Campground Business Plan

Anjou Meadow | Angers | Planning version 1.0

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A proposed Angers seasonal campground with touring pitches, tent pitches and furnished units. Forecasts cover January 2027 to December 2029. All commercial forecasts remain assumptions; no founder credentials, contracts, quotes or funding commitments have been supplied.

01 / OVERVIEW

Executive summary

Anjou Meadow SAS is a proposed leased campground near Angers, France. It would operate 40 touring pitches,20 tent pitches and 8 furnished units from April through October, with core management and grounds staff paid year round. No parcel, lease, permission, classification, founder credentials or finance commitment is supplied. No land purchase, restaurant, pool or seasonal residential lease is included.

Base 2027 net sales are EUR 290,323, EBITDA EUR 28,991, and net income (EUR 35,027). Proposed equity/debt total EUR 800,000. The opening target-reserve shortfall is EUR 54,600; minimum cash over 36 months is EUR 50,892. These separate tests must be resolved before a lease and capital commitment.

02 / OPERATIONS

Business details

Item	Proposed basis
Entity	Anjou Meadow SAS; registration/name unconfirmed
Geography	Angers visitor catchment; site unselected
Opening	April 2027 guests; January 2027 financial start
Products	Touring pitches, tent pitches and furnished units
Tenure	Commercial site lease; no owned land value
Currency	EUR; domestic lodging; no subsidy

Register the entity, employer, tax and booking records before opening. A lease must permit the proposed camping activity and asset installation. Approval gates include water, wastewater, access, safety and insurance; a marketing address is not a substitute for parcel-level diligence.

03 / OPERATIONS

Business concept and objectives

Offer quiet short stays with documented sanitation, useful touring access and a named reception contact. The economic constraint is a short paid season supporting winter overhead. Furnished units increase price and capital needs; they do not eliminate weather exposure.

Period	Decision gate
Prelaunch	Select legal safe site and verify costs/funding
2027	Validate monthly occupancy and guest contribution
2028	Improve repeat booking before changing 68 unit capacity
2029	Review accumulated cash before expansion

04 / OPERATIONS

Business model canvas



Proposed operating model. Relationships and staffing remain uncontracted.

Recognise lodging revenue when the stay occurs. Guests pay on arrival; the model has no advance deposits, seasonal leases, shop or restaurant. Booking commissions remain an expense against gross company lodging revenue. Platform settlement delays are explicit receivables.

05 / OPERATIONS

SWOT and longer term goals

Strengths	Weaknesses
Distinct touring/tent/furnished products	No site or guest history
Limited amenity scope	Winter fixed costs and capital exposure

Strengths	Weaknesses
Opportunities	Threats
Angers visitor and cycling catchment	Rain, flooding, cancellations and alternatives
Shoulder-season repeat stays	Permissions, labour and utility constraints

Beyond year 3, consider expansion only after two funded winter cycles, reliable guest feedback and permission review. No additional units, resale value or valuation is assumed in the current horizon.

06 / OPERATIONS

TOWS strategy matrix

TOWS actions

Strengths and opportunities

Use distinct lodging products to serve touring and family needs.

Weaknesses and opportunities

Validate shoulder-season bookings before adding units.

Strengths and threats

Keep a documented safety/closure plan and cash reserve.

Weaknesses and threats

Do not sign a flood-exposed lease or rely on an unapproved overdraft.

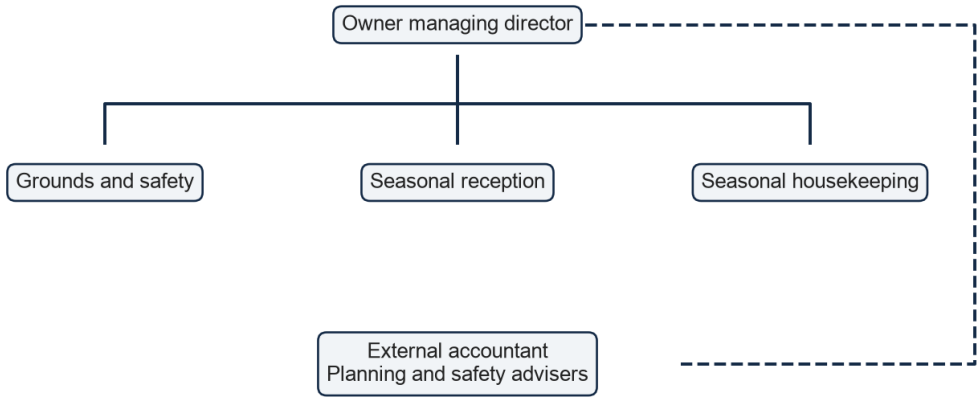
Actions connect operating limits, evidence gaps and outdoor accommodation risks.

The owner controls lease/capital decisions and guest safety escalation. Grounds staff maintain physical readiness; reception cannot sell inventory that safety checks have closed. A weaker occupancy year should trigger cash review before additional facilities.

07 / OPERATIONS

Owner and management

The proposed founder is an unfilled managing-director role paid EUR 3,000 gross monthly. No biography, ownership percentage or hospitality experience is asserted. Require identity, commercial references, cash-control experience and personal contribution evidence before investment.



Solid lines show reporting; dashed line external advisers. Reception and housekeeping are seasonal paid roles, not assumed volunteer work.

08 / OPERATIONS

Owner and key personnel profiles

Role	Evidence required
Owner	Hospitality operations, cash control, accountable closure decisions
Grounds/safety	Safe maintenance, water checks and emergency drills
Reception	Guest communication, booking records and issue handling
Housekeeping	Cleaning standards, chemical safety and defect escalation

Use references and practical assessments. External accountant and planning/safety advisers review specialist questions; they do not replace on-site supervision or statutory staffing obligations.

09 / OPERATIONS

Target customers

Target touring couples and cycling visitors for pitches, and families wanting furnished units. These are customer hypotheses, not observed segments. Avoid large event groups until noise, access and security requirements are tested.

Need	Qualification
Touring overnight	Vehicle dimensions and access compatible
Family furnished stay	Guest capacity and clear facilities

Need	Qualification
Cycling trip	Safe arrival, bike storage and sanitation

10 / OPERATIONS

Segmentation targeting and positioning

Segment	Launch decision
Touring couples	Primary pitch segment
Families	Primary furnished segment
Cycling visitors	Secondary tent/touring segment
Residential seasonal tenants	Excluded
Large events	Defer pending safety and noise review

Position on clear touring facilities and guest contact, without claiming the lowest price or luxury amenities. Match guest expectations to actual photographs and permissions before taking a booking.

