EV Charging Business Plan

Canal Charge

DOCUMENT GUIDE

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Reading this business plan

Conditional investment review of a proposed Amsterdam public DC charging hub. Site grid transport capacity customers and capital are uncommitted. 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 Charge is a proposed Amsterdam BV operating one publicly accessible DC charging hub on privately leased land. Four 150 kW ports would share a 300 kW AC import limit; drivers pay for delivered vehicle kWh. This plan supports a conditional investment decision, not an approved launch. January 2027 begins the ten-year forecast, with Base commissioning in July 2027. No address, electricity transport entitlement, supplier quotation, customer commitment or capital is secured.

Decision and controls

The decisive tests are a deliverable grid agreement, safe four-bay access and paid local charging demand sufficient to support two full-time paid people. Demand is a hypothesis and is capped by shared import capacity, conversion losses, auxiliary standby energy and availability. The model includes commissioning delays, energy bills, supplier and roaming timing, VAT, hardware renewal and legitimate cash deficits. The prospective investor should withhold unconditional construction commitments until the site and funding conditions are documented. Model v 1.0 captured 2026-10-03: Base Year 1 net charging revenue €103,932.07, net result (€188,128.26), minimum company cash €252,559.39 and additional capital for the reserve 0.00. Downside minimum cash (€2,200,994.67) requires reserve capital €2,300,994.67. Upside minimum cash is €353,596.50. Base and Upside retain the reserve under these assumptions; Downside is unfunded and cannot proceed on the stated fixed equity. Grid and paid demand evidence remain conditions even where the forecast reserve survives.

02 / BUSINESS

Business details

Scope and evidence

The proposed trading name is Canal Charge, with a Dutch BV intended but not incorporated. The intended area is Amsterdam, initially a suitable private commercial site near an assessed road catchment. The exact address, shareholder, registration, VAT number and contact details remain unselected. This is one hub, not a citywide rollout or a municipal curbside concession.

Decision and controls

The owner would be a paid forty-hour managing director, supported by one forty-hour operations coordinator and contracted electrical maintenance and remote support. No founder qualifications or prior charging operation are documented. Professional tax, electrical and site advice must confirm the actual structure and obligations. Ten years of forecast operation do not establish a ten-year lease or guaranteed access to electricity.

03 / STRATEGY

Business concept and objectives

Scope and evidence

The hub would dispense metered DC electricity to passenger cars and light vans through four bays, with electronic ad hoc payment and contracted roaming access. Dynamic control keeps aggregate AC import below 300 kW. The 150 kW port rating is a maximum, not a promise that every connected vehicle receives that power simultaneously. No battery storage, solar export, shop, parking income or carbon-credit revenue is modelled.

Decision and controls

The first objective is to secure written site and grid terms before ordering assets. Following commissioning, compare billed kWh, session success, power curtailment, payment settlement, outages and customer complaints with the model every month. A second hub is outside this model. Scale only after the first site has paid for its people, maintenance and reserve without relying on uncommitted injections. Model v 1.0 captured 2026-10-03: Base Year 1 net charging revenue €103,932.07, net result (€188,128.26), minimum company cash €252,559.39 and additional capital for the reserve 0.00. Downside minimum cash (€2,200,994.67) requires reserve capital €2,300,994.67. Upside minimum cash is €353,596.50. Base and Upside retain the reserve under these assumptions; Downside is unfunded and cannot proceed on the stated fixed equity. Grid and paid demand evidence remain conditions even where the forecast reserve survives.

04 / STRATEGY

Business model canvas

Scope and evidence

The hub serves drivers who need a convenient local DC recharge and suitable light commercial users buying energy on ordinary terms. Its value is transparent kWh pricing, accessible payment and a managed safe site. Resources are the four ports, grid connection, control platform, leased land and two paid people. Activities include energy procurement, operation, fault coordination, settlement and site inspection.

Decision and controls

Customers reach the hub through physical access, mapping listings and agreed roaming channels. Relationships are transactional with a documented complaints and refund process. Partners include the landlord, grid operator, electricity retailer, installation and maintenance firms, payment provider and accountant. Revenue is delivered kWh only. Costs include purchased energy with losses, fixed network charges, payroll, rent, service fees, maintenance and renewal assets. All commercial counterparties remain unappointed.

Business model canvas

Customer segments Local passenger EV and light van users with suitable journeys	**Value proposition** Metered energy clear price safe accessible payment	**Channels** Ad hoc card and contracted roaming at one physical hub
Customer relationships Receipts complaints fault and refund communication	**Revenue streams** Delivered kWh only no session or parking fees	**Key resources** Four ports shared import leased site two paid people
Key activities Energy procurement safe operation settlement fault coordination	**Key partners** Landlord grid retailer installer maintenance platform accountant	**Cost structure** Energy losses network payroll lease service fees renewal

Proposed design. Customers financing suppliers and appointments are unverified.

05 / STRATEGY

SWOT and longer term goals

Scope and evidence

S 1 is a deliberately limited single-site design with shared power control and clear per-kWh payment. It is an intended control, not proven operating performance. W 1 is the lack of an agreed location, grid transport right and observed conversion. O 1 is the hypothesis that drivers in a suitable Amsterdam catchment will pay for convenient DC charging. T 1 includes congestion delays, competing charging options, wholesale prices, equipment outages and cash exhaustion.

Decision and controls

The three-year aim is to establish measured utilisation and reliable collections within the paid team and contracted service scope. Ten-year operation includes hardware renewal rather than assuming assets last indefinitely. A network, battery addition or broader vehicle fleet service needs separate site evidence, capital approval and operating capacity. No investor exit price or terminal value is inferred from the forecast.

SWOT and longer term goals

S 1 Intended strength Focused site and shared-power reconciliation controls	**W 1 Current weakness** No selected address grid agreement or proven demand
O 1 Hypothesis Convenient local DC charging with clear payment	**T 1 Threats** Congestion delay substitutes wholesale price outage cash gap

Proposed design. Customers financing suppliers and appointments are unverified.

06 / STRATEGY

TOWS strategy matrix

Scope and evidence

SO combines S 1 and O 1 in a paid site trial, with public price clarity and shared-power expectations stated before purchase. WO addresses W 1 and O 1 through catchment interviews, comparable-price collection and a conditional site option, followed by actual metered trial sales. Growth in electric vehicle registrations cannot replace evidence of this hub’s paid kWh.

Decision and controls

ST uses S 1 against T 1 with import control, fault detection, maintenance response and daily reconciliation of energy to billings. WT addresses W 1 and T 1 by keeping construction contracts conditional, retaining paid staffing in weak cases and stopping unfunded commitments. No grant, debt or assumed rescue capital closes the Downside gap.

TOWS strategy matrix

SO S 1 and O 1 Paid trial tests price clarity and successful charging	**WO W 1 and O 1** Conditional site and actual metered demand evidence
ST S 1 and T 1 Import control fault response and settlement checks	**WT W 1 and T 1** No unconditional works before grid and committed capital

Proposed design. Customers financing suppliers and appointments are unverified.

07 / STRATEGY

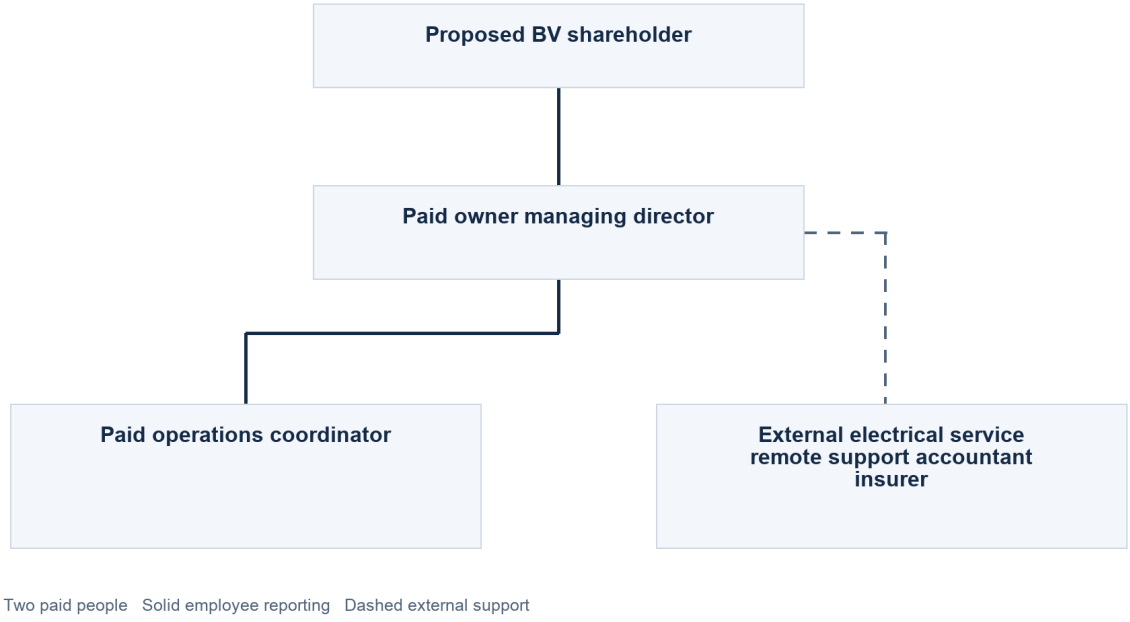
Owner and management

Scope and evidence

The paid owner managing director controls finance, electricity procurement, landlord relations and outsourced services. The operations coordinator reports to the owner and manages inspections, faults, settlement enquiries and maintenance scheduling. Both are paid for forty hours each week throughout construction delay and operation. Public access is intended to be unattended; two staff are not presented as round-the-clock on-site cover.

Decision and controls

An external electrical maintenance provider and remote helpdesk must supply separately priced response outside paid daytime hours. The accountant, installer, insurer and landlord are external counterparties, not employees. The model budgets maintenance and software support but does not prove a twenty-four-hour SLA. Require a named incident escalation arrangement and leave cover before opening; safe shutdown takes priority over retaining revenue.



Two 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 biography, licences, service history or credit record was supplied. The director role needs supplier negotiation, financial control, energy-billing literacy, customer resolution and safety escalation. The coordinator needs evidence of platform use, inspection procedures, records and maintenance coordination. Neither role is assumed qualified to work on live high-voltage equipment.

Decision and controls

Appoint competent electrical contractors for installation, testing and repairs. Verify registrations, insurance, references, isolation protocols and response coverage. Proposed owner gross pay is EUR 60,000 and coordinator EUR 44,000 annually, before a planning employer allowance; actual contracts and payroll treatment are unverified. The director customary-pay assessment also considers comparable roles, not only the published statutory reference.

09 / MARKET

Target customers

Scope and evidence

Priority users are Amsterdam drivers and light-van operators who can reach the site safely and whose vehicles accept its connectors. Some would pay ad hoc; some may use a roaming provider. Twenty percent of gross Base billings is assumed collected the following month, representing channel settlement rather than a signed fleet contract. The remaining share settles within the same model month.

Decision and controls

Do not target heavy truck depots or claim guaranteed taxi demand with this four-bay shared-power design. Actual arrivals, required energy, dwell times and battery charging curves need site measurements. A driver who can charge at home, at work or on public AC may have little reason to use this hub. Qualify customers by charging need and willingness to pay rather than simply counting vehicles.

10 / CUSTOMER STRATEGY

Segmentation targeting and positioning

Scope and evidence

Segment by charging need, access route, dwell window and payment preference. Target users who value a convenient short recharge at the chosen site and accept a disclosed kWh price and shared-power operation. Light business vehicles may be included only where bay geometry and ordinary roaming terms fit; no recurring fleet volume is committed.

