Gaming Studio Business Plan

Spree Pixel | Berlin

DOCUMENT GUIDE

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Proposed Berlin commissioned game co-development studio | 3 October 2026 | Model 1.0

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

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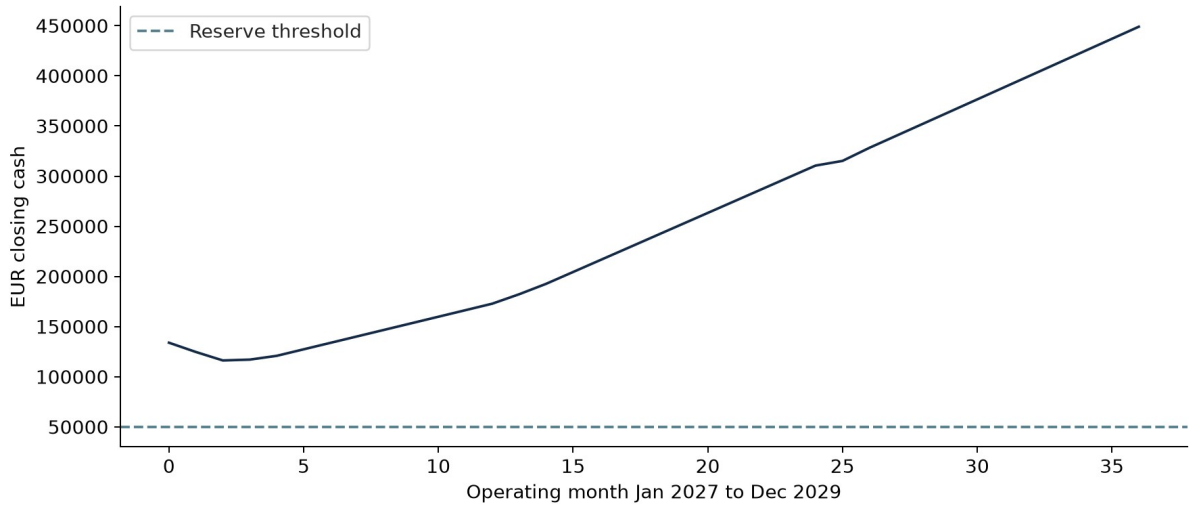
01 / OVERVIEW

Executive summary

Spree Pixel is a proposed Berlin game development studio selling scoped co-development modules to funded domestic publishers and developers. A paid project lead owner, game artist and developer would deliver bounded prototypes, features and content integration. The decision is whether to finance paid commercial validation and a small service-led launch. No trading history, founder credits, customer orders or committed funding are claimed.

The first three years exclude owned-game consumer sales, publisher advances, royalties, grants, token sales and speculative IP valuations. Client advances remain liabilities until delivery acceptance. Launch requires paid pilot evidence, employment and IP contracts, agreed supplier bids and finance capable of absorbing the Downside. A service business can fail even while the broader games market grows.

The conditional Base forecasts EUR 390,000 revenue and EUR 59,940 EBITDA in 2027, with minimum company cash EUR 116,235. Proposed equity EUR 150,000 and term debt EUR 40,000 remain uncommitted. Downside minimum cash is negative EUR 243,032; reaching the EUR 50,000 reserve floor requires an additional EUR 293,032 beyond those proposed sources, or a smaller launch.



Conditional Base monthly company cash EUR January 2027 to December 2029. No consumer game launch proceeds included.

02 / OVERVIEW

Business details

The working concept is Spree Pixel GmbH, subject to incorporation and name checks in Berlin, Germany. The planning horizon is January 2027 through December 2029 in EUR. The initial scope is domestic business-to-business Godot desktop game development services; cross-border VAT, live consumer accounts and owned-game publishing require separate approval.

A proposed 70 square metre rented workspace houses three paid roles, secure source control and device testing. The studio owns computers and testing equipment but assumes no valuable game library or licence portfolio on its balance sheet. Code and art commissioned for clients are transferred or licensed only under reviewed contracts.

Field	Proposed position
Legal form	GmbH subject to incorporation and ownership agreement
City and currency	Berlin Germany EUR
Services	Small feature/prototype and larger integration module
Forecast	January 2027 through December 2029
Commitments	No lease contracts customer orders or finance secured

03 / STRATEGY

Business concept and objectives

Offer a bounded feature or prototype module and a larger content/integration module with a written definition of done, repository handover and two review rounds. These are one-month delivery cohort assumptions, not promises to build a full game in a month. The price must cover permanent staff, external testing/audio, acceptance risk and paid owner time.