11 / OPERATIONS

Value proposition canvas



Guest needs and benefits are hypotheses awaiting interviews and paid stays.

Publish access restrictions, quiet hours, inclusive charges and cancellation terms. Every booking should identify its product type and dates; arrival issues need an accountable contact rather than an unmonitored generic inbox.

12 / OPERATIONS

Market size and trends

Insee reported 14.4 million campground guest-nights in Pays de la Loire for April–September 2025, up 5.7%, in its 26 February 2026 release. Vendée accounts for seven regional campground nights in ten. The aggregate therefore cannot establish demand for an inland Angers site. Guest-nights count people, while this model sells unit-nights; no market-share ratio is calculated.

Market scope and evidence

TAM context

Pays de la Loire:14.4m guest-nights April–September2025, Insee. Not campsite-unit nights or spend.

SAM unavailable

Angers accessible guest demand and competitor capacity not yet measured.

SOM forecast

68 units × open days × occupancy. A forecast rather than a validated market share.

TAM regional guest-night context; SAM local demand unavailable; SOM capacity forecast. Geography, periods and units differ.

Layer	Method still required
TAM context	Regional 2025 guest-nights; not revenue pool
SAM Angers	Dated local demand, competitor inventory and guest budget study
SOM model	Units × actual open days × monthly occupancy; no validated share

13 / OPERATIONS

PESTLE analysis

PESTLE for an Angers campground

Political

Planning permissions and local tourism policy matter; no public grant assumed.

Economic

Weather and household budgets affect occupancy. Winter payroll continues without lodging income.

Social

Families and touring cyclists need reliable sanitation and clear quiet hours.

Technological

Booking inventory must prevent double allocation and retain accessible offline guest lists.

Legal

Camping permissions, classification, guest safety and employment rules are launch gates.

Environmental

Flood exposure, drainage, potable water and wastewater capacity constrain site choice.

Six external factors with implications for a seasonal leased site.

The most binding issues are site legality, natural hazards, utilities and winter cash. Do not let regional tourism growth justify occupation of a parcel that lacks the required permission or evacuation access.

14 / OPERATIONS

Local demand and evidence

Demand evidence and next validation

External evidence	Local evidence missing	Launch gate
Insee regional campground guest-nights grew5.7% in summer2025; region heavily coastal.	No guest interviews, booking history or site-specific conversion data supplied.	Site permission, safe access, matched pricing research and a funded winter reserve.

External context and missing local evidence are distinguished.

Interview touring and family guests, request dated tourism-office information and compare local availability across April, July and October. Retain sample size and booking conditions. No survey, historic bookings or local conversion rate has been supplied.

15 / OPERATIONS

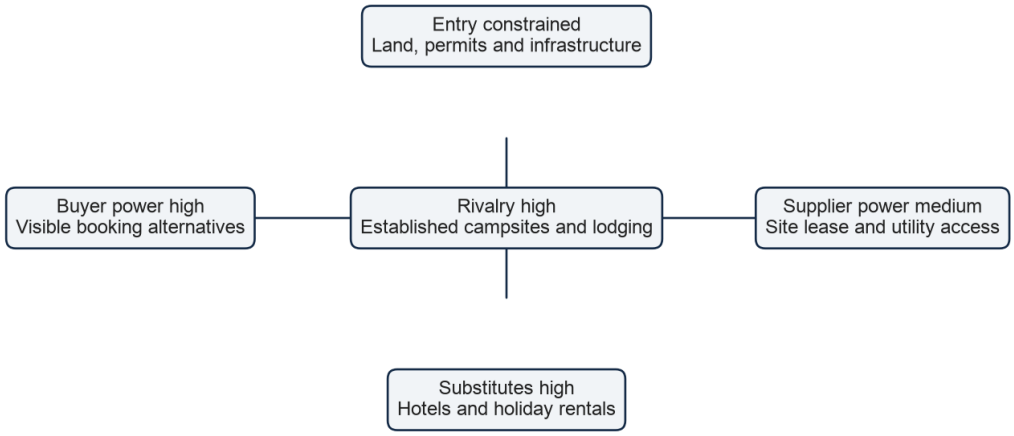
Competitors and positioning

Alternative	Evidence and response
Camping Angers Lac de Maine	Official destination listing offers pitches and furnished units
Other local parks	Matched dated quotations still required
Hotels and holiday rentals	Different facilities and guest use; compare total stay cost

Existing alternatives already serve this catchment. Guests may value access and reliable facilities more than a new brand. Verify that the proposed site offers a useful location before using direct marketing spend as a demand proxy.

16 / OPERATIONS

Porter five forces

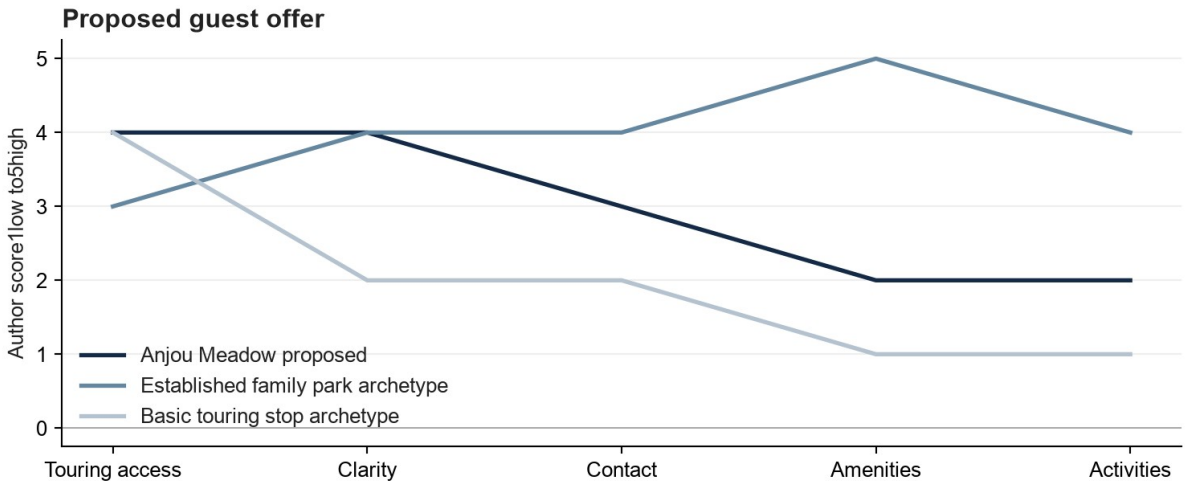


Qualitative planning assessment, not third-party ratings.

