Brewery Business Plan

Liffey Yard Brewing | Dublin

DOCUMENT GUIDE

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Proposed Dublin wholesale brewery | 3 October 2026 | Model 1.0

A decision document for prospective founders and funders. Financial forecasts are conditional planning assumptions. No authorisation, quoted supplier terms or committed funding is claimed.

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01 / OVERVIEW

Executive summary

Liffey Yard Brewing is a proposed independent Dublin wholesale brewery making 4.5% ABV pale ale and lager for licensed pubs and specialist retailers. January 2027 is conditional on premises, Revenue approvals, food-business registration, competent staff and committed finance. There is no taproom, food-service, direct retail or contract-brewing income.

Base model 1.0 forecasts 53,185 sold litres and EUR 290,654 revenue in 2027, rising to EUR 445,965 revenue in 2029. The 2029 net result is EUR (116,267). Proposed equity of EUR 600,000 and debt of EUR 250,000 are uncommitted. Minimum cash is EUR (137,299), implying EUR 167,299 additional cash to preserve the EUR 30,000 reserve under the unchanged target path. Do not launch this unfunded path; revise demand, costs and funding together after paid account trials.

02 / OVERVIEW

Business details

Working name: Liffey Yard Brewing. Proposed location: a suitably zoned Dublin industrial unit with drainage, utilities and loading access. Currency is EUR; the forecast covers January 2027 to December 2029. A company structure is assumed for planning only; no incorporated entity, licence number or approved premises is claimed.

Revenue requires tax-warehousekeeper authorisation, approved warehouse premises and a Beer Manufacturing Licence before production [S1]. Wholesale selling permissions, local planning and wastewater arrangements must be confirmed separately.

Item	Working position
Ownership	Founder details and capital source unverified
Premises	Dublin industrial unit; no lease agreed
Customers	Licensed pubs and specialist retailers
Finance	Proposed equity and term debt; uncommitted

03 / STRATEGY

Business concept and objectives

Start with a dependable pale ale and lager at a common 4.5% ABV, limiting recipe and packaging complexity. Differentiate through batch traceability, reliable delivery and defined freshness rather than unsupported awards or superiority claims. Produce only against approved demand with controlled raw-material cover and release scheduling.

Before launch, secure independently reviewed installation scopes and compliance approvals. During the first year, test repeat orders, product consistency, cost per released litre and collection performance. Expand distribution only after contribution and liquidity are proven.

Objective	Evidence gate
Safe release	Approved HACCP, batch results and traceability
Repeat demand	Paid repeat orders by channel
Cash discipline	Rolling cash forecast and receivables ageing
Scale	Capacity and margins support additional orders

04 / STRATEGY

Business model canvas

The business is a manufacturer and wholesaler. Pubs receive returnable kegs; retailers receive labelled cans. Distribution partners, canning providers and ingredient suppliers support production. The owner manages sales and finance; brewing competence must be recruited or verified.

Revenue is ex-VAT wholesale beer sales. Ingredients, packaging, processing losses, excise and delivery determine contribution. Payroll, occupancy, insurance and maintenance remain payable in weak demand.

Business model canvas

Partners Ingredients, packaging, trade buyers, logistics and advisers.	**Activities** Brew, clean, package, release, deliver and collect.	**Resources** Brew kit, fermenters, cold store, trained staff and cash.
Proposition Fresh consistent beer, reliable delivery and traceability.	**Relationships** Named trade support with clear quality and credit terms.	**Channels** Wholesale kegs to pubs and cans to retailers.
Segments Licensed Dublin pub and specialist retail accounts.	**Costs** Ingredients, packaging, duty, delivery, payroll and assets.	**Revenue** Wholesale beer sales only; no taproom or contract income.

Brewery-specific nine-part business model. No direct retail or contracted volume is assumed.

05 / STRATEGY

SWOT and longer term goals

Strengths are proposed operating choices: narrow range, traceable batches and local delivery routes. They are not demonstrated performance. Weaknesses include a new brand, capital intensity and no observed order book. Opportunities are account-level trials and repeat orders; threats include price pressure, spoiled stock, duty exposure and slow collections.

The longer-term goal is a financially sustainable wholesale network, with additional products introduced only after recipe trials and customer evidence.

Strength / weakness	Opportunity / threat
Narrow recipes and traceability	Trial orders may establish repeat demand
Unproven brand and supplier terms	Large brewers and retailer margin pressure
High startup assets and fixed payroll	Cold-chain failure and stock write-offs

06 / STRATEGY

TOWS strategy matrix

Use traceability and reliable fulfilment to win measured repeat orders. Address brand weakness with small paid trials rather than broad speculative production. Restrict customer credit and monitor ageing to limit loss. Keep a reserve and stop brewing expansion if cash or release quality fails.

TOWS actions

SO

Use batch traceability and dense routes to win repeat trade.

WO

Test paid account demand before capital and stock expansion.

ST

Qualify second sources and monitor account collection.

WT

Stop release on safety failure and expansion on cash breach.

Actions connect internal limitations with external risks.

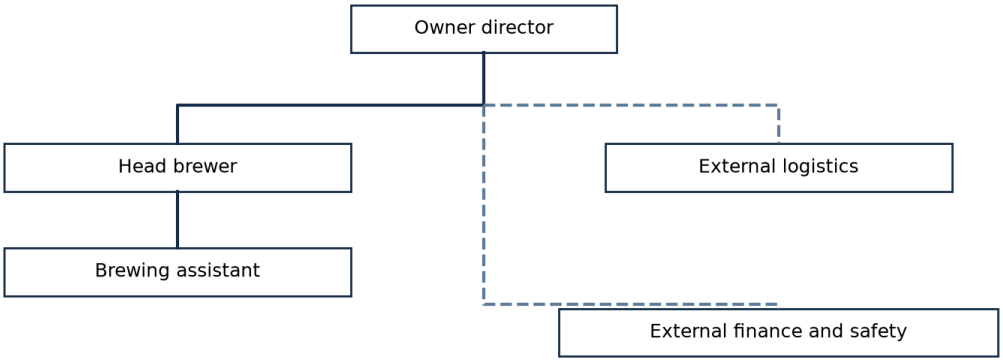
07 / PEOPLE

Owner and management

A full-time owner director is budgeted for account sales, finance, purchasing and regulatory coordination. The founder identity and previous brewing experience remain unknown. No qualification or track record is invented. The head brewer owns recipe control, cleaning, fermentation and batch release, with a trained assistant.

External accountant, excise adviser, food-safety specialist and equipment technician provide support under written scopes. Production authority requires documented competence; the owner cannot substitute commercial enthusiasm for brewing or food-safety skill.

Organisation and external support



Solid reporting lines; dashed external support. Roles match payroll assumptions.

08 / PEOPLE

Owner and key personnel profiles

Recruit a head brewer with verified practical fermentation, hygiene and batch-control experience. Verify references, incident handling and production scheduling. The assistant needs safe chemical handling, packaging and traceability competence. The owner needs account sales, cash forecasting and supplier negotiation capability.

No appointment is confirmed. Record licences, training and evidence of employment eligibility before granting release or machinery authority.

