Cinema Business Plan

Nørrebro Screen | Copenhagen

DOCUMENT GUIDE

Contents

Proposed Copenhagen neighbourhood cinema | 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.

Executive summary....4
Business and ownership....5
Business concept and objectives....6
Business model canvas....7
Owner profile and responsibilities....8
Organisation and external support....9
Vision and business goals....10
SWOT analysis....11
TOWS action matrix....12
Segmentation targeting and positioning....13
Value proposition canvas....14
Market size and trends....15
PESTLE analysis....16
Local demand and evidence....17
Competitors and positioning....18
Porter five forces....19
Strategy canvas....20
Location and premises....21
Equipment and resource plan....22
Programme and product strategy....23
Pricing and admission economics....24
Competitor price comparison....25
Brand and customer experience....26
Sales channels and process....27
Launch marketing....28
Retention and ongoing sales....29
Daily operations and suppliers....30
Sustainability practices....31
Staffing and training....32
Staff skills and fair work....33
Legal and insurance requirements....34
Opening roadmap....35

Risks and management actions....36
Research and evidence....37
Quotes and assumptions....38
Startup costs and funding....39
Itemized startup costs....40
Owner personal survival budget....41
Financing terms and security....42
Revenue forecast and capacity....43
Costs and projected profit....44
Profit and loss forecast....45
Cash flow and financial position....46
Cash flow forecast months one to six....47
Cash flow forecast months seven to twelve....48
Financial position summary....49
Break even and scenarios....50
Model guide and completion....51

01 / OVERVIEW

Executive summary

Nørrebro Screen is a proposed Copenhagen neighbourhood cinema with 120-seat and 80-seat auditoria. The January 2027 start is conditional on suitable premises, approved use and occupancy, food registration, licensed films, a feasible paid rota and committed finance. Only tickets and non-alcoholic concessions are modelled. No founder credentials, supplier quotes, signed lease or observed demand have been supplied.

Base model 1.0 forecasts 58,743 admissions and DKK 6,062,249 net revenue in 2027, rising to DKK 9,754,972 in 2029. The 2029 net loss is DKK 348,845. Proposed DKK 7,000,000 equity and DKK 3,000,000 debt are uncommitted. Base minimum cash is DKK 635,066, above its DKK 300,000 reserve, but Downside needs DKK 10,175,488 further cash to preserve its DKK 400,000 reserve under the unchanged target path. Proceed only after paid audience tests, distributor terms and capital commitments justify the fixed costs.

02 / FOUNDATION

Business and ownership

The concept is an illustrative privately owned Danish limited company. A working owner director leads finance and partnerships, an operations manager manages the venue, and a programmer and projection technician coordinates the slate and technical release. No named founder, qualification, landlord or financing commitment has been supplied.

Before incorporation and contracting, verify the legal entity, beneficial owners, equity source, film rights, tax registration and management competence. A separate bank account, signed authority limits and daily POS reconciliation protect ticket receipts.

Decision	Required evidence
Ownership	Verified owners and equity source
Film rights	Signed exhibition agreements by title
Premises	Permitted cinema and concession use
Finance	Committed capital and reviewed lender terms

03 / STRATEGY

Business concept and objectives

Offer reliable local film-going with clear programme information, punctual starts, comfortable seating and accessible service. Two differently sized rooms allow a smaller title to continue without occupying the larger auditorium. A narrow concession menu reduces preparation and waste.

The proposed venue must prove paid admissions, repeat visits, concession conversion and contribution per occupied seat. Programming quality cannot substitute for a profitable booking contract or adequate cash. Expand shows only where operating hours, staffing and distributor terms permit.

Objective	Evidence gate
Audience	Paid admissions by show and day
Service	Punctual starts and resolved complaints
Contribution	Ticket and concession margin after rental
Cash	Weekly forecast above agreed reserve

04 / STRATEGY

Business model canvas

Distributors supply exhibition rights and digital cinema packages; venue and equipment providers supply the physical experience. POS, payment and technical support keep bookings and screenings reliable. Guests buy an admission and may buy snacks.

Film rental follows box-office revenue and must be separated from food purchasing. Staffing, occupancy and equipment commitments create operating leverage: an empty seat earns nothing while most venue costs remain payable.

Cinema business model canvas

Partners Distributors, landlord, equipment support and food suppliers.	**Activities** Programme, license, screen, serve, reconcile and maintain.	**Resources** Two rooms, 200 seats, projection, staff and liquidity.
Proposition Clear local programme and reliable film-going.	**Relationships** Accurate film information, booking and complaint handling.	**Channels** Venue website booking and staffed box office.
Segments Reachable Copenhagen adults and families by film interest.	**Costs** Film share, food, wages, rent, systems and equipment.	**Revenue** Tickets and nonalcoholic concessions only.

Cinema-specific nine-part business model with rights, seat capacity and concession economics.

05 / PEOPLE

Owner profile and responsibilities

The owner is a proposed full-time director responsible for finance, contracting, local relationships and cash controls. Projection, food hygiene, fire evacuation and film-rights competence cannot be inferred from ownership. Recruit or verify each competence before opening.

Owner salary belongs in operating payroll. No unpaid labour, founder awards or industry relationships are invented. External accounting and legal advisers support decisions without replacing the director's responsibility.

Responsibility	Verification
Funding	Source of capital and cash forecast
Contracting	Film and lease agreements reviewed
People	Recruitment, cover and supervision
Safety	Competent venue and evacuation leadership

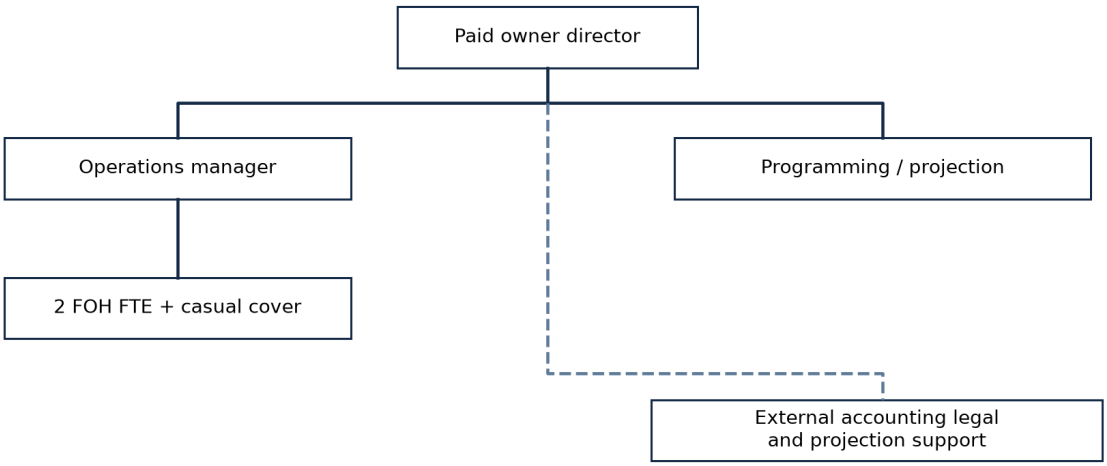
06 / PEOPLE

Organisation and external support

The owner director supervises the operations manager. Front-of-house staff and casual cover report to that manager; programming and projection coordination report to the director. The rota must cover ticketing, concessions, cleaning and evacuation without double-booking the same person.

External accounting, legal and specialist projection support are shown with dashed lines. Their proposed fees are included in overhead or setup costs. No external appointment has been agreed.

Paid roles and external support



Solid lines show employment reporting; dashed lines identify external support.

07 / STRATEGY

Vision and business goals

Build a repeat local audience while paying for film rights, staff, maintenance and financing. Programme films for identifiable audiences and publish accurate language, subtitle, running-time and accessibility information. No award, market-leadership or social-impact outcome is asserted.

