Equipment Leasing Business Plan

Canal Access Leasing

DOCUMENT GUIDE

Contents

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Executive summary....4
Business details....5
Business concept and objectives....6
Business model canvas....7
SWOT and longer term goals....8
TOWS strategy matrix....9
Owner and management....10
Owner and key personnel profiles....11
Target customers....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
Equipment and lease product strategy....23
Pricing and lease economics....24
Competitor lease 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..... 46
Cash flow and financial position..... 48
Cash flow forecast months one to six..... 50
Cash flow forecast months seven to twelve..... 52
Financial position summary..... 54
Break even and scenarios..... 56
Model guide and completion..... 57

Reading this business plan

Conditional investment review of a proposed Amsterdam operating lessor of electric access equipment. No customers supplier quotations or financing are secured. Financial analysis is grouped at the end.

Native heading driven contents are updated after financial integration. Update the entire table after editing.

01 / OVERVIEW

Executive summary

Scope and evidence

Canal Access Leasing BV is a proposed Amsterdam owner of thirty electric scissor lifts supplied on cancellable monthly operating rental agreements to local business users. The company retains equipment ownership and residual risk. No customer purchase option, finance lease receivable or consumer lending is assumed. January 2027 is an illustrative operating start.

Decision and controls

The decision is whether verified rental demand and net receipts support three paid people, maintenance, fixed premises costs, a finite amortising loan and a fleet replacement in month forty nine. Demand, quotations, company formation and financing remain unverified. The final financial findings must govern launch commitments rather than a predetermined profit target. Model v1.0 captured 2026-10-03: Base Year 1 rental revenue €262,080.00, net loss (€281,469.34), minimum company cash (€1,015,061.37) and additional capital to maintain the policy reserve €1,115,061.37. Downside reserve gap is €2,599,439.09; Upside reserve gap is €727,196.24. All three cases lose money and require additional funding. Launch should be deferred pending a materially revised fleet, pricing, overhead and funding design; the scheduled replacement cannot be funded from the booked capital.

02 / BUSINESS

Business details

Scope and evidence

The proposed legal entity is an unincorporated Dutch private limited company with an Amsterdam service depot. Canal Access Leasing is a working name; no registration, premises address, business bank account or beneficial-owner filing has been supplied. Customers must be businesses operating within a practical service radius of the depot.

Decision and controls

Accounts use EUR and a five-year January 2027 to December 2031 planning horizon. The scope covers operating rental of one equipment category and disposal of the original fleet. The model excludes consumer credit, hire purchase, foreign currency, acquisitions, subsidies, securitisation, broker commissions and automatic financing. The financial horizon is sixty monthly periods with five annual summaries; it captures both the original fleet and the first replacement rather than assuming perpetual original assets. Results are EUR, model v1.0, captured 2026-10-03.

03 / STRATEGY

Business concept and objectives

Scope and evidence

The concept places reliable indoor electric access equipment with warehouse operators, fitout contractors and facilities teams. Thirty owned lifts form a deliberately narrow fleet. Customers pay a monthly net rental price, while transport is contracted directly by the customer with an approved carrier. The company performs inspection, preparation, repair coordination and customer support.

Decision and controls

The first objective is a documented paid trial followed by credit-approved recurring users. Availability, contract duration, support workload and realised net pricing must be measured. Expansion beyond thirty units requires another capital decision and paid capacity; it is not represented by demand growth alone. Replace equipment only when funding and residual sale evidence support the commitment. Model v1.0 captured 2026-10-03: Base Year 1 rental revenue €262,080.00, net loss (€281,469.34), minimum company cash (€1,015,061.37) and additional capital to maintain the policy reserve €1,115,061.37. Downside reserve gap is €2,599,439.09; Upside reserve gap is €727,196.24. All three cases lose money and require additional funding. Launch should be deferred pending a materially revised fleet, pricing, overhead and funding design; the scheduled replacement cannot be funded from the booked capital.

04 / STRATEGY

Business model canvas

Scope and evidence

Partners are manufacturers, inspection providers, qualified maintenance suppliers, customer-appointed transporters, insurers and an accountant. Activities are underwriting business customers, scheduling owned lifts, recording condition, invoicing, maintaining assets and remarketing them. Resources are the paid team, depot, equipment register, service history and capital.

Decision and controls

The value proposition is a clearly scoped monthly operating rental with documented equipment condition and support. Relationships use named business contacts and incident escalation. Channels are direct business outreach and referrals. Customers are local eligible business users. Income is rental and eventual asset disposal; costs are payroll, maintenance, depot overhead, credit losses, depreciation and debt service.

Business model canvas

Partners Manufacturers qualified inspectors repair suppliers lenders insurers	**Activities** Screen users deploy inspect invoice maintain remarket	**Resources** Thirty lifts three paid people depot records capital
Value proposition Clear monthly operating rental and scoped support	**Relationships** Named contacts renewal and incident escalation	**Channels** Direct business outreach referrals paid trials
Customers Amsterdam suitable indoor business users	**Income** Rent plus equipment sale at disposal	**Costs** Pay maintenance debt depreciation depot default

Proposed design. Customers financing suppliers and appointments are unverified.

05 / STRATEGY

SWOT and longer term goals

Scope and evidence

S1 is the proposed single-category fleet and recorded maintenance process. W1 is the absence of proven customers, signed financing, quotations and appointed staff. O1 is the hypothesis that local users value access without owning a lift. T1 comprises low occupancy, damage, default, rate pressure and poor used-equipment realisation. These are planning findings rather than measured competitor advantages.

Decision and controls

By the end of the first year, management wants reliable invoicing, equipment tracing and a repeat-user cohort. By year five it wants a funded replacement plan, not merely positive accounting earnings. Longer-term additional categories or locations remain outside the forecast. No promised market share, investor exit or environmental savings are inferred from these objectives.

SWOT and longer term goals

S1 Design Single category and condition records	**W1 Evidence** No customers quotes staff or secured funds
O1 Hypothesis Users may prefer access without ownership	**T1 Exposure** Idle fleet default damage weak residual

Proposed design. Customers financing suppliers and appointments are unverified.

06 / STRATEGY

TOWS strategy matrix

Scope and evidence

SO combines S1 and O1 through a narrow paid trial supported by inspection records and clear monthly terms. WO addresses W1 and O1 by obtaining purchase and service quotations, credit-approved trial customers and trained appointments before fleet purchase. Interview interest alone does not justify thirty assets.

Decision and controls

ST combines S1 and T1 with condition records, usage restrictions, maintenance reserves and default escalation. WT combines W1 and T1 through conditional premises commitments, a minimum cash policy and a replacement funding gate. If downside funding remains uncommitted, scale or defer the purchase rather than book a rescue loan.

TOWS strategy matrix

SO S1 O1 Narrow paid trials with suitable equipment	**WO W1 O1** Verify demand quotes staff and capital first
ST S1 T1 Condition records backups and credit controls	**WT W1 T1** Conditional commitments and funded replacement

Proposed design. Customers financing suppliers and appointments are unverified.

07 / STRATEGY

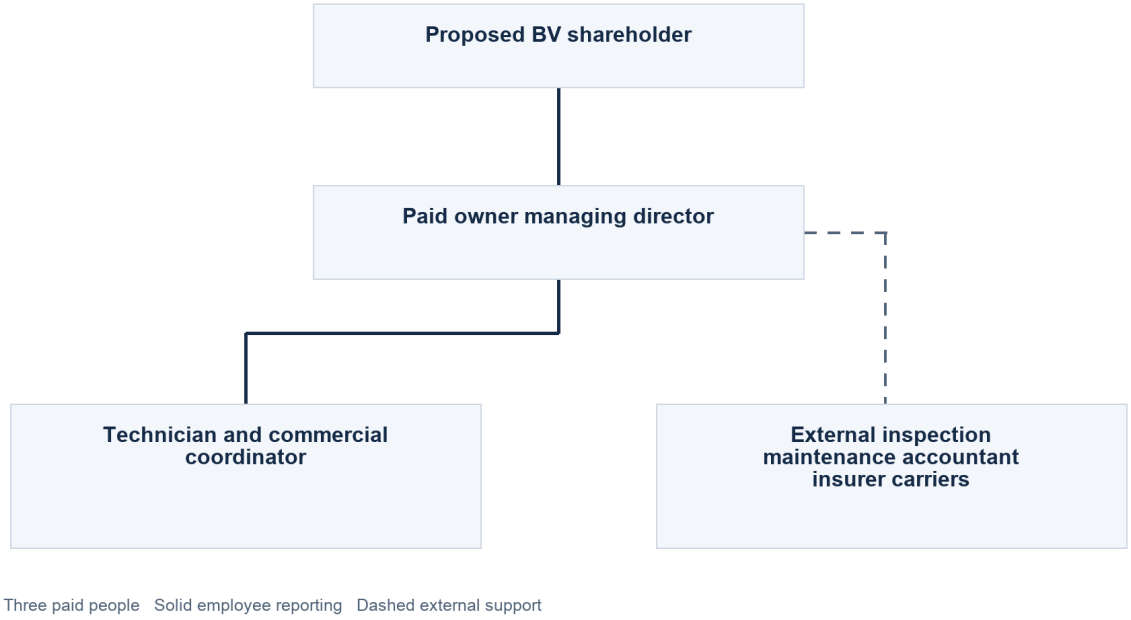
Owner and management

Scope and evidence

The paid managing director owns pricing, customer credit decisions, cash control and legal escalation. A paid technician reports to the director and prepares, inspects and coordinates fleet repairs. A paid commercial coordinator reports to the director and manages scheduling, records and invoices. The planning headcount is three full-time people at forty paid hours each week.

Decision and controls

The owner contributes eight hours of technical handling weekly and reserves the remaining thirty two hours for commercial and management work. One technician contributes forty technical hours before an availability allowance. External accountant, inspection specialist, insurer and transporters are dashed support relationships, not unpaid staff or free handling capacity. A trained deputy and absence plan must precede opening.



Three paid people. Solid employee reporting and dashed external support. No unpaid founder capacity.

08 / PEOPLE

Owner and key personnel profiles

Scope and evidence

No founder identity, qualifications, credit history or industry employment record has been supplied. The director role requires equipment-sector judgement, credit control, basic accounting and safe escalation. The technician needs documented competence on the selected machines, inspection boundaries and maintenance procedures. The coordinator needs reliable scheduling, customer documentation and debt collection skills.

Decision and controls

Verify references and practical ability before appointment. External inspections must be performed by suitably qualified people and do not substitute for daily condition checks. Salaries are planning assumptions, not observed recruitment offers. The Dutch customary-pay rule for a director requires accountant advice on comparable work and the highest-paid employee.