Decision and controls

Position the hub around clear payment, safe access and reliable metered service. Avoid claims of the cheapest electricity or universally fastest charge. Test the proposition with genuine completed sessions and refunds, tracking delivered kWh and net contribution by channel. Channel expansion must change service fees, settlement lag and workload in the forecast if contracts differ from the current planning assumptions.

Segmentation targeting and positioning

Segment Charging need dwell window route access payment preference	**Target** Passenger EV light van users with paid local need
Position Clear payment safe access successful metered service	**Evidence gap** No site trial fleet order or observed recurring kWh

Proposed design. Customers financing suppliers and appointments are unverified.

11 / CUSTOMER STRATEGY

Value proposition canvas

Scope and evidence

Customer jobs are to replenish usable vehicle energy, continue a journey and obtain a clear receipt. Pains include an unavailable bay, authentication failure, ambiguous total cost, slower-than-expected shared power and unresolved refunds. Desired gains are successful sessions, predictable payment and useful fault communication.

Decision and controls

Products and services are metered DC charging, ad hoc electronic payment, approved roaming and customer support. Pain relievers are live status, visible kWh tariff, safe access and escalation; gain creators are reconciled receipts and honest power information. These are proposed design functions. Neither published uptime nor a customer satisfaction score is claimed as observed evidence.

Value proposition canvas

Customer jobs Recharge continue journey obtain usable receipt	**Customer pains** Unavailable bay failed payment unclear cost shared power
Customer gains Successful session honest power and price information	**Products and services** Metered DC card roaming and support
Pain relievers Live status clear tariff safe fault escalation	**Gain creators** Reconciled receipts dependable support documented refunds

Proposed design. Customers financing suppliers and appointments are unverified.

12 / MARKET

Market size and trends

Scope and evidence

Scope is annual Amsterdam net spending on publicly accessible DC charging by eligible passenger cars and light vans in calendar 2027. TAM covers that defined city spending, SAM covers the feasible site catchment and vehicle/payment compatibility, and SOM is paid spending the hub actually captures within its limits. No verified numerical spending denominator has been supplied for any layer.

Decision and controls

Estimate the denominator only after matching a defined geographic boundary, publicly accessible DC kWh, year and comparable VAT basis. Gather charging-location data, price snapshots and site trials without multiplying all registered vehicles by assumed purchases. The ten-year company forecast is not market size or validated share. RVO and Liander identify grid constraints; municipal maps identify alternative charging locations, not guaranteed customer demand.

Amsterdam public DC charging scope 2027

TAM unknown Eligible annual net public DC charging spending	**SAM unknown** Feasible site catchment vehicles and access terms
SOM unvalidated Paid delivered kWh within grid and staff limits	**Method needed** Compatible DC kWh and price evidence defined geography

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 and legal context includes site permissions and EU publicly accessible payment rules. Economic exposure is the difference between customer tariff and delivered-energy procurement cost, plus fixed payroll and network charges. Social acceptance depends on safe access, noise, lighting and a useful charging experience. Technological exposure includes charging curves, dynamic control, payment integration and equipment compatibility.

Decision and controls

Environmental actions concern measured conversion losses, responsible equipment disposal and supply claims that match actual contracts. Legal work includes landlord rights, electrical commissioning, price transparency, data protection and insurance. Grid congestion can delay or restrict supply independently of customer demand. Review each factor against the actual address and contracts before treating the July 2027 Base opening assumption as achievable.

PESTLE analysis

Political Site and transport decisions precede hardware orders	**Economic** Tariff less losses energy fees must fund payroll and renewals
Social Safe accessible site with clear shared-power information	**Technological** Vehicle curves controls meters payment compatibility
Legal AFIR price payment electrical data consumer lease rules	**Environmental** Measured losses disposal verified supply claims

Proposed design. Customers financing suppliers and appointments are unverified.

14 / MARKET

Local demand and evidence

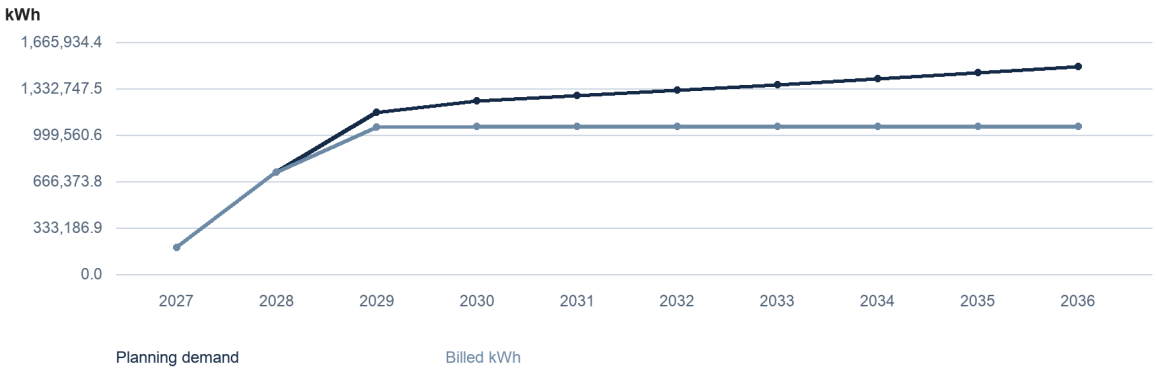
Scope and evidence

There are no traffic counts, observed paying sessions, fleet commitments or measured willingness-to-pay results for a selected site. Mature Base delivered-energy demand is a planning hypothesis, not a published Amsterdam statistic. Existing public chargers on the city map are alternatives; their presence alone neither proves unmet demand nor establishes a direct DC comparison.

Decision and controls

Before committing equipment, define the drive-time catchment and record accessible DC alternatives with connector power, shared limits, payment method, gross tariff and timestamp. Run interviews and a genuine metered pilot where permissions allow. Record completed paid kWh separately from enquiries and failed sessions. Update ramp, price and settlement terms from those results; do not turn a stated intention to visit into recurring billed volume.

Unvalidated annual demand versus capped bills



2027 to 2036 annual or year-end forecast. kWh. Model v 1.0 captured 2026-10-03. Proposed assumptions; no measured market share. Negative cash is unfunded.

15 / MARKET

Competitors and positioning

Scope and evidence

Relevant alternatives are other accessible DC hubs, municipal AC points, workplace charging, home charging and route-based fast charging outside the catchment. No verified local competitive price audit or performance ranking is available. A nominal port kW, retail tariff and roaming bill may refer to different scopes and must not be compared without their terms.

Decision and controls

Use the city map to establish candidates, then collect the actual operator tariff and checkout conditions at each address. Compare VAT-inclusive cost for the same delivered kWh and any lawful occupancy terms. The proposed hub should compete through dependable transactions and access rather than unsupported ratings. Price changes must retain adequate contribution after energy losses and channel costs.

16 / COMPETITIVE STRATEGY

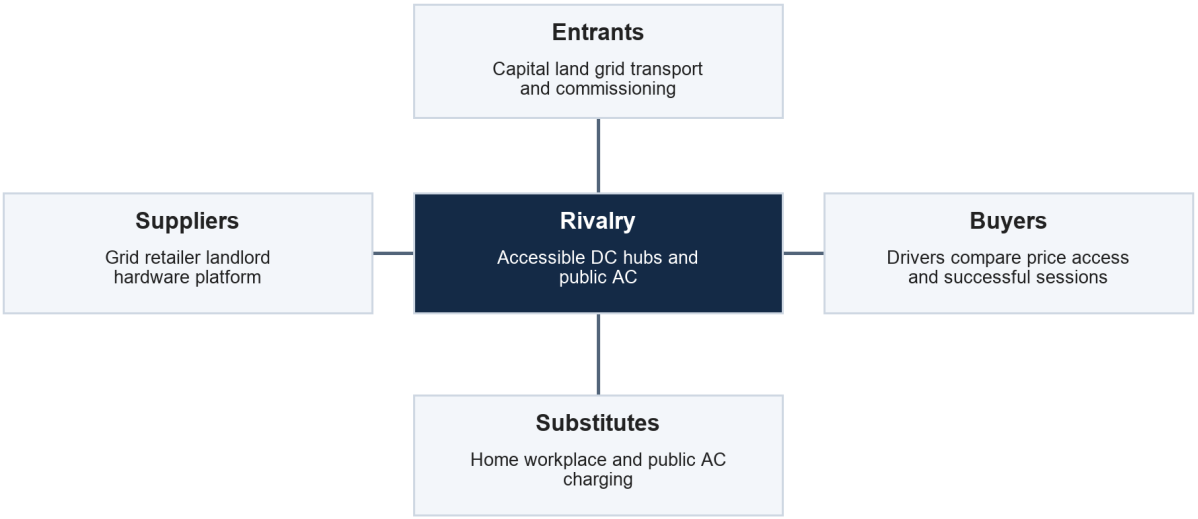
Porter five forces

Scope and evidence

Rivalry comes from DC hubs and lower-power alternatives whose actual locations and price terms need audit. Buyers can switch when access, price or payment is poor. Suppliers include the landlord, grid operator, energy retailer and specialist hardware/software vendors; grid transport rights are especially difficult to replace. Entrants need suitable land, capital and credible electrical delivery. Substitutes include home, workplace and public AC charging.

Decision and controls

Respond to rivalry and buyer choice with transparent pricing and reliable sessions. Reduce supplier risk through written transport terms, tested service support and compatible control interfaces. Keep a site option conditional to manage entry risk. Accept that substitute charging can lower captured demand. These are qualitative forces and management responses, not numeric scores or evidence that the hub has a protected market.



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

17 / COMPETITIVE STRATEGY

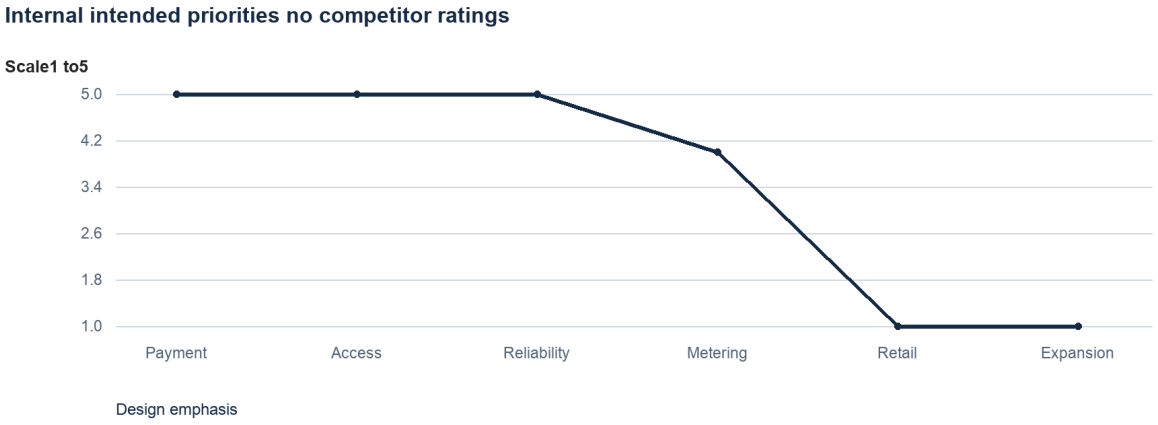
Strategy canvas

Scope and evidence

The diagram shows intended internal emphasis on payment clarity, safe access, reliability, energy reconciliation, ancillary sales and rapid expansion. It does not rate named rivals. The highest priorities are functions the proposed team and contracted providers must demonstrate; a high planning score is not a measured service result.