Visible booking alternatives give buyers choice; lease and utility dependence constrain the operator. Mitigate supplier concentration through clear lease rights and maintenance contracts, and compete through accurate information rather than unsupported exclusivity.

17 / OPERATIONS

Strategy canvas



Author hypotheses 1 low to 5 high; archetypes not measured named competitors.

Avoid adding pools, restaurant service or activity programmes before pricing, staffing and seasonal cash support them. A narrower facility promise must still meet guest safety, sanitation and accessibility requirements.

18 / OPERATIONS

Location and premises

Seek an authorised site in the Angers visitor catchment with safe road/cycle access, drainage, potable water and adequate wastewater capacity. No exact parcel is selected. Flood, fire and planning checks must be performed against that parcel, not inferred from the city name.

Gate	Evidence
Legal	Lease rights, current camping permission and unit capacity
Safety	Natural-risk file, evacuation routes and insurer acceptance
Utilities	Water, wastewater and electric capacity
Commercial	Lease rent/deposit, works rights and exit terms

19 / OPERATIONS

Equipment and resource plan

Asset group	Net EUR allowance
8 furnished units	240,000
Sanitation/services refurbishment	160,000
Pitch utilities and site infrastructure	70,000

Asset group	Net EUR allowance
Grounds, reception and safety equipment	30,000
Total initial assets	500,000

These are unquoted allocations, with a blended 10 year useful life for modelling only. Each actual asset needs a separate supported life and installation offer. No land, goodwill or pool is included. Confirm the lessor permits works and who owns improvements on exit.

Product and service strategy

Product	Proposed net nightly price
Touring pitch	EUR 32
Tent pitch	EUR 20
Furnished unit	EUR 105

Prices are net VAT planning averages, not current published offers. Accommodation VAT is 10% only under the assumed eligible classified-camping conditions. No meals, shop, guest equipment rental or taxable ancillary package is forecast; adding them requires separate VAT and cost lines.

Pricing and unit economics

Base direct costs comprise 5% booking commissions, EUR 3/touring night, EUR 1/tent night and EUR 8/furnished night for utilities, plus EUR 20 furnished turnover cleaning supplies over a 4 night average stay. Staff, lease and maintenance are fixed/seasonal payroll costs. These assumptions imply contributions EUR 27.40, EUR 18.00 and EUR 86.75 per occupied night before fixed expense.

Metric	Assumption
Annual price growth	2%
Occupancy evidence	Author monthly pattern; no observed history
Capacity	68 units; no expansion
Collection	Payment on arrival;2 day card settlement

Competitor price comparison

Offer	Dated evidence and limitation
Anjou Meadow	Net 32 touring /20 tent /105 furnished; proposed averages
Lac de Maine official listing	2026 pitch package from EUR 21;HLLweek from EUR 588
Lac de Maine mobilhome	2026 week from EUR 784; equipped tent week from EUR 385
Matched stay exercise	Actual July/October offers outstanding

The Destination Angers listing is a public from-price, not an offer for the same dates, party and facilities. Weekly furnished rates are not directly comparable to a nightly net planning average. Verify VAT, electricity, cancellation, cleaning and tourist-tax treatment before claiming a price advantage.

23 / OPERATIONS

Brand and customer experience

Use accurate site photographs and clear facility descriptions. The service promise is reliable arrival and sanitation with a named issue contact. Do not claim star classification or a cycle-tourism label before it is obtained.

Touchpoint	Standard
Booking	Correct product, capacity and dates
Arrival	Access directions, safety briefing and total invoice
Stay	Daily sanitary inspection and issue log
Departure	Recorded defects, receipt and complaint route

24 / OPERATIONS

Sales channels and process

Use direct phone/online enquiries and approved booking platforms. A 5% blended revenue commission is the planning allowance; no signed platform mix or net-fee quote exists. Recognise gross lodging sales and expense commissions separately.

Stage	Control
Enquiry	Unit suitability and dates checked
Reservation	No advance collection in this model
Arrival	Payment and guest record
Departure	Receipt and issue closure
Repeat	Consent-based communication

25 / OPERATIONS

Launch marketing

Budget EUR 1,000 monthly marketing, including winter preparation. Initial setup expense EUR 18,000 and preopening payroll EUR 15,000 are assumptions. Use clear listing content and tourism relationships before broad paid campaigns. Track qualified enquiries, booking conversion and cancellation separately; no historic funnel is asserted.

26 / OPERATIONS

Retention and ongoing sales

Measure repeat guests and resolved complaints by lodging type. The model does not impose subscription churn or automatic repeat bookings. Annual occupancy improvement is an unverified planning assumption and must be replaced by cohort and date-level evidence. Avoid discounts that create occupied nights without contribution.

27 / OPERATIONS

Daily operations and suppliers

Routine	Owner
Opening grounds/utilities check	Grounds role
Guest arrivals and inventory	Reception
Sanitary and unit cleaning	Housekeeping
Safety alert and closure	Managing director
Guest refunds/receipts	Owner and accountant
Winter maintenance	Grounds and owner

Require qualified utility, waste and maintenance providers. No supplier credit is assumed. Daily guest lists must remain available during a system outage, with documented alerts and evacuation instructions.

28 / OPERATIONS

Sustainability practices

Meter water and energy, fix leaks, separate waste and record consumption per occupied unit-night. Verify disposal contracts and wastewater obligations. No quantified carbon saving or neutrality claim is made. Limit guest capacity to safe utility provision rather than promising unconstrained growth.

29 / OPERATIONS

Staffing and training

Paid roles: owner EUR 3,000 gross monthly and grounds EUR 2,200 year round; reception EUR 2,400 and housekeeping EUR 2,000 during April–October. A 40% employer allowance and 3% annual wage growth are assumptions. No unpaid founder shift or unstaffed emergency cover is implied.