Before hiring the complete team, complete three paid pilots with measured developer and artist days, rework, subcontract spend and cash collection. Approve hiring only if the realised contribution and signed backlog support fixed costs. Owned IP remains an optional future investment gate with a separate funded development and release model.

Gate	Required evidence and owner
Commercial	Owner obtains three paid pilots and funded briefs
Technical	Developer records days tests and accepted repository handover
Rights	Owner verifies employee freelancer and client rights
Finance	Owner secures equity/debt and stress-case liquidity

04 / STRATEGY

Business model canvas

Funded developers and publishers buy accepted game-development deliverables. The studio earns service consideration, rather than a share of end-user spend. Planned milestone cash is 40% at start, 40% at accepted delivery and 20% one month later. Start payments are contract liabilities; revenue follows acceptance.

The paid internal team supplies code, art and management. External QA, audio and licensed assets fill scoped gaps under written terms. Channels are direct publisher outreach, referrals and permissioned pilot demonstrations. No customer names, publisher financing agreements or resale royalties are assumed.



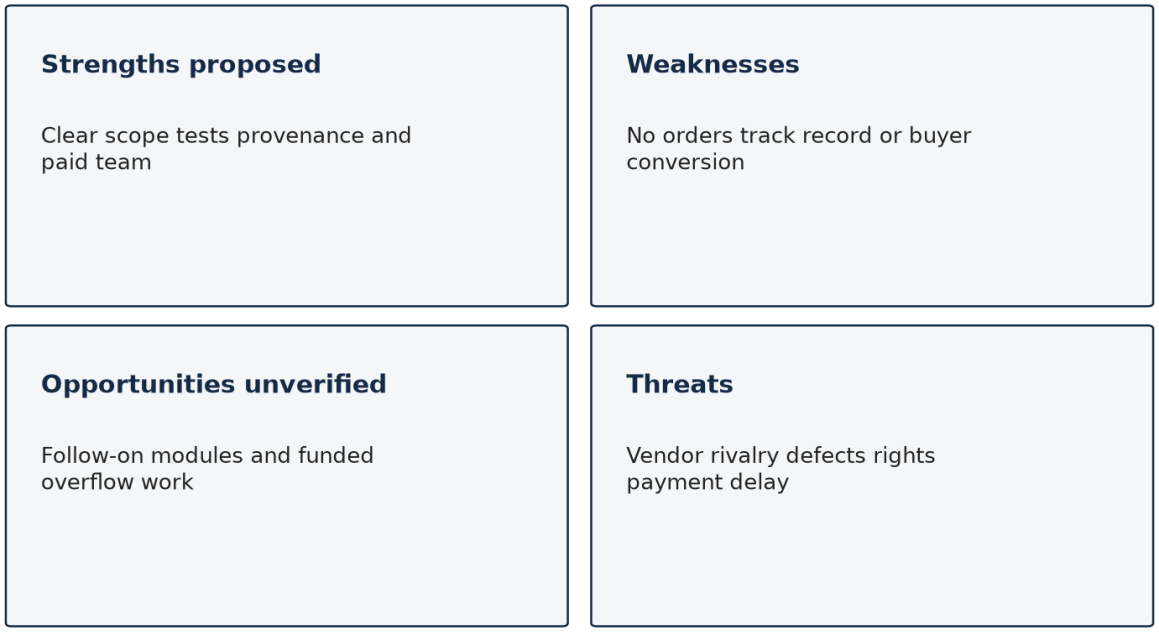
Proposed service-led studio canvas. No consumer sales or speculative IP funding included.

05 / STRATEGY

SWOT and longer term goals

Proposed strengths are a small accountable team, explicit technical acceptance and bounded scope. Weaknesses are no verified portfolio or pipeline, a single developer bottleneck and payroll that continues during idle months. The capacity allowance protects leave, administration and training rather than rely on unpaid overtime.

Opportunities include follow-on modules and overflow work from funded studios. Threats include client cancellations, procurement delays, global outsourcing competition, integration defects and IP disputes. Years four and five would require a new backlog and staffing model; an owned-title release is not a guaranteed route to growth.



Proposed capabilities and unvalidated opportunities; no invented track record.

06 / STRATEGY

TOWS strategy matrix

Use small paid modules to establish a verified delivery record and then bid for repeat work with a clearer scope. The owner owns pilot conversion and payment evidence; the developer owns acceptance tests and the artist records content production time. Show permissioned deliverables rather than claim success from uncommissioned demos.