Decision and controls

Use paid sessions, fault records, price complaints and cash collections to test whether customers value the priorities. Ancillary retail and network expansion remain low emphasis because neither is in the current revenue model. Revise priorities when evidence changes, together with the corresponding costs and available staffing.



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

18 / OPERATIONS

Location and premises

Scope and evidence

Seek a private commercial Amsterdam site with four suitable bays, safe turning space, accessible pedestrian routes and an acceptable planning and electrical position. No address or footprint is secured. The landlord must explicitly permit publicly accessible charging, signage, works, maintenance access and the intended operating hours. Existing municipal curbside charging rules do not grant this project public-space rights.

Decision and controls

The physical connection and transport agreement must support the model’s shared 300 kW AC import during intended hours. A restricted contract needs hourly modelling or a more conservative availability limit. Inspect drainage, ground condition, cable routes, lighting, emergency isolation and accessibility with competent advisers. Require lease term and renewal rights sufficient for the forecast; no residual asset sale or compensation is assumed at lease end.

19 / OPERATIONS

Equipment and resource plan

Scope and evidence

The proposed design has four 150 kW DC ports dynamically sharing 300 kW AC, a revenue-grade metering and payment system, civil works and a grid connection. Hardware, civil and connection budgets are unquoted. Installation testing and warranty support must establish actual vehicle output, conversion loss, standby load and simultaneous-session behaviour.

Decision and controls

The model distinguishes hardware's ninety-six in-service months from civil and connection assets' one-hundred-eighty months. A separate hardware renewal follows the first life, without increasing site capacity. No storage, PV export or future extra port capacity is assumed. Emergency isolation, signage and safe cable management are launch requirements rather than optional revenue enhancements. Base opening capital is €520,000.00 net. Original hardware reaches zero book value in 2035-06; renewal is €304,024.82 net in 2035-07, including the calendar cost increase. Year 10 remaining net hardware/civil assets are €349,686.83; no sale proceeds or terminal value are assumed. EUR results model v 1.0 captured 2026-10-03.

20 / OFFER

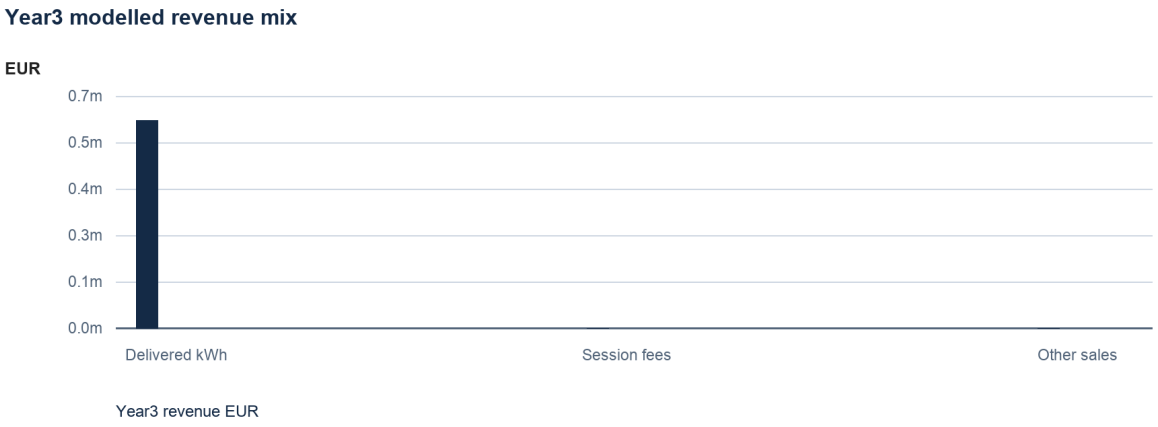
Charging service strategy

Scope and evidence

The product is delivered DC kWh at one publicly accessible four-bay hub. The retail service is embedded in the kWh tariff; no additional fixed session or transaction fee is charged. There are no subscriptions, shop sales, reservations, carbon credits or parking fees. A lawful occupancy fee could be assessed separately later, but it is excluded from all forecast revenue.

Decision and controls

The same net kWh tariff is used across the simplified ad hoc and roaming mix. Actual roaming discounts and consumer checkout prices may differ and must be imported from contracts. Metering and billing records establish delivered energy, not imported energy. Charging losses and any standby allowance belong in procurement, so customers are not billed for electricity that never reaches their vehicles.



Year 3 modelled revenue mix. EUR. Model v 1.0 captured 2026-10-03. Proposed assumptions; no measured market share. Negative cash is unfunded.

21 / OFFER

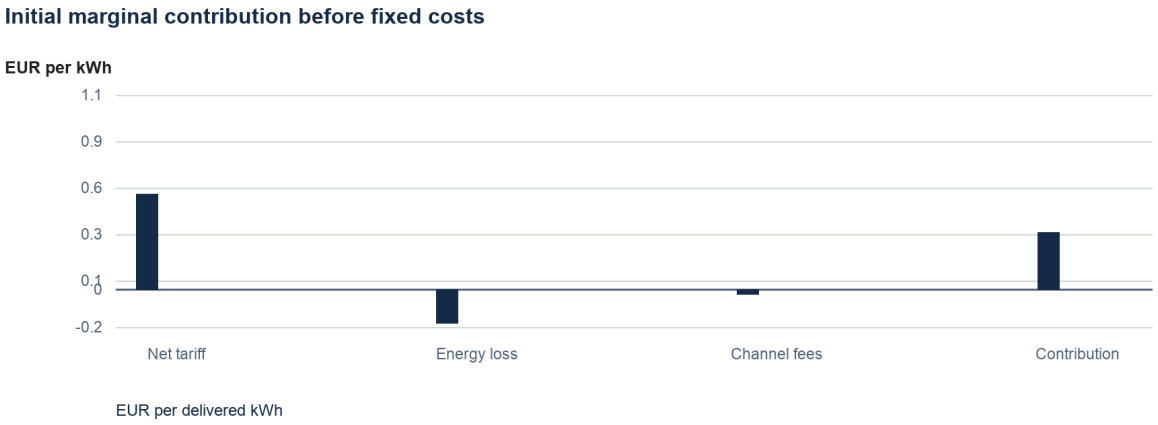
Pricing and delivered energy economics

Scope and evidence

Base launch net tariff is EUR 0.55 per delivered kWh, or EUR 0.6655 including twenty-one-percent VAT before consumer price rounding. This is a proposal, not an observed competitor price. A typical forty-kWh session is an illustrative communication example only; session count does not separately drive revenue. Posted consumer prices and invoices must agree after a confirmed pricing policy.

Decision and controls

Energy bought from the grid exceeds delivered kWh because Base efficiency is ninety-two percent. Electricity procurement includes a net energy rate plus a separate fixed capacity network budget. Processor and roaming service fees are a percentage of gross billings and receive no assumed input VAT credit. Payroll, site and renewal costs sit outside per-kWh contribution and still need to be covered. Initial net price €0.55 per kWh includes retail service. Exact gross rate is EUR 0.6655 per kWh. Initial marginal contribution is EUR 0.3277 per delivered kWh before payroll fixed network standby and overhead. Forty-kWh gross example is €26.62; actual tariff display and rounding need a consistent policy. EUR results model v 1.0 captured 2026-10-03.



Initial marginal contribution before fixed costs. EUR per kWh. Model v 1.0 captured 2026-10-03. Proposed assumptions; no measured market share. Negative cash is unfunded.

22 / OFFER

Competitor charging price comparison

Scope and evidence

No verified competitor tariff table is provided because a specific address and comparable local DC audit are missing. Published city charging prices include points of different power and payment arrangements. They are a research starting point, not a basis for claiming the proposed tariff is cheapest or commercially accepted.

Decision and controls

For each candidate comparator, retain date, address, operator, accessible hours, connector, usable power, gross ad hoc price and any occupancy fee. Separate roaming provider prices from operator prices. Compare the same delivered-energy basket and explain shared-power differences. Leave unavailable observations blank and replace the commercial forecast only after an actual price and demand review.

23 / OFFER

Brand and customer experience

Scope and evidence

Canal Charge is a working name subject to clearance. The intended experience is a safe arrival, visible price, simple card or roaming transaction, successful charge and usable receipt. The bay layout and interface should state shared-power behaviour without implying every vehicle can receive its port maximum. No design or trademark registration is secured.

Decision and controls

Offer a clear refund and complaint channel and show a safe escalation path for failed sessions. Track unsuccessful starts, double authorisations, incorrect receipts and support response. Accessible payment and route information matter more than unverified slogans. Check any claim of renewable electricity against an actual supply contract; the model assumes no environmental premium revenue.

Sales channels and process

Scope and evidence

Ad hoc electronic payment and contracted roaming are the proposed sales channels. Drivers choose a bay, see the tariff, authorise payment, receive metered energy and obtain a receipt. Gross billed revenue is split between same-month settlement and a following-month share. Revenue excludes VAT and is based on delivered kWh; funding equity never enters sales.

Decision and controls

The twenty-percent Base next-month settlement share is a planning proxy, not a signed mobility-provider receivable. Payment fees apply to all gross billings. Reconcile metered delivered kWh, price, VAT, authorisations, net fees and settlements each day. Customer refunds reduce sales and cash when actual evidence arises; no assumed bad debts or refund recoveries disguise the current forecast.

25 / GROWTH

Launch marketing

Scope and evidence

Proposed recurring Base marketing is EUR 800 net monthly, including the precommissioning period. Formation and launch testing are also included in the preopening expense budget. Mapping listings and local business outreach require accurate address, opening status, connector and price information; no publishing or website work is part of this package.

Decision and controls

Spend only against the agreed commissioning path. Marketing cannot cure missing transport rights. Use genuine completed sessions, net paid kWh and contribution to judge acquisition, distinguishing paid trials from free demonstrations. Neither conversion nor customer acquisition cost is currently observed. The Downside keeps paid staff and operating costs instead of pretending an acquisition delay has no cash cost. Base Year 1 recurring net marketing is €9,600.00, including precommissioning months; it does not prove acquisition. EUR results model v 1.0 captured 2026-10-03.

26 / GROWTH

Retention and ongoing sales

Scope and evidence

Reliable completed transactions and transparent receipts are the retention strategy. There is no subscription membership in the model. Drivers may return only when the hub fits their journey and available alternatives; returning enquiries are not billed revenue. Resolve faults and pricing complaints through documented service processes.

Decision and controls

Monitor repeated paid use, successful sessions, channel fee burden and kWh per occupied bay hour. Review tariff and energy cost together. Avoid promising loyalty discounts that are absent from the model or counting repeated vehicles as incremental users. Expansion of business channels must include their actual settlement and support burden.

27 / OPERATIONS

Daily operations and suppliers

Scope and evidence

The owner and coordinator perform daytime site checks, billing reconciliation, supplier coordination and incident escalation within paid hours. Charging is intended to be unattended and electrically controlled outside those hours. Contracted maintenance and remote platform support are required; no employee performs unauthorised live electrical repairs.

Decision and controls

Track import meter and delivered meter readings, conversion losses, available power, fault logs and settlement. Supplier electricity and network invoices are assumed paid the following month, with one gross monthly payable. This is unagreed credit, not a financing facility. Eligible VAT is recognised on invoiced costs, while cash follows the payable schedule. A supplier demanding prepayment materially changes cash and must trigger a forecast revision.

28 / OPERATIONS

Sustainability practices

Scope and evidence

Measure purchased and delivered kWh to identify conversion and standby losses. Record asset maintenance and arrange responsible replacement disposal. No carbon credits, avoided-emission sales or renewable generation are included. A claim about energy origin requires an actual supplier contract and reliable certification evidence.