Coverage	Planning FTE
Closed months	2 core FTE
April–October	4 FTE
Night/weekend cover	Roster and legal working-time review required

The housekeeping salary exceeds the June 2026 full-time SMIC reference EUR 1,867.02 gross, but 2027 rates and applicable outdoor-hospitality agreement must be checked. Demonstrate rest, leave and emergency coverage; a 4 FTE headcount alone is not a complete roster.

30 / OPERATIONS

Staff skills and fair work

Use written contracts, paid training, safe chemical handling, guest communication and evacuation drills. Confirm collective-agreement minima, seasonal contracts, paid leave, pension and working-time costs with a French payroll adviser. The 40% allowance is not a statutory calculation. Do not reduce safety cover to force a favourable forecast.

31 / OPERATIONS

Legal and insurance requirements

The scale exceeds the simple declared-camping threshold. Obtain parcel-specific planning/operating permission, classification review, fire/natural-risk prescriptions and utility approvals. French guidance applies a 10% lodging rate to eligible classified camping; the model depends on that classification and must be revised if eligibility fails.

Requirement	Evidence before launch
Entity/employer/tax	Registration and payroll/VAT treatment
Site	Camping authority, permitted capacity and lease rights
Guest safety	Risk file, drills, accessibility and insurer terms
Tourist tax	Local guest rates and collection/remittance process
Insurance	Public liability, assets and business interruption offers

Tourist tax is a guest levy, not lodging revenue. Rates depend on local rules, guest eligibility and classification. The model excludes it under a same-day collection/remittance planning convention; actual reporting and any closing payable need separate reconciliation once the site and process are selected.

32 / OPERATIONS

Opening roadmap

Timing	Gate
Oct–Dec 2026	Safe authorised site, owner evidence and quotes
January 2027	Funding/lease conditions satisfied before spending
Jan–Mar 2027	Install and inspect assets; train and complete permissions
April 2027	Controlled guest opening
October 2027	Close guest season and fund winter obligations

Dates are illustrative, not approvals. Delays require additional payroll, lease and interest and revised open days; current scenarios are not a full construction-delay model.

33 / OPERATIONS

Risks and management actions

Risk	Response
Flood/fire exposure	Reject unsafe site or close/evacuate under documented rules
Weak shoulder demand	Review monthly cash before additional units
Staffing gaps	Verify lawful roster and retain cover
Utility failure	Close affected inventory and arrange qualified repair
Liquidity deficit	Arrange verified finance before cash becomes negative
Lease exit	Clarify ownership/removal of improvements

Downside maintains core staffing and debt while weakening occupancy/prices and increasing costs. No insurance payout or automatic lender extension is inserted. Business-interruption and severe closure stresses need separate models when parcel evidence exists.

34 / OPERATIONS

Research and evidence

Insee 26 February 2026 — Regional 14.4 m guest-nights and 5.7% growth,April–September 2025. Reviewed 3 October 2026. https://www.insee.fr/fr/statistiques/8742829

Service Public VAT — Camping 10% conditions. Reviewed 3 October 2026. https://entreprendre.service-public.gouv.fr/vosdroits/F37288

BOFiP 7 August 2024 — Current classified-camping lodging VAT doctrine. Reviewed 3 October 2026. https://bofip.impots.gouv.fr/bofip/185-PGP.html/identifiant=BOI-TVA-LIQ-30-20-10-10-20240807

French tax authority — Normal corporate tax 25%; reduced rate subject to eligibility. Reviewed 3 October 2026. https://www.impots.gouv.fr/international-professionnel/impot-sur-les-societes

Service Public — Permis aménager camping thresholds. Reviewed 3 October 2026. https://www.service-public.gouv.fr/particuliers/vosdroits/F17665

Civil protection ministry — Camping natural-risk safety guidance. Reviewed 3 October 2026. https://www.securite-civile.interieur.gouv.fr/documentation/autre/securite-des-campings.html

Service Public — SMIC verified 1 June 2026. Reviewed 3 October 2026. https://www.service-public.gouv.fr/particuliers/vosdroits/F2300

Destination Angers — Public 2026 from-prices and product scope. Reviewed 3 October 2026. https://www.destination-angers.com/tourisme/organiser-son-sejour/hebergements-angers/campings-angers/camping-dangers-lac-de-maine-angers-fr-1555845/

Regional research is context, not observed demand at an unselected parcel. All occupancy, capex, wages, finance and supplier costs remain assumptions; no founder or contracting evidence is supplied.

35 / OPERATIONS

Quotes and assumptions

Outstanding item	Decision affected
Site lease and legal capacity	Rent, deposit and asset rights
Furnished units and installation	Capex, useful life and classification
Sanitation/utilities	Capital cost and safe occupancy
Payroll/roster	Fair work and actual staffing costs
Insurance and natural-risk file	Insurability and closure exposure
Matched guest offers	Price and demand validation
Lender terms/equity proof	Debt and winter reserve

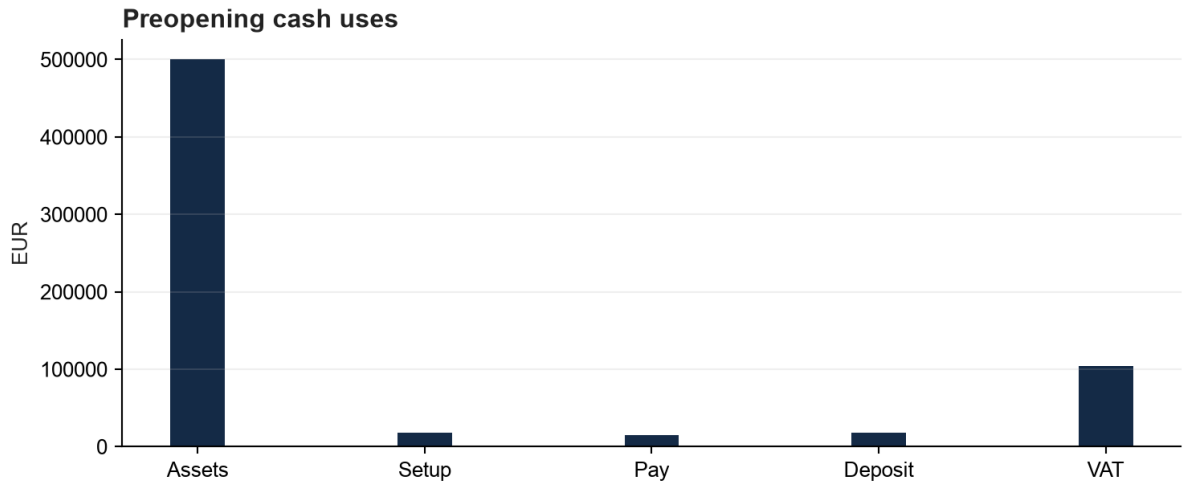
Retain dated supplier offers and source documents. Do not treat planning allowances as outstanding purchase orders or secured funding.