Protect liquidity by refusing starts without agreed advance receipts, and protect margin through written changes for new features or delayed client assets. Stop expansion if the cash floor is threatened. Backup external QA and technical specialists may reduce interruption risk, but no availability or quote is assumed.



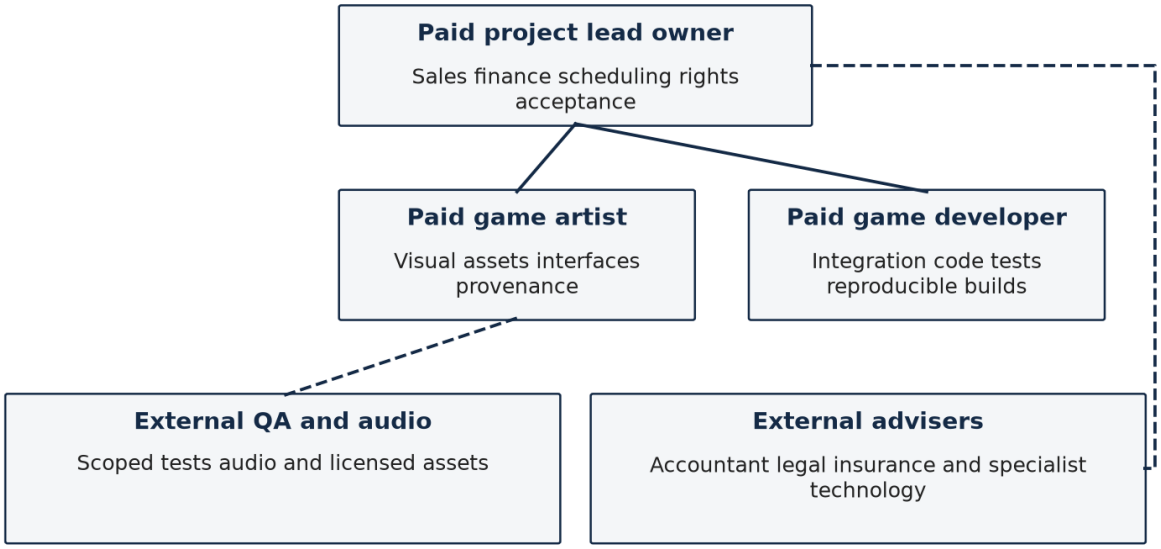
TOWS actions connect commercial proof scope control and liquidity to named roles.

07 / PEOPLE

Owner and management

The paid project lead owner manages sales, contracting, scheduling, finance, risk and client acceptance. The game artist owns agreed visual assets, interfaces and licensed-source records. The developer owns code integration, automated tests, secure builds and repository handover. All three are planned full-time paid roles with no invented appointees.

Solid lines show reporting to the owner. Dashed external relationships cover scoped QA/audio services, accountants and lawyers. The owner budgets two days for small and four for large modules; planned volumes fit management time. Artist and developer project days are separately capped at 16 per month.



Proposed three-role paid organisation; dashed lines are external specialist relationships.

08 / PEOPLE

Owner and key personnel profiles

No founder biography, shipped-title credits or client references are invented. Before appointment, require the owner to demonstrate paid project budgeting, contract management and timely collections. Require the developer to complete a reproducible integration and test exercise; require the artist to demonstrate an optimised licensed asset pipeline.

Check references, source licences and availability for external audio and QA providers. Employment and genuine freelance classification need professional review. Hiring decisions should follow paid backlog rather than the size of the national industry.

Role	Appointment evidence
Paid owner lead	Budget scope commercial references and collections
Game artist	Licensed asset pipeline performance and interface examples
Game developer	Integration version control reproducible build and tests
External QA/audio	Relevant samples scope classification and availability

09 / MARKET

Target customers

Target domestic Godot desktop-game publishers and developers with an approved production budget, a named technical approver and a discrete deliverable that fits available code and art days. The small module suits a prototype feature or limited content task; the larger module suits a bounded integration or content package. Early-stage teams seeking unpaid revenue-share work are outside the launch scope.

Qualify budget authority, build access, acceptance criteria, IP ownership, decision chain and payment capacity. Repeat business still requires a new scoped order and current funding. No interviews, letters of intent or signed orders are asserted.