Track attendance and contribution by screening, not only total ticket sales. A strong weekend cannot prove the viability of low-demand weekday shows.

Goal	Measure
Audience	Paid occupancy and repeat rate
Film economics	Rental and contribution by title
Operations	Start time and equipment incidents
Liquidity	Cash after tax, capex and debt service

08 / STRATEGY

SWOT analysis

The proposed strengths are a small flexible programme and a local service focus. Weaknesses are limited screens, untested demand and high fixed costs. Opportunities are audience-specific programming and repeat visits; threats include established cinemas, home viewing, weak releases and equipment failure.

These are hypotheses about the design, not measured competitor ratings. Validate them through paid show tests and contracts.

Category	Implication
Strength	Two room sizes enable flexible allocation
Weakness	Few screens constrain title choice
Opportunity	Develop paid repeat local audiences
Threat	Film slate and fixed cost exposure

09 / STRATEGY

TOWS action matrix

Use the smaller screen to retain successful niche titles while protecting the larger screen’s contribution. Test a rented-screen programme before fitting out a permanent venue. Qualify technical support and alternative licensed titles.

Stop programme expansion when rights, safety or reserve conditions fail. A low ticket price requires additional admissions and may worsen contribution rather than improve it.

TOWS cinema actions

SO Use two room sizes to retain successful local-interest titles.	**WO** Run paid pilot screenings before permanent fitout.
ST Contract rights and qualify technical support before release.	**WT** Stop expansion on cash, rights or safety failure.

Four actions link proposed strengths and weaknesses to audience and operating risks.

10 / MARKET

Segmentation targeting and positioning

Segment by film interest, preferred show time, language, accessibility needs and visit frequency. Target adults and families within a reachable Copenhagen travel area, using title-level age controls and permitted distribution windows.

Position the venue through programme relevance and reliable service. Avoid unsupported claims of cheaper prices or better equipment. Consumers can choose established local cinemas or home viewing.

Stage	Choice
Segmentation	Film interest, time and service needs
Targeting	Reachable Copenhagen repeat guests
Positioning	Focused programme and reliable screenings

11 / MARKET

Value proposition canvas

Guests need a suitable film at a convenient time with a clear price and reliable booking. Problems include unclear subtitles, poor seating information, delayed starts and inaccessible service. A carefully described programme and consistent delivery address these problems.

Paid repeat bookings and complaint records must show whether the proposed experience works. No satisfaction score or loyalty claim is fabricated.

Value proposition canvas

Customer jobs Choose a suitable film, time and accessible seat.	**Pains** Unclear subtitles, fees, access and late starts.	**Gains** Reliable screening and simple booking.
Products Licensed screenings and a narrow snack menu.	**Pain relief** Clear film metadata, gross price and refund process.	**Gain creation** Consistent starts, seating and staff assistance.

Customer jobs and service commitments matched to cinema decisions.

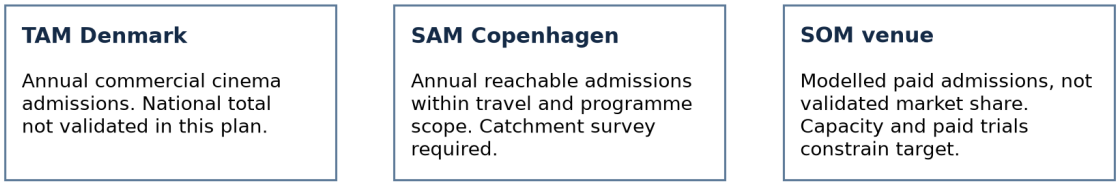
12 / MARKET

Market size and trends

TAM is annual commercial cinema admissions in Denmark. SAM is admissions reachable within the Copenhagen travel area and programme policy. SOM is the venue's modelled paid admissions, constrained by seats and scheduled shows. No validated catchment share or market-value estimate has been established.

National attendance does not establish local demand for a new venue. Collect catchment travel times, audience interviews, paid pilot screenings and repeat visits. Compare the same calendar period and distinguish visits from unique customers.

Market scope and size method



Geographic market scope and method; diagram is not size-scaled and no market share is inferred.

13 / MARKET

PESTLE analysis

Film classification, consumer information, building safety, food controls and VAT shape the venue. Energy and payroll costs affect fixed-cost coverage; streaming competes for time. Booking and projection systems require dependable service and responsible data handling.

The response is a contracted slate, verified permissions, transparent pricing, safe staffing and a measured energy plan. Recheck applicable law before the forecast start.

PESTLE for a Copenhagen cinema



Six cinema-specific implications linked to operating gates and primary sources.

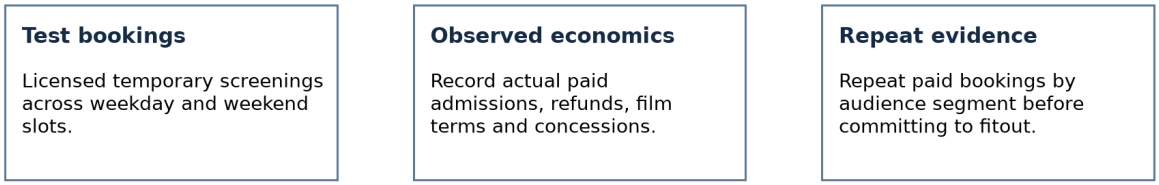
14 / MARKET

Local demand and evidence

No paid trials, survey sample, customer list or advance commitments have been supplied. Research should test title, time, gross ticket price, concession intent and travel convenience. Record actual paid admissions and repeat bookings at a temporary licensed venue.

The illustrative funnel is a research plan, not observed demand. Test weekday and weekend shows separately because averages can conceal unprofitable slots.

Paid audience evidence collection



Illustrative evidence collection targets only; replace with paid screening data.

15 / MARKET

Competitors and positioning

Empire Bio is an established Nørrebro competitor with multiple auditorium sizes; Grand Teatret offers an established central Copenhagen film programme. Their public price pages show time-based pricing and supplements [S7–S8]. These are meaningful alternatives before considering chains and home viewing.

Do not assign invented quality scores. Compare a specified film, date, show time, booking fee, seat and accessibility arrangement. The new cinema must earn repeat visits without claiming an exclusive local audience.

Alternative	Comparison
Empire Bio	Local programme and time-based prices
Grand Teatret	Central programme and fees
Larger cinema chains	Breadth and premium formats
Home viewing	Convenience and household cost

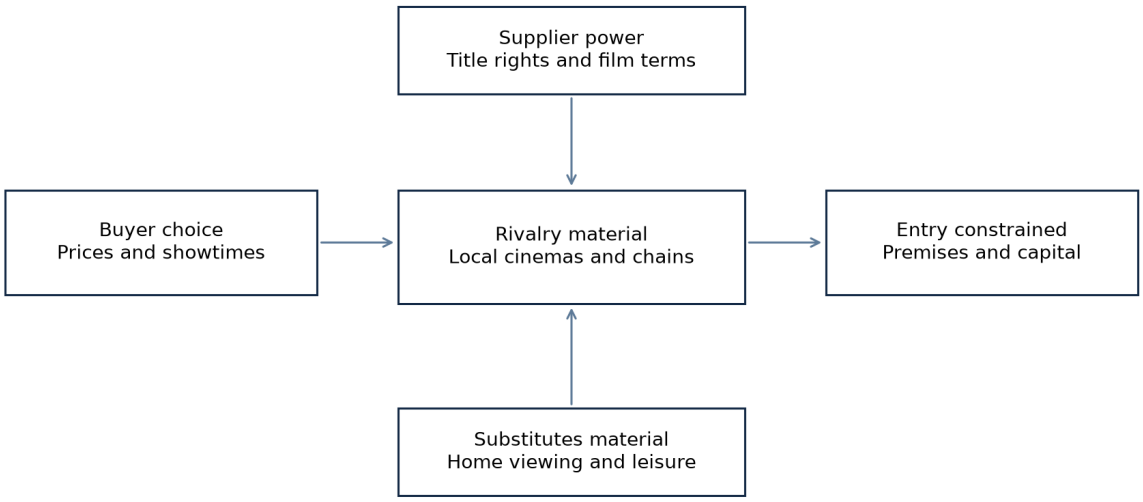
16 / STRATEGY

Porter five forces

Rivalry and substitutes are material because guests can switch venues or stay home. Distributors control title availability, booking windows and commercial terms. Consumers compare showtimes and effective prices. New entry requires suitable premises, capital and rights.

