



FURTHER.SPACE

AMAZING SHOULD BE
OPEN TO EVERYONE

VIVID VISION TO MAY 2025

A scenic landscape of rolling green hills under a bright sun. In the foreground, two hikers are walking away from the camera on a grassy slope, with a black and white dog running ahead. The hills in the background are covered in green grass and some trees, with a small village visible in the distance. The sky is a clear blue with a few wispy clouds.

Vivid

FURTHER.SPACE

Vision

MAY 2022

MAY 2025

Our VIVID VISION is all about bringing our constructed future into the present with the aim of giving everyone clarity on what we're building. Our focus is informed by and directed by the future.

The following is a snapshot of how our company will appear, feel, and act in three years — this will be our accomplishment by 31 May 2025. This document is part of our 10-year plan that takes us to welcoming 2.6 million guests per year across 650 locations within the UK, Europe, and North America.

It's for you, our team, our clients, our affiliate partners, and all who believe that —

AMAZING SHOULD BE OPEN TO EVERYONE

We encourage you to join Further Space and the movement that we are creating, outlined vividly within the next few pages.

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We follow those who lead not because we have to but because we want to. We follow those who lead not for them but for ourselves.

SIMON SINEK

HILLHEAD FARM
DUMFRIES, SCOTLAND



Our Why and Our Movement

WE HAVE BUILT A BRAND AND REPUTATION FOR OUR PARTNERS WHO WANT TO START SOMETHING AMAZING AND OUR INTREPID EXPLORERS WHO WANT TO STAY SOMEWHERE AMAZING. THIS HAS CULMINATED IN OUR PURPOSE —

WE BELIEVE AMAZING SHOULD BE OPEN TO EVERYONE



We are pioneers in creating a more sustainable micro-tourism industry bringing people back to nature and creating greater health and wellbeing for our explorers who are engaging in our ‘more than’ experiences. Our spaces preserve cultural and natural heritage in rural areas and help promote the welfare of the community. We are creating a new future of sustainable tourism.

Our vision is clear — make amazing open to everyone.

01

THROUGH OUR PARTNERS

We support our partners to create a profitable and sustainable diversification model which protects, restores, and promotes the sustainable use of terrestrial ecosystems.

Our aim is to preserve hundreds of cultural and natural heritage sites in rural areas and help to promote the welfare of those communities.

OUR GOALS

- Deploy 500 accommodation units across 85 locations.
- To directly invest £21m in rural entrepreneurs returning £23M into rural economies per annum.
- By May 2025, we have opened our first location in Germany and landowner procurement activity starts in America.



02

THROUGH OUR EXPLORERS

We are bringing hundreds of thousands of explorers from across the UK and Europe closer to nature, creating greater health and wellbeing for all who are engaged in our ‘more than’ experiences.

We enhance our movement of explorers appreciation, engagement, and participation on site and in the local area.

OUR GOALS

- Welcome 330,000 guests through 500 accommodation units.
- Generate £13m accommodation revenue per annum, sharing 50% with our partners.
- Non accommodation revenue of £16.5m which is retained within local and rural communities (a total of £23m per annum).



We will achieve our vision through four clear channels.

03

THROUGH ACQUISITIONS

We will achieve growth through strategic acquisitions. We commit to identifying two acquisitions, one in the UK and one in Europe.

Acquisition targets must have a strong reputable brand with an established customer base and a portfolio of accommodation units in beautiful and unique spaces. We will only acquire those organisations that align with our anchors and our vision for sustainability.

OUR GOALS

- To be in heads of agreement with one acquisition by May 2025 with a second target identified in Europe.



04

THROUGH COMMITMENT TO THE UN SUSTAINABLE DEVELOPMENT GOALS

We have committed to becoming carbon neutral by 2030.

Our commitment to the United Nations Sustainable Development Goals accelerates Further Space’s sustainability footprint on the outer world. Not only will this increase sustainability across our business functions but will also encourage our partners, customers, and suppliers to become advocates for positive change.

We are proud that our Foundation has been running for one year and funds various initiatives in the UK and Ireland through our Kids in Nature Programme which includes Horticultural Education for Young People, our Clean Coasts initiative, and Rural Entrepreneurship.