Role	Evidence before appointment
Owner director	Identity, ownership, sales and finance competence
Head brewer	Verified brewing, sanitation and quality record
Assistant / packaging	Safety training and supervised process competence
External advisers	Engagement, insurance and relevant expertise

09 / MARKET

Target customers

Target Dublin-area licensed pubs seeking fresh, reliable keg beer and specialist retailers buying cans. Begin with accounts that accept written delivery, returnable-keg and payment terms. The consumer audience is adults buying through those licensed channels; marketing and packaging need alcohol-compliance review.

Do not equate the population of Dublin with a financeable customer base. Validate account acceptance, purchasing frequency, listed prices and sell-through before treating interest as orders.

Segment	Purchase test
Pubs	Paid trial keg and repeat order
Specialist retailers	Paid can order and sell-through report
Distributors	Written margin, territory and payment terms

10 / MARKET

Segmentation targeting and positioning

Segment buyers by outlet type, beer turnover, storage quality, route density and payment discipline. Target a small Dublin route before nationwide distribution. Position the product around freshness, transparent wholesale terms and batch traceability.

Decline accounts whose storage or payment practices make the product unsafe or the relationship uneconomic. Expand only where route contribution supports additional delivery costs.

Stage	Choice
Segmentation	Outlet turnover, route and storage
Targeting	Licensed accounts within dense Dublin routes
Positioning	Reliable fresh beer with traceable batches

11 / MARKET

Value proposition canvas

Publicans need consistent beer, prompt delivery and predictable margins. Retailers need compliant packaging and sell-through without excess stock. They may face unreliable suppliers, broad ranges and opaque return terms.

The proposed response is a narrow range with clear delivery windows, batch information and complaint handling. These are testable service commitments, not observed satisfaction scores.



Customer jobs, pains and gains matched to product and service decisions.

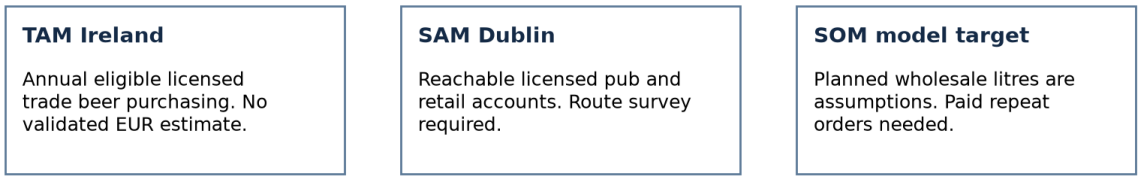
12 / MARKET

Market size and trends

TAM is annual beer purchases by eligible licensed trade buyers across Ireland. SAM is the subset reachable through the initial Dublin routes and product policy. A validated channel value was not established; no fabricated market share is calculated. SOM is the model's planned wholesale litres, subject to paid account evidence.

Demand research must collect outlet counts, matched purchasing volumes, buyer price acceptance and existing supplier constraints. National beer consumption would not directly establish the brewery's obtainable share.

Market scope and evidence limits



Scope diagram is not size-scaled. Annual Irish trade demand differs from a Dublin route sales target.

13 / MARKET

PESTLE analysis

Alcohol regulation, excise and food safety shape the launch. Inflation and energy prices affect margins; social attitudes and responsible consumption affect demand. Traceability and payment systems support operations. Wastewater and water consumption need premises-specific controls.

Use the six implications below as operating decisions and verify changing law before launch.

PESTLE implications for a Dublin brewery



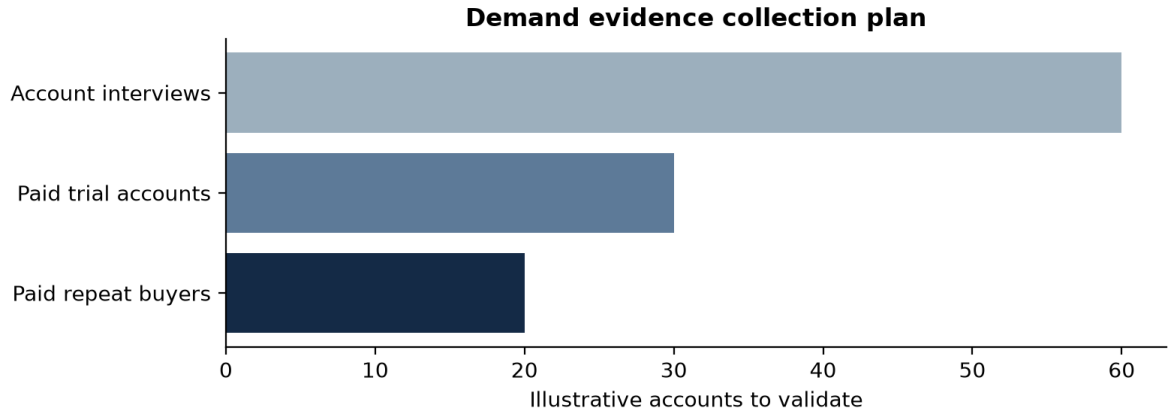
Six aligned panels. Primary Revenue and FSAI sources support launch controls [S1–S4].

14 / MARKET

Local demand and evidence

No account interviews, paid trials or order commitments have been provided. Collect a named account register, trial acceptance, paid repeat orders, litres per order and collection days. Define conversion from contacted outlet to paid repeat buyer. Exclude verbal interest from the firm order book.

The demand chart below is a planning funnel, not a survey. It asks whether the target accounts and order frequency can support the model litres.



Illustrative validation funnel only; replace with observed paid orders.

15 / MARKET

Competitors and positioning

Compare local independent breweries, national brands and importer offers using same-day written prices for identical keg size, can format, delivery conditions and payment terms. No competitor quote or score has been validated. Assess retailer margin, freshness, minimum order and keg-return obligations.

Large producers may have purchasing and distribution advantages. Liffey Yard must prove account-level service and contribution before assuming it can compete on price.

Alternative	Evidence required
Local craft brewer	Matched keg and can trade quote
National brand	Price, equipment support and minimum order
Imported craft range	Delivered cost, freshness and lead time
Account house brand	Volume commitment and quality scope

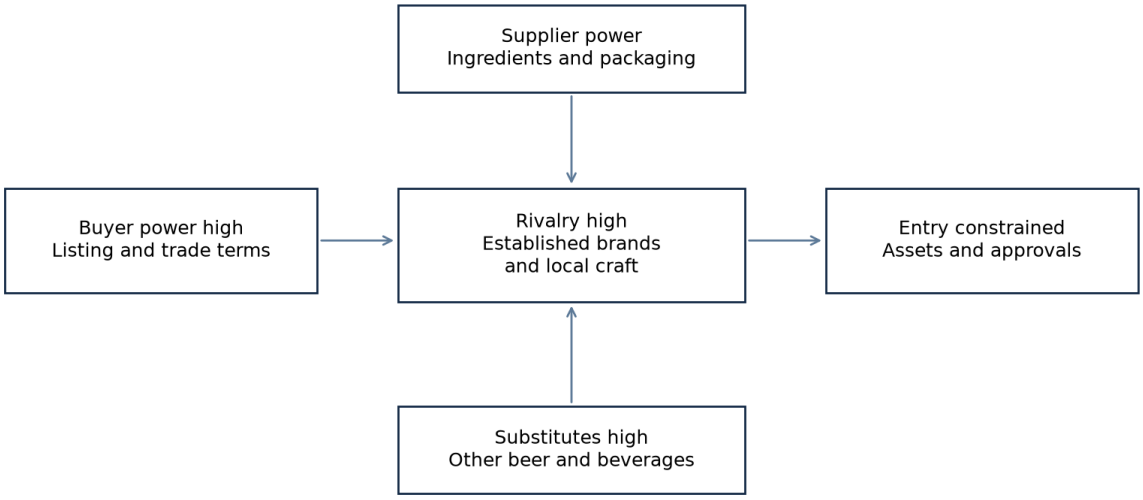
16 / STRATEGY

Porter five forces

Rivalry is high because licensed buyers can substitute established brands. Buyer power is material where outlets control listing and shelf access. Ingredient and canning suppliers can constrain a small brewer. Entry requires assets and compliance, but those do not guarantee demand.