Protect contribution through explicit rental terms, selective scheduling, reliable projection and a small concession range. Do not assume negotiating power from an unproven audience.

Porter five forces for independent exhibition



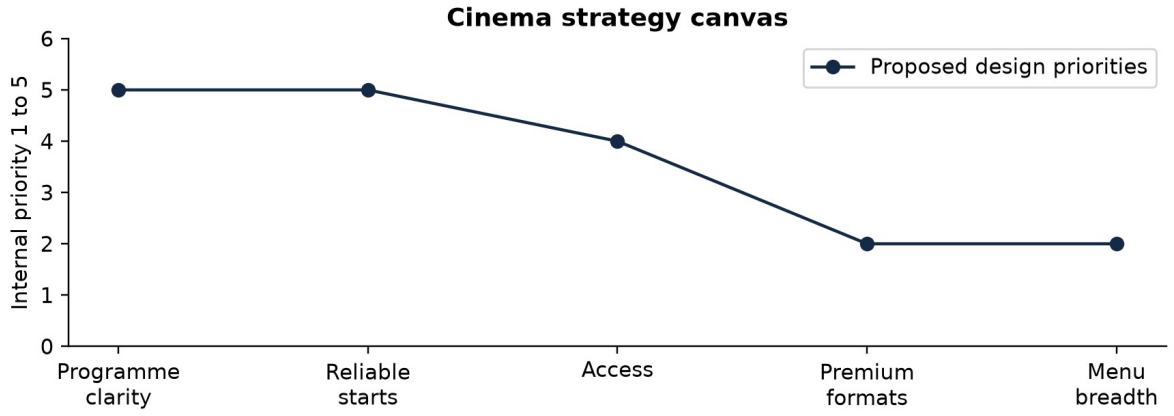
Central rivalry and four surrounding forces; qualitative assessment without invented scores.

17 / STRATEGY

Strategy canvas

Prioritise programme clarity, reliable starts, local repeat visits and accessibility. Keep premium formats and ancillary product breadth limited. The visual records internal design priorities on a one-to-five scale; it does not compare fabricated competitor ratings.

Change priorities only after paid audience evidence and operating performance support the choice.



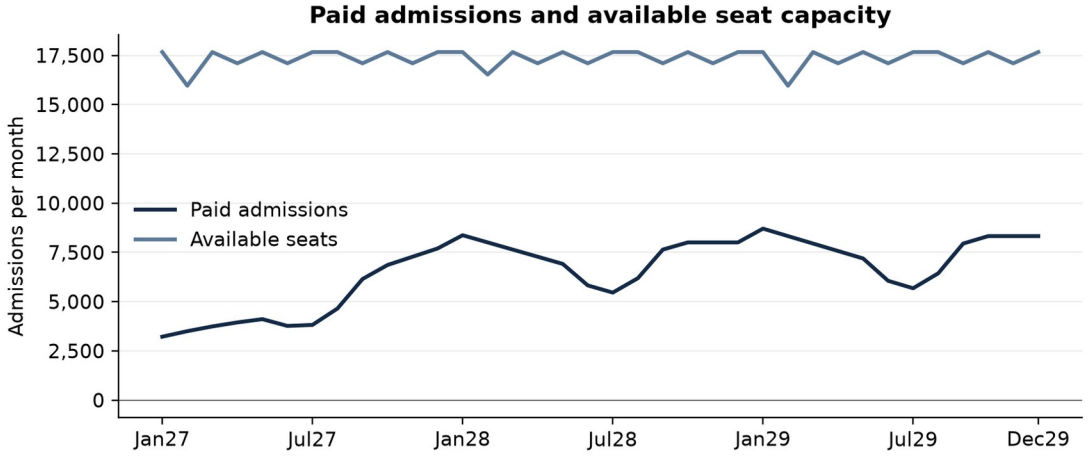
Internal design priorities; no competitor score or customer research is claimed.

18 / OPERATIONS

Location and premises

Plan an accessible Copenhagen premises with separate 120-seat and 80-seat auditoria, concession counter, toilets, evacuation routes, acoustic separation and projection facilities. Seat totals are planning inputs, not an approved occupancy limit.

The City requires an application before works changing business use [S5]. Commission building, fire, access, sound and ventilation advice before a lease or fitout commitment. The rent and deposit remain unquoted.



Model 1.0 seats available and paid admissions. Layout, scheduled shows and availability require validation.

Requirement	Release evidence
Use and lease	Cinema/concession permission and consent
Safety	Approved occupant limit and evacuation
Access	Accessible entry, seats and toilets
Technical	Power, acoustics, ventilation and projection

19 / OPERATIONS

Equipment and resource plan

Fitout includes digital projection and servers, screens and sound, seating, acoustic and building works, a concession counter, POS and safety systems. Secure installation, commissioning, service and spare-part terms. Digital package compatibility and keys must be tested for each licensed title.

Separate capital equipment from training, launch expense, stock, deposits and VAT. Book depreciation does not determine tax allowances.

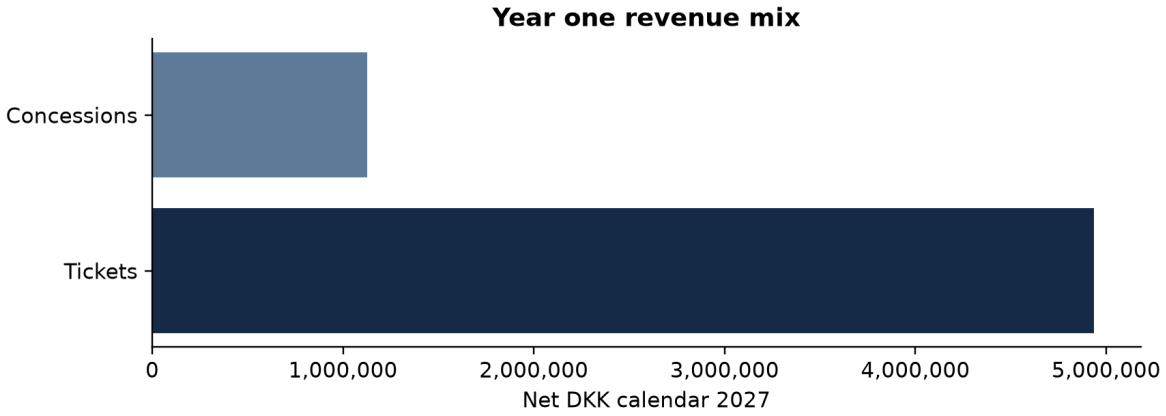
Asset	Validation needed
Projection and server	Compatibility, service and redundancy
Seating and sound	Installed scope and access
Building works	Fire, acoustics and permitted use
Concessions and POS	Food hygiene, receipts and payment control

20 / PRODUCT

Programme and product strategy

Start with a manageable mix of Danish and international licensed films. Allocate rooms using paid advance demand, minimum runs and distributor obligations. Publish language, subtitles, running time and age information accurately.