OUR GOALS

- We have reduced our carbon production by 50%.
- To develop and benchmark the regenerative potential of Further Space with measurable targets by creating a roadmap towards a net positive environmental impact.
- Our Foundation is generating £300,000 per year and is delivering £16.5m back into local businesses.



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My job is to awaken the possibility in other people. If their eyes are shining, you know you are doing it.

BENJAMIN ZANDER

MICHAEL DOBSON — HILLHEAD FARM
DUMFRIES, SCOTLAND



How We Have Achieved Our Vision

IT IS THE 31 MAY 2025

Through a dedicated team, lived culture, anchors, explorers who continue to discover our new locations and our amazing partners who are champions of Further Space, becoming our advocates for the future.

CARDROSS ESTATE
PORT OF MENTEITH, SCOTLAND



RACHEL GLENN — BLACK KNOWE
BALLYCASTLE, CO. ANTRIM



01

OUR AMAZING TEAM

GRACE



We are proud of our leadership team and how they are leading the business with absolute clarity and vision. There is a great energy and vibe amongst the Further Space team every time we meet.

WE HAVE CREATED A DYNAMIC, HIGH-PERFORMING TEAM AND ONE THAT IS THE ENVY OF OUR COMPETITORS.

We are a fast-paced business, share our challenges and work collaboratively to find solutions.

We trust our people to do their jobs, encourage creativity and celebrate success. Our culture is one where everyone is valued, where health and wellbeing is paramount and where opinions are openly expressed and listened to. We have a diverse and inclusive culture which leads to greater innovation and creativity.

Our team are inspired and motivated to deliver on our vision. We now have nine accountable departments including landowner procurement, marketing, customer services & reservations, revenue management, finance, architecture & planning, project management, maintenance, and production management.

We are proud of our leadership team and how they are leading the business with absolute clarity and vision. There is a great energy and vibe amongst the Further Space team every time we meet.

Our Net Promoter Score from our employee surveys is consistently above 50 (excellent) and tracking towards 80 (world class).

GOAL

To expand our team across Europe with ‘A Players’ that are aligned with our culture, anchors, and vision. They will have a growth mindset and will be successful in scaling the Further Space brand.



02

OUR EMPLOYEE BENEFITS

ALISON, SINEAD, JEMMA



SINEAD, GRACE, PAUL



WE COUNT ON OUR EMPLOYEES, AND THEY COUNT ON US TO PROVIDE A WORKING ENVIRONMENT THAT PROVIDES FLEXIBILITY, OWNERSHIP, WELLBEING AND SATISFACTION.

We want to make a difference in the lives of our partners and explorers, but we can only do that if we make a difference in the lives of our employees. That’s why we invested in and celebrate the diversity of our team because we believe that when our employees feel good, they can do their best work and live their best life.

OUR INVESTMENT IN OUR PEOPLE (BY MAY 2025)

Our team shares in our financial success through our share option scheme that has been available to new team members from as early as 6 months in.

We pay our team ‘higher than average’ remuneration packages across the whole business because we want to attract and retain the best talent.

We have clear succession and progression plans and have already identified our future leaders and are getting them ready to lead the business.

We invest in lifelong learning and all team members benefit from this from 12 months in.

We see employees as individuals with their own unique personal circumstances and provide flexibility to work remotely two days per week to give them freedom around family commitments or other circumstances.

WE LIVE & PROMOTE SUSTAINABLE PRACTICES

Further Space offer free electric to team members to promote the use of electric vehicles and all company supplied vehicles are electric only.

Further Space promotes the use of the ‘company cycle to work scheme’.

Further Space offices are close to well established public transport routes and cycle routes to promote sustainable choices.

We use sustainable practices within our home and working environments.

We provide support to sustainable projects within our communities.

We know our social impact for every £ we invest and for every £ our customers spend.

“

Preserve and cherish the pale
blue dot, the only home we've
ever known.

CARL SAGAN



03

OUR CULTURE AND ANCHORS

We have an agile, fast-paced, flexible, and inclusive culture which creates a dynamic and exciting work environment.

OUR CULTURE IS BUILT ON A FOUNDATION OF TRUST.