09 / MARKET

Target customers

Scope and evidence

Target customers are Amsterdam warehouse operators, indoor installation contractors and facilities teams with recurring safe access work. Segment customers by site suitability, duty cycle, contract length, credit quality and service distance. The model forecasts average billable units, not a verified count of contracts or individual people.

Decision and controls

Customers must demonstrate appropriate operators, access conditions and insurance responsibilities. Do not accept outdoor use or duties outside manufacturer limits simply to improve occupancy. A trial customer who needs daily emergency delivery or specialised machinery may fall outside the service design. No hotel, airport or municipal contract is claimed.

10 / CUSTOMER STRATEGY

Segmentation targeting and positioning

Scope and evidence

Segmentation separates intermittent projects from recurring facilities needs, then assesses indoor suitability, support workload and creditworthiness. Target recurring local B2B users able to accept monthly billing and customer-arranged delivery. Position the offer around controlled equipment condition and a clear support scope rather than an unsupported promise of lowest prices.

Decision and controls

Test the proposition through paid deployments and cancellations. Record qualified enquiries, signed starts, occupied units, downtime, complaints, default and contribution. The willingness to pay for a serviced lift may differ materially from the rate assumed here. A change in service commitments must update technician capacity and costs alongside pricing.

Segmentation targeting and positioning

Segments	Target
Recurring facilities and intermittent projects	Local suitable B2B users accepted credit
Positioning	
Controlled condition and clear monthly scope	

Proposed design. Customers financing suppliers and appointments are unverified.

11 / CUSTOMER STRATEGY

Value proposition canvas

Scope and evidence

Customer jobs are to reach indoor work safely, maintain a predictable project schedule and avoid an immediate equipment purchase. Pains include breakdowns, unclear damage charges, inappropriate equipment and idle ownership. Gains are suitable inspected machinery, transparent monthly terms and a known incident contact. All six customer and offer elements are hypotheses requiring interviews and trials.

Decision and controls

Products are monthly operating rental of electric scissor lifts plus scoped support. Pain relievers are suitability screening, handover records, documented inspection status and a repair escalation route. Gain creators are a consistent single-category fleet and advance renewal discussion. Do not promise guaranteed uptime, free transport or certified environmental superiority without contractual evidence.

Value proposition canvas

Customer jobs Safe access predictable projects avoid purchase	**Customer pains** Breakdowns unclear damage unsuitable machines
Customer gains Documented equipment transparent terms contact	**Products and services** Monthly owned lift rental and scoped support
Pain relievers Suitability screening handover repair escalation	**Gain creators** Consistent fleet records advance renewal discussion

Proposed design. Customers financing suppliers and appointments are unverified.

12 / MARKET

Market size and trends

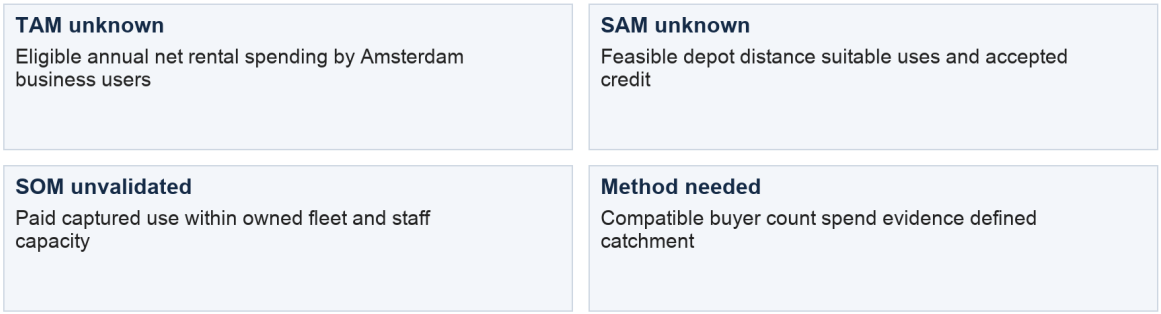
Scope and evidence

TAM means annual net operating rental spending on suitable electric indoor access equipment by Amsterdam business users in 2027. SAM narrows this to feasible depot service distance, permitted applications and acceptable credit terms. No compatible user count or category spending denominator has been verified. Broad construction turnover is not a suitable rental-market denominator.

Decision and controls

SOM would be the evidenced share of that serviceable expenditure captured through signed paid use within fleet and staff capacity. The internal occupied-unit forecast is not validated market share. The scope visual deliberately uses equal-size definition panels rather than invented numerical areas. Build the denominator from actual buyer interviews, supplier transaction evidence and a defined catchment.

Amsterdam access equipment rental scope 2027



Equal visual panels define scope rather than numerical size. EUR net annual spending 2027; no verified denominator or market share.

13 / MARKET CONTEXT

PESTLE analysis

Scope and evidence

Political factors include municipal planning and workplace enforcement. Economic factors are borrowing costs, construction activity, customer budgets and used-machine prices. Social factors include fair paid work, customer operator competence and incident reporting. Technology factors include battery health, diagnostic access, machine records and secure invoicing.

Decision and controls

Legal requirements include work-equipment safety, manufacturer limitations, contracts, data protection, company registration and tax. Environmental considerations include battery handling, electricity use, repair and asset disposal. None supports a quantified green claim without measurement. These six aligned factors affect availability, expense, default and residual assumptions in the model.

PESTLE analysis

Political Municipal planning workplace enforcement	**Economic** Demand finance default and residual prices
Social Paid fair work operator competence incidents	**Technology** Battery diagnostics asset records invoicing
Legal Safety contract privacy tax company duties	**Environmental** Charging battery repair and disposal

Proposed design. Customers financing suppliers and appointments are unverified.

14 / MARKET

Local demand and evidence

Scope and evidence

Known context is official Dutch work-equipment inspection guidance and current tax rules. No observed customer occupancy, local signed rates, depot quotations or equipment offers have been supplied. Planned monthly demand is a hypothesis with Base, Downside and Upside values rather than fabricated survey evidence.

Decision and controls

The research programme should interview twenty qualified local businesses, compare actual equipment suitability and obtain at least three paid trials. Record monthly price, deployment duration, cancellations, support hours and transport responsibilities. Validate seasonal use before extrapolating a straight demand ramp. Preserve negative feedback and credit rejections alongside successful trials.

Local demand and evidence

Known Official tax and work equipment duties	**Unknown** Paid demand price support minutes quotes
Research Twenty qualified business interviews	**Trials** Three paid deployments with actual logs

Proposed design. Customers financing suppliers and appointments are unverified.

15 / MARKET

Competitors and positioning

Scope and evidence

Competition includes national rental fleets, specialist access rental businesses, equipment dealers and customer ownership. Their actual availability, monthly prices, damage conditions and response times require a dated local comparison. No arbitrary competitor scores are presented. A larger fleet may offer replacement availability that a thirty-unit operator cannot reliably match.

Decision and controls

The intended positioning is a narrow local operating lease with inspection records and clear billing. It depends on real support performance and suitable use, not a invented brand reputation. If buyers chiefly need flexible daily hire or frequent swaps, the present monthly product may be unsuitable. Validate those differences before converting enquiries to the demand input.

16 / COMPETITIVE STRATEGY

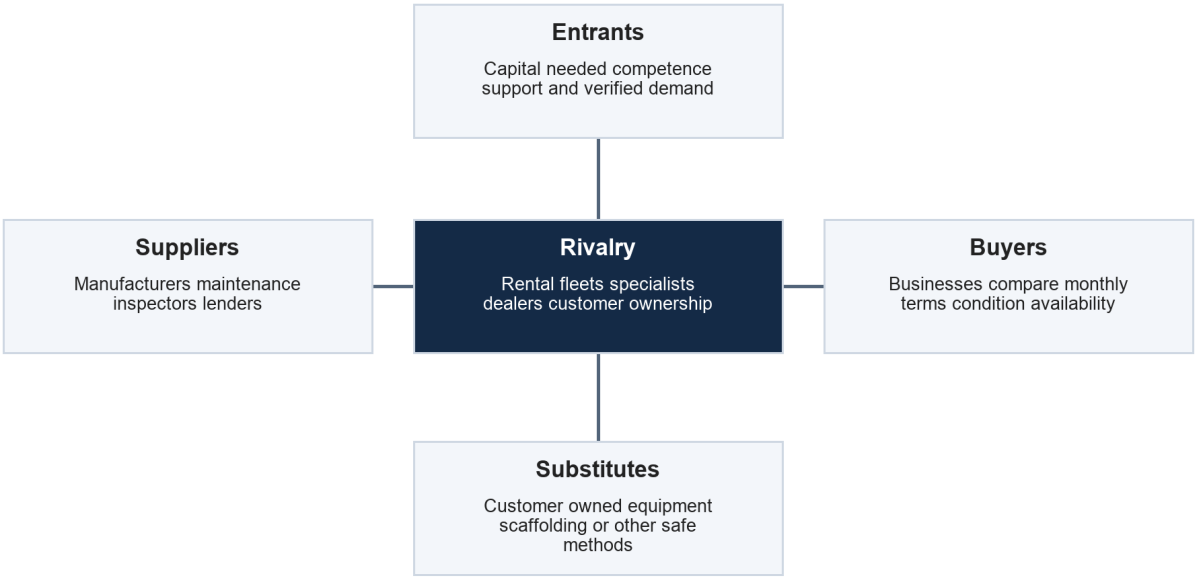
Porter five forces

Scope and evidence

Rivalry is the central force: specialist rental companies, broad fleets and dealer offers compete for eligible customers. Buyers compare ownership, rate and availability. Suppliers include manufacturers, qualified service providers, inspection specialists and lenders; one-category dependence increases bargaining exposure. New entrants can rent a small fleet but need capital, competence and credible support.

Decision and controls

Substitutes include customer-owned machines, scaffolding and other work methods where safe and suitable. Evidence is limited to the business design and official safety duties; local commercial intensity is unmeasured. Responses are documented condition, more than one qualified repair supplier, credit screening, narrow applications and cash discipline. Do not label any force low simply to justify entry.



Qualitative forces. Evidence and responses are discussed above; local commercial intensity is unmeasured.