Sell popcorn, packaged snacks and non-alcoholic drinks. There is no kitchen, alcohol, membership, gift-card, sponsor or private-hire revenue in the forecast. Adding any stream requires separate rights, permissions, deferred-revenue and staffing analysis.



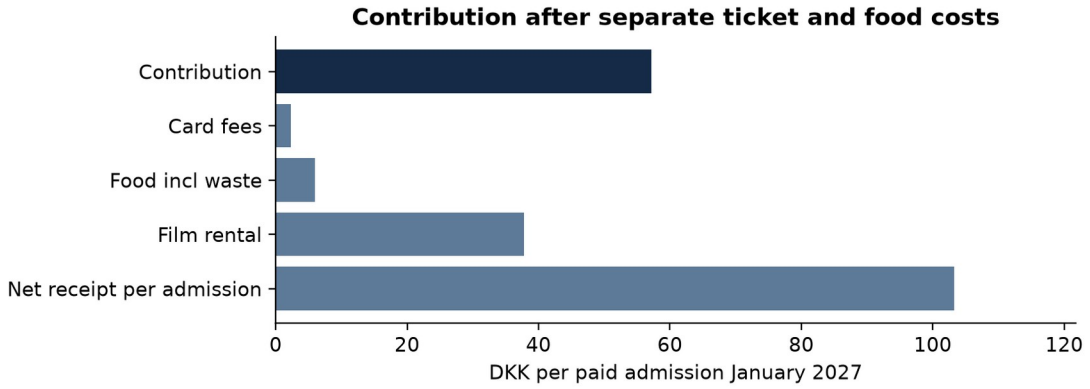
Modelled ticket and concession streams only; no uncontracted advertising or grants.

21 / PRODUCT

Pricing and admission economics

Gross ticket DKK 105 becomes DKK 84 net of 25% VAT. Expected gross concessions are DKK 24 per admission at 60% conversion and DKK 40 per buyer, or DKK 19.20 net. Film rental is 45% of net ticket revenue only, DKK 37.80 per admission. Food cost is 30% of net concessions, plus 3% waste uplift on that cost. Card processing is 1.8% of gross receipts with no input VAT credit assumed.

January 2027 contribution is DKK 57.1458 per admission after film, food, waste and card fees. It funds payroll, occupancy and other fixed costs. Posted competitor tariffs [S7–S8] vary by time and conditions; the proposed blended price is a planning assumption. Contract minimum guarantees and booking fees must be added before title commitments.



Model-backed contribution per paid admission January 2027; minimum guarantees excluded.

Driver	Base treatment
Film share	Net ticket revenue only
Food and waste	Net concessions only
VAT	Excluded from revenue; separate cash ledger
Card fee	Gross receipts; no VAT credit

22 / PRODUCT

Competitor price comparison

Public pages reviewed on 3 October 2026 show Empire Bio DKK 90 before 14:00, 100 before 18:00 and 110 from 18:00, with selected supplements and discounts [S7]. Grand Teatret lists DKK 75 matinée, 90 at 12:00, 100 at 14:00, 105 at 16:00, 110 at 19:00 and 90 at 21:00; booking and long-film supplements are separate [S8].

These are posted indicative prices, not same-title transactions or commercial quotes. A proposed average DKK 105 ticket cannot be presented as cheaper than every alternative. Recheck the exact booking price and fees before setting the programme.

Offer	Posted gross DKK and basis
Empire Bio daytime	90 before 14:00; 100 before 18:00
Empire Bio evening	110 from 18:00; supplements possible
Grand Teatret standard	75–110 depending on time
Proposed average ticket	105 hypothesis; validate actual show mix

23 / CUSTOMER

Brand and customer experience

Give guests clear title, price, running-time, language, subtitle and access information before booking. Show age classification and apply admission controls using current guidance and title metadata [S6]. No permission to admit restricted audiences is assumed.

Use an accountable refund and cancellation process. Confirm whether a customer request changes distributor settlement, VAT or show occupancy. Keep complaints tied to the show and technical incident.

Touchpoint	Proposed standard
Booking	Clear gross price and restrictions
Arrival	Accessible assistance and correct seat
Screening	Punctual start and tested projection
Complaint	Recorded resolution and refund control

24 / SALES

Sales channels and process

Sell through the venue’s booking system and staffed box office. The model recognises admissions when the screening is delivered and assumes short card settlement. No advance-ticket deferred liability is included; a material presale or gift-card programme requires its own schedule.

Reconcile show admissions, gross receipts, fees, refunds and distributor reports daily. Seat availability must follow the approved layout and show schedule.

Stage	Control
Programme	Rights and keys confirmed
Booking	Seat, price and age metadata
Admission	Ticket validation and headcount
Settlement	POS, card and distributor reconciliation

25 / SALES

Launch marketing

Use a defined launch budget for audience testing, programme materials and local partnerships. Ongoing promotion is an explicit monthly overhead. No guaranteed opening attendance, grant or sponsor is assumed.

Measure paid admissions and repeat contribution rather than impressions. Do not collect unnecessary personal data or promise a film before rights and show availability are confirmed.

Period	Gate
Preopening	Paid tests and truthful programme
Launch	Approved rights and operating readiness
Repeat visits	Observed audience economics
Expansion	Contribution and cash support added shows

26 / SALES

Retention and ongoing sales

Use programme relevance, reliable starts and clear communication to earn repeat visits. Measure repeat rate only where records and customer consent allow a defensible definition. Discounts affect ticket contribution and film settlement and must be modelled before launch.

No subscription, loyalty liability or gift-card breakage is included. Add those streams only with contract, consumer and accounting review.

Measure	Decision
Repeat visit	Evaluate title and schedule
Refund rate	Repair service or technical issues
Concession conversion	Review menu and speed
Show contribution	Retain, move or remove slot

27 / OPERATIONS

Daily operations and suppliers

Check film rights, package integrity, encryption keys, sound, picture, emergency systems and show metadata before release. Staff inspect auditoria, food stocks and accessible routes. Allow turnaround time for cleaning and guest movement between shows.

Distributor terms, food suppliers, payment providers and projection support remain unagreed. Maintain alternative licensed content and a tested technical support escalation.

Frequency	Control
Daily	Projection, keys, seats and safety
Every show	Admission, classification and start time
Weekly	Distributor statements and rota
Monthly	Cash, maintenance and stock variance

28 / OPERATIONS

Sustainability practices

Meter projection, heating and cooling energy and use a measured maintenance plan. Order concessions against actual demand, record expiry and waste, and segregate packaging through approved collections.

No carbon-neutral, zero-waste or quantified energy-saving claim is made. Sound and ventilation changes must preserve screening and safety standards.