We have an agile, fast-paced, flexible, and inclusive culture which creates a dynamic and exciting work environment. Our people are inspired by our anchors which we live and breathe every day.

It is this environment that makes Further Space a great place to work and when opportunities arise, they generate a high volume of high-calibre applicants due to the quality of our employer brand. Our comprehensive recruitment process only finds ‘A players’ that complement the Further Space culture and anchors.

- We are spirited and resilient.
- We have a strong work ethic.
- We respect each other and value integrity.
- We believe in the importance of self-development and growth.
- We celebrate the successes of our team.
- We believe that clarity and transparency are the keys to success.
- We love a challenge and value accountability.
- We say it as it is and most importantly, we have fun.

ALISON, DAVID, PETER



04

AUTHENTIC TEAM SPIRIT

OUR TEAM TAKES FULL ACCOUNTABILITY FOR THEIR WORK AND THERE IS A GREAT VIBE BETWEEN OUR TEAM MEMBERS. WE HAVE FUN BUT WE KNOW WE HAVE A JOB TO DO.

GRACE, NAOMI, DAVID, RYAN



- Our team meets every Monday to discuss progress from the previous week whilst constructively addressing areas for improvement.
- The senior leadership team relish the opportunity to sweep away any obstacles in the team’s path.
- 90-day work packages are reviewed every month in detail against plan.
- Each role within Further Space has its own Scorecard detailing out the role’s Mission and Outcomes (OKRs).
- We adopt a method for hiring A players (Who – Geoff Smart & Randy Street) – this is consistent across all departments and levels of new team members to ensure our team not only have the skill to carry out their role, but also the will!

Each role within Further Space has its own Scorecard detailing out the role’s Mission and Outcomes (OKRs).

05

OUR LEADERSHIP TEAM

ALISON, PETER, AND DAVID COME FROM A DIVERSE RANGE OF ENTREPRENEURIAL BACKGROUNDS.

Our range of skills are derived from a multi-industry background combined with our ambition & growth mindsets making us a dynamic team who are ready to create a new future of sustainable tourism.

As a team we play to our own strengths, but key to our success is creating an environment of absolute clarity, respect, and openness with one another. We love the environment that we are creating for our team, our partners and our explorers which is one in which they thrive.



PETER, ALISON, DAVID

Key to our success is creating an environment of absolute clarity, respect, and openness.

06

U.N. SUSTAINABLE DEVELOPMENT GOALS

FURTHER SPACE HAS ACCELERATED ITS ALIGNMENT WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UNSDGs) ACROSS MULTIPLE COMPONENTS OF OUR BUSINESS MODEL.

Our strengthened contribution towards the UNSDGs has provided a positive impact and is a valuable asset for our partners, our explorers and the overall experience that we provide.