Segment	Need and qualification
Funded developers	Overflow feature/content work with a technical approver
Publishers	Scoped prototype or integration with a funded work order
Repeat clients	Accepted prior module and new funded brief
Excluded launch buyers	Unfunded royalty-only or whole-game speculative briefs

10 / STRATEGY

Segmentation targeting and positioning

Segment by technology stack, content complexity, build access, budget and approval cycle. Target modules whose art and code work fit four/five days for small or eight/ten days for large deliverables. Position the proposed studio around accountable small-team delivery, documented tests and transparent scope changes.

Avoid claims of guaranteed game sales, lowest prices or superior quality without evidence. Client developers can keep work in house, hire freelancers or use larger vendors. Paid pilots and lost-bid interviews must test whether this narrower service is worth its planned fees.



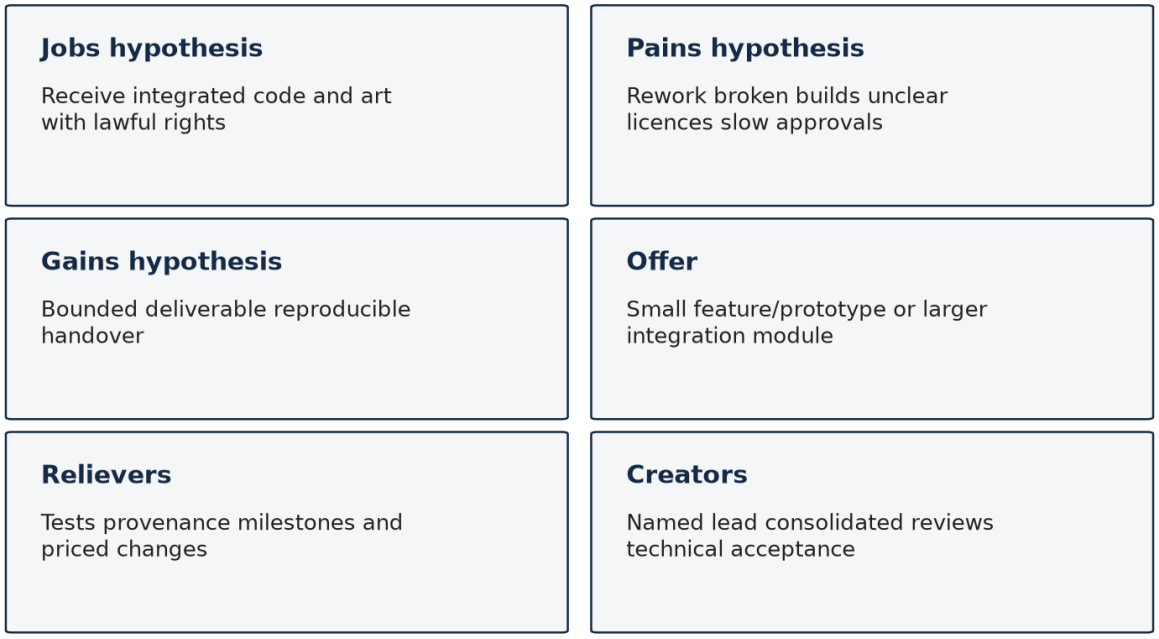
Proposed segmentation targeting and positioning; buyer preferences remain hypotheses.

11 / STRATEGY

Value proposition canvas

Buyers need working code and art that integrate into their existing game without uncertain ownership or uncontrolled rework. Hypothesised pains are changing scope, broken builds, unclear licences and delayed acceptance. These are research questions rather than reported customer survey results.

The proposed offer combines a documented brief, repository branch, acceptance tests, source provenance, two review rounds and priced change requests. Buyers must provide build access, lawful assets and one authorised approver. The studio can promise a defined process after validation, but cannot promise a commercial hit.



Customer jobs pains and gains are hypotheses pending paid-module evidence.

12 / MARKET

Market size and trends

TAM is domestic outsourced game-development module spend during 2027 to 2029; SAM is that spend reachable with the proposed technology, buyer and capacity scope. No credible monetary estimate for either narrowly defined segment has been obtained. SOM requires signed profitable work; staffing capacity is not a market-share estimate.

The industry association reports 956 active German games companies in its 2026 report, including 474 pure developers and 427 developers/publishers, and 12,235 developer/publisher jobs [S 1]. These counts establish sector context; companies are not all buyers, and they cannot be multiplied by an invented average budget. The capacity diagram states a supply ceiling, while reachable-buyer interviews remain required.