Respond with disciplined credit, second-source ingredients, route density and costed recipes. Do not make unsupported price advantages or competitor ratings.

Porter five forces for wholesale craft beer



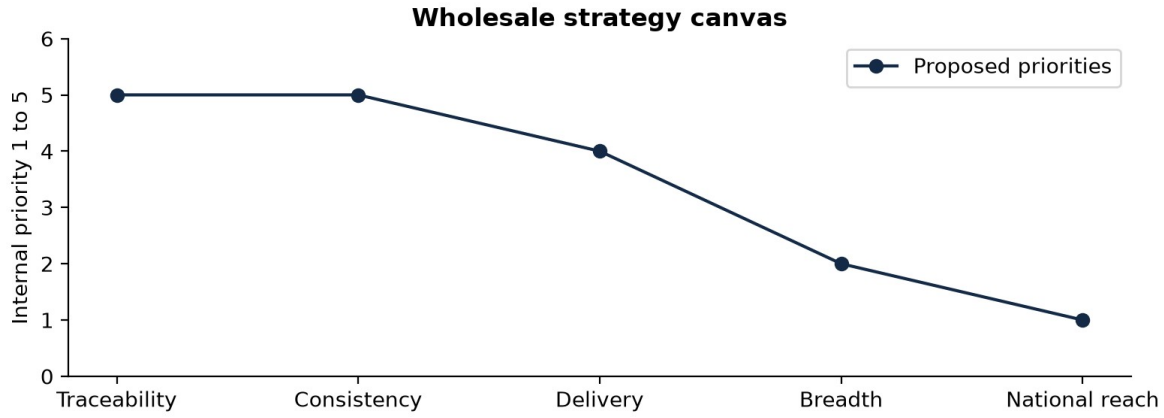
Qualitative forces assessment with responses in narrative; no numerical industry rating.

17 / STRATEGY

Strategy canvas

Prioritise traceability, consistent release and delivery reliability. Product breadth and national distribution start limited. The chart shows internal design priorities from one to five; no buyer or competitor research supports scores.

Replace priorities with evidence from matched delivery and account tests. Price acceptance must be proved alongside service quality.



Internal priorities only. No invented competitor scores.

18 / OPERATIONS

Location and premises

Plan a Dublin industrial unit around brewing drainage, food-safe surfaces, adequate power, water, ventilation and cold storage. The monthly rent assumption is unquoted. Do not sign a lease before surveying floor loads, waste discharge, electrical capacity, planning use and Revenue warehouse suitability.

No public bar is included. Loading access, safe separation of chemicals and product, and restricted duty-suspended storage are core requirements.

Requirement	Release evidence
Planning and lease	Permitted use and landlord consent
Utilities	Water, electrical and refrigeration survey
Wastewater	Discharge terms and trade-effluent controls
Tax warehouse	Revenue-approved premises before production

19 / OPERATIONS

Equipment and resource plan

Proposed equipment includes a 10 hL brewhouse, six 10 hL fermenters, cooling, clean-in-place equipment, cold storage, packaging capability and a returnable keg fleet. Fermentation time and uptime constrain usable output; brewhouse size alone is not annual capacity.

All costs are unquoted planning estimates. Validate installed scope, commissioning, spares, cleaning, training, warranty and working-space requirements. The model carries distinct installation assets, startup expenses, stock and cash.

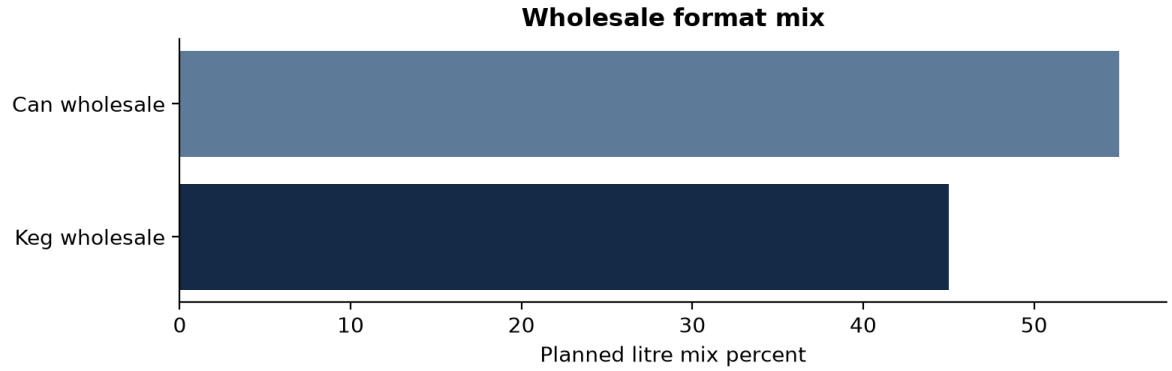
Asset	Validation needed
Brewhouse and six fermenters	Installed capacity and lead time
Cooling and cold storage	Temperature performance and energy
Packaging and keg fleet	Throughput and return logistics
Drainage, CIP and safety	Premises survey and process signoff

20 / PRODUCT

Beer and product strategy

Launch pale ale and lager at a shared 4.5% ABV. Both pass the same documented release checks: recipe inputs, fermentation, cleaning record, package integrity and traceability. The forecast models a blended recipe and channel cost, not fictitious SKU-level demand.

Kegs and cans use the same underlying beer with different packaging economics. No low/no-alcohol claim, gluten-free claim or health claim is made. Product additions require sensory and shelf-life evidence.