Decision and controls

Noise, lighting, drainage and accessible routes need an assessed site design. Dynamic control protects the agreed import limit but does not remove regional congestion or establish available transport. Unmodelled storage and flexibility income require separate investment approval, degradation and contract analysis. Present measured energy and outage performance rather than claiming environmental benefits from forecast sales alone.

29 / OPERATIONS

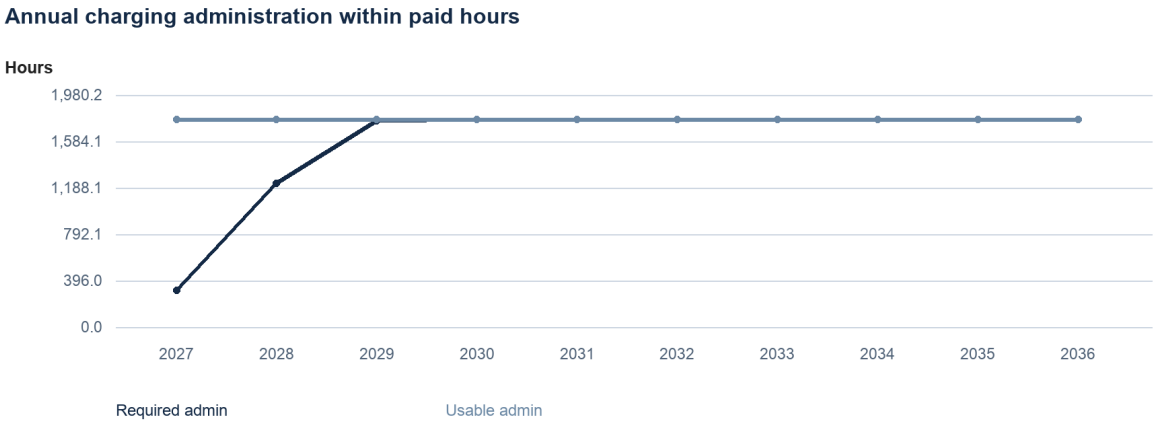
Staffing and training

Scope and evidence

Two paid full-time people are retained across the whole horizon: owner director gross EUR 60,000 and coordinator EUR 44,000 annually in Year 1. A thirty-five-percent employer allowance comprises an eight-percent holiday-pay planning component plus twenty-seven percent unquoted social, pension and benefits costs, applied to both roles conservatively. Salary and cost inflation are explicit assumptions.

Decision and controls

Each role is forty paid hours weekly. Training covers inspections, payment resolution, records, safety escalation and contractor coordination. A fifteen-percent usable-hours allowance provides for leave, illness, breaks and interruptions; an assumed four minutes of internal administration per forty-kWh-equivalent session uses forty weekly hours of the combined eighty paid hours for a separate team workload limit. That administrative screen does not establish electrical throughput, peak queues or round-the-clock support. Base Year 1 paid payroll is €140,400.00. Usable monthly charging administration is 147.33 hours from forty allocated hours per week, yielding 88,400.00 kWh monthly at four minutes per forty-kWh equivalent. The other forty weekly paid hours cover procurement inspection management and coordination. EUR results model v 1.0 captured 2026-10-03.



2027 to 2036 annual or year-end forecast. Hours. Model v 1.0 captured 2026-10-03. Proposed assumptions; no measured market share. Negative cash is unfunded.

30 / PEOPLE

Staff skills and fair work

Scope and evidence

Recruit against practical inspection, customer communication and financial-record tasks. Verify actual wages, hours and role competence before appointment. Outsourced high-voltage work must be performed by competent contractors under appropriate safety procedures. The model does not remove director pay to produce a better cash result.

Decision and controls

Plan leave cover and escalation with signed provider scopes. Two daytime staff cannot promise continuous on-site attendance. Refresh applicable Dutch pay, holiday, working-time and director payroll requirements before hiring. The proposed salary and employer allowance are budgeting estimates, not a payroll assessment or a claim that the founder already has the required skills.

31 / OPERATIONS

Legal and insurance requirements

Scope and evidence

Before construction obtain confirmed landlord rights, location-specific planning advice, grid connection and transport terms, competent electrical design, commissioning certification and suitable insurance. Public accessibility brings AFIR ad hoc payment and kWh price obligations. The Commission guidance excludes an added fixed transaction fee at these ≥50 kW points; this plan includes no such fee.

Decision and controls

Review data protection, receipts, consumer complaint terms and payment security with suppliers. Insurance needs property, public liability, business interruption and relevant employer risks, subject to actual exclusions and limits. No claim proceeds are forecast. Tax treatment, asset lives, VAT timing and the director customary-pay rule need professional review; no licence, policy or approval is represented as complete.

32 / OPERATIONS

Opening roadmap

Scope and evidence

The forecast begins January 2027, with Base commissioning in month seven, Downside month thirteen and Upside month four. These are scenario assumptions. Precommitment steps are site selection, conditional lease, written grid capacity, electrical design, supplier offers and fully committed capital. Only after those gates should assets be ordered and installed.

Decision and controls

Testing must reconcile meters, electronic payment, import limit, safe shutdown, fault escalation and receipts. A binary commissioning gate suppresses energy demand and sales when approval is absent; salaries, rent and fixed network budgets continue. It does not erase assets already hypothetically purchased. Before launch revise the calendar and cash plan to actual delivery terms rather than treating the forecast dates as a promised opening.

33 / MANAGEMENT

Risks and management actions

Scope and evidence

The main risks are absent transport rights, construction delay, weak paid utilisation, energy-price increases, restricted import availability, equipment faults, payment mismatch and cash exhaustion. Own the evidence for the actual site rather than inferring capacity from a physical connection. Technical curtailment or slower vehicle charging may make the monthly energy cap optimistic.

Decision and controls

Require signed commissioning and response obligations, test payment and meter reconciliation and monitor kWh contribution and unrestricted cash. The owner should stop unfunded commitments before cash is exhausted. Keep reserve policy and actual funding distinct. No presumed insurance payout, grant, carbon credit or free labour offsets a downside outcome. Model v 1.0 captured 2026-10-03: Base Year 1 net charging revenue €103,932.07, net result (€188,128.26), minimum company cash €252,559.39 and additional capital for the reserve 0.00. Downside minimum cash (€2,200,994.67) requires reserve capital €2,300,994.67. Upside minimum cash is €353,596.50. Base and Upside retain the reserve under these assumptions; Downside is unfunded and cannot proceed on the stated fixed equity. Grid and paid demand evidence remain conditions even where the forecast reserve survives.

34 / APPENDIX A

Research and evidence

Scope and evidence

Primary sources reviewed 3 October 2026 cover Dutch congestion, Liander capacity checks, municipal charging alternatives, EU AFIR payment/price guidance and Dutch VAT, corporation tax and director-pay references. They establish rules and context, not this site's transport entitlement, demand, tariff acceptance or installed cost. Published 2026 tax references are held as explicit planning rates and must be refreshed.

Decision and controls

The approved Word template, accepted café Word/workbook/results/retained JavaScript and actual EV charging reference workbook/design/builder were inspected. The model is rebuilt for a single Amsterdam hub, retaining relevant industry driver structure and a ten-year horizon. It excludes the reference's US grants, subscription/carbon streams, terminal valuation and automatic gap-funded equity; their economics are not claimed as local evidence.

R1 https://www.rvo.nl/onderwerpen/netcongestie

R2 https://www.liander.nl/grootzakelijk/capaciteit-op-het-net

R3 https://transport.ec.europa.eu/transport-themes/clean-transport/alternative-fuels-sustainable-mobility-europe/alternative-fuels-infrastructure/questions-and-answers-regulation-deployment-alternative-fuels-infrastructure-eu-20231804_en

R4 https://www.amsterdam.nl/parkeren/elektrische-oplaadpunten-amsterdam/

R5 https://www.belastingdienst.nl/wps/wcm/connect/bldcontentnl/belastingdienst/zakelijk/winst/vennootschapsbelasting/tarieven_vennootschapsbelasting

R6 https://www.belastingdienst.nl/wps/wcm/connect/nl/btw/btw

R7 https://odb.belastingdienst.nl/wp-content/uploads/2025/12/Cijferbijlage-2026-bij-Nieuwsbrief-LH-LH-209-1B61FD_TG.pdf

35 / APPENDIX B

Quotes and assumptions

Scope and evidence

No landlord offer, transport agreement, installed equipment quote, electricity contract, roaming terms, service SLA, insurance policy, staff appointment or paid customer commitment exists in the supplied evidence. Every commercial value is a planning assumption, with scenario inputs retained. The installed capital, attainable delivered kWh, loss efficiency, availability and energy cost are key diligence priorities.

Decision and controls

Record date, scope, exclusions, VAT and payment terms when replacing an assumption. Explicit edited-workbook import transfers inputs and metadata to persistent JSON. Rebuilds add defaults only for absent keys, preserving deliberate zero and null values; missing or invalid inputs flag unavailable calculations. Revising economics requires regenerated results and integrated Word, not isolated changes to a headline.

36 / FINANCIAL PLAN

Startup costs and funding

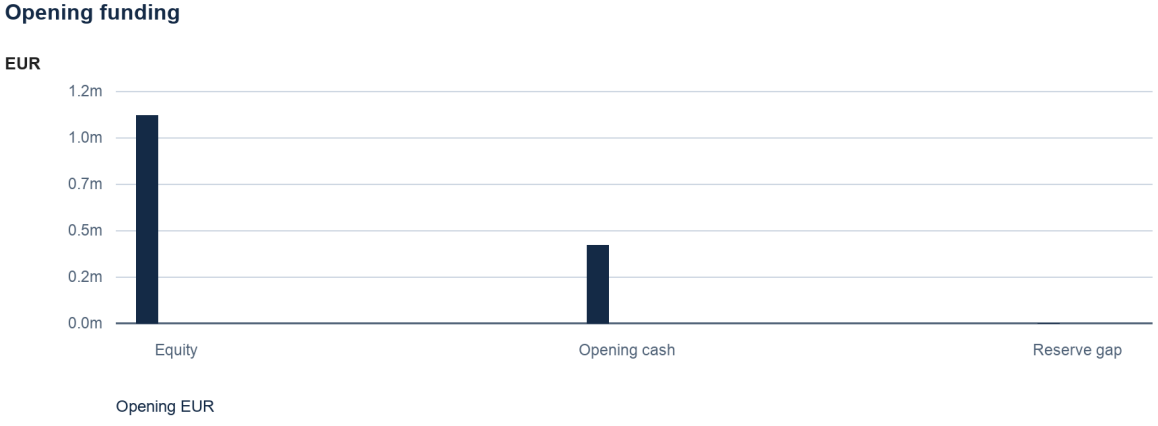
Scope and evidence

The proposed fixed equity contribution is EUR 1.1 million, wholly uncommitted. Startup uses include hardware, civil works, grid connection, preopening formation/testing expense, eligible VAT and a refundable lease deposit. The reserve is retained cash policy rather than an expense. The model does not insert extra sponsor equity when forecast cash falls below zero.

Decision and controls

Construction assets are assumed paid before the January 2027 forecast and depreciate only when commissioned. This conservative upfront-spend convention is not a supplier instalment quote. Post-start payroll and site costs continue through delay. VAT credits are carried until offset against output VAT, with no cash refund assumed. A funding reviewer must cover the maximum demonstrated deficit plus the reserve before accepting future commitments. Model v 1.0 captured 2026-10-03: Base Year 1 net charging revenue €103,932.07, net result (€188,128.26), minimum company cash €252,559.39 and additional capital for the reserve 0.00. Downside minimum cash (€2,200,994.67) requires reserve capital €2,300,994.67. Upside minimum cash is €353,596.50. Base and Upside retain the reserve under these assumptions; Downside is unfunded and cannot proceed on the stated fixed equity. Grid and paid demand evidence remain conditions even where the forecast reserve survives.