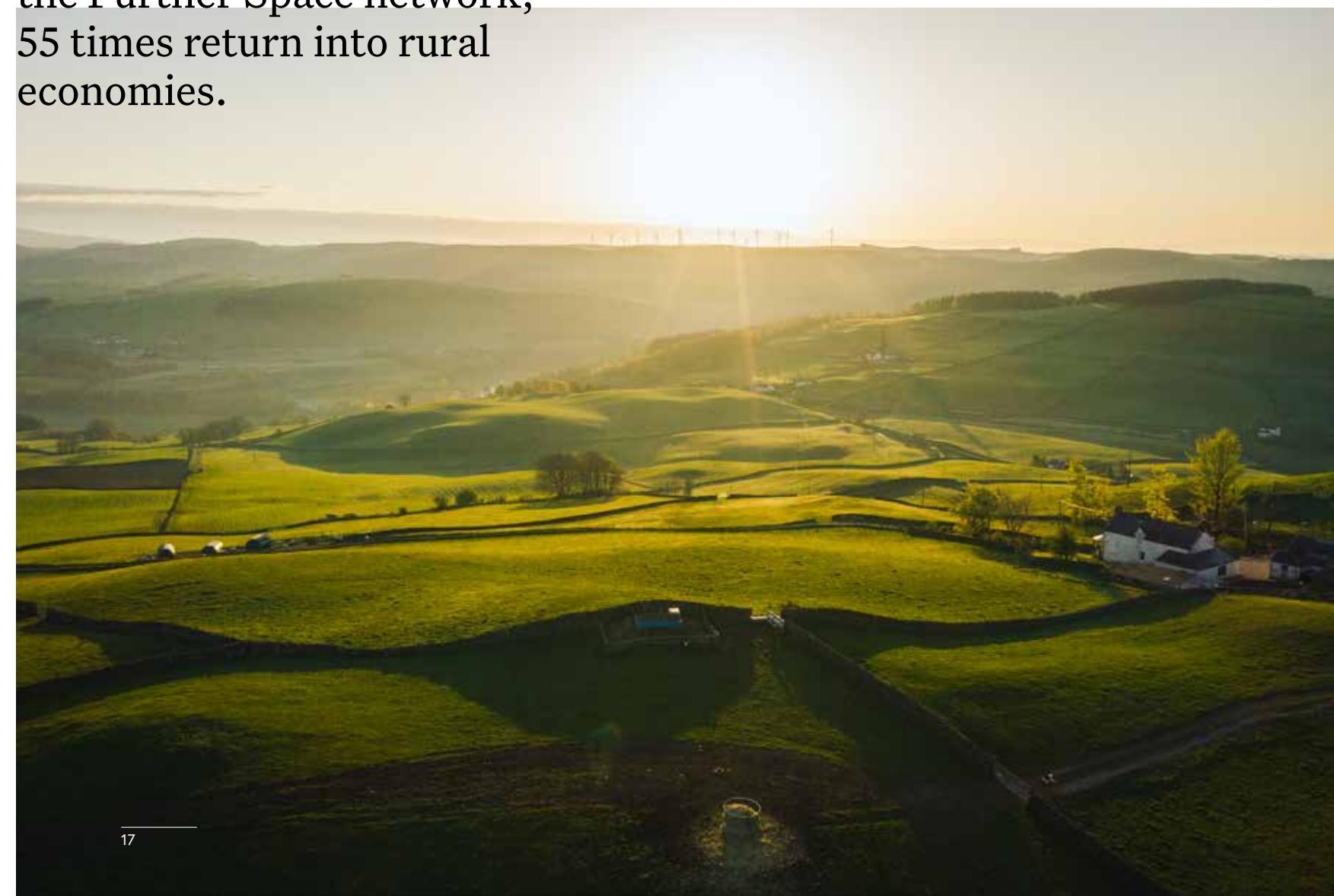
Further Space has aligned with seven UNSDGs and uses them as a platform to shape future developments.

GIVING BACK

We have created a Foundation to give back to our communities and promote our commitment to the United Nation's Sustainable Development Goals and the planet.

We are proud that our Foundation has been running for one year which directly funds various initiatives through our Kids in Nature Programme which includes Horticultural Education for Young People, our Clean Coasts initiative, and Rural Entrepreneurship.

Today, the fund generates £300,000 per year and is driving £16.5 million back into local businesses that support the Further Space network, 55 times return into rural economies.



OUR PARTNER PROCUREMENT TEAM

OUR TEAM OF 12 OPERATE ACROSS THE UK,
EUROPE, AND NORTH AMERICA.

Our Procurement team is vital to ensuring that we select the right partners who share our anchors and our commitment to sustainability as well as securing some of the most beautiful and unique spaces.

Our Partner Procurement team works closely with Marketing. All partnership enquiries are automatically captured through our CRM system. Our Partner Portal is a forum for us to communicate and collaborate with our Partners. Once a partner is offered a partnership their portal access is upgraded and becomes a hub for 'all things' Further Space. The result, each of our team generates nine partnerships per annum, rising 10% year on year.

GOAL

Increase the partner procurement team with each team member generating a minimum of nine partnerships per year.

Our Partner Portal is a forum for us to communicate and collaborate with our Partners.

SIMON, PAUL, NAOMI



ALASTAIR ORR EWING — CARDROSS ESTATE
PORT OF MENTEITH, SCOTLAND



OUR AMAZING CUSTOMERS

ADRIAN MORROW — GLENARM CASTLE
GLENARM, CO. ANTRIM



WE HAVE AMAZING CUSTOMERS – OUR PARTNERS AND OUR EXPLORERS. OUR PARTNERS WANT TO START SOMETHING AMAZING, AND OUR EXPLORERS WANT TO STAY SOMEWHERE AMAZING.