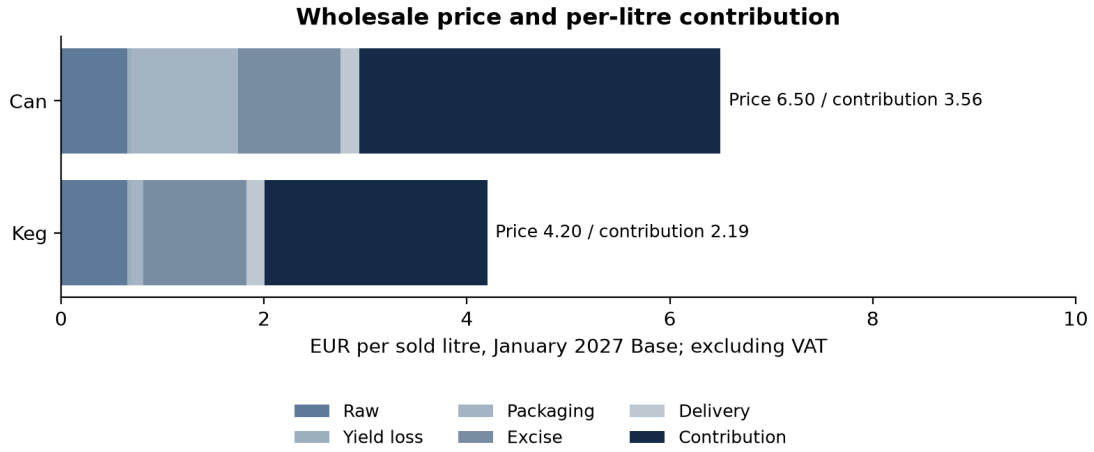
Planned litre mix by wholesale format; no taproom or contract revenue.

21 / PRODUCT

Pricing and litre economics

Use ex-VAT prices in the financial model and show VAT separately on invoices. Planning keg and can prices must be tested against written trade offers. Can packaging and outbound delivery differ from keg costs. Production losses increase raw brewing cost per saleable litre; excise is based on beer released from duty suspension.

At 4.5% ABV, full Irish duty at EUR 22.55 per hL per percent alcohol is EUR 1.01475 per released litre [S2]. No unapproved microbrewery relief is assumed. Contribution must cover payroll, occupancy, depreciation and debt service.



Model-backed January 2027 Base price decomposition. Raw cost includes a separately shown yield-loss uplift; contribution funds fixed costs.

Driver	Treatment
VAT	Excluded from revenue; cash ledger retained
Excise	Full rate; paid-release assumption
Yield loss	Raw cost per saleable litre grossed up
Packaging	Different keg and can cost

22 / PRODUCT

Competitor price comparison

Obtain dated wholesale prices on the same order size and unit basis. A retail can shelf price cannot be compared directly with ex-VAT wholesale revenue. Compare delivered price, rebates, payment days, returns and keg deposits. No fictitious competitor rates are shown.

The proposed prices remain hypotheses until accounts accept paid trials with comparable conditions.

Comparison field	Evidence needed
Keg EUR per litre	Same volume and keg-return conditions
Can EUR per litre	Same can size, case and delivery
VAT and excise	Included/excluded basis identified
Credit and rebates	Written net effective terms

23 / CUSTOMER

Brand and customer experience

Use plain batch, ingredient/allergen and storage information reviewed for current Irish alcohol and food-labelling obligations. Trade customers get a named contact, delivery confirmation and a clear route for quality incidents. Alcohol promotion requires professional review; do not market to minors or imply health benefits.

Investigate complaints by batch and quarantine stock where a safety risk exists. Replacement and credit notes must preserve traceability and accounting records.

Touchpoint	Proposed standard
Order	Confirmed price, delivery and credit terms
Delivery	Batch and storage information
Complaint	Prompt triage and traceable investigation
Recall	Account-level records and tested notification

24 / SALES

Sales channels and process

The forecast includes wholesale keg and canned beer sales to licensed trade accounts. No consumer website sales or taproom licence is assumed. Confirm whether further wholesale permissions are needed before any transaction. Sales must be matched with available released stock and customer credit approval.

The process is account verification, paid trial, repeat-order agreement, production allocation, release, delivery and collection. Record every movement and returned keg.

Stage	Control
Account onboarding	Licence and credit checks
Production allocation	Capacity, stock and cash approval
Dispatch	Duty, release and traceability records
Collection	Invoice ageing and stop-supply rule

25 / SALES

Launch marketing

Use a small trade launch budget for professional label review, samples and account trials, with no guaranteed demand claim. Ongoing marketing is included in fixed overhead; do not duplicate it in recipe cost. Sampling permissions and responsible alcohol promotion need review before events.

Track cost per paid repeat account, not impressions. Increase spend only where margin and collection performance support it.

Period	Activity	Gate
Before opening	Labels and account materials	Legal and safety approval
Pilot	Small compliant trade trials	Budget and product release
Expansion	Repeat-account acquisition	Measured contribution

26 / SALES

Retention and ongoing sales

Retention comes from consistent beer, freshness and on-time delivery. Use paid reorder frequency and customer-level contribution to decide account support. Avoid excessive credit to preserve volume; stop supply on breached terms.

Maintain keg-return and packaging complaint records. Broader range is not a substitute for profitable repeat customers.

Measure	Decision
Paid reorder	Retain route capacity
Expired stock	Adjust production and ordering
Late collection	Credit review or stop supply
Keg return ageing	Recover fleet or revise agreement

27 / OPERATIONS

Daily operations and suppliers

Plan batches against fermentation occupancy, released inventory and approved orders. Maintain ingredient lots, cleaning logs, temperature readings, quality records and dispatch traceability. Separate production loss from sellable stock. Stock returns and spoilage need authorised write-offs and excise advice.

Qualify ingredient, canning and distribution suppliers with second-source plans. No supplier appointment is claimed. The model assumes in-house or purchased packaging services at explicit unit costs; replace these with written scopes.

Frequency	Control
Daily	Cleaning, fermentation and cold-store checks
Every batch	Recipe, release and traceability record
Weekly	Stock, keg returns and receivables review
Monthly	Duty, VAT, cash and capacity review

28 / OPERATIONS

Sustainability practices

Measure water, energy and ingredient use per released litre. Segregate spent grain and packaging waste under approved disposal arrangements. Reusable kegs require tracking, cleaning and transport; no quantified carbon reduction is asserted.

Wastewater loads and chemical handling depend on the premises. Budget for compliance before seeking environmental marketing claims.

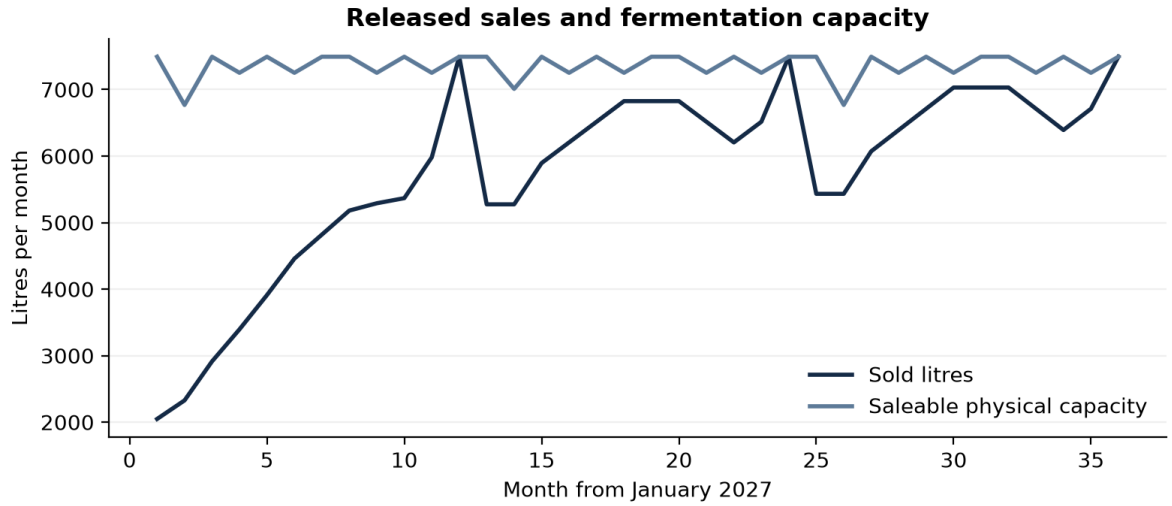
Practice	Evidence
Water and energy	Meter readings per released litre
Spent grain	Safe agreed collection route
Keg reuse	Cleaning and fleet-return records
Wastewater	Permitted discharge and testing

29 / PEOPLE

Staffing and training

Budget the owner director, head brewer and assistant, with distribution purchased per litre. No unpaid production or owner work is assumed. Payroll must provide leave, training and safe cover; the owner cannot cover a specialist release role without competence.