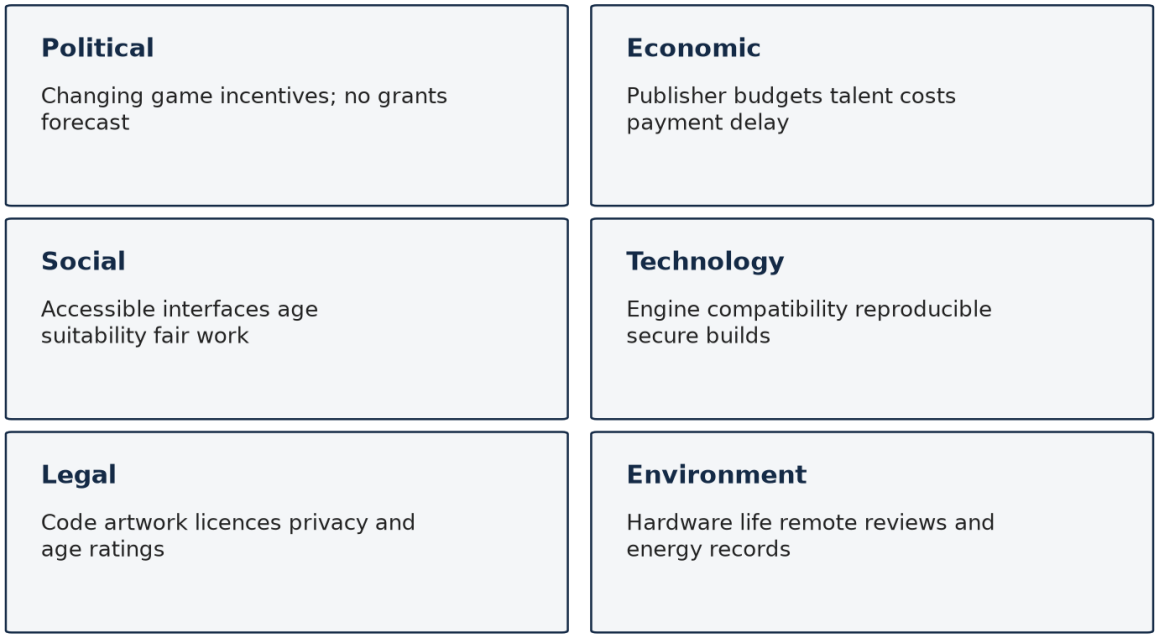
TAM/SAM spend unquantified. Research count is national context; SOM is orders, not assumed share.

13 / STRATEGY

PESTLE analysis

Political exposure includes changes to game-development support; no grant income is forecast. Economic exposure includes constrained publisher budgets, vendor competition and payment delay. Social choices concern accessible interfaces, fair work and player age suitability.

Technology brings engine, security and device-compatibility dependencies. Legal exposure includes employee code rights [S 3], client licences, data protection and age-rating requirements where a game is actually published [S 2]. Environmental decisions concern equipment life, energy and remote testing. The owner records these gates before accepting a brief.



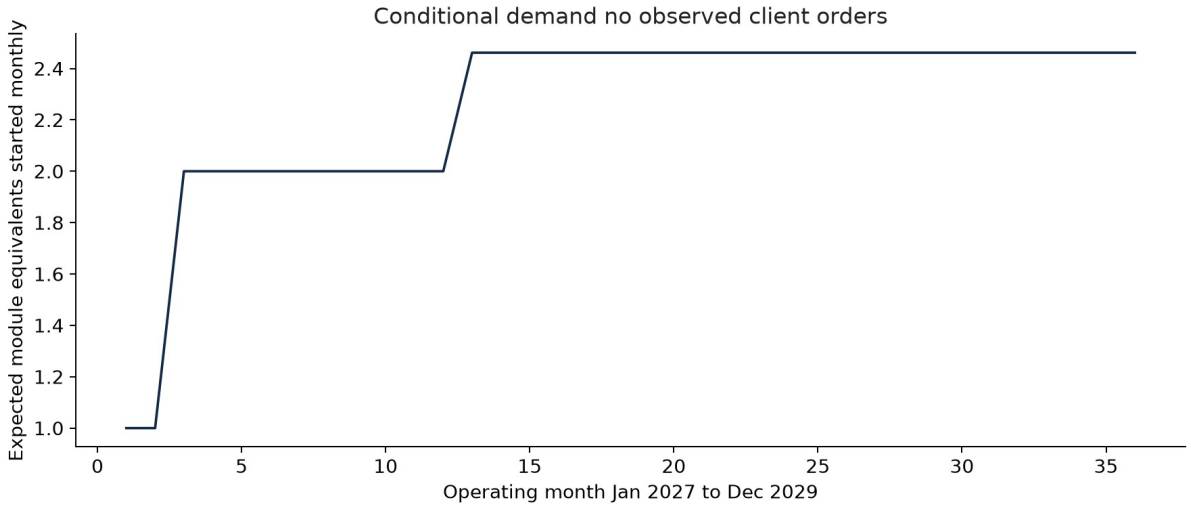
Six aligned panels link researched context and operating responses for a Berlin game studio.