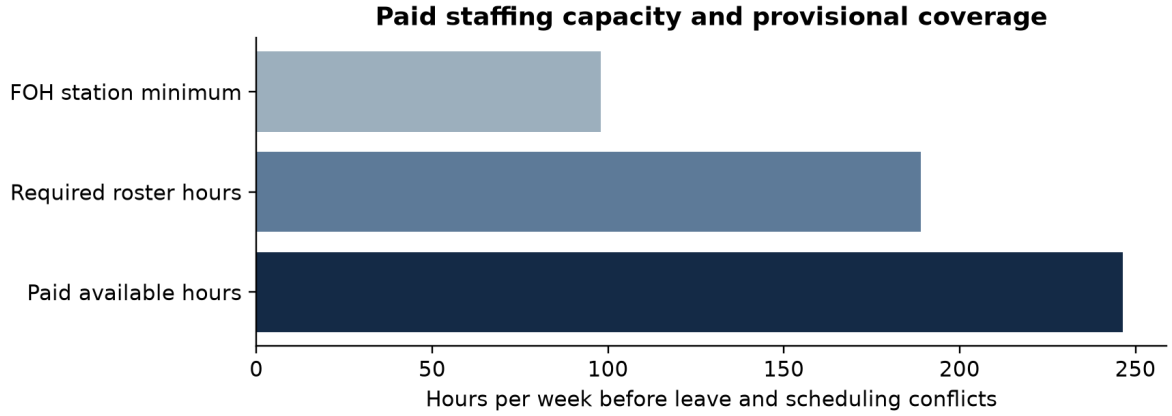
Practice	Evidence
Energy	Meters and equipment operating hours
Waste	Stock expiry and disposal records
Maintenance	Service logs and efficiency checks
Suppliers	Packaging scope and collection terms

29 / PEOPLE

Staffing and training

Budget five full-time roles: owner, operations manager, programming/projection and two front-of-house equivalents. Base employee pay is DKK 170,000 monthly: 35,000 manager; 35,000 programmer/projection; 60,000 two FOH; 40,000 casual cover. Owner receives DKK 45,000. Employer pension, holiday and cover allowance is 15%. Upside adds DKK 15,000 casual/employee cost.

At 37 hours per FTE and illustrative DKK 150 gross per casual hour, Base paid hours are about 246.5 weekly before leave, versus a provisional 189-hour task requirement: 98 counter hours, 49 peak/cleaning cover, 21 technical and 21 administration. This is a budget test, not a validated rota. Confirm simultaneous screenings, breaks, evacuation and workload before opening.



Paid hours and preliminary role coverage. FTE hours, casual rate and task demand are planning assumptions.

30 / PEOPLE

Staff skills and fair work

Denmark has no statutory minimum wage; pay is generally negotiated or covered by collective agreements [S4]. This does not remove contractual, working-environment, holiday or equality obligations. Validate the applicable sector agreement, hours, pensions and leave with an adviser.

Train staff in projection release, food handling, age checks, accessible service, refunds and evacuation. Use paid training and provide safe cover, rather than assuming one person can operate both screens and the counter.

Skill	Release test
Projection	Supervised technical start and incident
Guest service	Age, access and refund decisions
Food	Registration and hygiene controls
Safety	Evacuation and trained cover

31 / COMPLIANCE

Legal and insurance requirements

Obtain title-specific exhibition rights and confirm distributor reporting, minimum guarantees and key delivery. Media Council classifications support age-control decisions [S6]. A projected seat count is not permission to occupy or screen.

Verify premises and fire approvals, food registration before concession trading [S3], VAT and company registration, consumer terms and data protection. Obtain public liability, employers, property, equipment and business-interruption quotes. No license, registered food operation or bound cover is claimed.

Gate	Evidence before trading
Films	Signed rights and classification controls
Premises	Use, access, fire and occupancy approval
Food	Registered operation and hygiene
Tax and people	Registration and employment review
Insurance	Bound limits and equipment coverage

32 / IMPLEMENTATION

Opening roadmap

Proceed through paid audience tests, premises review, funding, fitout, distributor contracts, staffing and a controlled trial programme. January 2027 is illustrative; defer opening if rights, safety or cash conditions are incomplete.

Test booking, refunds, food controls, projection failure and evacuation before accepting a commercial programme. Start only with a feasible rota and committed finance.

Gate	Owner
Feasibility and paid tests	Director
Premises and fitout approval	Director and building adviser
Funding and contracts	Director and legal adviser
Commissioning and staffing	Manager and projection lead
Controlled opening	Director and manager

33 / RISK

Risks and management actions

Major risks are weak film slate, unproved local attendance, distributor rental or minimum-guarantee costs, equipment interruption, staff cover and fitout overruns. A profitable title does not prove venue cash sufficiency after capex and debt service.

Review a weekly cash forecast and show-level contribution. Cancel uncommitted expansion when reserve or rights conditions fail. Contract minimum guarantees must be added before relying on the rental-share forecast.

Risk	Response
Attendance below plan	Revise schedule and fixed commitments
Film terms worsen	Reprice or reject title
Equipment failure	Support plan and customer refunds
Safety or rights failure	Stop affected screenings
Cash shortfall	Secure reviewed funding before commitments

34 / EVIDENCE

Research and evidence

Primary tax, employment, food and building sources and two official competitor price pages were reviewed on 3 October 2026. They establish context and posted prices; they do not prove this venue's attendance, agreements or installed costs.

The inspected cinema reference is a seven-year US multiplex and DCF workbook. Admissions, film rental and separate concession margins informed the architecture. The plan rebuilds a single venue monthly in DKK with seating limits and linked balance sheets; circuit growth, US benchmarks and DCF valuation are not imported.

Source	Use
S1–S2 Danish tax authority	VAT and cinema taxability
S3 Food authority	Registration before trading
S4 Life in Denmark	Pay and collective agreements
S5 Copenhagen municipality	Business use changes
S6 Media Council	Title classification information
S7–S8 Empire and Grand	Posted ticket comparisons
S9 Danish tax authority	22% tax and actual payment calendar

S1 VAT standard https://skat.dk/en-us/erhverv/moms/i-gang-med-moms

S2 Cinema taxability https://info.skat.dk/data.aspx?oid=2460125

S3 Food registration https://foedevarestyrelsen.dk/kost-og-foedevarer/start-og-drift-af-foedevarevirksomhed/autorisation-og-registrering

S4 Danish pay https://lifeindenmark.borger.dk/working/work-rights/working-conditions/pay

S5 Change of business use https://www.kk.dk/borger/bolig-og-byggeri/byggetilladelse/aendring-fra-erhverv-til-andet-erhverv/trin-2-aendring-fra-erhverv-til-andet-erhverv

S6 Media Council film ratings https://www.filmvurdering.medieraadet.dk/

S7 Empire ticket prices https://www.empirebio.dk/billetpriser/

S8 Grand ticket prices https://grandteatret.dk/billetpriser/

S9 Corporation tax https://skat.dk/en-us/businesses/companies-and-foundations/companies-and-foundations/paying-tax-on-account-and-corporation-tax

35 / EVIDENCE

Quotes and assumptions

Obtain landlord terms, approved seating layouts, fire/access surveys, installed technical quotes, service commitments, distributor rental/minimum guarantees, food purchasing, card fees, payroll and insurance. Validate a paid programme at the proposed gross ticket price.

Funding, demand and founder credentials are unverified. Update model drivers, captured cases, financial charts and Word together when evidence changes.

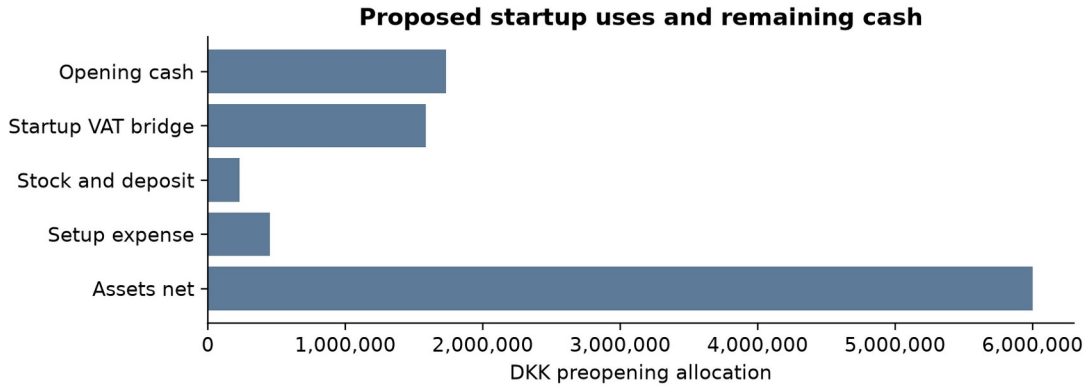
Outstanding item	Required evidence
Premises and equipment	Installed scopes and approved layout
Films	Rental, minimum guarantee and settlement
Guests	Paid show and repeat evidence
People and food	Rota, agreements and costs
Finance and tax	Signed sources and invoice eligibility

36 / FINANCE

Startup costs and funding

Proposed sources are DKK 7,000,000 paid equity and DKK 3,000,000 term debt. Startup uses separate assets, expensed setup, stock, refundable deposit and DKK 1,587,500 input VAT paid. Opening cash is DKK 1,732,500. VAT is an asset credit, not spendable cash. The simplified forecast carries it against future output VAT and assumes no refund.