36 / FINANCE

Startup costs and funding

Initial cash uses are EUR 654,600; target reserve EUR 200,000 makes total requirement EUR 854,600. Proposed sources EUR 800,000 leave (EUR 54,600) sources less requirement. Opening cash after actual uses is EUR 145,400.

Funding	EUR
Requirement with reserve	EUR 854,600
Owner equity	EUR 550,000
Term debt	EUR 250,000
Opening cash after uses	EUR 145,400



Cash uses from verified model. Recoverable VAT is an asset, not an immediate refund.

37 / FINANCE

Itemized startup costs

Item	EUR
Assets net	EUR 500,000
Setup expense	EUR 18,000
Preopening payroll	EUR 15,000
Refundable lease deposit	EUR 18,000
Recoverable VAT paid	EUR 103,600
Total cash uses	EUR 654,600

Assets, deposit and eligible VAT credit remain on the balance sheet. Setup and preopening payroll reduce opening retained earnings. No land purchase, intangible goodwill or balancing cash plug is included.

38 / FINANCE

Owner personal survival budget

Monthly planning need	EUR
Housing and utilities	950
Food	350
Transport	200
Personal and contingency	300
Total net budget	1,800
Gross owner pay	3,000
Net at 65% retention	1,950
Surplus	150

Personal net retention is an allowance, not a French payroll tax calculation. No other household income, assets, dependants or guaranteed support is asserted. Owner remuneration is included in all operating months.

39 / FINANCE

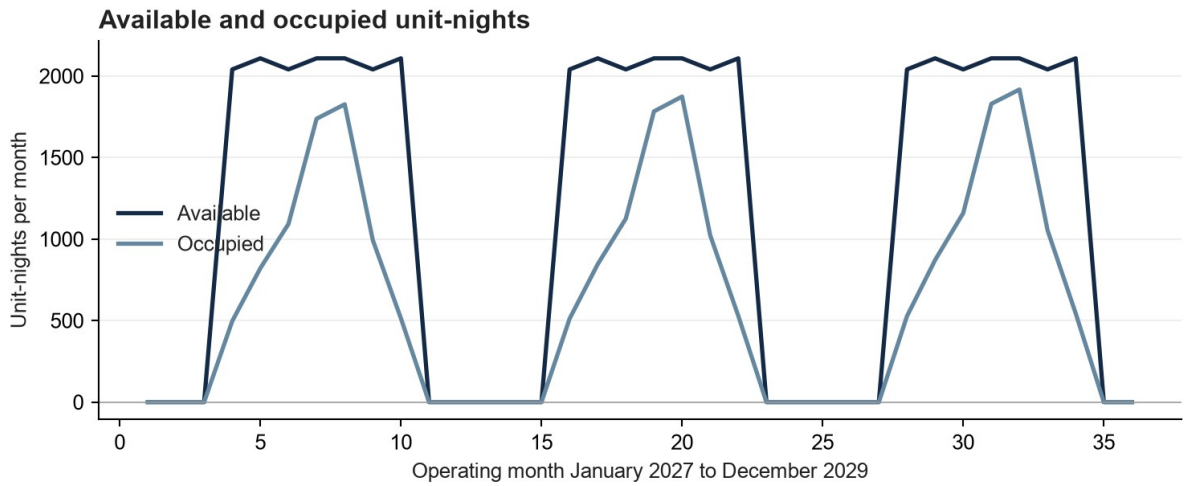
Financing terms and security

Proposed equity EUR 550,000 and term debt EUR 250,000 at 6% fixed interest over 84 months, with equal monthly principal and no grace or balloon. Downside interest is 7%. No commitment or arrangement-fee quote exists; no fee is assumed. Security would depend on lease rights, asset title and lender appraisal; EUR 500,000 purchase cost is not collateral value.

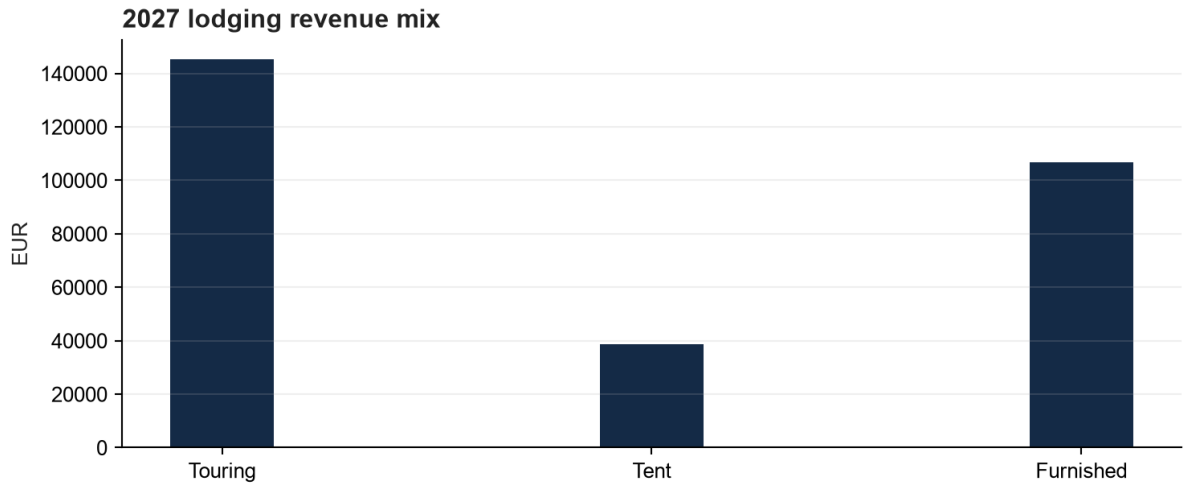
Neither a positive operating cash minimum nor a year 3 profit establishes funding adequacy. Test initial uses/reserve and all winter months separately. No unapproved overdraft, equity cure or insurance recovery is modelled.