17 / COMPETITIVE STRATEGY

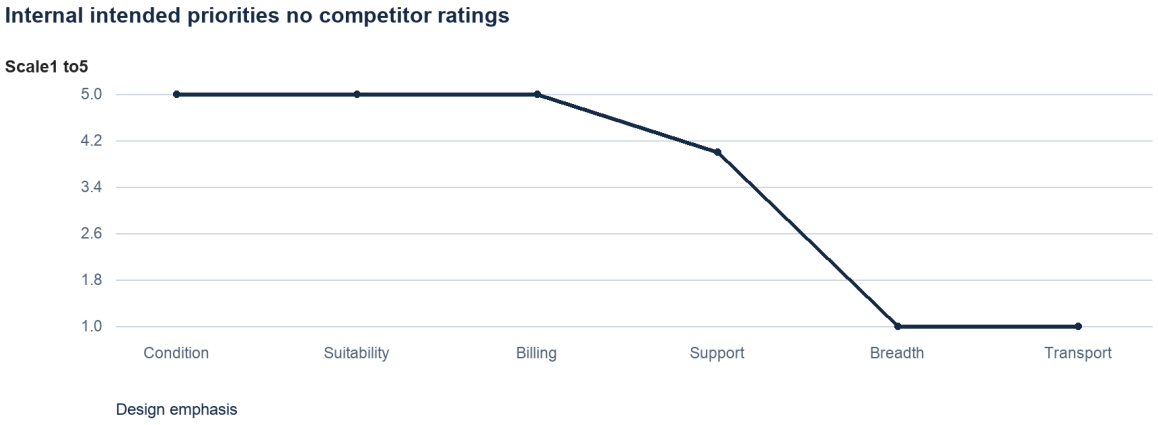
Strategy canvas

Scope and evidence

The strategy canvas compares internal priorities on a stated one-to-five scale: condition traceability, suitability screening and invoice clarity rank highest; category breadth and last-minute transport rank lower. These are proposed choices, not empirical competitor ratings. The scale measures intended management emphasis only.

Decision and controls

Each priority has a measurable follow-through: complete handover records, rejected unsuitable uses, recorded downtime and reconciled invoices. Evidence should test whether customers value these controls enough to cover payroll and capital. If they require national dispatch coverage, revise the operating design instead of drawing an attractive but unsupported competitive curve.



Internal management emphasis on a one to five scale. No observed competitor ratings.

18 / OPERATIONS

Location and premises

Scope and evidence

Select an Amsterdam commercial depot only after confirming permitted use, electrical charging capacity, fire precautions, secure storage, access and drainage requirements. The exact address and lease are unverified. The planning rent and refundable deposit are allowances; no rent-free period, VAT recovery on rent or landlord contribution is assumed.

Decision and controls

The site needs separation between ready and quarantined machines, charging controls, safe vehicle loading and secure records. Customers organise transport directly, so there is no company road fleet or delivery driver in the model. Confirm the site environmental plan and insurer conditions before signing. Fitout estimates require installed supplier quotations.

19 / OPERATIONS

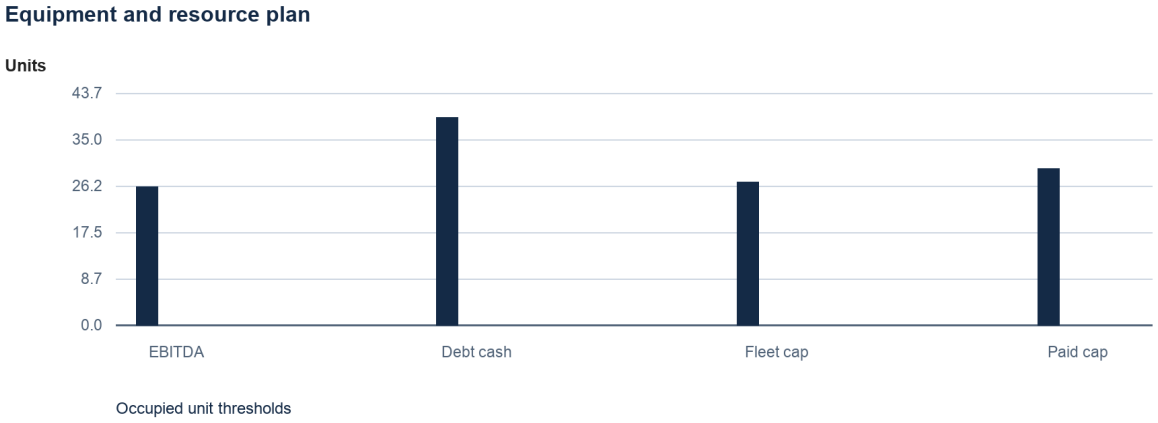
Equipment and resource plan

Scope and evidence

The proposed opening fleet is thirty electric scissor lifts of one suitable category. Equipment purchase costs, dimensions, batteries and service access require actual supplier specifications. Depot fitout and basic systems are separate capital assets. The model records the original fleet cost, finite depreciation to a residual carrying value, sale and replacement in month forty nine.

Decision and controls

Monthly rental is capped by the owned fleet after downtime and by paid technician handling hours. Demand above either ceiling is unbilled. Transport remains customer contracted and does not add free technician hours. Original fleet disposal and replacement occur in the same model month as a planning convention; actual staged transfers need a revised cash and availability schedule. Base initial fleet costs €900,000.00, depot capital €50,000.00; fleet life is 48 months to 20% book residual. In month 49 the original fleet sells for €180,000.00 net, releases €180,000.00 carrying value and is replaced for €936,000.00 net. No resale proceeds are received earlier. Results are EUR, model v1.0, captured 2026-10-03.



Steady-state debt cash coverage is a contribution proxy; first-month receipts are zero and actual cash follows the collection schedule. Debt cash coverage exceeds usable fleet capacity; operating EBITDA alone does not cover principal and interest or fund replacement. Steady-state unit thresholds at January 2027 prices, before tax and replacement cash. Units. Model v1.0 captured 2026-10-03.

20 / OFFER

Equipment and lease product strategy

Scope and evidence

The product is an operating monthly rental without a purchase option or guaranteed residual payment by the customer. The lessor retains ownership, maintenance scope and asset-sale risk. The model therefore recognises owned equipment depreciation and rental revenue, not finance-lease principal receipts or origination fees.

Decision and controls

The standard offer must specify machine suitability, operator responsibilities, charging, inspection, ordinary wear, damage assessment, termination and collection. Customer transport is contracted separately and no delivery fee enters revenue. Do not silently offer subsidised delivery or insurance waivers. Legal advice must confirm classification and terms before customer acceptance.



Year 5 EUR cash-source comparison. Rental income and equipment sale proceeds are different accounting categories; disposal is not recurring rental revenue. Year 5 rental and disposal cash sources. EUR. Model v1.0 captured 2026-10-03.

21 / OFFER

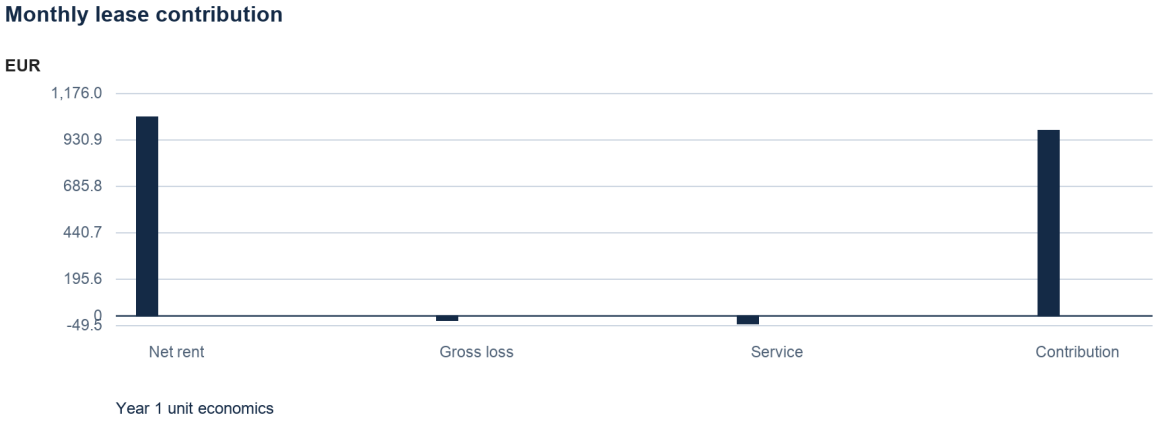
Pricing and lease economics

Scope and evidence

Net monthly rent times actual supported billable units drives invoiced rental revenue. Availability-adjusted owned units and technician workload cap occupancy. Expected gross invoice write-offs reduce profit and collectable balances; the planning model does not recover VAT on those bad debts. This is a simplified expected-value convention, not a credit scoring system.

Decision and controls

Contribution must cover maintenance, support, site overhead, paid labour, depreciation and debt service. Quote customers the applicable VAT and damage terms clearly. Forecast fractional billable units are monthly expectations, not permission to buy fractional machines. The actual thirty physical units and serial records control deployment. Base starting net monthly rent is €1,050.00; gross invoice is €1,270.50. Gross invoice losses are 2%, with no VAT relief. Year 1 net contribution per occupied unit before fixed costs is €979.59. Steady-state monthly debt cash coverage before tax and replacement requires 39.05 occupied units, exceeding the Base usable fleet cap 27.00. Results are EUR, model v1.0, captured 2026-10-03.



Year 1 monthly occupied-unit economics. EUR. Model v1.0 captured 2026-10-03.

22 / OFFER

Competitor lease price comparison

Scope and evidence

Collect dated like-for-like quotes for comparable electric indoor access machines from local rental suppliers. Record monthly net rate, minimum term, availability, included service, damage excess, delivery cost and tax. There are no verified quotations in this package, so the pricing comparison describes the required fields rather than invented offers.

Decision and controls

A daily hire price multiplied by thirty is not equivalent to a monthly lease quote. Compare the total customer cost including transport and service restrictions. Preserve written evidence and dates. Any revised realised price must flow through the model, credit-loss exposure, VAT cash and replacement funding conclusion before acceptance.

23 / OFFER

Brand and customer experience

Scope and evidence

The working brand promises a clear suitability decision, documented handover and a named support contact. No operating history or testimonials exist. The customer experience begins with an application and ends with a condition-assessed return and reconciled final invoice. A realistic response commitment depends on paid staff and backup suppliers.

Decision and controls

Explain exclusions before signing. Complaints about condition, billing or damage must be recorded and reviewed by the director. An incident may require quarantine and lost availability rather than continued rental. Do not claim guaranteed next-day replacements from a fleet without evidenced spare capacity.

Sales channels and process

Scope and evidence

Direct outreach to qualified businesses and referral relationships generate enquiries. The coordinator records intended use, business identity, site, contract duration and credit documents. The director approves suitability and credit before a reservation. Handover documentation links the serial number, inspection status, condition and agreed rent.