Opening sources and uses EUR	EUR
Proposed equity	**€1,100,000.00**
Preopening expense cash	(€40,000.00)
Preopening VAT cash	(€8,400.00)
Capital cash including VAT	(€629,200.00)
Refundable deposit cash	(€10,800.00)
Opening cash	**€411,600.00**
Reserve capital needed	**0.00**



Opening funding. EUR. Model v 1.0 captured 2026-10-03. Proposed assumptions; no measured market share. Negative cash is unfunded.

37 / FINANCIAL PLAN

Itemized startup costs

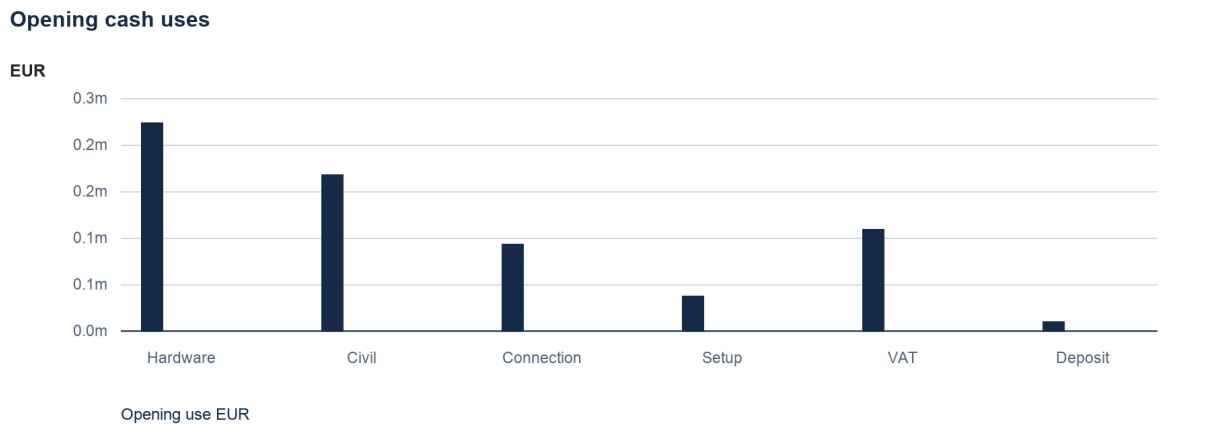
Scope and evidence

The Base net capital allowance is EUR 240,000 for charging hardware, controls, metering and payment, EUR 180,000 for civil/site works and EUR 100,000 for the grid connection. Preopening expenses total EUR 40,000: formation and advice, design/testing, training and launch preparation. These are allocation assumptions within unquoted total budgets, not signed quotations.

Decision and controls

Input VAT is budgeted on all these net uses, subject to actual invoice eligibility. A EUR 10,800 refundable lease deposit remains an asset without VAT. Obtain itemised supply and installation offers with taxes, payment milestones, warranties and exclusions. The hardware renewal is later capital expenditure, not part of opening equipment and not a payroll or repair expense.

Opening cash use EUR	EUR
Formation advice	€10,000.00
Design testing	€15,000.00
Training	€10,000.00
Launch preparation	€5,000.00
Hardware controls payment	€240,000.00
Civil site works	€180,000.00
Grid connection	€100,000.00
Total preopening net	**€40,000.00**
Total opening capital net	**€520,000.00**
Startup input VAT cash	€117,600.00
Refundable site deposit	€10,800.00
Total opening use	**€688,400.00**



Opening cash uses. EUR. Model v 1.0 captured 2026-10-03. Proposed assumptions; no measured market share. Negative cash is unfunded.

38 / FINANCIAL PLAN

Owner personal survival budget

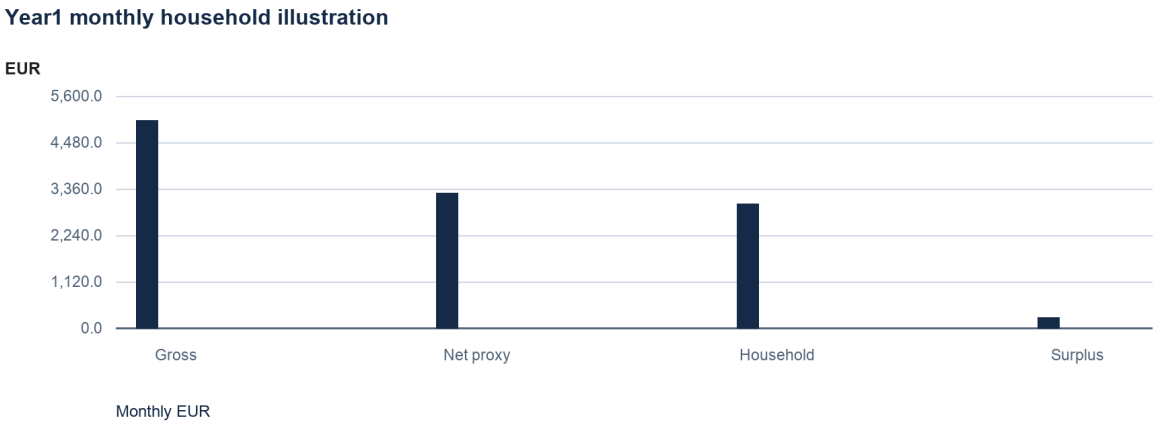
Scope and evidence

The owner illustration assumes gross EUR 60,000 annually and sixty-five percent retained as a net-income proxy. Household spending is EUR 3,000 monthly: housing 1,700, food 550, transport 180, health 170 and other costs 400. No reliable other income is assumed. This is not the founder's actual personal statement or payroll-tax calculation.

Decision and controls

Company salary expense is kept separate from the household budget and paid in every model month. No dividend, personal rescue investment or unpaid overtime funds the hub. Confirm the owner's actual financial commitments and director treatment. If the household illustration proves inadequate, change gross salary and related employer costs in the company model before considering launch. Year 1 monthly owner gross €5,000.00, net-pay proxy €3,250.00, spending €3,000.00 and surplus €250.00. Personal illustration is separate from company reserve. EUR results model v 1.0 captured 2026-10-03.

Monthly Year1 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 v 1.0 captured 2026-10-03. Proposed assumptions; no measured market share. Negative cash is unfunded.

39 / FINANCIAL PLAN

Financing terms and security

Scope and evidence

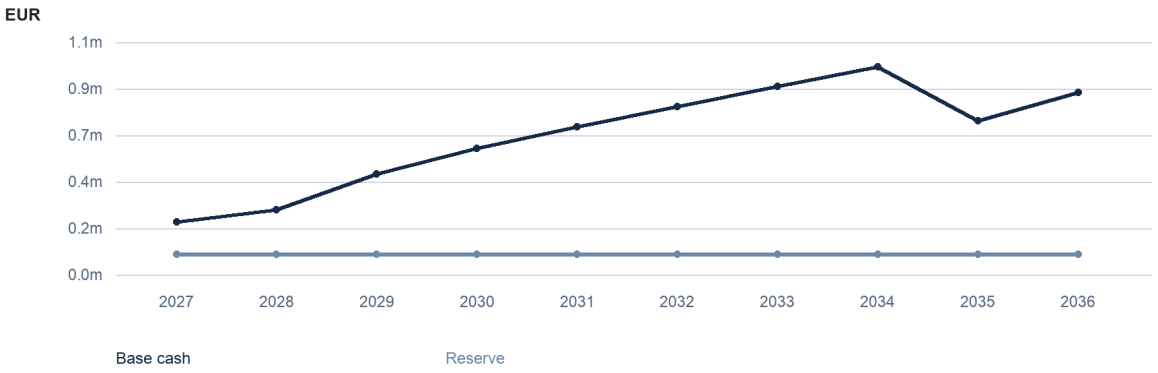
No loan, grant or revolving facility is assumed. Proposed equity is a fixed opening amount and not customer revenue. There are no modelled interest costs, principal repayments, secured assets or debt covenants because no debt terms were supplied. The forecast has no funding plug or artificial cash floor.

Decision and controls

Future finance needs a separate approved term sheet and revised model. A lender may require asset rights, landlord consent, assignment of receipts, reserves or guarantees; none is offered or valued here. Site and grid conditions can prevent commissioning despite paid equipment. Negative cash is an unfunded deficit and means operations cannot continue as forecast without new committed capital.

Company funding EUR	EUR
Proposed equity	**€1,100,000.00**
Debt grants automatic top-ups	0.00
Internal reserve policy	€100,000.00
Minimum cash	€252,559.39
Reserve capital needed	**0.00**

Year-end cash and reserve



2027 to 2036 annual or year-end forecast. EUR. Model v 1.0 captured 2026-10-03. Proposed assumptions; no measured market share. Negative cash is unfunded.

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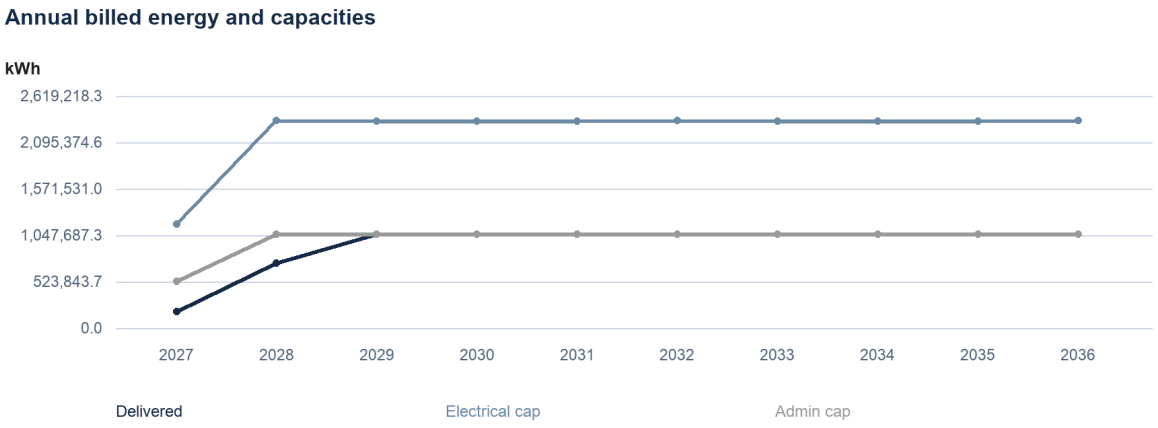
Revenue forecast and capacity

Scope and evidence

Forecast delivered kWh is the minimum of demand, shared electrical energy capacity and paid administrative capacity. Electrical capacity uses actual calendar days, ninety-seven-percent Base availability, ninety-two-percent conversion efficiency and the lesser of aggregate rated port power and the 300 kW AC import limit. Demand ramps only after the commissioning gate opens.

Decision and controls

Revenue is delivered kWh times net tariff. Lost energy is purchased but not billed. All cases retain paid staff. Forty-kWh session equivalents are a workload convention, not separate income or validated vehicle counts. Annual revenue sums months; capacity and demand remain separately visible so high demand cannot bypass the grid or team limit. Base delivered energy is 188,967.39 kWh in 2027, 1,055,992.65 in 2029 and 1,060,800.00 in 2036. Year 10 unserved demand is 426,641.43 kWh; that excess earns no revenue. Administrative capacity is a binding Base limit after the ramp. EUR results model v 1.0 captured 2026-10-03.



2027 to 2036 annual or year-end forecast. kWh. Model v 1.0 captured 2026-10-03. Proposed assumptions; no measured market share. Negative cash is unfunded.