OUR PARTNERS

Our Partners are diverse, dynamic, and entrepreneurial landowners, estate owners and farmers who show ambition to diversify into micro-tourism, maximising their most valued asset sustainably. They are devoted to their land, close to nature and want others to experience the views, the sounds, and their unique open spaces.

They love our approach to how we work as Further Space provides them the opportunity to diversify with a lower start-up capital outlay, reduced financial risk, luxury accommodation and a full turnkey tourism support package. Throughout the construction phase our Project Management team works hand in hand with our partners ensuring we open our locations before peak season.

Once opened, we work closely with our partners visiting them face to face every month to understand their challenges, offer solutions, provide them with Further Space updates and share knowledge and best practices.

Our partners create a platform to share Further Space's purpose and vision and are proud to work with us. We have shared anchors and work towards a common goal around the United Nations Sustainable Development Goals. With 85 partners in place, landowner uplift has increased as we break through the innovation curve.

Our Net Promoter Score from our customer surveys with our partners is consistently above 50 (excellent) and tracking towards 80 (world class).

GOAL

To secure investment from a UN Sustainable Development Goal aligned fund, that can partner with Further Space to deliver on our Vision.

To maintain and exceed the equivalent standard of 4* accreditation from Tourism Northern Ireland.

RACHEL GLENN — BLACK KNOWE
BALLYCASTLE, CO. ANTRIM



DOBSON FAMILY — HILLHEAD FARM
DUMFRIES, SCOTLAND

OUR EXPLORERS

Our explorers can see the value of our experience from their very first interaction with Further Space and through every touchpoint of the customer journey.

We have four categories of explorers – young people and couples, young families, active Gen X and Boomer generations. Our explorers love a little bit of adventure, in unique spaces in unexpected places with all the home comforts.

They benefit from getting closer to nature, improved health, and wellbeing and at the same time are protecting and restoring the sustainable use of terrestrial ecosystems. They love our luxury accommodation and our destinations which is reflected in our feedback.

GOAL

To achieve a positive testimonial and referral from every partner and explorer who encounters the Further Space brand.



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People don't buy what you do
they buy why you do it.

SIMON SINEK





09

OUR LUXURY ACCOMMODATION

OUR TINY HOMES ARE HAND CRAFTED WORKS OF ART.

With its fully glazed front and luxury features, our production partners maintain the highest possible quality control standards so that our guests enjoy all the comforts of home whilst being immersed in nature.

What makes our accommodation special is the combination of design-led high-end features contained within a spacious 22m². They're built to last from sustainable materials and we provide full refurbishment every five years.

Our production partners maintain the highest possible quality control standards.



10

OUR PRODUCTION PARTNERS

WE WORK WITH LOCAL AND NATIONAL PRODUCTION PARTNERS THAT COMPLEMENT OUR PURPOSE AND ANCHORS.

Our partners can supply accommodation units at scale and maintain rigour to ensure that every one is built to exacting standards. They maintain quality through a disciplined approach and embrace Lean, invest in training for their employees and continuously innovate to create sustainable world-class accommodation for Further Space.

GOAL

To build an elite network of production partners across the UK and Europe.

Our partners continuously innovate to create sustainable world-class accommodation.



11

OUR
MARKETING
AND
SALES

Our brand is a household name and is synonymous with nature, quality, luxury, sustainability, goodwill, and emotion.

FURTHER SPACE IS THE MARKET LEADER WITHIN THE UK & IRELAND AND HAS BECOME THE MODEL FOR CUSTOMER ENGAGEMENT WITHIN THE INDUSTRY.

We have a world-class marketing and sales team. Our brand is a household name and is synonymous with nature, quality, luxury, sustainability, goodwill, and emotion.

Our marketing budget increases 20% year on year in line with our growth and we regularly feature on TV, radio and billboards across the UK and Europe.