Funding is proposed, not secured. Base remains loss-making after depreciation and interest. Downside has an immediate startup cash deficit and further operating losses. No automatic equity top-up or overdraft balances the model.



Base model 1.0 proposed sources and uses. No funding is committed.

Preopening DKK	Amount
Proposed paid equity	7,000,000
Proposed term loan	3,000,000
Net installed assets	6,000,000
Setup expense	450,000
Opening stock	50,000
Refundable deposit	180,000
Input VAT paid / credit	1,587,500
Opening cash	**1,732,500**

37 / FINANCE

Itemized startup costs

The DKK 6,000,000 net asset budget below is a planning estimate, with no supplier quotation. Obtain installed scopes covering acoustic works, access, ventilation, permits, commissioning and staff training. The model depreciates each asset cohort for at most its 84-month book life. Tax depreciation is not modelled.

Setup is DKK 450,000: advice 150,000; recruitment/training 100,000; paid tests and commissioning 100,000; launch 100,000. Two thirds are assumed eligible for input VAT. Opening food stock and refundable deposit are assets. Check every invoice and lease for VAT eligibility.

Item	Net DKK	Treatment
Projection	1,800,000	Capital asset
Seating	800,000	Capital asset
Sound	800,000	Capital asset
Fitout and acoustics	2,000,000	Capital asset
POS and concession equipment	600,000	Capital asset
Advice training tests launch	450,000	Setup expense
Opening food stock	50,000	Inventory asset
Refundable deposit	180,000	Deposit asset

38 / FINANCE

Owner personal survival budget

The illustrative household budget is DKK 25,000 monthly: housing 12,000; household 7,000; transport 2,000; health 1,000; other 3,000. No other reliable income is assumed. Gross owner salary of DKK 45,000 is included in venue payroll. A planning 60% net retention gives DKK 27,000 and DKK 2,000 estimated monthly headroom.

Retention is not a Danish payroll calculation. Obtain personal tax, pension and holiday advice before committing. Owner pay is never duplicated as a cash withdrawal.

DKK monthly	Amount
Owner gross salary	45,000
Estimated retained salary	27,000
Household spending	25,000
Estimated surplus	**2,000**

39 / FINANCE

Financing terms and security

Proposed DKK 3,000,000 debt has 7% annual interest on the opening balance and six months with no principal repayment. DKK 50,000 monthly principal follows over 60 months. Interest is paid throughout. DKK 1,500,000 debt remains at December 2029; the horizon does not imply loan maturity.

No facility, security, covenant, fee or guarantee has been agreed. Verify equity sources, lender terms and equipment security before commitments. Downside uses 9% interest and higher costs without any new funding. An additional raise would change the forecast if it carries financing costs.

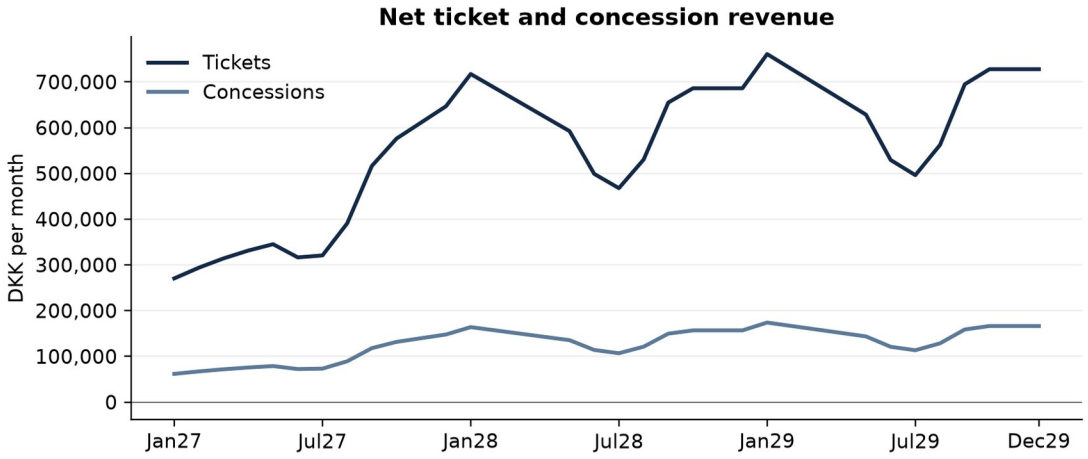
Term	Proposed Base
Loan	DKK 3,000,000
Annual interest	7% on opening balance
Principal grace	Six months
Monthly principal thereafter	DKK 50,000
Security and guarantees	Unagreed
Equity	DKK 7,000,000 uncommitted

40 / FINANCE

Revenue forecast and capacity

Seats available equal (120 + 80) seats × three daily screenings per room × actual calendar days × 95% availability. Demand is 7,000 mature admissions monthly, beginning at 40%, ramping over 12 months, with normalised seasonal weights and 4% annual growth. Paid admissions cannot exceed the seat ceiling. These averages do not prove title-level occupancy or a workable show schedule.

The gross average ticket starts at DKK 105. Sixty percent of admissions buy DKK 40 gross concessions. Both rise 2% annually. Revenue excludes 25% VAT. No advertising, private hire, gift cards, subscriptions, grants or presales are included. Annual admissions are 58,743, 87,360 and 90,854.



Net ticket and concession sales from all 36 monthly periods; demand remains unvalidated.

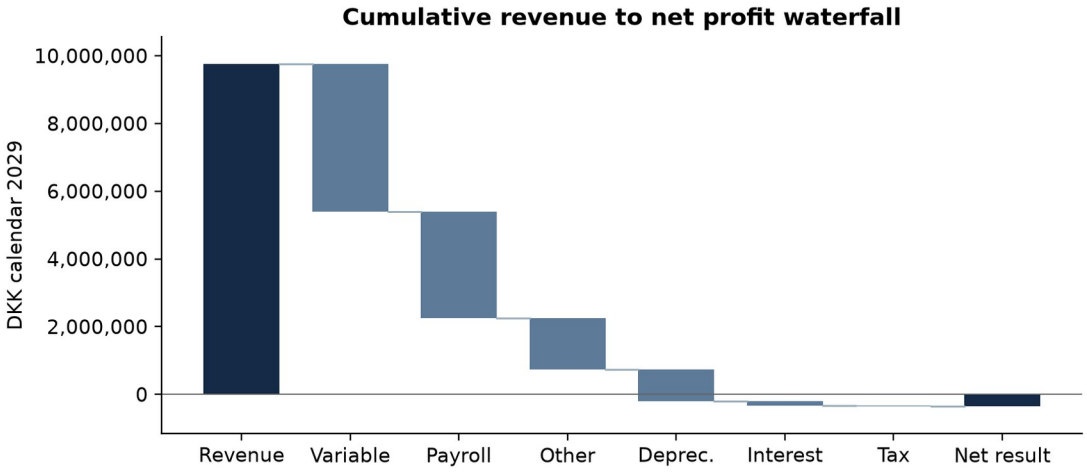
Annual measure	2027	2028	2029
Paid admissions	58,743	87,360	90,854
Revenue	6,062,249	9,195,863	9,754,972
Unsatisfied demand admissions	–	–	–

41 / FINANCE

Costs and projected profit

Film rental applies only to net tickets. Food COGS applies only to net concessions and waste is separately expensed. Card fees apply to VAT-inclusive receipts. No film minimum guarantee is included. Base monthly payroll is DKK 247,250 including the owner and 15% loading. Rent is 60,000; taxable overhead is 55,000; insurance is 5,000. Wages and fixed costs rise 3% each January.