Capacity is constrained by fermenters, cycle time, uptime and packaging. Hiring decisions need a time study rather than an assumed fixed output per person.



Model demand and physical saleable capacity in litres per month; staff cover needs validation.

30 / PEOPLE

Staff skills and fair work

Hire with written contracts, safe hours, chemical and machinery training, supervised cleaning and emergency procedures. Verify wages against the rate applicable at actual hiring. The reviewed 2026 adult national minimum wage is EUR 14.15 per hour [S6]; the 2027 forecast does not assume that this rate remains unchanged.

Employer loading is a planning allowance including statutory payroll and cover, not a legal payroll calculation. Replace it with an adviser calculation before employment commitments.

Skill	Release test
Brewing and release	Verified competence and supervised batches
Packaging	Machinery and sanitation signoff
Chemicals	Safe handling and emergency training
Fair work	Pay, hours, leave and grievance records

31 / COMPLIANCE

Legal and insurance requirements

Revenue states that warehousekeeper authorisation, approved tax warehouse premises and a Beer Manufacturing Licence are required before production [S1]. FSAI requires food-business registration, hygiene, traceability and a HACCP-based food-safety system [S3]. Local planning, wastewater, fire, employment and alcohol-labelling permissions need current specialist review.

Microbrewery relief is conditional [S4] and excluded from Base until eligibility and claim timing are confirmed. Obtain product liability, property, employer, public liability and business-interruption quotations; no cover is arranged.

Gate	Evidence before trading
Excise production	Revenue approvals and licence
Food safety	Registration and HACCP controls
Premises	Planning, fire and discharge approvals
Wholesale and labels	Reviewed selling permissions and packaging
Insurance	Bound cover with adequate limits

32 / IMPLEMENTATION

Opening roadmap

Proceed through feasibility, premises approval, finance, installation, commissioning and controlled launch. January 2027 is an illustrative start date; delay if approvals, equipment or funding are incomplete. Do not produce alcohol before required approvals.

Use a quality-controlled trial batch and tested recall before commercial release. Expansion depends on measured repeat orders and cash capacity.

Gate	Work	Owner
Feasibility	Paid demand trials and installed quotes	Director
Approval	Premises, excise and food safety	Director and advisers
Finance	Signed capital and debt terms	Director
Commission	Safety, cleaning and batch validation	Head brewer
Launch	Controlled account deliveries	Director and brewer

33 / RISK

Risks and management actions

Principal risks are unproven wholesale demand, spoilage, duty exposure, capital overruns and slow customer collection. Full-rate excise is material at 4.5% ABV; relief is not guaranteed. A positive accounting profit does not prove available cash when inventory, VAT and debt consume funding.

Review a rolling cash forecast, recipe variance and batch losses weekly. Stop releases or expansion when safety, licensing or minimum-cash gates fail.

Risk	Trigger	Response
Demand	Repeat orders below plan	Reduce brewing and fixed expansion
Safety	Failed batch or complaint cluster	Quarantine and recall assessment
Liquidity	Reserve forecast breached	Stop commitments and secure finance
Credit	Overdue account	Stop supply and collect
Assets	Installation scope over budget	Reapprove funding before purchase

34 / EVIDENCE

Research and evidence

Primary sources were reviewed on 3 October 2026. They support regulatory and tax context, not this brewery's actual sales or cost quotes. The brewery financial reference is a US annual model inspected for production, channels, working capital and debt architecture. It is rebuilt monthly in EUR; its BBL prices, demand and US tax assumptions are not imported.

Source	Use and limitation
S1 Revenue brewery setup	Mandatory approvals before production
S2 Revenue excise rates	Full beer duty at selected strength
S3 FSAI start a food business	Registration, HACCP and traceability
S4 Revenue microbrewery relief	Conditional; no Base relief
S5 Revenue VAT and corporation tax	Standard beer VAT and trading tax context
S6 Irish government 2026 wage	Hiring-date rate needs recheck

S1 https://www.revenue.ie/en/companies-and-charities/excise-and-licences/alcohol-products-tax/microbreweries-establishment-and-relief/setting-up-microbrewery.aspx

S2 https://www.revenue.ie/en/companies-and-charities/excise-and-licences/excise-duty-rates/alcohol-products-tax.aspx

S3 https://www.fsai.ie/business-advice/starting-a-food-business

S4 https://www.revenue.ie/en/companies-and-charities/excise-and-licences/alcohol-products-tax/microbreweries-establishment-and-relief/qualifying-for-relief.aspx

S5 https://www.revenue.ie/en/companies-and-charities/corporation-tax-for-companies/corporation-tax/basis-of-charge.aspx

S5 VAT https://www.revenue.ie/en/vat/vat-rates/search-vat-rates/A/alcohol-beer.aspx

S6 https://enterprise.gov.ie/en/publications/publication-files/sme-test-si-472-of-2025-2026-national-minimum-wage.pdf

35 / EVIDENCE

Quotes and assumptions

Obtain installed equipment and premises quotes, ingredient and packaging prices, utilities surveys, insurance, logistics and working-capital terms. Confirm actual wholesale prices and account order volumes. No supplier quote, commitment or founder qualification is invented.

The model hypotheses must be replaced together so the Word package and case snapshots stay consistent. Changes to assumptions require rerunning the retained code and financial integration.