40 / FINANCE

Revenue forecast and capacity



Unit-nights use 68 fixed units and actual days April–October; occupied nights are capacity constrained.



2027 revenue by lodging stream from the same booked-night model.

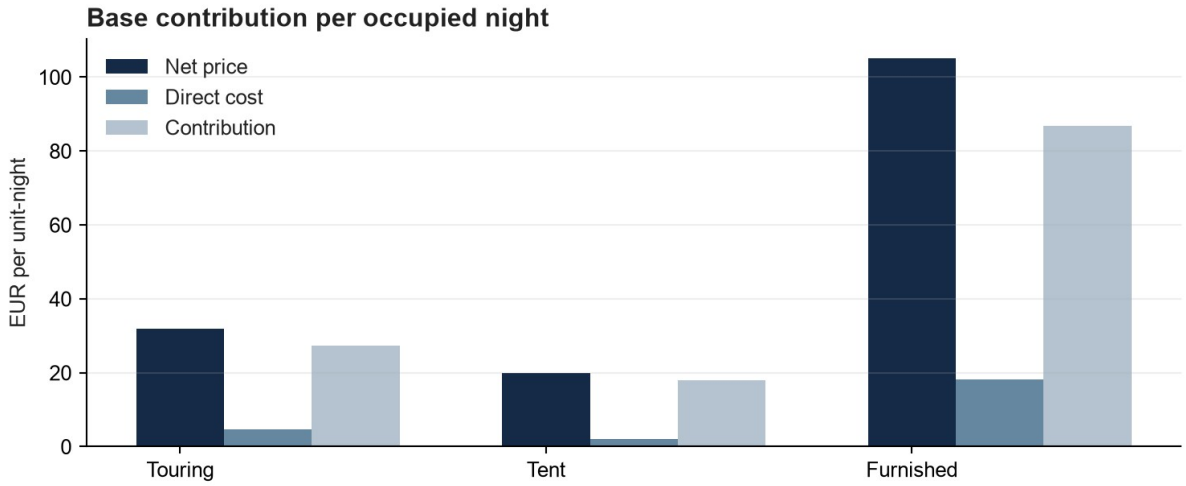
Monthly occupancy follows an editable planning pattern, multiplied by case and product factors and capped 95%. Base touring pattern is 25%, 40%, 55%, 85%, 90%, 50%, 25% for April–October; tent factor 85%, furnished 115%. January–March and November–December sell no nights. Annual occupancy improves 3% relative, an unverified assumption.

41 / FINANCE

Costs and projected profit

Direct costs are utilities per occupied night, furnished turnover supplies and booking commissions. Payroll follows actual open/closed months. Lease EUR 3,000, admin/maintenance EUR 2,000, insurance/property-tax allowance EUR 800, marketing EUR 1,000 and fixed utilities EUR 500 are monthly assumptions. Annual price/fixed-cost inflation 2%, wages 3%; no supplier credit.

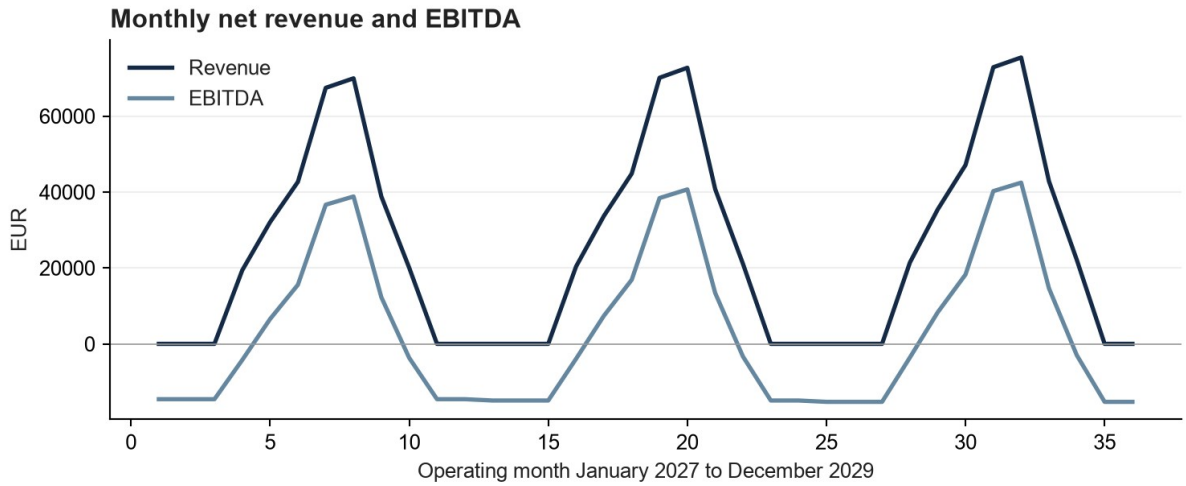
Output lodging VAT 10% and eligible purchase VAT 20% are separate inputs. Bare-site rent, payroll and insurance/property allowance carry no input VAT in this model. Normal corporate tax 25% is conservative; no reduced SME rate, relief or deferred tax asset assumed. Monthly tax cash timing is simplified.