Revenue forecast and capacity — 2027, 2028, 2029

Base kWh or hours	2027	2028	2029
Delivered billed kWh	188,967.39	733,875.00	1,055,992.65
Unserved demand kWh	0.00	0.00	104,136.10
Electrical kWh capacity	1,175,683.46	2,338,587.74	2,332,198.16
Administrative kWh capacity	530,400.00	1,060,800.00	1,060,800.00

Revenue forecast and capacity — 2030, 2031, 2032

Base kWh or hours	2030	2031	2032
Delivered billed kWh	1,060,800.00	1,060,800.00	1,060,800.00
Unserved demand kWh	184,908.78	222,280.04	260,772.44
Electrical kWh capacity	2,332,198.16	2,332,198.16	2,338,587.74
Administrative kWh capacity	1,060,800.00	1,060,800.00	1,060,800.00

Revenue forecast and capacity — 2033, 2034, 2035

Base kWh or hours	2033	2034	2035
Delivered billed kWh	1,060,800.00	1,060,800.00	1,060,800.00
Unserved demand kWh	300,419.62	341,256.21	383,317.89
Electrical kWh capacity	2,332,198.16	2,332,198.16	2,332,198.16
Administrative kWh capacity	1,060,800.00	1,060,800.00	1,060,800.00

Revenue forecast and capacity — 2036

Base kWh or hours	2036
Delivered billed kWh	1,060,800.00
Unserved demand kWh	426,641.43
Electrical kWh capacity	2,338,587.74
Administrative kWh capacity	1,060,800.00

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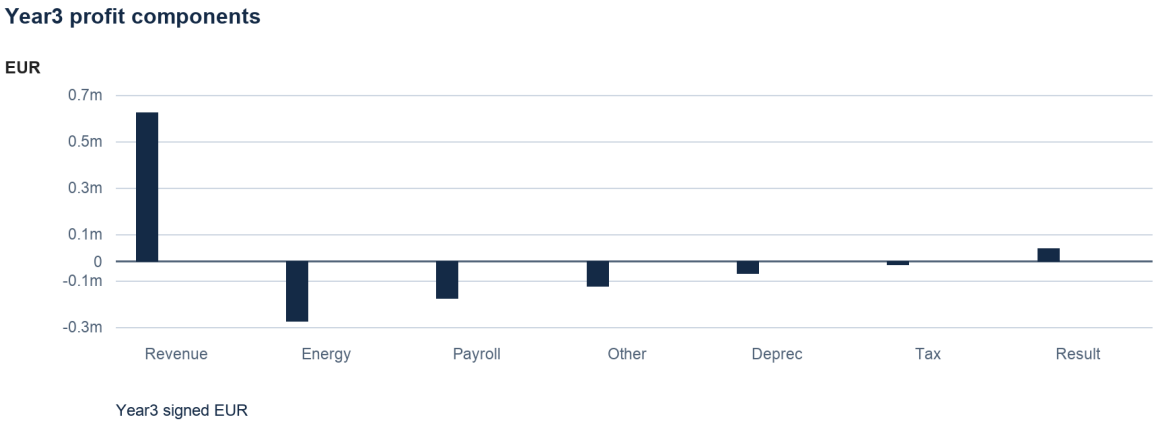
Costs and projected profit

Scope and evidence

Costs include purchased energy plus a fixed network capacity budget, gross-invoice processing/roaming fees, paid owner and coordinator with employer allowance, lease, platform, maintenance, insurance, accounting and marketing. Energy rate and fixed network charge are separate inputs, both unquoted. Eligible input VAT excludes payroll, exempt rent/insurance and processor fees in the conservative assumption.

Decision and controls

The asset schedule begins depreciation at commissioning and stops each asset at its finite life. Replacement hardware has its own start and life. Monthly positive-profit tax uses a nineteen-percent lower rate up to one twelfth of EUR 200,000, then twenty-five-point-eight percent, paid immediately with no loss relief. This conservative proxy is not annual tax assessed under actual capital allowances. Base Year 1 EBITDA is (€163,794.93) and Year 10 net profit €32,250.27. Hardware renewal consumes gross cash €367,870.03 in 2035-07; it is not an expense plug. EUR results model v 1.0 captured 2026-10-03.



Year 3 profit components. EUR. Model v 1.0 captured 2026-10-03. Proposed assumptions; no measured market share. Negative cash is unfunded.

Costs and projected profit — 2027, 2028, 2029

Base EUR	2027	2028	2029
Net charging revenue	€103,932.07	€411,703.88	€604,260.11
Electricity and network expense	(€56,296.68)	(€169,146.02)	(€241,073.88)
Paid payroll	(€140,400.00)	(€144,612.00)	(€148,950.36)
Other operating costs	(€71,030.31)	(€87,906.47)	(€99,265.59)
EBITDA	**(€163,794.93)**	**€10,039.39**	**€114,970.28**
Depreciation	(€24,333.33)	(€48,666.67)	(€48,666.67)
Profit before tax	**(€188,128.26)**	**(€38,627.28)**	**€66,303.61**
Tax paid proxy	0.00	(€884.35)	(€12,597.69)
Net profit	**(€188,128.26)**	**(€39,511.64)**	**€53,705.93**

Costs and projected profit — 2030, 2031, 2032

Base EUR	2030	2031	2032
Net charging revenue	€619,151.20	€631,534.22	€644,164.90
Electricity and network expense	(€249,333.89)	(€256,813.90)	(€264,526.67)
Paid payroll	(€153,418.87)	(€158,021.44)	(€162,762.08)
Other operating costs	(€102,086.90)	(€104,849.84)	(€107,689.67)
EBITDA	**€114,311.54**	**€111,849.04**	**€109,186.49**
Depreciation	(€48,666.67)	(€48,666.67)	(€48,666.67)
Profit before tax	**€65,644.87**	**€63,182.38**	**€60,519.82**
Tax paid proxy	(€12,472.53)	(€12,004.65)	(€11,498.77)
Net profit	**€53,172.35**	**€51,177.72**	**€49,021.05**

Costs and projected profit — 2033, 2034, 2035

Base EUR	2033	2034	2035
Net charging revenue	€657,048.20	€670,189.17	€683,592.95
Electricity and network expense	(€272,453.87)	(€280,627.49)	(€289,046.31)
Paid payroll	(€167,644.94)	(€172,674.29)	(€177,854.52)
Other operating costs	(€110,608.58)	(€113,608.83)	(€116,692.72)
EBITDA	**€106,340.81**	**€103,278.56**	**€99,999.40**
Depreciation	(€48,666.67)	(€48,666.67)	(€52,668.22)
Profit before tax	**€57,674.14**	**€54,611.89**	**€47,331.18**
Tax paid proxy	(€10,958.09)	(€10,376.26)	(€8,992.92)
Net profit	**€46,716.05**	**€44,235.63**	**€38,338.25**

Costs and projected profit — 2036

Base EUR	2036
Net charging revenue	€697,264.81
Electricity and network expense	(€297,727.09)
Paid payroll	(€183,190.16)
Other operating costs	(€119,862.65)
EBITDA	**€96,484.91**
Depreciation	(€56,669.77)
Profit before tax	**€39,815.14**
Tax paid proxy	(€7,564.88)
Net profit	**€32,250.27**

42 / FINANCIAL PLAN

Profit and loss forecast

Scope and evidence

Income excludes output VAT. Purchased energy cost includes charging losses even when billed kWh is lower than grid imports. Payroll and fixed overhead remain during delay, then depreciation and conservative tax determine net profit. No grant, equity, asset appreciation or automatic receipt recovery is reported as operating income.

Decision and controls

The three cases vary commissioning date, demand/ramp, prices, energy costs, loss efficiency, availability and capital costs. Net loss is a valid result. Annual income and expense rows sum twelve monthly values; they are not independently constructed margins. Profit does not establish available cash because startup assets, settlement timing and renewal capital have separate cash effects.

Annual company revenue and profit



2027 to 2036 annual or year-end forecast. EUR. Model v 1.0 captured 2026-10-03. Proposed assumptions; no measured market share. Negative cash is unfunded.

Profit and loss forecast — 2027, 2028, 2029

Base EUR	2027	2028	2029
Net charging revenue	€103,932.07	€411,703.88	€604,260.11
Electricity and network expense	(€56,296.68)	(€169,146.02)	(€241,073.88)
Paid payroll	(€140,400.00)	(€144,612.00)	(€148,950.36)
Other operating costs	(€71,030.31)	(€87,906.47)	(€99,265.59)
EBITDA	**(€163,794.93)**	**€10,039.39**	**€114,970.28**
Depreciation	(€24,333.33)	(€48,666.67)	(€48,666.67)
Profit before tax	**(€188,128.26)**	**(€38,627.28)**	**€66,303.61**
Tax paid proxy	0.00	(€884.35)	(€12,597.69)
Net profit	**(€188,128.26)**	**(€39,511.64)**	**€53,705.93**

Profit and loss forecast — 2030, 2031, 2032

Base EUR	2030	2031	2032
Net charging revenue	€619,151.20	€631,534.22	€644,164.90
Electricity and network expense	(€249,333.89)	(€256,813.90)	(€264,526.67)
Paid payroll	(€153,418.87)	(€158,021.44)	(€162,762.08)
Other operating costs	(€102,086.90)	(€104,849.84)	(€107,689.67)
EBITDA	**€114,311.54**	**€111,849.04**	**€109,186.49**
Depreciation	(€48,666.67)	(€48,666.67)	(€48,666.67)
Profit before tax	**€65,644.87**	**€63,182.38**	**€60,519.82**
Tax paid proxy	(€12,472.53)	(€12,004.65)	(€11,498.77)
Net profit	**€53,172.35**	**€51,177.72**	**€49,021.05**

Profit and loss forecast — 2033, 2034, 2035

Base EUR	2033	2034	2035
Net charging revenue	€657,048.20	€670,189.17	€683,592.95
Electricity and network expense	(€272,453.87)	(€280,627.49)	(€289,046.31)
Paid payroll	(€167,644.94)	(€172,674.29)	(€177,854.52)
Other operating costs	(€110,608.58)	(€113,608.83)	(€116,692.72)
EBITDA	**€106,340.81**	**€103,278.56**	**€99,999.40**
Depreciation	(€48,666.67)	(€48,666.67)	(€52,668.22)
Profit before tax	**€57,674.14**	**€54,611.89**	**€47,331.18**
Tax paid proxy	(€10,958.09)	(€10,376.26)	(€8,992.92)
Net profit	**€46,716.05**	**€44,235.63**	**€38,338.25**

Profit and loss forecast — 2036

Base EUR	2036
Net charging revenue	€697,264.81
Electricity and network expense	(€297,727.09)
Paid payroll	(€183,190.16)
Other operating costs	(€119,862.65)
EBITDA	**€96,484.91**
Depreciation	(€56,669.77)
Profit before tax	**€39,815.14**
Tax paid proxy	(€7,564.88)
Net profit	**€32,250.27**

43 / FINANCIAL PLAN

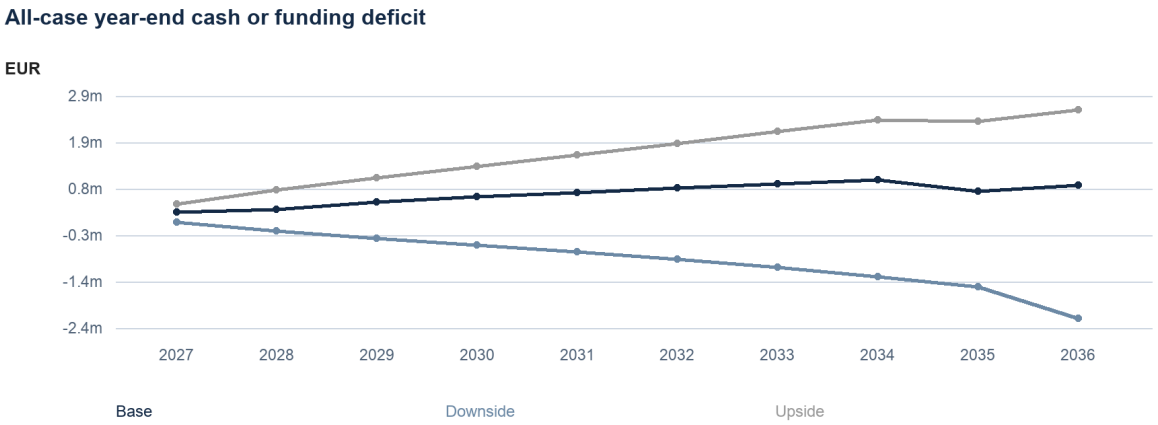
Cash flow and financial position

Scope and evidence

Opening cash is proposed equity less gross startup uses and deposit. Each month gross settlements, signed payroll, gross other operating costs, prior electricity invoices, quarterly VAT proxy, immediate tax and gross renewal capex bridge to closing cash. A following-month gross electricity/network payable and a channel receivable explain working capital.