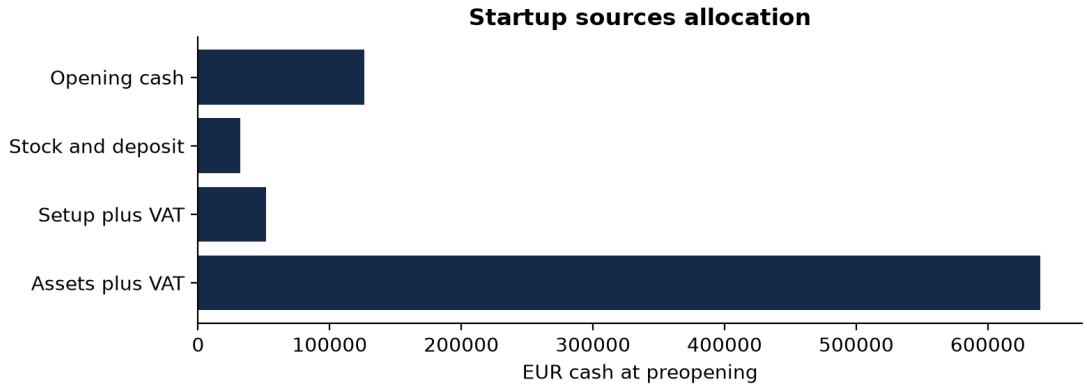
Outstanding item	Evidence required
Premises and assets	Installed scopes, lease and survey
Demand and price	Paid account trials and written terms
Ingredients and packaging	Dated per-litre recipe and format cost
Finance	Signed equity/debt and security
Tax	Warehouse duty, VAT and relief treatment

36 / FINANCE

Startup costs and funding

Proposed sources are EUR 600,000 equity and EUR 250,000 term debt. Uses are EUR 520,000 net installed assets, EUR 45,000 setup expense, EUR 10,000 opening raw/packaging stock and EUR 20,000 refundable deposit, plus EUR 128,800 input VAT paid. Opening cash is EUR 126,200. The VAT credit is an asset; the forecast carries it forward without refunds.

All sources are uncommitted and supplier scopes are unquoted. Cash reserve is an asset, not an expense. Later negative cash is a financing need and never an automatic overdraft. Commitments must stop before reserve breach.



Base model 1.0 startup sources and uses; no finance is committed.

Preopening EUR	Amount
Proposed paid equity	600,000
Proposed term loan	250,000
Net installed assets	520,000
Setup expense	45,000
Opening stock	10,000
Refundable deposit	20,000
Input VAT paid / credit	128,800
Opening cash	**126,200**

37 / FINANCE

Itemized startup costs

The EUR 520,000 net installed-asset budget consists of the indicative components below. Quotes must include installation, commissioning, training and local utility requirements. The blended useful life is seven years; book depreciation is not a claim for tax capital allowances.

EUR 45,000 net setup expense covers advice 15,000, training 10,000, validation 10,000 and launch 10,000. Two thirds are assumed input-VAT eligible. Opening stock and refundable premises deposit are assets, not setup expense. VAT eligibility must be checked invoice by invoice.

Item	Net EUR	Treatment
Brewhouse	240,000	Capital asset
Six fermenters	90,000	Capital asset
Installation and drainage	90,000	Capital asset
Cold storage and cooling	50,000	Capital asset
Packaging and keg fleet	50,000	Capital asset
Advice and launch setup	45,000	Preopening expense
Raw / packaging stock	10,000	Inventory asset
Refundable deposit	20,000	Deposit asset

38 / FINANCE

Owner personal survival budget

The illustrative owner household budget is EUR 2,800 monthly: housing 1,400; household 650; transport 250; health 150; other 350. No other reliable income is assumed. Model gross owner pay is EUR 4,500 monthly; estimated net retention is 65%, giving EUR 2,925 and EUR 125 surplus. The indicated gross minimum is EUR 4,308. Actual household needs and payroll taxes are unverified.

Owner remuneration is included in payroll and never a second cash withdrawal or dividend.

Measure	EUR monthly
Household spending	2,800
Other reliable income	–
Owner gross salary	4,500
Estimated net salary	2,925
Estimated surplus	**125**

39 / FINANCE

Financing terms and security

Proposed term debt is EUR 250,000, at 7.5% annual interest on the opening balance, with six interest-only months followed by straight principal repayments over 60 months. There is no revolving draw or equity top-up. The 36-month horizon ends before debt maturity; remaining debt stays on the balance sheet.

Security over equipment and any guarantees, fees, covenants and maturity terms are unagreed. Obtain lender and legal review, plus proof of equity source, before any equipment commitment. VAT is paid at startup; a VAT credit is not readily available cash.

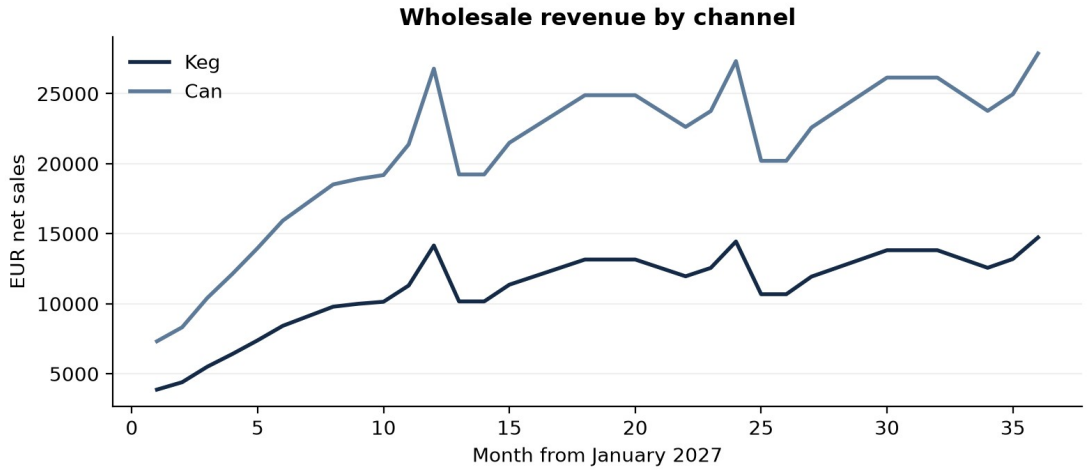
Term	Proposed Base
Principal	EUR 250,000
Draw	Preopening, subject to agreement
Annual interest	7.5%, opening debt
Grace	Six interest-only months
Repayment	EUR 4,167 monthly after grace
Security / guarantees	Unagreed; no guarantee asserted

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Revenue forecast and capacity

Mature demand is 6,200 saleable litres monthly before normalised seasonal weights and 3% annual growth. Opening demand is 40%, ramping over 12 months. Sales are capped by physical capacity: six 1,000-litre fermenters divided by a 21-day cycle, multiplied by actual calendar days, 90% uptime and 94% saleable yield. Unsatisfied demand is not booked as sales.

Base annual sold litres are 53,185, 76,369 and 78,435. Revenue is ex-VAT wholesale beer only. The simplified monthly model assumes conversion and release within each operating month; it does not model beer work in progress or daily batch cutoffs. Commissioning batches and first commercial availability must be scheduled before accepting orders.



Full 36 months in XLSX; demand and seasonality are unvalidated hypotheses.