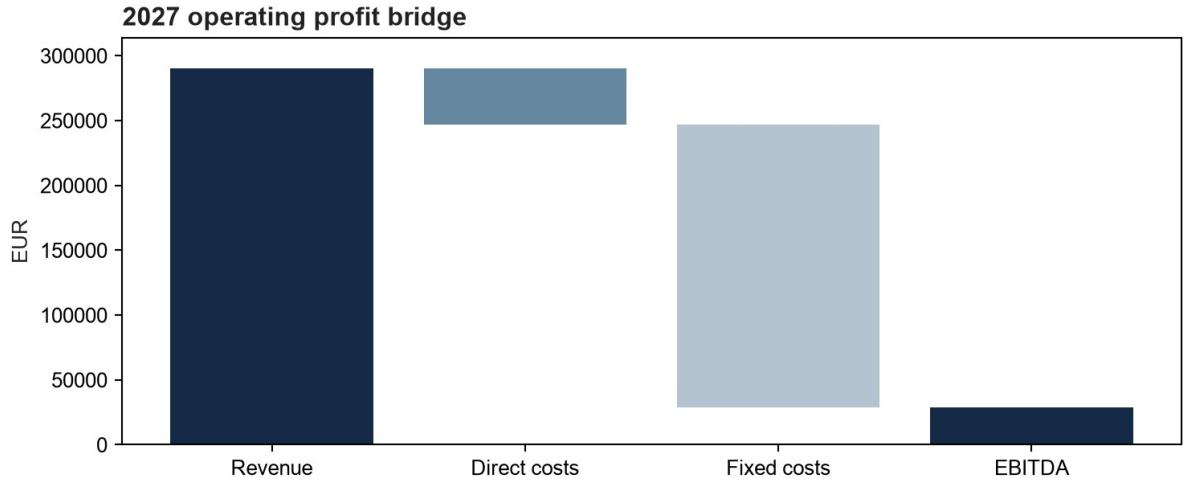
2027 net per-night contributions before staff, lease, other fixed costs and debt.

Profit and loss forecast

EUR	2027	2028	2029
Net revenue	EUR 290,323	EUR 303,499	EUR 317,114
Direct costs	EUR 43,252	EUR 45,177	EUR 47,166
Gross contribution	EUR 247,071	EUR 258,322	EUR 269,947
Payroll including owner	EUR 130,480	EUR 134,394	EUR 138,426
Lease	EUR 36,000	EUR 36,720	EUR 37,454
Admin and maintenance	EUR 24,000	EUR 24,480	EUR 24,970
Insurance and property allowance	EUR 9,600	EUR 9,792	EUR 9,988
Marketing	EUR 12,000	EUR 12,000	EUR 12,000
Fixed utilities	EUR 6,000	EUR 6,120	EUR 6,242
EBITDA	EUR 28,991	EUR 34,816	EUR 40,867
Depreciation	EUR 50,000	EUR 50,125	EUR 51,500
Interest	EUR 14,018	EUR 11,875	EUR 9,732
Tax	EUR 0	EUR 0	EUR 0
Net income	(EUR 35,027)	(EUR 27,184)	(EUR 20,365)



Monthly 2027–2029 revenue and EBITDA. Closed months retain core expense.

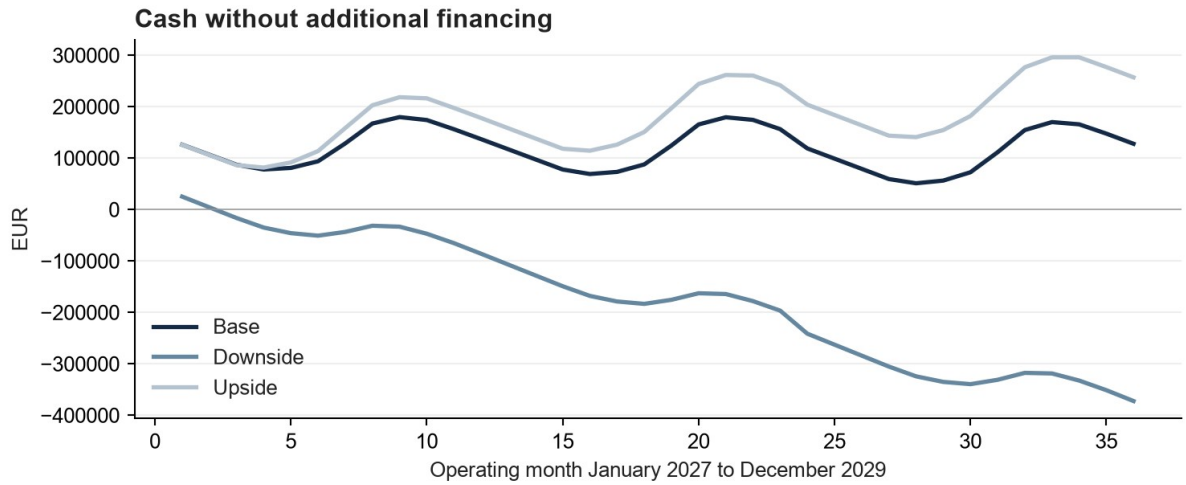


2027 revenue less direct and fixed expense equals EBITDA; net result additionally deducts depreciation, interest and tax.

43 / FINANCE

Cash flow and financial position

Payment on arrival means no advance guest deposit or deferred lodging revenue. Receivables are gross card invoices outstanding for 2 days in Base,5 Downside and 1 Upside. Suppliers and payroll are paid when incurred. VAT credits offset later output VAT; no refund forecast.



Cases retain fixed proposed funding. Negative cash is an unmet need, not a booked overdraft.

44 / FINANCE

Cash flow forecast months one to six

EUR	Jan	Feb	Mar	Apr	May	Jun
Operating cash	(16,530)	(16,515)	(16,500)	(6,206)	5,971	15,902
Net capex	0	0	0	0	0	0
Principal	2,976	2,976	2,976	2,976	2,976	2,976
Closing cash	125,894	106,402	86,926	77,744	80,739	93,664

First-quarter guest revenue is zero while payroll, lease and debt continue. Recoverable capex VAT is included in VAT working capital, so investing cash uses net capex to avoid double counting.

45 / FINANCE

Cash flow forecast months seven to twelve

EUR	Jul	Aug	Sep	Oct	Nov	Dec
Operating cash	37,699	41,701	15,436	(2,724)	(14,911)	(16,366)
Net capex	0	0	0	0	0	0
Principal	2,976	2,976	2,976	2,976	2,976	2,976
Closing cash	128,387	167,112	179,572	173,871	155,983	136,641

Summer receipts must fund winter obligations, not be mistaken for distributable surplus. Replace settlement assumptions with actual card/channel contracts and add advance-deposit liabilities if booking policy changes.