We have also won numerous accolades including the Irish Tourism Awards, Staycation Awards, Visit England Awards, Scottish Thistle Awards, British Travel Awards and International Glamping Business of the Year Awards and we won't stop there.

We market with various tourism organisations that are aligned with the United Nations Sustainable Development Goal's which allows us to connect with partners and customers in new regions.

The team is process-driven and lives in our integrated marketing automation and CRM system. This provides the business with accurate analytics that facilitates real time adaptation to changing market conditions which has increased occupancy rates and informs revenue management strategies. This combination creates a truly dynamic commercial team.

GOAL

- To feature in National Geographic.
- To win the UN World Tourism Organisation 'Awake Tourism Challenge'.

SHERIF, SARAH, GRACE



SHERIF



12

OUR
ACQUISITIONS

We have secured a significant acquisition in the UK, synced with our anchors, ambitions and vision.

WE HAVE SECURED A SIGNIFICANT ACQUISITION IN THE UK.

We have secured a significant acquisition in the UK. They are synced with our anchors, are ambitious and visionary and have an expansive portfolio of luxury accommodation in unique settings across the North of England including the Lake District.

They will add value and are able to maximise our reach across the UK and leverage their knowledge and network in the UK market.

They will contribute to our vision as we look to the next acquisition in Europe.

LEITRIM LODGE
MOURNE MOUNTAINS, CO. DOWN



TECHNOLOGY, INNOVATION AND PROCESS ENGINEERING

Across the business, we have focussed on digital transformation. We have created a custom-built website with fully integrated booking system which was developed specifically for our accommodation.

AT FURTHER SPACE, WE EMBRACE INNOVATION THROUGH CLOUD-BASED DIGITAL TRANSFORMATION AND THROUGH THE CONTINUOUS REFINEMENT OF OUR PROCESSES.

This creates a data driven, lean and efficient business which delivers an excellent experience for our partners and explorers.

Across the business, we have focussed on digital transformation. We have created a custom-built website with fully integrated booking system which was developed specifically for our accommodation. This reduces reliance on third party applications and provides the business with access to deeper data and analytics for enhanced insights.

Our Finance team's systems seamlessly integrate with our bespoke booking platform for efficient and fast payments to our partners and to generate analytics which provides us with real-time visibility on the financial health of our business.

We actively use productivity and collaboration tools across the business to ensure that we maximise our ability to interact and work with our colleagues from anywhere at any time.

Through our Partner Hub, our seven relationship managers support 85 partners. All communication, documents, assets, and ticketing are managed through this portal which creates a smooth and efficient working relationship between our partners and employees.

We have refined the process in obtaining planning permission in all the jurisdictions in which we operate. We have developed our expertise and are bolstered by a network of trusted partners that support Further Space and our landowners to secure planning permission in the least amount of time. This is further enhanced by our streamlined legal processes which we can complete within 12 weeks exactly.

GOAL

To have a presence in the decentralised Metaverse and implement Block Chain smart contracts in beta as an option to transact with our partners and customers using our own Further Space token. Our explorers will also be able to buy the token and use it as a digital currency when booking any location.



OUR OFFICES

All our offices are close to well established public transport and cycle routes to promote sustainable choices.

OUR OFFICES PROVIDE OUR EMPLOYEES WITH A WELCOMING SPACE THAT IS FILLED WITH NATURAL LIGHT.

They are spacious with dedicated areas for creativity, meetings, and collaboration. We don't do banks of desks as we believe they stifle and constrict the work environment for employees. Our desks are located across the office near window spaces for inspiration which creates a psychologically safe space for our team.

Our head office is based in Belfast with regional offices in Brighton and Cologne.

All our offices are close to well established public transport and cycle routes to promote sustainable choices and they are all designed with sustainability in mind to minimise our carbon footprint whilst we work.



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Those who contemplate
the beauty of the earth
find reserves of strength
that will endure as long
as life lasts.

RACHEL CARSON

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PAPER

Cover

Evolution Digital Uncoated 100% 350gsm

Inner

Evolution Digital Uncoated 100% 120gsm

Evolution Digital Uncoated 100% is produced
using 100% reclaimed FSC certified fibre.
Evolution is manufactured without chlorine
bleaching or optical brightening agents.