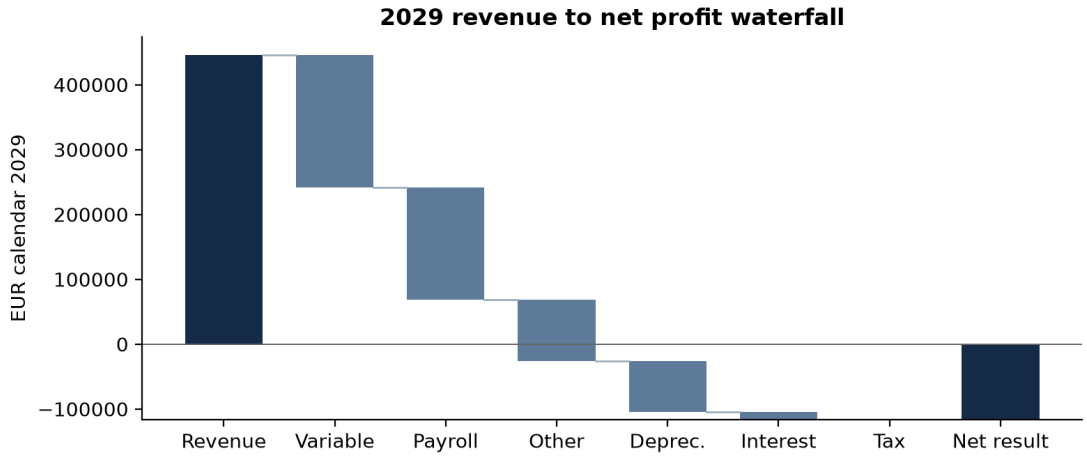
Annual measure	2027	2028	2029
Sold litres	53,185	76,369	78,435
Revenue	290,654	425,703	445,965
Unsatisfied demand litres	37	263	496

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Costs and projected profit

Raw materials are costed per gross brewed-equivalent litre, so 6% loss raises cost per saleable litre. Keg consumables, can packaging and delivery are format-specific. Full excise is EUR 1.01475 per released litre at 4.5% ABV. No microbrewery relief is included; any future eligibility and payment timing require adviser confirmation.

Base payroll is owner EUR 4,500 plus head brewer EUR 4,400 and assistant EUR 2,800 monthly gross, plus 16% employer and cover allowance. Rent is EUR 4,000; taxable overhead EUR 3,100; insurance/licence EUR 342. Annual 3% inflation applies. Upside adds employee cost; no unpaid staff or owner work supports capacity.



Cumulative waterfall: revenue less each expense and tax reaches the verified net result.

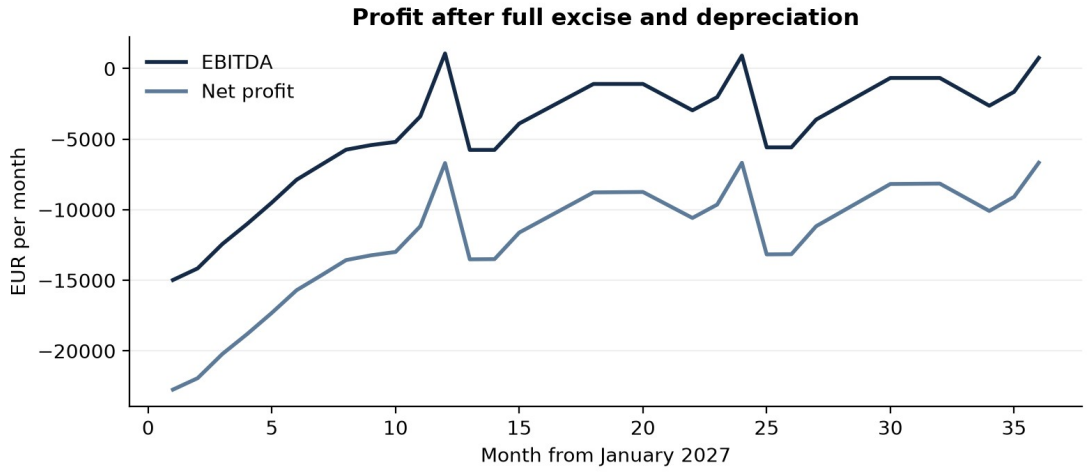
EUR annual	2027	2028	2029
Variable expense	133,905	195,720	204,659
Payroll	162,864	167,750	172,782
Other operating costs	89,304	91,983	94,743
Depreciation	75,214	76,929	78,643
Interest	18,359	15,156	11,406

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Profit and loss forecast

Calendar-year 2027–2029 amounts are EUR, Base model 1.0. Revenue excludes 23% sales VAT; fixed expense excludes recoverable input VAT. Duty remains in variable cost because it is not a VAT credit. Contribution equals sales less raw, packaging, excise and delivery. EBITDA then deducts payroll and other operating cost.

A 12.5% provision applies to positive monthly profit without loss relief. It is a conservative cash-tax planning convention, not a statutory tax return. Depreciation uses a seven-year book life; capital allowances and loss utilisation need adviser review.



Base model 1.0; accounting income and debt-service cash differ.

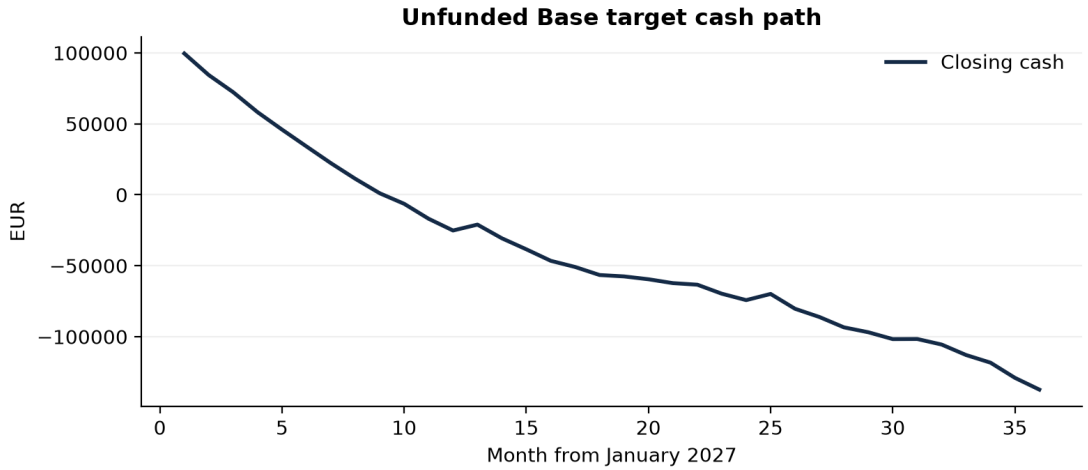
EUR	2027	2028	2029
Revenue	290,654	425,703	445,965
Variable expense	133,905	195,720	204,659
Contribution	**156,749**	**229,983**	**241,307**
Payroll	162,864	167,750	172,782
Other operating costs	89,304	91,983	94,743
EBITDA	**(95,419)**	**(29,750)**	**(26,218)**
Depreciation	75,214	76,929	78,643
Interest	18,359	15,156	11,406
Profit before tax	**(188,993)**	**(121,835)**	**(116,267)**
Tax provision	–	–	–
Net profit	**(188,993)**	**(121,835)**	**(116,267)**

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Cash flow and financial position

Base minimum cash is EUR (137,299). Preserving EUR 30,000 reserve requires EUR 167,299 additional cash under the same forecast path. This is not an approved raise; additional debt would change interest and repayment. Negative cash is a commitment that cannot be funded by the proposed sources.

Operating cash includes changes in gross trade receivables, raw/packaging stock, gross supplier payables and VAT balances. Monthly VAT settlement uses a one-month lag and carries startup credit without refunds. Tax and duty payment timing are simplified and must be rebuilt to actual filing terms. Equipment replacement and term-principal payments are separate cash outflows.