Decision and controls

VAT credits are assets and positive VAT balances liabilities; credits are carried without an assumed refund. Positive accumulated VAT is paid in the month after each calendar quarter, with credits offset first. This is a planning proxy requiring the actual filing timetable. Cash deficits are shown openly without overdraft invention. Deposits and finite net assets complete the balance sheet with fixed equity and retained earnings. Base first negative cash period is none within the forecast; Downside first negative period is 2028-02. VAT credits carry without refund and electricity payable is not an approved credit facility. EUR results model v 1.0 captured 2026-10-03.



2027 to 2036 annual or year-end forecast. EUR. Model v 1.0 captured 2026-10-03. Proposed assumptions; no measured market share. Negative cash is unfunded.

Cash flow and financial position — 2027, 2028, 2029

Signed cash EUR	2027	2028	2029
Opening cash	**€411,600.00**	**€255,770.28**	**€311,929.04**
Gross charging receipts	€120,535.07	€492,699.21	€729,598.56
Payroll cash signed	(€140,400.00)	(€144,612.00)	(€148,950.36)
Other operating cash signed	(€79,220.31)	(€96,342.17)	(€107,954.36)
Electricity invoices signed	(€56,744.47)	(€194,701.94)	(€288,624.37)
VAT payment signed	0.00	0.00	0.00
Tax payment signed	0.00	(€884.35)	(€12,597.69)
Renewal capital gross signed	0.00	0.00	0.00
Display rounding only	(€0.01)	€0.01	0.00
Closing cash	**€255,770.28**	**€311,929.04**	**€483,400.82**

Cash flow and financial position — 2030, 2031, 2032

Signed cash EUR	2030	2031	2032
Opening cash	**€483,400.82**	**€608,609.02**	**€709,148.34**
Gross charging receipts	€748,928.12	€763,906.68	€779,184.81
Payroll cash signed	(€153,418.87)	(€158,021.44)	(€162,762.08)
Other operating cash signed	(€111,036.33)	(€114,067.75)	(€117,184.12)
Electricity invoices signed	(€300,961.57)	(€309,990.42)	(€319,300.23)
VAT payment signed	(€45,830.61)	(€69,283.10)	(€70,040.12)
Tax payment signed	(€12,472.53)	(€12,004.65)	(€11,498.77)
Renewal capital gross signed	0.00	0.00	0.00
Display rounding only	(€0.01)	0.00	0.00
Closing cash	**€608,609.02**	**€709,148.34**	**€807,547.83**

Cash flow and financial position — 2033, 2034, 2035

Signed cash EUR	2033	2034	2035
Opening cash	**€807,547.83**	**€903,659.59**	**€997,308.64**
Gross charging receipts	€794,768.51	€810,663.88	€826,877.16
Payroll cash signed	(€167,644.94)	(€172,674.29)	(€177,854.52)
Other operating cash signed	(€120,387.87)	(€123,681.50)	(€127,067.57)
Electricity invoices signed	(€328,868.84)	(€338,734.90)	(€348,896.95)
VAT payment signed	(€70,797.01)	(€71,547.89)	(€54,175.27)
Tax payment signed	(€10,958.09)	(€10,376.26)	(€8,992.92)
Renewal capital gross signed	0.00	0.00	(€367,870.03)
Display rounding only	0.00	€0.01	(€0.01)
Closing cash	**€903,659.59**	**€997,308.64**	**€739,328.53**

Cash flow and financial position — 2036

Signed cash EUR	2036
Opening cash	**€739,328.53**
Gross charging receipts	€843,414.70
Payroll cash signed	(€183,190.16)
Other operating cash signed	(€130,548.74)
Electricity invoices signed	(€359,375.22)
VAT payment signed	(€27,305.50)
Tax payment signed	(€7,564.88)
Renewal capital gross signed	0.00
Display rounding only	€0.01
Closing cash	**€874,758.74**

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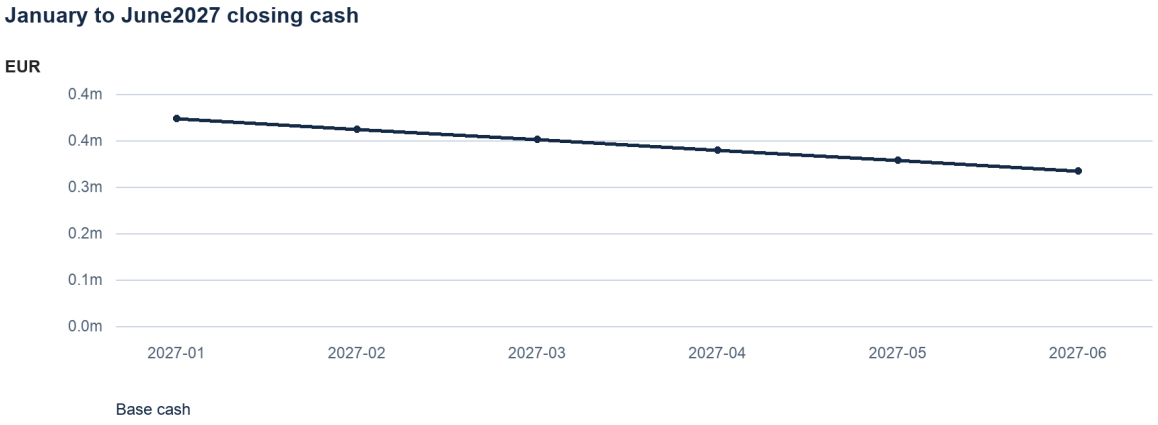
Cash flow forecast months one to six

Scope and evidence

January to June 2027 are Base precommissioning months. Sales and variable charging energy are zero, while paid people, rent, platform support, network charges and other committed operating budgets continue. Electricity/network invoices follow a one-month payable assumption even before charging begins. The July Base opening is conditional rather than observed.

Decision and controls

Tables show signed EUR amounts to cents from the model. Opening cash plus the displayed signed cash rows and any explicitly labelled display-rounding amount equals closing cash exactly. Rounding adjustment affects presentation only and never fills a funding gap. Review any actual supplier deposit or early payment requirement before committing equipment.



January to June 2027 closing cash. EUR. Model v 1.0 captured 2026-10-03. Proposed assumptions; no measured market share. Negative cash is unfunded.

Cash flow forecast months one to six — 2027-01, 2027-02, 2027-03

Signed cash EUR	2027-01	2027-02	2027-03
Opening cash	**€411,600.00**	**€393,717.50**	**€374,020.00**
Gross charging receipts	0.00	0.00	0.00
Payroll cash signed	(€11,700.00)	(€11,700.00)	(€11,700.00)
Other operating cash signed	(€6,182.50)	(€6,182.50)	(€6,182.50)
Electricity invoices signed	0.00	(€1,815.00)	(€1,815.00)
VAT payment signed	0.00	0.00	0.00
Tax payment signed	0.00	0.00	0.00
Renewal capital gross signed	0.00	0.00	0.00
Display rounding only	0.00	0.00	0.00
Closing cash	**€393,717.50**	**€374,020.00**	**€354,322.50**

Cash flow forecast months one to six — 2027-04, 2027-05, 2027-06

Signed cash EUR	2027-04	2027-05	2027-06
Opening cash	**€354,322.50**	**€334,625.00**	**€314,927.50**
Gross charging receipts	0.00	0.00	0.00
Payroll cash signed	(€11,700.00)	(€11,700.00)	(€11,700.00)
Other operating cash signed	(€6,182.50)	(€6,182.50)	(€6,182.50)
Electricity invoices signed	(€1,815.00)	(€1,815.00)	(€1,815.00)
VAT payment signed	0.00	0.00	0.00
Tax payment signed	0.00	0.00	0.00
Renewal capital gross signed	0.00	0.00	0.00
Display rounding only	0.00	0.00	0.00
Closing cash	**€334,625.00**	**€314,927.50**	**€295,230.00**

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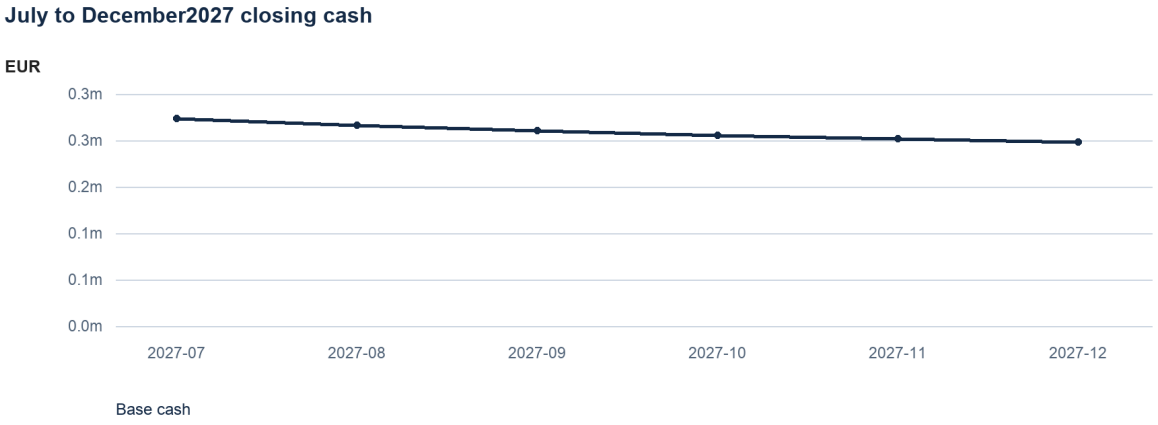
Cash flow forecast months seven to twelve

Scope and evidence

July to December 2027 introduce Base charging, a demand ramp and both same-month and following-month settlements. Increased billed kWh still incurs purchased energy losses and processing fees. Channel receipts and supplier payments use their explicit lags; the last invoices remain in gross receivables and payables at year end.

Decision and controls

Positive accumulated VAT is paid the month following quarter end, while opening credits are absorbed first. Customer demand does not automatically accelerate tax refunds. A profitable month may still have a cash shortfall after payments and capital commitments. Use the same monthly series for the annual cash bridge rather than a second estimate.



July to December 2027 closing cash. EUR. Model v 1.0 captured 2026-10-03. Proposed assumptions; no measured market share. Negative cash is unfunded.