Projection, seating, sound and fitout depreciation is distinct from DKK 15,000 monthly maintenance capex. Repayment reduces debt, not profit. Operational repairs are an expense; capital replacements are new asset cohorts.



True cumulative waterfall for calendar 2029 from revenue through all costs and tax to net result.

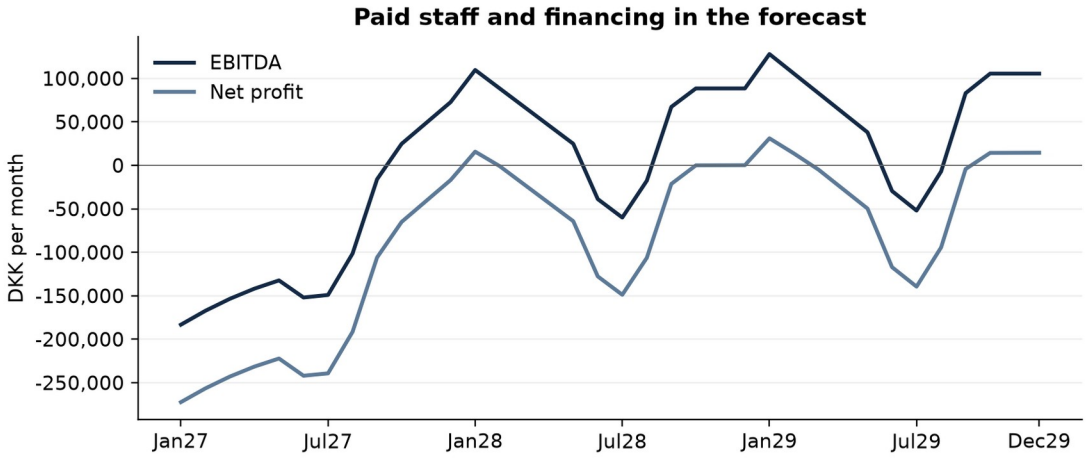
DKK annual	2027	2028	2029
Variable expense	2,705,385	4,103,814	4,353,326
Payroll	2,967,000	3,056,010	3,147,690
Other operating costs	1,440,000	1,483,200	1,527,696
Depreciation	871,071	896,786	922,500
Interest	205,625	169,750	127,750

42 / FINANCE

Profit and loss forecast

Amounts are calendar-year DKK, Base model 1.0. Revenue is VAT-exclusive. Contribution deducts film rental, food and waste and card processing. EBITDA then deducts paid payroll and overhead. Book depreciation and debt interest produce profit before tax.

A conservative 22% provision on each positive monthly PBT is paid immediately, with no loss offset. This is a cash planning convention, not Danish statutory payment timing or taxable-income calculation. S9 describes instalments and the general 22% rate. Annual losses can coexist with provision in profitable individual months. Obtain advice on loss utilisation, capital allowances and actual tax deadlines.



Model 1.0 Base. Paid operating costs include owner salary.

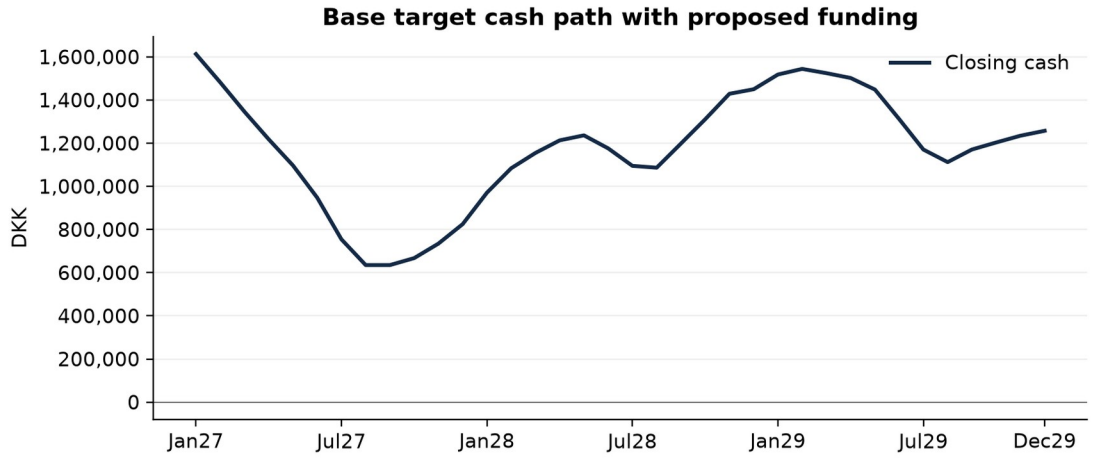
DKK	2027	2028	2029
Revenue	6,062,249	9,195,863	9,754,972
Variable expense	2,705,385	4,103,814	4,353,326
Contribution	**3,356,865**	**5,092,049**	**5,401,645**
Payroll	2,967,000	3,056,010	3,147,690
Other operating costs	1,440,000	1,483,200	1,527,696
EBITDA	**(1,050,135)**	**552,839**	**726,259**
Depreciation	871,071	896,786	922,500
Interest	205,625	169,750	127,750
Profit before tax	**(2,126,832)**	**(513,697)**	**(323,991)**
Tax provision	–	4,537	24,855
Net profit	**(2,126,832)**	**(518,234)**	**(348,845)**

43 / FINANCE

Cash flow and financial position

Base minimum cash is DKK 635,066, above its DKK 300,000 reserve. This depends on all DKK 10,000,000 proposed funding being committed. Downside minimum cash is DKK (9,775,488), requiring DKK 10,175,488 extra cash to retain its DKK 400,000 reserve under the same target path. Negative cash is an unresolved funding need, not an overdraft approval.

Operating cash includes gross card receivables, food stock, separate gross film and food payables, and VAT balances. Film and food payables are set to 14 and 15 days. VAT uses a one-month positive-balance settlement lag without refunds, not the legal filing calendar. Domestic distributor input VAT and concession eligibility require invoice review. Maintenance capex and principal are separate outflows.



Base cash path under proposed funding. Reserve is a target, never a plug.

DKK cash measure	2027	2028	2029
Operating cash flow	(427,590)	1,404,888	587,513
Maintenance capex	(180,000)	(180,000)	(180,000)
Debt repayments	(300,000)	(600,000)	(600,000)
Closing cash	**824,910**	**1,449,798**	**1,257,310**
Minimum monthly cash	635,066	970,674	1,112,142
Maximum reserve shortfall	–	–	–

44 / FINANCE

Cash flow forecast months one to six

Launch cash is DKK 1,732,500, after assets, setup, stock, deposit and startup input VAT are paid. Two-day card settlement creates a VAT-inclusive receivable. No advance ticket or gift-card liability is modelled. Add deferred receipts before introducing material presales.

Food purchases cannot become negative as startup stock is consumed. The model separately carries food and film payable balances and recovers VAT through future sales offsets. Interest is paid during the principal grace period.