Decision and controls

Invoices and receipts are reconciled by contract and machine. Customer-arranged transport has independent commercial terms; the coordinator verifies handover responsibilities without treating the transporter as an employee. No consumer checkout, finance brokering or website launch is requested. Monitor lead quality rather than raw marketing impressions.

25 / GROWTH

Launch marketing

Scope and evidence

The launch budget supports site visits, paid trials, straightforward business collateral and targeted local outreach. Marketing expense remains paid throughout the forecast and does not prove conversions. No signed lead pipeline, observed acquisition cost or social following has been supplied.

Decision and controls

Measure qualified enquiries, accepted credit applications, paid units and retained deployments by source. Stop channels that generate unsuitable jobs or uneconomic service demand. Expansion requires actual receipts and support capacity. Free long demonstrations would reduce billable availability and must be costed rather than recorded as paying customers.

26 / GROWTH

Retention and ongoing sales

Scope and evidence

Retention comes from correct machine selection, predictable maintenance communication, accurate invoices and fair return assessment. The coordinator discusses renewal before a planned cancellation. No automatic renewal is assumed without enforceable terms, and no guaranteed retention rate is presented as observed.

Decision and controls

Track paid occupancy by cohort, downtime, late balances, complaints and repeat contracts. A customer who remains only because of disputed damage charges is not a retention success. Credit exposure and service capacity must constrain renewals. If demand remains below break-even, preserve cash by redesigning the fleet or overhead before an unsupported growth claim.

27 / OPERATIONS

Daily operations and suppliers

Scope and evidence

Daily control starts with a machine status register distinguishing deployed, ready, maintenance and quarantined units. The technician documents condition, battery and safety checks within competence; qualified providers perform required formal inspections. The coordinator reconciles reservations and invoices, while the director reviews cash, debt and overdue accounts.

Decision and controls

Supplier contracts should identify spare parts lead times, service pricing, emergency support and warranty restrictions. Manufacturer and independent maintenance alternatives reduce dependency but are not secured. Customer transport must use suitable carriers and loading procedures. Material downtime changes the usable fleet assumption rather than disappearing into an unchanged revenue forecast.

Daily operations and suppliers



Proposed design. Customers financing suppliers and appointments are unverified.

28 / OPERATIONS

Sustainability practices

Scope and evidence

Electric equipment avoids a combustion engine at the point of use, but the plan does not quantify emissions savings. Measure electricity, battery replacement, repair waste and disposal routes before making lifecycle claims. Reusing equipment can conserve resources only if actual utilisation, maintenance and transport support the result.

Decision and controls

Use appropriate battery handling and licensed waste arrangements where required. Pay staff for training and incident controls. Select repairable equipment using verified technical documentation. Residual sales require lawful transfer records and realistic condition disclosures. No green subsidy, carbon credit or recycled-material revenue is assumed.

Sustainability practices

Measure Electricity batteries repair disposal	**Safety** Charging fire controls waste arrangements
People Paid training documented safe duties	**Claims** No quantified carbon advantage subsidy

Proposed design. Customers financing suppliers and appointments are unverified.

29 / OPERATIONS

Staffing and training

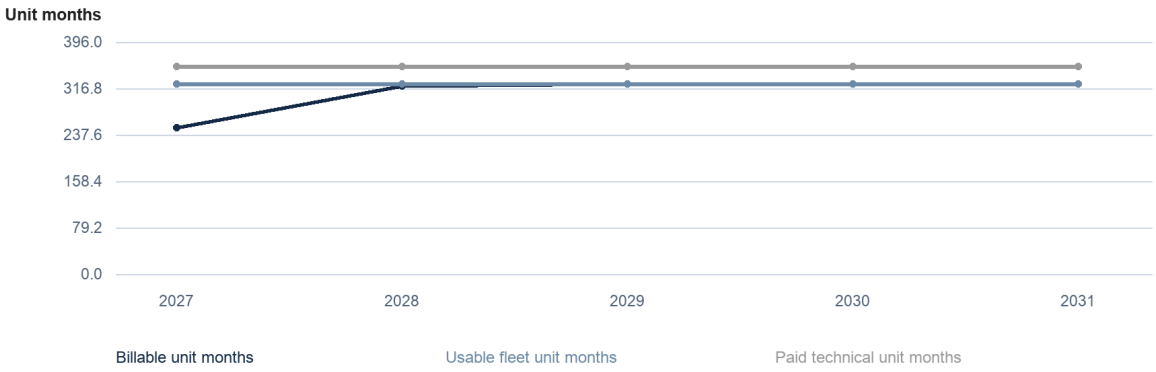
Scope and evidence

The paid team is one owner director, one technician and one commercial coordinator, each forty hours weekly. Planned gross annual salaries are sixty thousand, forty two thousand and thirty eight thousand EUR before a thirty five percent employer allowance. The model conservatively applies the allowance to all three roles; actual director payroll treatment needs advice.

Decision and controls

Technical capacity is forty eight paid hours weekly before usable-hours allowance: forty technician hours plus eight owner hours. Handling time per occupied unit includes preparation, records, inspections within competence and ordinary support. Remaining owner and coordinator hours cover management and billing. Annual leave, illness, training and breaks reduce usable capacity; no unpaid overtime closes a demand gap. Year 1 total paid payroll including employer allowance is €189,000.00. Base usable technical hours are 176.80 monthly, equivalent to 29.47 occupied units at six technical hours each, against 27.00 availability-adjusted owned units. No technician overtime is assumed. Results are EUR, model v1.0, captured 2026-10-03.

Annual occupancy and paid capacity



2027 to 2031 annual or year end. Unit months. Model v1.0 captured 2026-10-03.

30 / PEOPLE

Staff skills and fair work

Scope and evidence

Recruit through practical checks of safe preparation, manufacturer guidance, fault escalation and complete documentation. Staff need paid training, appropriate protective equipment and a clear right to quarantine unsafe assets. Never use the model availability allowance as a substitute for an actual rota and safe work assessment.

Decision and controls

Employment terms, collective agreement applicability, pension and minimum pay require Dutch advice. The payroll load is a planning allowance rather than a statutory calculation. Do not offset owner salary with dividends or pretend external inspectors are employee capacity. Keep customer operator duties separate from the lessor employee duties in the handover procedure.

31 / OPERATIONS

Legal and insurance requirements

Scope and evidence

Before opening, confirm company registration, contracts, workplace risk assessment, applicable machine conformity and inspection, depot permissions, charging/fire controls, privacy and tax registration. Official guidance requires testing when safety depends on installation and deterioration and maintaining inspection records; the required competent checks depend on actual use.

Decision and controls

Obtain insurer quotations for public and employer exposure, equipment damage and theft, custody, interruption and legal disputes. No insurer acceptance, finance licence opinion or coverage limit is supplied. An operating-rental classification does not remove contract or safety duties. Legal counsel must review the actual offer rather than rely on this model title.

32 / OPERATIONS

Opening roadmap

Scope and evidence

The opening sequence is evidence, equipment selection, premises diligence, contracts and finance, recruitment and training, then a limited paid launch. Each gate requires documents, not a forecast date. Do not buy the full fleet before verifying the service scope, customer interest and downside capital need.

Decision and controls

The illustrative January 2027 start must move if quotations, inspections or funds are incomplete. No automatic rescue equity or delay-free permits are assumed. Obtain lender approval and a replacement capital plan well before month forty nine. A failure to fund replacement requires an explicit changed fleet plan; it cannot be hidden by continuing rent after assets are sold.

Opening roadmap

Evidence Paid use safe scope credit and workload	**Equipment** Supplier installed quote and specifications
Site Conditional depot and charging checks	**People** Paid trained team deputy and suppliers
Finance Committed startup and replacement capital	

Proposed design. Customers financing suppliers and appointments are unverified.

33 / MANAGEMENT

Risks and management actions

Scope and evidence

Major risks are weak demand, unsafe use, default, equipment downtime, staff absence, debt payment stress and residual shortfall. Each has a response and a model driver: suitability screening, cash collection controls, usable fleet allowance, paid hours, debt amortisation and residual proceeds. No insurance recovery is recognised as certain cash.

Decision and controls

The replacement month is a concentrated liquidity event. Management must obtain actual funding or revise the replacement scope in advance. A reserve policy measures needed capital but does not provide it. The final financial findings and missing evidence govern commitments; a favourable narrative must not override the downside result. Model v1.0 captured 2026-10-03: Base Year 1 rental revenue €262,080.00, net loss (€281,469.34), minimum company cash (€1,015,061.37) and additional capital to maintain the policy reserve €1,115,061.37. Downside reserve gap is €2,599,439.09; Upside reserve gap is €727,196.24. All three cases lose money and require additional funding. Launch should be deferred pending a materially revised fleet, pricing, overhead and funding design; the scheduled replacement cannot be funded from the booked capital.

34 / APPENDIX A

Research and evidence

Scope and evidence

Official Dutch sources support the standard VAT rate, current corporate tax bands and work-equipment testing duties. The finance model holds current rates constant through the forecast as a planning assumption. Research sources, retrieval dates, facts and limitations are retained in the QA research file and the workbook input notes.

Decision and controls

Equipment rates, actual buyer spending, salaries, rent, maintenance, insurance, loan and residual offers have not been verified. The leasing reference supplies useful asset and funding separation, while the equipment-rental reference informs owned-fleet depreciation and replacement. The business-specific workbook is rebuilt, not claimed as an imported institutional lease portfolio.

R1 https://www.belastingdienst.nl/wps/wcm/connect/bldcontentnl/belastingdienst/zakelijk/winst/vennootschapsbelasting/tarieven_vennootschapsbelasting

R2 https://www.belastingdienst.nl/wps/wcm/connect/nl/btw/

R3 https://business.gov.nl/regulations/testing-work-equipment/

R4 https://www.belastingdienst.nl/wps/wcm/connect/bldcontentnl/belastingdienst/prive/vermogen_en_aanmerkelijk_belang/aanmerkelijk_belang/loon_en_aanmerkelijk_belang/

R5 https://www.kvk.nl/en/starting/renting/

R6 https://www.ipaf.org/en-us/resource-library/inspections

35 / APPENDIX B

Quotes and assumptions

Scope and evidence

Missing evidence includes installed fleet prices, battery and inspection costs, condition-adjusted disposal offers, depot terms, qualified service availability, insurance, employment terms and lender documentation. The demand ramp and technical minutes per occupied unit require actual paid deployment records.

