 24 in Year 1 and grow to 30 by Year 5. Maximum nightly capacity starts at 1,000 guests and increases to 1,500 as infrastructure scales.

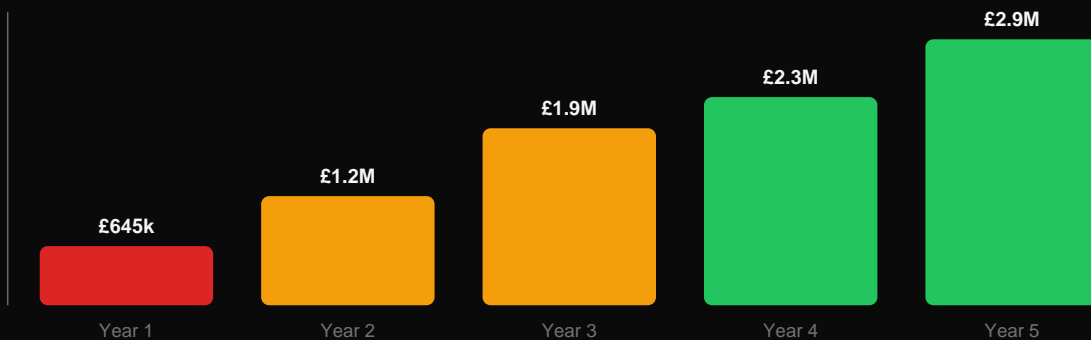
Ticket pricing uses a three-tier dynamic model: off-peak at £18-25, peak at £28-35, and super-peak at £35-42, generating a blended average of approximately £27 per ticket. Ancillary revenue (merchandise, hospitality, VIP) adds £100-150k per season.

The Theatre Barn provides year-round revenue through monthly immersive theatre residencies, corporate venue hire, and educational workshops. Off-season revenue grows from £345k in Year 1 to £768k by Year 5.

5-Year Revenue Summary

| Year | Projected Total Revenue |
|----------------------|---|
| Year 1 (soft launch) | £645k (scare season only, no off-season Y1) |
| Year 2 | £1.19M |
| Year 3 | £1.93M |
| Year 4 | £2.27M |
| Year 5 | £2.90M |

Revenue Growth Trajectory



10-Year Financial Outlook

Revenue grows from £645k in Year 1 to £4.07M by Year 10, driven by scare season capacity growth (1,000 to 1,500 nightly), ticket price maturation, and expanding off-season programmes. Year 10 EBITDA reaches £1.36M. At sector-typical multiples of 6x to 12x, this yields an enterprise value range of £8.2M to £16.3M.

The £32M investment creates a permanent asset base comprising 301 acres of freehold land (£6.55M, no depreciation), purpose-built infrastructure, and branded intellectual property. Combined net asset value plus enterprise value provides long-term return potential.

Governance Structure

Finley Murray

Founder & Artistic Director

Creative authority, strategic vision. 100% shareholder.

Managing Director

Operations Lead

Day-to-day operations, P&L, team leadership. Reports to Founder.

Finance Director

Financial Oversight

Independent financial oversight. Reports directly to Founder.

Non-Executive Director

Board Oversight

Independent board-level oversight and challenge.

Financial Controls

Dual-approval spending: under £5k single signature (MD or FD), £5-25k dual signature, over £25k requires Founder approval. Monthly management accounts prepared by FD, reviewed by Founder and independent NED.

Permanent Team (Year-Round)

Lean Year 1 team of 5 salaried staff plus the founder as CEO/Artistic Director. Key roles: Managing Director, Production Manager, Finance and Admin Manager, Marketing Manager, and Site Manager. Payroll budget: £239,500 in Year 1.

Seasonal Team (October-December)

50-80 performers (actors, dancers, movement specialists) on 12-week seasonal contracts at £12-16/hour plus performance bonuses. Sourced via Stage Jobs Pro, drama schools, and social media. All undergo DBS checks, safeguarding training, and 5-day intensive rehearsals.

Marketing Strategy

Target audience: experience-seeking adults aged 18-45. Digital-first strategy emphasising psychological intensity, production quality, and social shareability. Channels include TikTok, Instagram, YouTube, micro-influencer partnerships, and earned media. Marketing budget: £165k Year 1, reducing as organic brand awareness grows.

Health, Safety & Consent

Consent-first framework: every guest receives a pre-experience briefing covering intensity levels and opt-out options. Safe word protocol allows immediate exit. Full HSE compliance with external consultant assessments and quarterly audits. Comprehensive insurance suite including £10M+ public liability.

Planning refusal

Pre-application consultation with Bassetlaw DC; EIA addresses environmental concerns; no neighbours within 500m; economic benefit case

Cost overrun

13% contingency on Scare Core CapEx, 9% on CCG infrastructure; QS oversight; phased procurement

Low attendance Y1

Conservative 65% utilisation assumption; digital marketing; VIP preview nights; timed entry slots

Road/access issues

Transport Assessment commissioned; junction improvements budgeted; timed arrival slots; pedestrian bridge

Weather exposure

Covered courtyards; all mazes are indoor barn structures; The Yard has covered areas

Key person risk

Transition plan: MD handles operations from Year 3; creative documentation; Show Captains trained

Seasonal concentration

Theatre Barn provides Jan-Sep income; venue hire; corporate events; workshop programme

Competition

No comparable scale UK scare attraction in the Midlands; production values exceed competitors

Project Timeline

| Phase | Timeline |
|---|-------------------|
| Land acquisition (Cowsland Farm) | Q2 2026 |
| Planning application submission | Q3 2026 |
| Planning determination | Q1 2027 |
| Construction mobilisation | Q2 2027 |
| Infrastructure build (roads, car park, utilities) | Q2-Q4 2027 |
| Barn construction & Core HQ | Q3 2027 - Q2 2028 |
| Maze fit-out & theming | Q1-Q3 2028 |
| Tech & AV installation | Q2-Q3 2028 |
| Staff recruitment & training | Q1-Q3 2028 |
| Soft launch / preview nights | September 2028 |
| GRAND OPENING | October 2028 |



Investment Enquiries & Further Information

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