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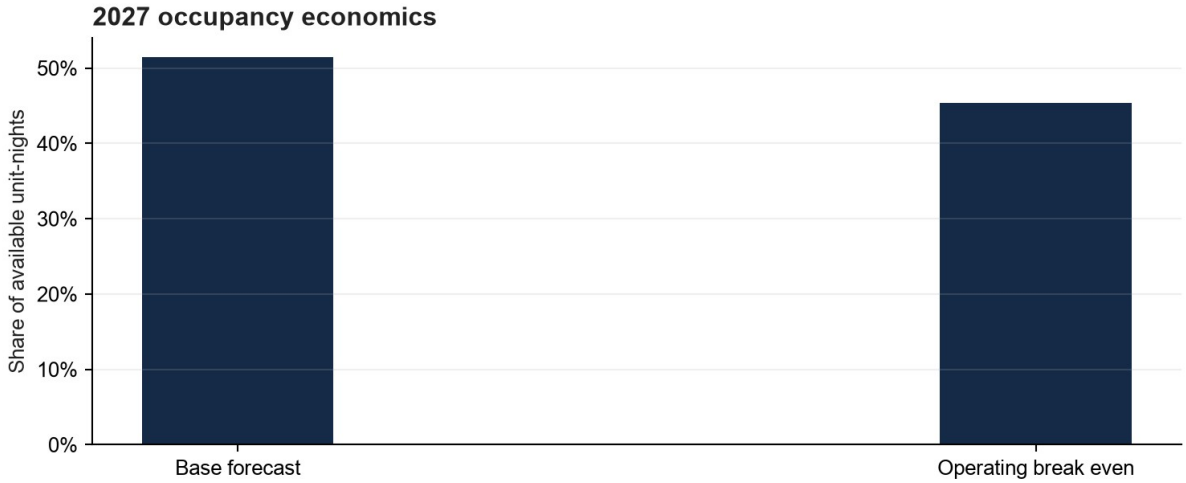
Financial position summary

December end EUR	2027	2028	2029
Cash	EUR 136,641	EUR 118,662	EUR 127,718
Gross card receivables	EUR 0	EUR 0	EUR 0
VAT credit	EUR 91,618	EUR 81,824	EUR 68,188
Lease deposit	EUR 18,000	EUR 18,000	EUR 18,000
Net assets	EUR 450,000	EUR 414,875	EUR 363,375
Total assets	EUR 696,259	EUR 633,360	EUR 577,280
Term debt	EUR 214,286	EUR 178,571	EUR 142,857
VAT payable	EUR 0	EUR 0	EUR 0
Total liabilities	EUR 214,286	EUR 178,571	EUR 142,857
Paid equity	EUR 550,000	EUR 550,000	EUR 550,000
Retained earnings	(EUR 68,027)	(EUR 95,211)	(EUR 115,577)
Total equity	EUR 481,973	EUR 454,789	EUR 434,423
Total liabilities and equity	EUR 696,259	EUR 633,360	EUR 577,280

No land or asset residual value is booked. Annual closure follows paid equity plus opening expense loss and cumulative net income. Negative case cash is not an executable bank balance.

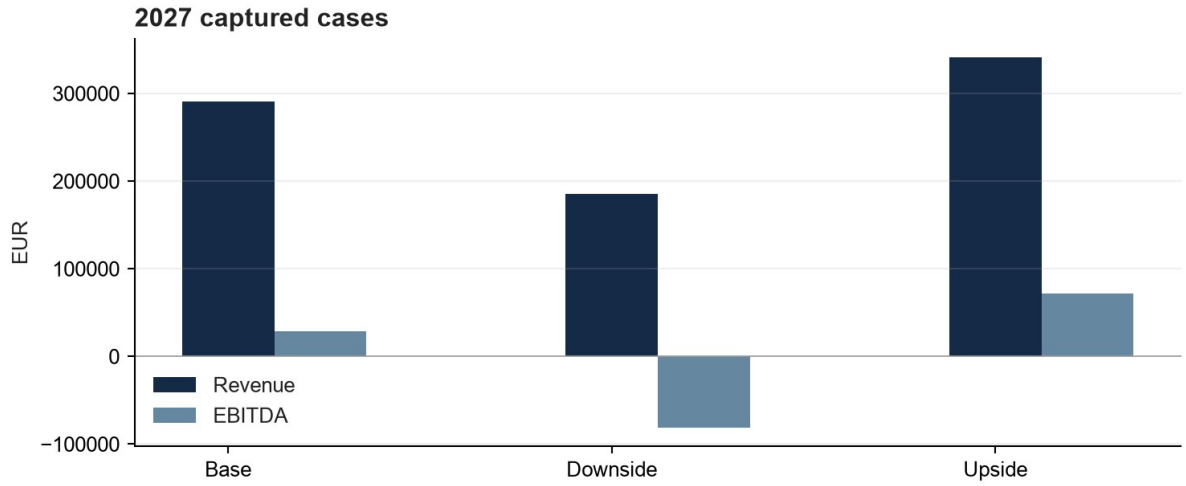
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Break even and scenarios



Annual operating break even uses the Base product/month mix, before tax, capex and debt. Uniform occupancy scaling is an analytical sensitivity, not a booking forecast.

Case	2027 net sales	2027 EBITDA	Minimum cash
Base	EUR 290,323	EUR 28,991	EUR 50,892
Downside	EUR 185,749	(EUR 81,438)	(EUR 372,510)
Upside	EUR 340,791	EUR 71,622	EUR 81,464



Captured modelversion 1.0. Excel flags stale snapshots after input edits; regenerate document figures too.

Base initial target-reserve shortfall EUR 54,600 is separate from the operating negative-cash funding need EUR 0. Downside operating need is EUR 372,510. No zero operating gap establishes all funding tests pass.

Downside cuts occupancy and prices, increases utility/fixed costs and slows card settlement. Upside increases demand and prices without expanding units. No probabilities, grants or automatic cost cuts are assumed. Additional weather closure, major repairs and permission delays need evidence-specific tests.

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Model guide and completion

Select 1 Base,2 Downside or 3 Upside in InputsF 5. Blue inputs drive units, monthly occupancy, prices, direct costs, payroll, VAT, debt and capex. All 36 months reconcile profit, cash and balance sheets. Cases is a captured comparison, with a complete assumption grid and stale warning. Retained build_model.mjs refreshes all cases and exports model-results.json before Word integration.

The campground reference was inspected, not imported. Separate site types, nights and direct costs were rebuilt for one leased French site. Its seven-year portfolioDCF, seasonal leases and fall deposits are outside this model. The concept must pass parcel-level permission, classification, safety, quote, roster and funding checks before investment.