Decision and controls

Register each quotation with supplier, date, scope, tax, validity and conditions. Keep explicit zero, missing and adverse values when updating inputs. A missing assumption must expose an incomplete case rather than revert to a cheerful default. All scenarios and the Word plan require refresh after material input changes.

36 / FINANCIAL PLAN

Startup costs and funding

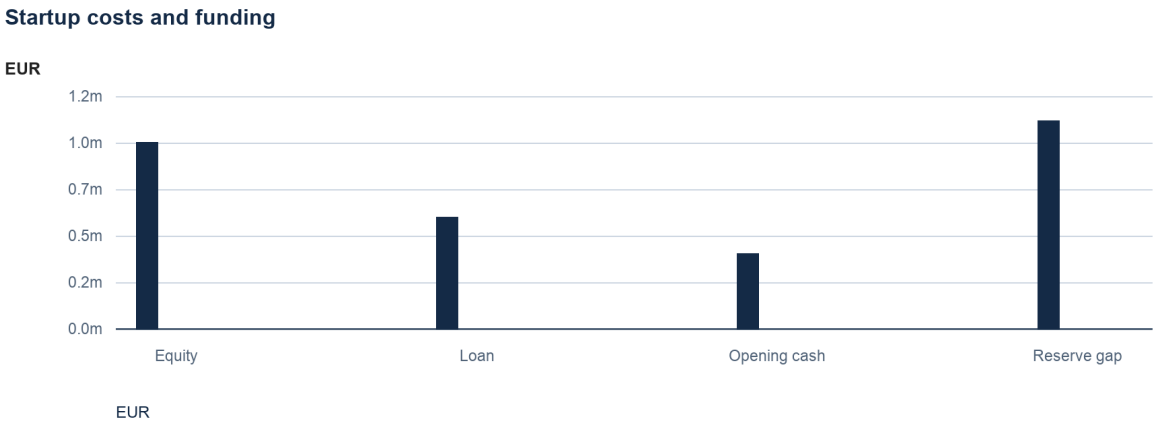
Scope and evidence

Opening equity and a specified term loan fund fleet, depot assets, setup expense, eligible input VAT and a refundable premises deposit. All financing is proposed and uncommitted. Opening company cash excludes these cash uses. The model shows the reserve funding gap for every case.

Decision and controls

Negative cash is an unresolved capital requirement. Neither sponsor injections nor additional borrowing are booked automatically. Equipment replacement is a real cash event and asset disposal proceeds are shown only once. A profitable rental year cannot substitute for cash to purchase the next fleet. Model v1.0 captured 2026-10-03: Base Year 1 rental revenue €262,080.00, net loss (€281,469.34), minimum company cash (€1,015,061.37) and additional capital to maintain the policy reserve €1,115,061.37. Downside reserve gap is €2,599,439.09; Upside reserve gap is €727,196.24. All three cases lose money and require additional funding. Launch should be deferred pending a materially revised fleet, pricing, overhead and funding design; the scheduled replacement cannot be funded from the booked capital.

Opening funding EUR	EUR
Proposed equity	**€1,000,000.00**
Proposed term debt	€600,000.00
Preopening expense cash	(€30,000.00)
Preopening VAT cash	(€6,300.00)
Fleet and depot incl VAT	(€1,149,500.00)
Deposit cash	(€10,500.00)
Opening cash	**€403,700.00**
Reserve funding gap	**€1,115,061.37**



Opening sources and minimum reserve funding. EUR. Model v1.0 captured 2026-10-03.

37 / FINANCIAL PLAN

Itemized startup costs

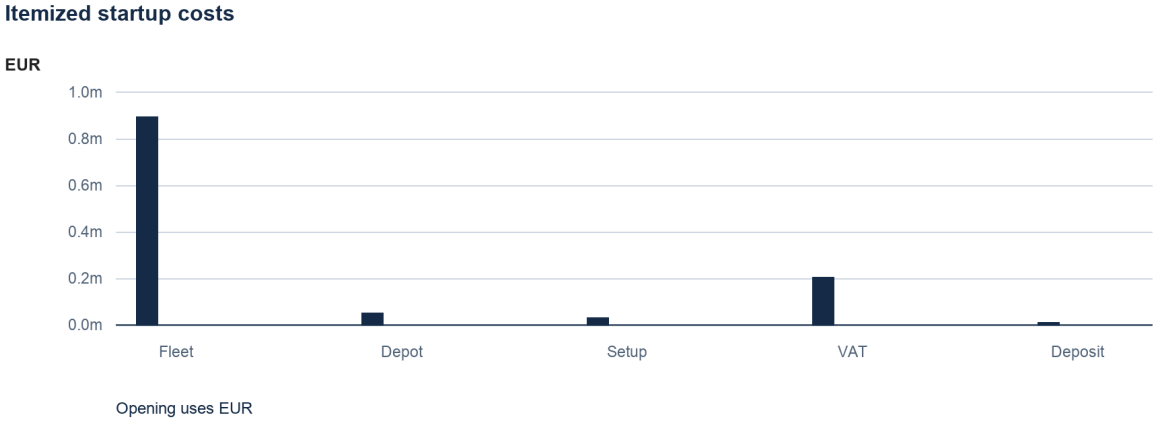
Scope and evidence

The opening uses separately identify original owned lifts, depot fitout and systems, formation and launch expenses, eligible input VAT and refundable premises security. All amounts are planning allowances pending quotations. Assets and refundable security are not expensed as current rent.

Decision and controls

The supplier review must include installed price, warranty, battery condition, certification, inspections and commissioning. The residual estimate is not a dealer buyback promise. VAT credits remain assets without a refund assumption, so the initial gross invoice cash must be funded.

Base opening uses EUR	EUR
Formation	€6,000.00
Staff training	€9,000.00
Launch acquisition	€9,000.00
Commissioning	€6,000.00
Thirty owned scissor lifts	€900,000.00
Charging safe storage	€35,000.00
Systems records	€15,000.00
Total setup net	**€30,000.00**
Total capital net	**€950,000.00**
Eligible input VAT cash	€205,800.00
Refundable deposit	€10,500.00
Total opening use	**€1,196,300.00**



Opening cash uses. EUR. Model v1.0 captured 2026-10-03.

38 / FINANCIAL PLAN

Owner personal survival budget

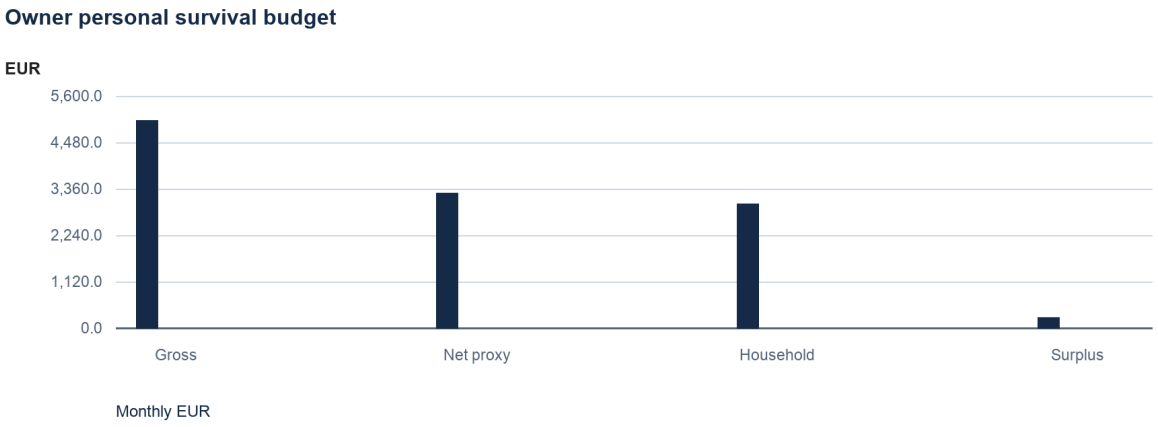
Scope and evidence

The director receives paid salary through the company payroll. The personal illustration uses a stated net-pay share and monthly household spending, not a Dutch payroll tax computation. It does not create company revenue or replace the employer payroll allowance.

Decision and controls

Housing, food, transport, health and other costs form the household schedule. An adequate personal budget does not cure a company funding gap. Before committing capital, obtain an actual director payroll calculation and evidence of household liquidity during launch. Monthly Year 1 owner gross salary is €5,000.00; personal net-pay proxy €3,250.00, household €3,000.00 and budget surplus €250.00. The company pays the owner even while it loses money. Results are EUR, model v1.0, captured 2026-10-03.

Year 1 monthly personal EUR	EUR
Gross paid salary	€5,000.00
Net pay proxy	€3,250.00
Housing	€1,700.00
Food	€550.00
Transport	€180.00
Health	€170.00
Other	€400.00
Total household	**€3,000.00**
Budget surplus	**€250.00**



Year 1 monthly household illustration. EUR. Model v1.0 captured 2026-10-03.

39 / FINANCIAL PLAN

Financing terms and security

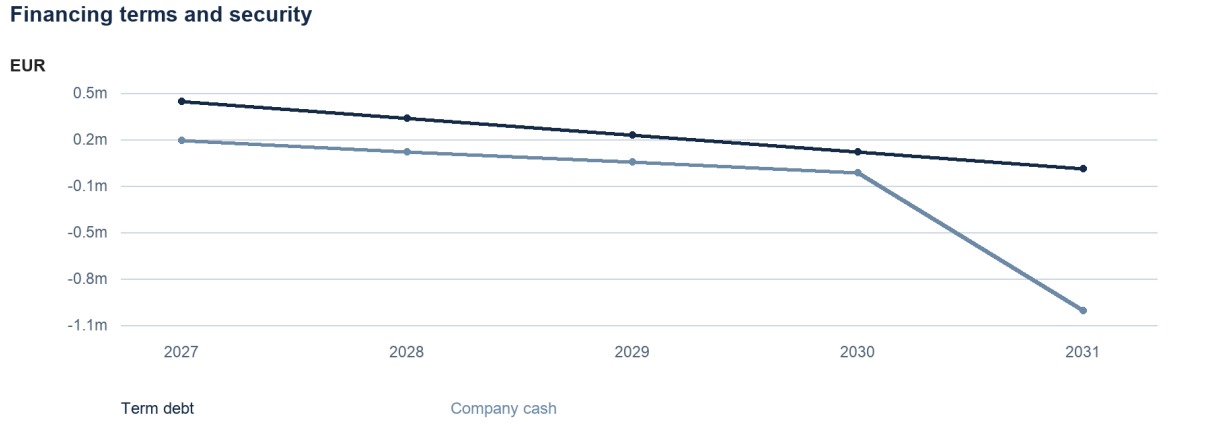
Scope and evidence

The proposed initial loan has a fixed principal, annual interest input and finite monthly amortisation. Debt is drawn at opening and interest is charged on the opening monthly balance. Repayment is capped by outstanding principal; no negative debt or automatic warehouse advance is permitted.