Month 2027	Operating	Capex	Debt principal	Closing cash
Month 1	(104,580)	(15,000)	–	1,612,920
Month 2	(115,872)	(15,000)	–	1,482,048
Month 3	(121,038)	(15,000)	–	1,346,010
Month 4	(112,910)	(15,000)	–	1,218,099
Month 5	(106,272)	(15,000)	–	1,096,828
Month 6	(134,272)	(15,000)	–	947,556

45 / FINANCE

Cash flow forecast months seven to twelve

DKK 50,000 principal starts in July 2027. Interest remains in operating cash and monthly maintenance capex is DKK 15,000 net. Increasing admissions must also fund card receivables and food stock.

Review the full 36-month cash path rather than relying only on the first-year closing balance. The monthly model does not replace a daily distributor, payroll or tax-payment calendar.

Month 2027	Operating	Capex	Debt principal	Closing cash
Month 7	(128,041)	(15,000)	(50,000)	754,515
Month 8	(54,449)	(15,000)	(50,000)	635,066
Month 9	65,046	(15,000)	(50,000)	635,112
Month 10	97,334	(15,000)	(50,000)	667,446
Month 11	132,235	(15,000)	(50,000)	734,681
Month 12	155,229	(15,000)	(50,000)	824,910

46 / FINANCE

Financial position summary

Assets comprise cash, VAT-inclusive card receivables, net food stock, VAT credit, refundable deposit and net equipment. Liabilities comprise term debt, separate film/food payables and VAT payable. Equity is paid capital plus preopening expense and cumulative profit or loss. Each monthly balance sheet reconciles without a plug.

A negative cash balance in Downside represents an unfunded target path. It is shown explicitly rather than treated as an authorised borrowing facility. Base year-end statements below reconcile with the workbook; no presales or gift liabilities are present.

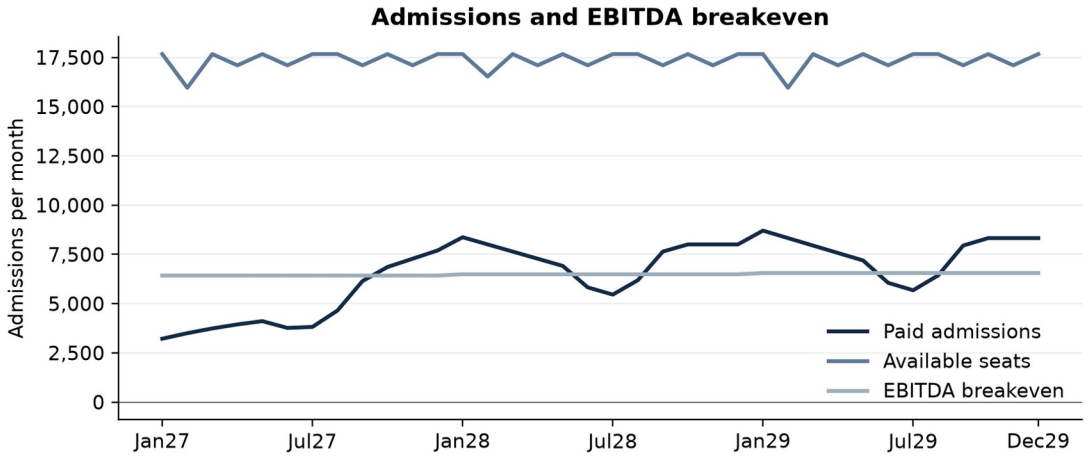
DKK at year end	2027	2028	2029
Cash	824,910	1,449,798	1,257,310
Receivables gross	64,084	67,980	72,113
Inventory net	20,631	21,885	23,216
VAT credit	916,841	–	–
Refundable deposit	180,000	180,000	180,000
Net PPE	5,308,929	4,592,143	3,849,643
Total assets	**7,315,394**	**6,311,806**	**5,382,282**
Term debt	2,700,000	2,100,000	1,500,000
Trade payables	192,226	203,167	215,520
VAT liability	–	103,704	110,674
Total liabilities	**2,892,226**	**2,406,872**	**1,826,194**
Paid equity	7,000,000	7,000,000	7,000,000
Retained earnings	(2,576,832)	(3,095,066)	(3,443,911)
Total equity	**4,423,168**	**3,904,934**	**3,556,089**
Total liabilities and equity	**7,315,394**	**6,311,806**	**5,382,282**
Balance difference	–	–	–

47 / FINANCE

Break even and scenarios

December 2029 Base EBITDA breakeven is 6,553 admissions monthly, against 17,670 available seats. Fixed operating costs divided by contribution per admission gives this threshold. It excludes depreciation, interest, capex, principal and working-capital cash, so it does not establish full financial viability. Nonpositive contribution produces no finite breakeven.

Downside uses 4,500 mature admissions, a slower ramp, lower prices, worse film/food terms, slower settlement and higher startup costs. Upside uses 9,000 mature admissions, higher prices and concession conversion, better film terms and additional paid cover. Cases are hypotheses, not probabilities. Captures are snapshots; changing any driver or seasonality marks them stale and requires coordinated model and Word refresh.



36-month Base occupancy and EBITDA threshold; captured cash paths appear in XLSX.

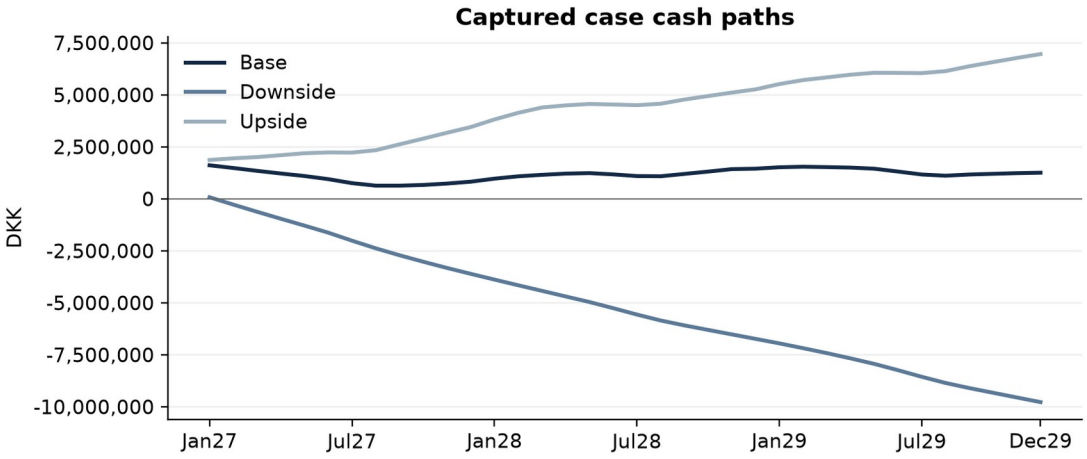
Captured case	2027 revenue	2027 profit	Minimum cash
Base	6,062,249	(2,126,832)	635,066
Downside	2,497,877	(4,650,121)	(9,775,488)
Upside	9,958,638	(128,933)	1,867,995

48 / FINANCE

Model guide and completion

Inputs C5 selects 1 Base, 2 Downside or 3 Upside. Blue assumptions are editable; green cells link schedules. Attendance feeds Costs, WorkingCapital, CapitalDebt and Statements. Summary contains complete annual profit, cash and balance sheets. Native charts reference cells. Cases captures have a stale-driver flag.

Retained build_model.mjs rebuilds the 36-month DKK model, case snapshots, model-results.json and checks. Regenerate visuals and Word after material inputs change. Document and workbook remain conditional planning packages. Orchestrator acceptance requires independent review of the actual files.



Captured Base Downside and Upside closing cash paths model 1.0.

Artifact	Scope
Word	48 topics and financial group last
Excel	36 months and three annual summaries
JavaScript and JSON	Retained reproducible build and figures
Review	Worker QA and parent acceptance