Cash flow forecast months seven to twelve — 2027-07, 2027-08, 2027-09

Signed cash EUR	2027-07	2027-08	2027-09
Opening cash	**€295,230.00**	**€287,544.78**	**€278,694.87**
Gross charging receipts	€12,644.50	€17,454.91	€19,516.51
Payroll cash signed	(€11,700.00)	(€11,700.00)	(€11,700.00)
Other operating cash signed	(€6,814.73)	(€6,897.19)	(€6,979.65)
Electricity invoices signed	(€1,815.00)	(€7,707.63)	(€8,441.00)
VAT payment signed	0.00	0.00	0.00
Tax payment signed	0.00	0.00	0.00
Renewal capital gross signed	0.00	0.00	0.00
Display rounding only	€0.01	0.00	(€0.01)
Closing cash	**€287,544.78**	**€278,694.87**	**€271,090.72**

Cash flow forecast months seven to twelve — 2027-10, 2027-11, 2027-12

Signed cash EUR	2027-10	2027-11	2027-12
Opening cash	**€271,090.72**	**€264,741.05**	**€259,628.43**
Gross charging receipts	€21,578.11	€23,639.72	€25,701.32
Payroll cash signed	(€11,700.00)	(€11,700.00)	(€11,700.00)
Other operating cash signed	(€7,062.12)	(€7,144.58)	(€7,227.05)
Electricity invoices signed	(€9,165.67)	(€9,907.76)	(€10,632.42)
VAT payment signed	0.00	0.00	0.00
Tax payment signed	0.00	0.00	0.00
Renewal capital gross signed	0.00	0.00	0.00
Display rounding only	€0.01	0.00	0.00
Closing cash	**€264,741.05**	**€259,628.43**	**€255,770.28**

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Financial position summary

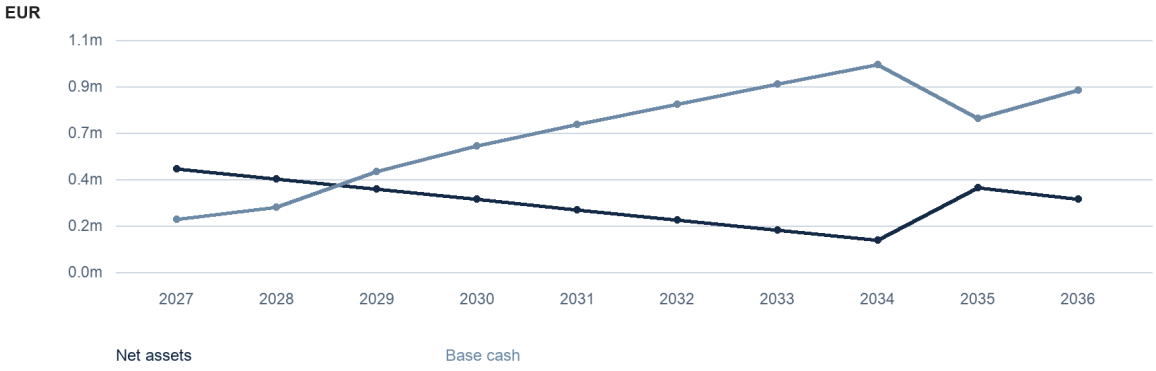
Scope and evidence

Year-end balances use the final monthly cash or deficit, channel receivables, VAT credit, refundable deposit, hardware and civil net assets, electricity payables and VAT liabilities. Equity is the fixed proposed opening contribution with retained opening setup loss and forecast profit. There is no loan, goodwill, inventory or customer-held vehicle asset.

Decision and controls

Hardware depreciation stops at its finite life; renewal creates a separate asset without expanding the site. Civil and connection assets retain remaining book value at the ten-year horizon; no sale or terminal receipt is assumed. Negative forecast cash is explicitly an unfunded deficit, not an actual bank asset or approved facility. Monthly balance checks explain it without a balancing plug.

Year-end finite assets and cash



2027 to 2036 annual or year-end forecast. EUR. Model v 1.0 captured 2026-10-03. Proposed assumptions; no measured market share. Negative cash is unfunded.

Financial position summary — 2027, 2028, 2029

Base EUR	2027	2028	2029
Cash asset or unfunded deficit	€255,770.28	€311,929.04	€483,400.82
Gross channel receivables	€5,222.73	€10,685.21	€12,241.39
VAT credit	€115,786.57	€73,285.12	€5,704.78
Refundable deposit	€10,800.00	€10,800.00	€10,800.00
Net hardware civil connection	€495,666.67	€447,000.00	€398,333.33
Total assets incl deficit	**€883,246.25**	**€853,699.36**	**€910,480.32**
Gross electricity payables	€11,374.51	€21,339.26	€24,414.29
VAT payable	0.00	0.00	0.00
Paid-in equity	€1,100,000.00	€1,100,000.00	€1,100,000.00
Retained earnings	(€228,128.26)	(€267,639.90)	(€213,933.97)
Liabilities and equity	**€883,246.25**	**€853,699.36**	**€910,480.32**
Balance difference	**0.00**	**0.00**	**0.00**

Financial position summary — 2030, 2031, 2032

Base EUR	2030	2031	2032
Cash asset or unfunded deficit	€608,609.02	€709,148.34	€807,547.83
Gross channel receivables	€12,486.22	€12,735.94	€12,990.66
VAT credit	0.00	0.00	0.00
Refundable deposit	€10,800.00	€10,800.00	€10,800.00
Net hardware civil connection	€349,666.67	€301,000.00	€252,333.33
Total assets incl deficit	**€981,561.91**	**€1,033,684.28**	**€1,083,671.83**
Gross electricity payables	€25,146.72	€25,901.12	€26,678.16
VAT payable	€17,176.81	€17,367.06	€17,556.52
Paid-in equity	€1,100,000.00	€1,100,000.00	€1,100,000.00
Retained earnings	(€160,761.62)	(€109,583.90)	(€60,562.85)
Liabilities and equity	**€981,561.91**	**€1,033,684.28**	**€1,083,671.83**
Balance difference	**0.00**	**0.00**	**0.00**

Financial position summary — 2033, 2034, 2035

Base EUR	2033	2034	2035
Cash asset or unfunded deficit	€903,659.59	€997,308.64	€739,328.53
Gross channel receivables	€13,250.47	€13,515.48	€13,785.79
VAT credit	0.00	0.00	€27,608.11
Refundable deposit	€10,800.00	€10,800.00	€10,800.00
Net hardware civil connection	€203,666.67	€155,000.00	€406,356.60
Total assets incl deficit	**€1,131,376.73**	**€1,176,624.12**	**€1,197,879.03**
Gross electricity payables	€27,478.50	€28,302.85	€29,151.94
VAT payable	€17,745.03	€17,932.43	0.00
Paid-in equity	€1,100,000.00	€1,100,000.00	€1,100,000.00
Retained earnings	(€13,846.79)	€30,388.84	€68,727.09
Liabilities and equity	**€1,131,376.73**	**€1,176,624.12**	**€1,197,879.03**
Balance difference	**0.00**	**0.00**	**0.00**

Financial position summary — 2036

Base EUR	2036
Cash asset or unfunded deficit	€874,758.74
Gross channel receivables	€14,061.51
VAT credit	0.00
Refundable deposit	€10,800.00
Net hardware civil connection	€349,686.83
Total assets incl deficit	**€1,249,307.08**
Gross electricity payables	€30,026.50
VAT payable	€18,303.22
Paid-in equity	€1,100,000.00
Retained earnings	€100,977.36
Liabilities and equity	**€1,249,307.08**
Balance difference	**0.00**

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Break even and scenarios

Scope and evidence

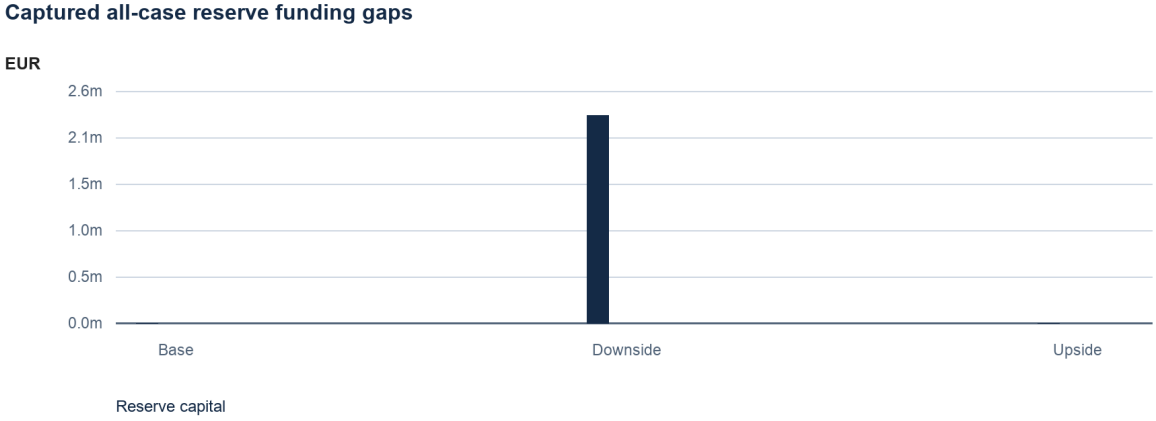
Monthly EBITDA break-even delivered kWh equals paid payroll, fixed net overhead and network charges divided by net tariff less purchased energy per delivered kWh and gross-invoice service fees per kWh. It excludes depreciation, tax, working-capital timing and renewal capital. Compare it with available electrical and administrative capacity in the same period.

Decision and controls

Scenarios are linked live with captured driver and metadata snapshots and an all-case stale indicator. Changing any case input, date or version requires new results, Word tables and charts. An unavailable or negative unit contribution makes break-even unavailable rather than a favourable zero. Fixed opening equity is held across cases, so a weaker case reveals additional capital needed to preserve the internal cash reserve. Model v 1.0 captured 2026-10-03: Base Year 1 net charging revenue €103,932.07, net result (€188,128.26), minimum company cash €252,559.39 and additional capital for the reserve 0.00. Downside minimum cash (€2,200,994.67) requires reserve capital €2,300,994.67. Upside minimum cash is €353,596.50. Base and Upside retain the reserve under these assumptions; Downside is unfunded and cannot proceed on the stated fixed equity. Grid and paid demand evidence remain conditions even where the forecast reserve survives. Base first commissioned monthly EBITDA break-even is 57,740.60 delivered kWh, against electrical cap 198,077.10 and paid administrative cap 88,400.00. This excludes renewal capital tax and settlement timing. EUR results model v 1.0 captured 2026-10-03.

Captured v1.0 cases	Year10 profit EUR	Minimum cash EUR	Reserve gap EUR
Base	€32,250.27	€252,559.39	0.00
Downside	(€330,991.30)	(€2,200,994.67)	€2,300,994.67
Upside	€213,276.21	€353,596.50	0.00

First Base operating month	kWh
EBITDA break-even delivered kWh	**57,740.60**
Electrical delivered capacity	198,077.10
Administrative delivered capacity	88,400.00



Captured all-case reserve funding gaps. EUR. Model v 1.0 captured 2026-10-03. Proposed assumptions; no measured market share. Negative cash is unfunded.

Model guide and completion

Scope and evidence

Edit blue case inputs on the workbook Inputs sheet and select Base, Downside or Upside. Each case has a separate ten-year monthly calculation with annual summaries. Summary follows the selector; comparisons are live with captured all-case input snapshots. Unsupported forecast start or incomplete metadata prevents a silently relabelled forecast. This build supports January 2027 to December 2036 only.

Decision and controls

Retained build_model.mjs and inputs.json reproduce the package. Use --import-inputs with an edited workbook path, then rebuild; there is no implicit import that overwrites persistent inputs. Verify case recalculation, refresh model-results.json and numerical Word content and update native contents after integration. This plan supplies analysis for an investment decision, not permission, grid capacity or committed money.