Decision and controls

Any debt covenant shown is an internal diagnostic until actual loan terms exist. Equipment title, first-ranking security, personal guarantees and conditions precedent are unverified. Additional funding required for fleet replacement remains outside booked capital. No debt facility or sponsor commitment is claimed as secured. Opening equity €1,000,000.00 and loan €600,000.00 are uncommitted. Base interest is 5.5% and monthly principal €10,000.00 for 60 months. Year 5 closing debt is 0.00; opening company cash is €403,700.00. No additional debt draw is assumed. Results are EUR, model v1.0, captured 2026-10-03.

Company finance EUR	EUR
Proposed equity	**€1,000,000.00**
Opening term loan	**€600,000.00**
Monthly principal Year 1	€10,000.00
Internal cash reserve	€100,000.00
Minimum company cash	(€1,015,061.37)
Reserve funding gap	**€1,115,061.37**
Closing debt December 2031	**0.00**



2027 to 2031 annual or year end. EUR. Model v1.0 captured 2026-10-03.

40 / FINANCIAL PLAN

Revenue forecast and capacity

Scope and evidence

Average billable occupied units are the minimum of demanded units, usable owned units and paid technical capacity. Price and annual growth drive net rental revenue. Unserved demand is not billed. Original fleet and replacement fleet remain separately identifiable so occupancy cannot persist without assets.

Decision and controls

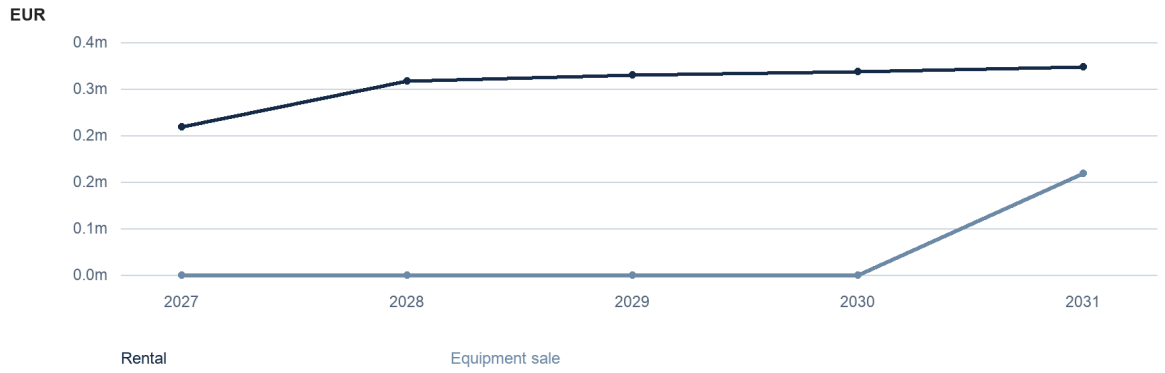
Asset sales appear separately from recurring rental income. Customer invoices bear VAT; expected gross losses reduce collectable revenue cash and profit. The forecast treats all surviving invoices as collected the next month and carries the final month receivable. This simplified credit convention must be replaced with actual contract timing. Annual Base billable unit-months are 249.60, 321.36, 324.00, 324.00, 324.00 for 2027 through 2031. Year 5 recurring rent is €368,243.42; equipment sale proceeds €180,000.00 are separate investing receipts, not rental revenue. Expected demand above the fleet or technical cap is unbilled. Results are EUR, model v1.0, captured 2026-10-03.

Base EUR	2027	2028	2029
Recurring net rental revenue	€262,080.00	€344,176.56	€353,944.08
Net fleet sale proceeds	0.00	0.00	0.00
Gross rental credit loss	€6,342.34	€8,329.07	€8,565.45

Base EUR	2030	2031
Recurring net rental revenue	€361,022.96	€368,243.42
Net fleet sale proceeds	0.00	€180,000.00
Gross rental credit loss	€8,736.76	€8,911.49

Base unit months	2027	2028	2029
Billable occupancy	249.60	321.36	324.00
Unserved demand	0.00	0.00	7.00
Usable fleet capacity	324.00	324.00	324.00
Technical capacity	353.60	353.60	353.60

Revenue forecast and capacity



2027 to 2031 annual or year end. EUR. Model v1.0 captured 2026-10-03.

41 / FINANCIAL PLAN

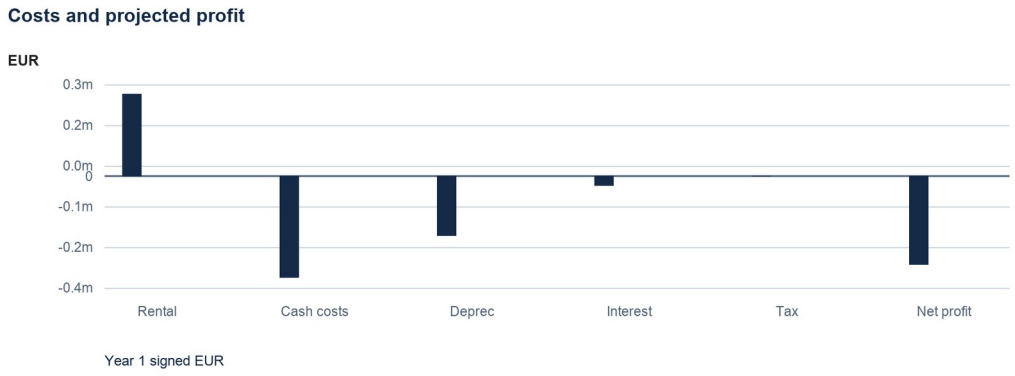
Costs and projected profit

Scope and evidence

Payroll, depot overhead, per-owned-unit maintenance and per-occupied-unit service cost are explicit. Depreciation respects finite lives and residual carrying value. Asset disposal gains equal proceeds less carrying value released; full sale proceeds are not recurring operating margin.

Decision and controls

Tax is a conservative monthly positive-book-profit proxy using current Dutch corporate rates held constant, without loss relief or deferred tax. Actual depreciation allowances, fiscal losses and instalment dates need adviser review. The plan accepts losses and exposed funding gaps rather than adjusting costs to manufacture profits. Base Year 1 EBITDA is (€61,494.34); depreciation (€190,000.00) and interest (€29,975.00) yield net loss (€281,469.34). Year 5 net loss is (€202,258.68), despite the fleet sale. The original Base residual sale produces no gain because proceeds equal carrying value. Results are EUR, model v1.0, captured 2026-10-03.



Year 1 signed profit components. EUR. Model v1.0 captured 2026-10-03. Signed components reconcile to net profit. Net profit is a resulting total, not another expense.

Financial detail

Base EUR	2027	2028	2029
Recurring rental revenue	€262,080.00	€344,176.56	€353,944.08
Gross bad debt expense	(€6,342.34)	(€8,329.07)	(€8,565.45)
Payroll expense	(€189,000.00)	(€194,670.00)	(€200,510.10)
Other operating costs	(€128,232.00)	(€135,405.04)	(€139,593.22)
EBITDA	**(€61,494.34)**	**€5,772.45**	**€5,275.31**
Depreciation	(€190,000.00)	(€190,000.00)	(€190,000.00)
Gain or loss on asset sale	0.00	0.00	0.00
Interest	(€29,975.00)	(€23,375.00)	(€16,775.00)
Profit before tax	**(€281,469.34)**	**(€207,602.55)**	**(€201,499.69)**
Tax provision paid	0.00	0.00	0.00
Net profit	**(€281,469.34)**	**(€207,602.55)**	**(€201,499.69)**

Base EUR	2030	2031
Recurring rental revenue	€361,022.96	€368,243.42
Gross bad debt expense	(€8,736.76)	(€8,911.49)
Payroll expense	(€206,525.40)	(€212,721.17)
Other operating costs	(€143,781.02)	(€148,094.45)
EBITDA	**€1,979.78**	**(€1,483.68)**
Depreciation	(€190,000.00)	(€197,200.00)
Gain or loss on asset sale	0.00	0.00
Interest	(€10,175.00)	(€3,575.00)
Profit before tax	**(€198,195.22)**	**(€202,258.68)**
Tax provision paid	0.00	0.00
Net profit	**(€198,195.22)**	**(€202,258.68)**

42 / FINANCIAL PLAN

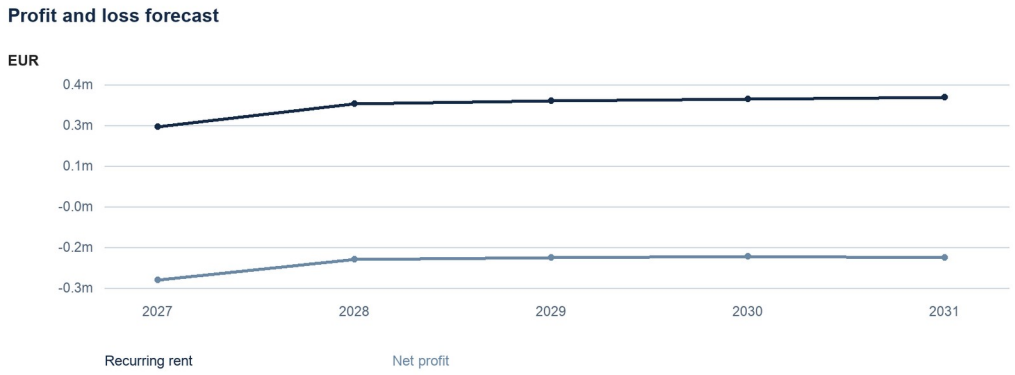
Profit and loss forecast

Scope and evidence

The profit statement separates rent, gross invoice losses, paid payroll, operating expense, EBITDA, asset depreciation, disposal gain, interest, tax and net profit. Rental and disposal amounts must agree with the schedules. All financial figures are integrated from retained model results.

Decision and controls

No gain is recognised on unsold residual estimates. The model carries equipment cost and residual book value until actual forecast disposal. A lower disposal price produces an accounting loss and weaker cash. The same fleet sale must never be added twice to cash through both income and investing proceeds.



2027 to 2031 annual or year end. EUR. Model v1.0 captured 2026-10-03.