Unfunded target cash path. No balancing facility or capital injection.

EUR cash measure	2027	2028	2029
Operating cash flow	(114,372)	12,938	(1,064)
Maintenance capex	(12,000)	(12,000)	(12,000)
Debt repayments	(25,000)	(50,000)	(50,000)
Closing cash	**(25,172)**	**(74,235)**	**(137,299)**
Minimum monthly cash	(25,172)	(74,235)	(137,299)
Maximum reserve shortfall	55,172	104,235	167,299

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Cash flow forecast months one to six

Launch cash is EUR 126,200. Startup assets, stock, deposit, setup and input VAT have already been paid. Wholesale receivables are gross of VAT, with 30-day collection terms assumed. Supplier credit is 15 days, capped at current gross purchases. Initial materials stock is drawn down before new purchases where it exceeds target cover.

Six interest-only months still incur interest in operating cash. Inventory is raw and packaging materials, valued without excise; no finished-beer WIP or daily release timing is forecast.

Month 2027	Operating	Capex	Debt principal	Closing cash
Month 1	(25,607)	(1,000)	–	99,593
Month 2	(14,190)	(1,000)	–	84,403
Month 3	(11,079)	(1,000)	–	72,324
Month 4	(13,107)	(1,000)	–	58,217
Month 5	(11,258)	(1,000)	–	45,959
Month 6	(10,869)	(1,000)	–	34,090

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Cash flow forecast months seven to twelve

Term principal starts in month seven at EUR 4,167 monthly in Base, in addition to interest. Maintenance capex of EUR 1,000 net monthly remains a cash use. Positive sales growth must fund receivables and cannot be read as unrestricted cash.

Monthly forecasting extends through December 2029 so the first-year closing balance is not treated as proof of sufficient financing. Review the rolling cash forecast before each brewing and equipment commitment.

Month 2027	Operating	Capex	Debt principal	Closing cash
Month 7	(6,621)	(1,000)	(4,167)	22,302
Month 8	(5,874)	(1,000)	(4,167)	11,262
Month 9	(5,022)	(1,000)	(4,167)	1,073
Month 10	(2,258)	(1,000)	(4,167)	(6,352)
Month 11	(5,362)	(1,000)	(4,167)	(16,881)
Month 12	(3,124)	(1,000)	(4,167)	(25,172)

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Financial position summary

Assets are cash, gross trade receivables, raw/packaging inventory, VAT credit, refundable deposit and depreciated equipment. Liabilities are term debt, gross trade payables and positive VAT payable. Equity is paid capital plus startup expense and cumulative profit/loss. No unexplained balancing balance is used.

Negative cash in later periods is an explicit unfunded amount and not a viable realised financial position. Raw and packaging inventory remains nonnegative and purchases do not become negative when startup stock is consumed.

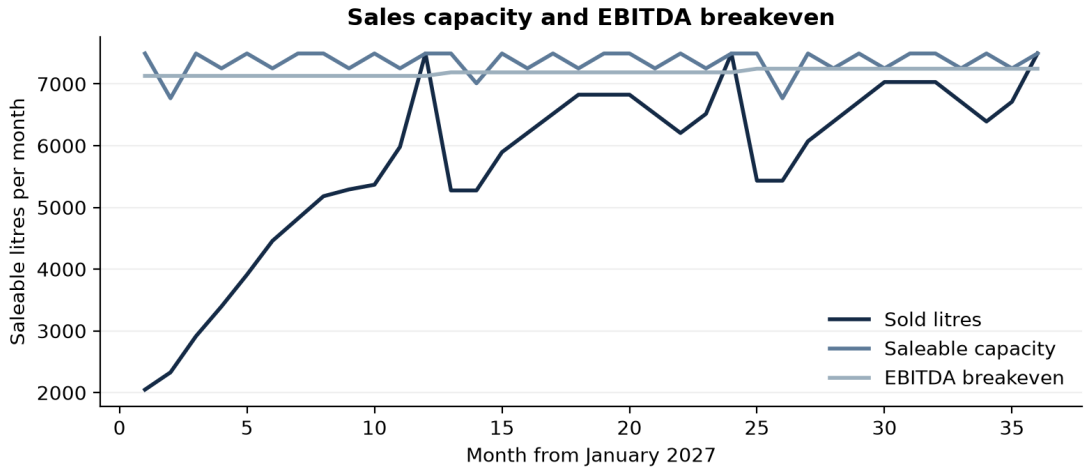
EUR at year end	2027	2028	2029
Cash	(25,172)	(74,235)	(137,299)
Receivables gross	48,744	49,719	50,713
Inventory net	6,396	6,588	6,785
VAT credit	90,822	31,719	–
Refundable deposit	20,000	20,000	20,000
Net PPE	456,786	391,857	325,214
Total assets	**597,575**	**425,647**	**265,414**
Term debt	225,000	175,000	125,000
Trade payables	6,567	6,475	6,560
VAT liability	–	–	5,948
Total liabilities	**231,567**	**181,475**	**137,509**
Paid equity	600,000	600,000	600,000
Retained earnings	(233,993)	(355,828)	(472,095)
Total equity	**366,007**	**244,172**	**127,905**
Total liabilities and equity	**597,575**	**425,647**	**265,414**
Balance difference	–	–	–

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Break even and scenarios

December 2029 Base EBITDA breakeven is 7,246 saleable litres monthly, versus physical saleable capacity 7,493 litres that month. It divides fixed operating costs by the selected per-litre contribution. It excludes depreciation, interest, capex, principal and working-capital funding, so cash breakeven is higher. Capacity, price and recipe costs must be considered together; higher demand cannot overcome a hard physical ceiling.

Captured cases use the same formula engine. Downside assumes weaker demand, longer cycles, more loss, lower prices and slower collection; Upside improves demand and cycle time but retains a capacity cap. These are hypotheses, not probabilities. Any scenario or seasonal input change marks captures stale and requires rerunning JavaScript, charts and Word.



Base sales, physical capacity and EBITDA breakeven in litres. Case cash paths are retained in the workbook.

Captured case	2027 revenue	2027 profit	Minimum cash
Base	290,654	(188,993)	(137,299)
Downside	134,234	(311,912)	(739,273)
Upside	512,381	(74,752)	84,409

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Model guide and completion

Open Inputs C5: 1 Base, 2 Downside, 3 Upside. Blue cells are editable; green cells link sheets; dark Summary figures are outputs. Monthly Production feeds Costs, WorkingCapital, CapitalDebt and Statements. Summary has complete annual assets, liabilities and equity. Native charts reference ranges. Cases contain captured snapshots with a stale-input flag.

Retained build_model.mjs regenerates the workbook, captured cases, model-results.json, checks and renders. Model 1.0 covers 36 months, January 2027–December 2029, EUR. Actual licensing, recipe costs, orders, daily batch/WIP accounting, payroll, VAT timing and tax allowances remain to validate. No website was modified.

Completion requirement	Status
Template topics and frameworks	48 adapted topics and coded visuals
Formulas and cases	Three cases reconcile; stresses recorded
Evidence and funding	Outstanding launch conditions
Investor package	Subject to orchestrator actual-file review