Financial detail

Base EUR	2027	2028	2029
Recurring rental revenue	€262,080.00	€344,176.56	€353,944.08
Gross bad debt expense	(€6,342.34)	(€8,329.07)	(€8,565.45)
Payroll expense	(€189,000.00)	(€194,670.00)	(€200,510.10)
Other operating costs	(€128,232.00)	(€135,405.04)	(€139,593.22)
EBITDA	**(€61,494.34)**	**€5,772.45**	**€5,275.31**
Depreciation	(€190,000.00)	(€190,000.00)	(€190,000.00)
Gain or loss on asset sale	0.00	0.00	0.00
Interest	(€29,975.00)	(€23,375.00)	(€16,775.00)
Profit before tax	**(€281,469.34)**	**(€207,602.55)**	**(€201,499.69)**
Tax provision paid	0.00	0.00	0.00
Net profit	**(€281,469.34)**	**(€207,602.55)**	**(€201,499.69)**

Base EUR	2030	2031
Recurring rental revenue	€361,022.96	€368,243.42
Gross bad debt expense	(€8,736.76)	(€8,911.49)
Payroll expense	(€206,525.40)	(€212,721.17)
Other operating costs	(€143,781.02)	(€148,094.45)
EBITDA	**€1,979.78**	**(€1,483.68)**
Depreciation	(€190,000.00)	(€197,200.00)
Gain or loss on asset sale	0.00	0.00
Interest	(€10,175.00)	(€3,575.00)
Profit before tax	**(€198,195.22)**	**(€202,258.68)**
Tax provision paid	0.00	0.00
Net profit	**(€198,195.22)**	**(€202,258.68)**

43 / FINANCIAL PLAN

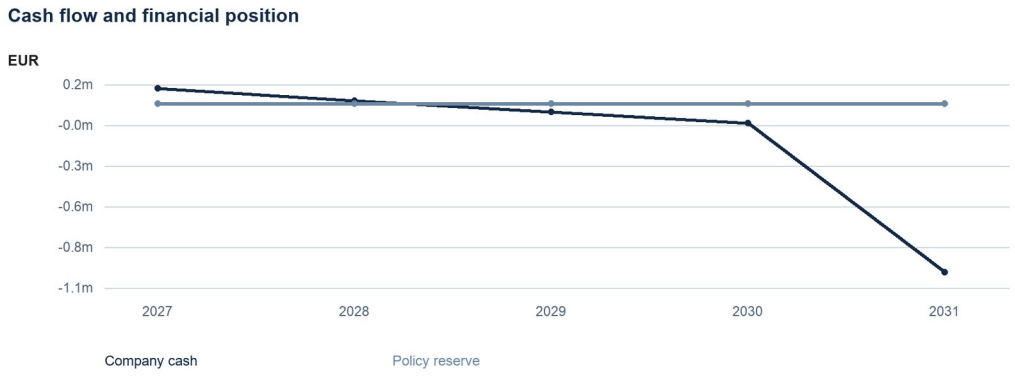
Cash flow and financial position

Scope and evidence

The direct cash schedule includes gross collected rental, payroll, operating expense plus eligible VAT, VAT payments, tax, capital purchases, equipment disposal and scheduled debt principal and interest. Opening cash plus signed movements reconciles to closing company cash.

Decision and controls

The balance sheet links cash, collectable invoices, VAT credits, refundable deposit and owned asset book values to debt, VAT liabilities, paid equity and retained earnings. An independent indirect cash bridge reverses disposal gains and depreciation to ensure proceeds occur once. Negative cash is shown as an unfunded deficit, not a fictitious overdraft. Base company cash first becomes negative in 2030-08. The month-49 net equipment acquisition outflow is (€1,132,560.00) including eligible VAT; gross sale cash is €217,800.00. VAT credits are carried and not treated as a refund. Results are EUR, model v1.0, captured 2026-10-03.



2027 to 2031 annual or year end. EUR. Model v1.0 captured 2026-10-03. Cash below zero is an unfunded deficit.

Financial detail

Signed cash EUR	2027	2028	2029
Opening cash	**€403,700.00**	**€200,566.40**	**€118,145.83**
Gross rental receipts	€278,402.12	€406,486.52	€418,741.70
Payroll outflow	(€189,000.00)	(€194,670.00)	(€200,510.10)
Other operating outflow	(€142,560.72)	(€150,862.09)	(€155,540.46)
VAT payment outflow	0.00	0.00	0.00
Tax payment outflow	0.00	0.00	0.00
Interest payment outflow	(€29,975.00)	(€23,375.00)	(€16,775.00)
Fleet purchase incl VAT	0.00	0.00	0.00
Fleet sale incl VAT	0.00	0.00	0.00
Principal repayment	(€120,000.00)	(€120,000.00)	(€120,000.00)
Display rounding only	0.00	0.00	0.00
Closing cash	**€200,566.40**	**€118,145.83**	**€44,061.97**

Signed cash EUR	2030	2031
Opening cash	**€44,061.97**	**(€29,992.78)**
Gross rental receipts	€427,401.52	€435,949.55
Payroll outflow	(€206,525.40)	(€212,721.17)
Other operating outflow	(€160,206.67)	(€165,012.87)
VAT payment outflow	(€4,549.19)	(€4,949.10)
Tax payment outflow	0.00	0.00
Interest payment outflow	(€10,175.00)	(€3,575.00)
Fleet purchase incl VAT	0.00	(€1,132,560.00)
Fleet sale incl VAT	0.00	€217,800.00
Principal repayment	(€120,000.00)	(€120,000.00)
Display rounding only	(€0.01)	0.00
Closing cash	**(€29,992.78)**	**(€1,015,061.37)**

44 / FINANCIAL PLAN

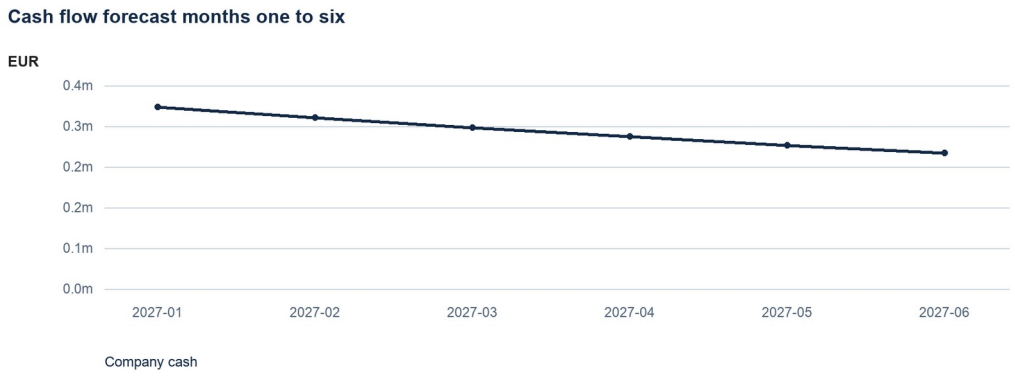
Cash flow forecast months one to six

Scope and evidence

Months one to six use the same monthly model rather than spreading annual totals evenly. The demand ramp, next-month collection convention and fixed paid team expose early cash costs. Startup uses occur before January trading cash and are shown separately in the funding schedule.

Decision and controls

The final table uses signed EUR cents. A labelled display-rounding adjustment reconciles rounded opening cash and every rounded movement to rounded closing cash exactly. This adjustment is only presentation arithmetic and never changes the underlying financial forecast.



January to June 2027. EUR. Model v1.0 captured 2026-10-03. Cash below zero is an unfunded deficit.

Financial detail

Signed cash EUR	2027-01	2027-02	2027-03
Opening cash	**€403,700.00**	**€363,603.08**	**€342,923.92**
Gross rental receipts	0.00	€19,423.40	€20,600.58
Payroll outflow	(€15,750.00)	(€15,750.00)	(€15,750.00)
Other operating outflow	(€11,596.92)	(€11,648.40)	(€11,699.88)
VAT payment outflow	0.00	0.00	0.00
Tax payment outflow	0.00	0.00	0.00
Interest payment outflow	(€2,750.00)	(€2,704.17)	(€2,658.33)
Fleet purchase incl VAT	0.00	0.00	0.00
Fleet sale incl VAT	0.00	0.00	0.00
Principal repayment	(€10,000.00)	(€10,000.00)	(€10,000.00)
Display rounding only	0.00	€0.01	(€0.01)
Closing cash	**€363,603.08**	**€342,923.92**	**€323,416.28**

Signed cash EUR	2027-04	2027-05	2027-06
Opening cash	**€323,416.28**	**€305,080.18**	**€287,915.61**
Gross rental receipts	€21,777.76	€22,954.93	€24,132.11
Payroll outflow	(€15,750.00)	(€15,750.00)	(€15,750.00)
Other operating outflow	(€11,751.36)	(€11,802.84)	(€11,854.32)
VAT payment outflow	0.00	0.00	0.00
Tax payment outflow	0.00	0.00	0.00
Interest payment outflow	(€2,612.50)	(€2,566.67)	(€2,520.83)
Fleet purchase incl VAT	0.00	0.00	0.00
Fleet sale incl VAT	0.00	0.00	0.00
Principal repayment	(€10,000.00)	(€10,000.00)	(€10,000.00)
Display rounding only	0.00	€0.01	(€0.01)
Closing cash	**€305,080.18**	**€287,915.61**	**€271,922.56**

45 / FINANCIAL PLAN

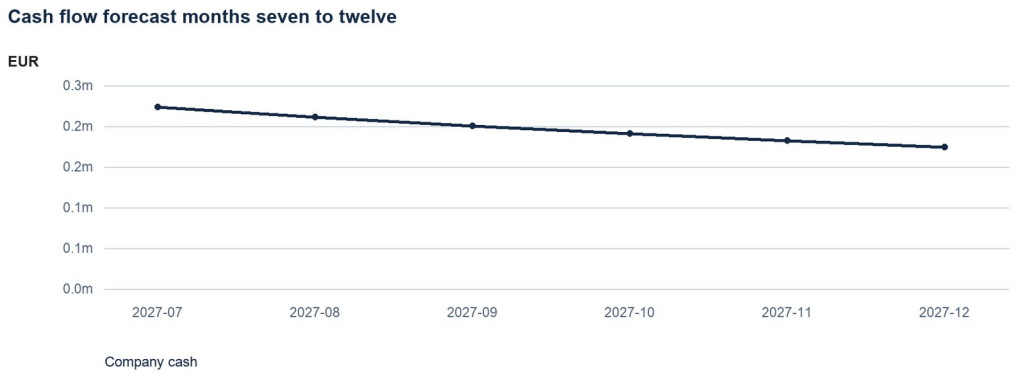
Cash flow forecast months seven to twelve

Scope and evidence

Months seven to twelve continue actual monthly ramp and collection timing. Payroll and overhead are paid throughout; owner work is not free during low occupancy. December receivables remain on the balance sheet and are collected subsequently under the forecast convention.

Decision and controls

Annual cash begins with January opening and ends with December closing. Net movement is the sum of the twelve monthly flows. Compare the monthly tail and debt balances with annual totals. No financial improvement is inferred solely from completing the first operating year.



July to December 2027. EUR. Model v1.0 captured 2026-10-03. Cash below zero is an unfunded deficit.

Financial detail

Signed cash EUR	2027-07	2027-08	2027-09
Opening cash	**€271,922.56**	**€257,101.04**	**€243,451.06**
Gross rental receipts	€25,309.28	€26,486.46	€27,663.64
Payroll outflow	(€15,750.00)	(€15,750.00)	(€15,750.00)
Other operating outflow	(€11,905.80)	(€11,957.28)	(€12,008.76)
VAT payment outflow	0.00	0.00	0.00
Tax payment outflow	0.00	0.00	0.00
Interest payment outflow	(€2,475.00)	(€2,429.17)	(€2,383.33)
Fleet purchase incl VAT	0.00	0.00	0.00
Fleet sale incl VAT	0.00	0.00	0.00
Principal repayment	(€10,000.00)	(€10,000.00)	(€10,000.00)
Display rounding only	0.00	€0.01	(€0.01)
Closing cash	**€257,101.04**	**€243,451.06**	**€230,972.60**

Signed cash EUR	2027-10	2027-11	2027-12
Opening cash	**€230,972.60**	**€219,665.67**	**€209,530.27**
Gross rental receipts	€28,840.81	€30,017.99	€31,195.16
Payroll outflow	(€15,750.00)	(€15,750.00)	(€15,750.00)
Other operating outflow	(€12,060.24)	(€12,111.72)	(€12,163.20)
VAT payment outflow	0.00	0.00	0.00
Tax payment outflow	0.00	0.00	0.00
Interest payment outflow	(€2,337.50)	(€2,291.67)	(€2,245.83)
Fleet purchase incl VAT	0.00	0.00	0.00
Fleet sale incl VAT	0.00	0.00	0.00
Principal repayment	(€10,000.00)	(€10,000.00)	(€10,000.00)
Display rounding only	0.00	0.00	0.00
Closing cash	**€219,665.67**	**€209,530.27**	**€200,566.40**

46 / FINANCIAL PLAN

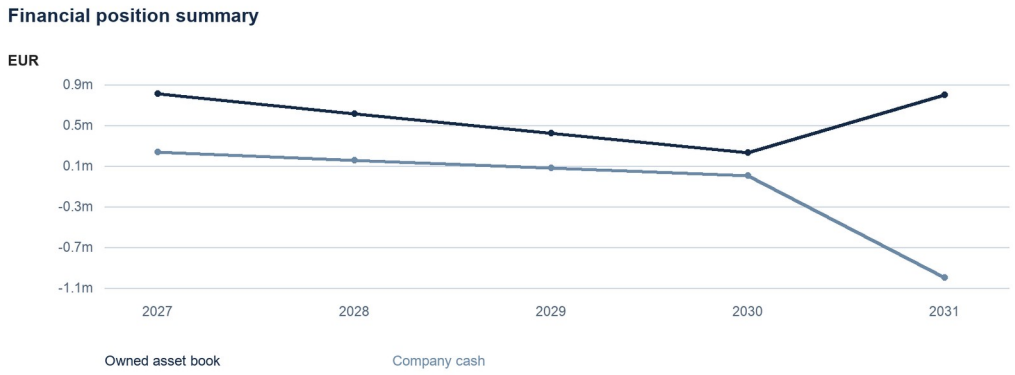
Financial position summary

Scope and evidence

At each year end, equipment, invoice balances, VAT, deposit and cash reconcile to remaining debt and book equity. Original assets depreciate to a residual carrying value and are removed when sold; replacements enter at actual purchase cost. The depot asset life is finite and separate.

Decision and controls

Cash deficits remain visible rather than being reclassified as an invented loan. Retained earnings include initial setup expense and all forecast profits or losses. The model does not assign market value to the company or capitalise an unevidenced brand. Balance differences must round to zero in all cases.



2027 to 2031 annual or year end. EUR. Model v1.0 captured 2026-10-03.

Financial detail

Base EUR	2027	2028	2029
Cash asset or unfunded deficit	€200,566.40	€118,145.83	€44,061.97
Collectable rental invoices	€32,372.34	€34,010.38	€34,975.57
VAT credit	€165,091.92	€108,271.90	€49,890.88
Refundable site deposit	€10,500.00	€10,500.00	€10,500.00
Owned fleet and depot assets	€760,000.00	€570,000.00	€380,000.00
Total assets incl deficit	**€1,168,530.66**	**€840,928.12**	**€519,428.43**
Remaining term debt	€480,000.00	€360,000.00	€240,000.00
VAT payable	0.00	0.00	0.00
Paid in equity	€1,000,000.00	€1,000,000.00	€1,000,000.00
Retained earnings	(€311,469.34)	(€519,071.88)	(€720,571.57)
Liabilities and equity	**€1,168,530.66**	**€840,928.12**	**€519,428.43**
Balance difference	**0.00**	**0.00**	**0.00**

Base EUR	2030	2031
Cash asset or unfunded deficit	(€29,992.78)	(€1,015,061.37)
Collectable rental invoices	€35,675.09	€36,388.59
VAT credit	0.00	€98,347.30
Refundable site deposit	€10,500.00	€10,500.00
Owned fleet and depot assets	€190,000.00	€748,800.00
Total assets incl deficit	**€206,182.31**	**(€121,025.47)**
Remaining term debt	€120,000.00	0.00
VAT payable	€4,949.10	0.00
Paid in equity	€1,000,000.00	€1,000,000.00
Retained earnings	(€918,766.79)	(€1,121,025.47)
Liabilities and equity	**€206,182.31**	**(€121,025.47)**
Balance difference	**0.00**	**0.00**

47 / FINANCIAL PLAN

Break even and scenarios

Scope and evidence

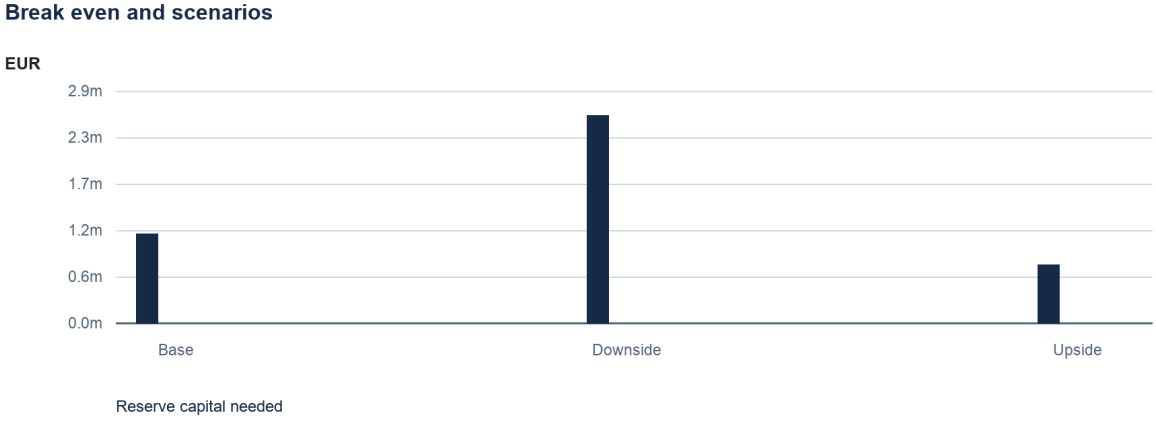
Break-even distinguishes operating expense coverage from debt cash coverage and from fleet replacement funding. Monthly rent contribution per occupied unit accounts for expected gross invoice losses and variable service costs. Fleet and paid technical capacity may make a required occupancy unattainable.

Decision and controls

Base, Downside and Upside use the same schedules with explicit demand, price, downtime, credit loss, residual, debt and cost inputs. Case comparisons are captured snapshots with an all-case and metadata stale indicator. An upside accounting result cannot justify an unfunded replacement. Use the final model funding conclusion to decide launch or redesign. Model v1.0 captured 2026-10-03: Base Year 1 rental revenue €262,080.00, net loss (€281,469.34), minimum company cash (€1,015,061.37) and additional capital to maintain the policy reserve €1,115,061.37. Downside reserve gap is €2,599,439.09; Upside reserve gap is €727,196.24. All three cases lose money and require additional funding. Launch should be deferred pending a materially revised fleet, pricing, overhead and funding design; the scheduled replacement cannot be funded from the booked capital.

Captured cases	Year 5 net profit EUR	Minimum cash EUR	Reserve gap EUR
Base	(€202,258.68)	(€1,015,061.37)	€1,115,061.37
Downside	(€519,402.09)	(€2,499,439.09)	€2,599,439.09
Upside	(€98,386.45)	(€627,196.24)	€727,196.24

Base Year 1 monthly units	Units
Opening EBITDA break even	**26.03**
Opening debt cash coverage	**39.05**
Usable owned fleet cap	27.00
Paid technical unit cap	29.47



All-case additional funding for the EUR100000 internal reserve; this policy does not supply cash. Captured five-year case funding gaps. EUR. Model v1.0 captured 2026-10-03.

Model guide and completion

Scope and evidence

Edit the workbook case inputs and use the selector to review live outputs. Captured comparisons identify the version, start date and capture date and flag any changed input in every case, including zero-valued drivers. The retained JavaScript owns absent-key defaults and explicit XLSX input import.

Decision and controls

A rebuild preserves existing inputs; two rebuilds and an import round trip must demonstrate preservation of all cases and metadata. Financial tables and visuals are generated from model-results.json. Final acceptance requires every Word page, workbook sheet, native chart, independent reconciliations and meaningful changed-input checks, with code and provenance retained. The live model is rebuilt in JavaScript with persistent inputs.json. Use --import-inputs with a workbook path to explicitly import all case drivers and metadata before rebuilding. Absent keys alone receive defaults; explicit null and zero survive and invalid cases are exposed. A changed start date is unsupported until the author extends the calendar and tax schedule. Scenarios show live comparisons plus captured drivers and metadata with a stale indicator. Results are EUR, model v1.0, captured 2026-10-03.