14 / MARKET

Local demand and evidence

Berlin has established game developers, including YAGER [S 8], but their presence proves neither willingness to outsource nor demand for Spree Pixel. All plotted starts are conditional planning assumptions. No customer pipeline or measured conversion rate is available.

Interview funded studio production leads about overflow work, technical requirements and approval times. Seek three paid pilots and record fees, actual days, rework, cash collection and repeat orders. Stop or revise the concept if buyers require lower fees, longer credit or more capacity than the three-role model can provide.



Conditional monthly module starts; no observed orders or demand survey are claimed.

15 / MARKET

Competitors and positioning

YAGER publicly identifies itself as a Berlin game developer and displays its actual portfolio [S 8]. It is an example of an established local studio, not a quoted like-for-like subcontract vendor. No published price, quality rating or availability is inferred. Other alternatives include in-house teams, independent specialists and larger international co-development firms.

The proposed position needs evidence from bids and real delivery. Compare precise code/art scope, licence provenance, acceptance time and payment terms rather than invent competitor weaknesses. Track reasons for lost work and whether buyers value the planned handover discipline.

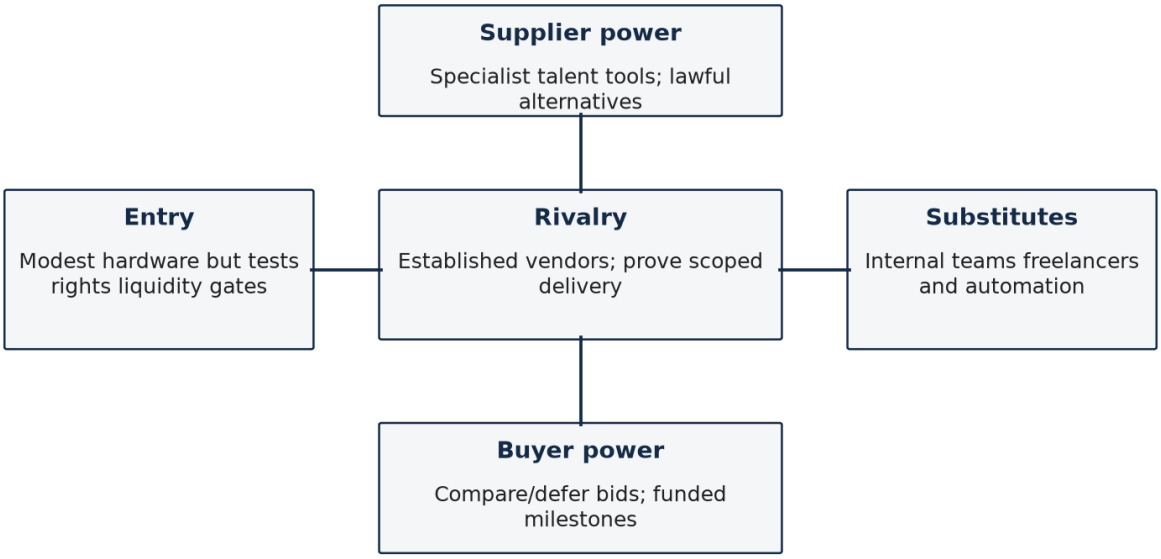
Alternative	Evidence and implication
YAGER	Published Berlin developer context; no comparable quote
In-house team	Buyer controls pipeline; capacity interview required
Freelance specialists	Potential narrow task fit; obtain scoped bids
Larger vendors	Broader capacity; actual bids needed

16 / STRATEGY

Porter five forces

Rivalry arises from specialist freelancers, larger service vendors and in-house teams. Buyer power is high where publishers can defer projects or compare bids; use funded work orders and explicit acceptance. Specialist talent and engine/asset licences create supplier dependence; maintain lawful alternatives and approved tooling.

Entry requires little physical infrastructure but credible technical delivery, rights and liquidity. In-house automation and simpler features can substitute for commissioned work. The owner tests these forces through buyer and supplier interviews; the diagram is a reasoned assessment rather than measured scores.



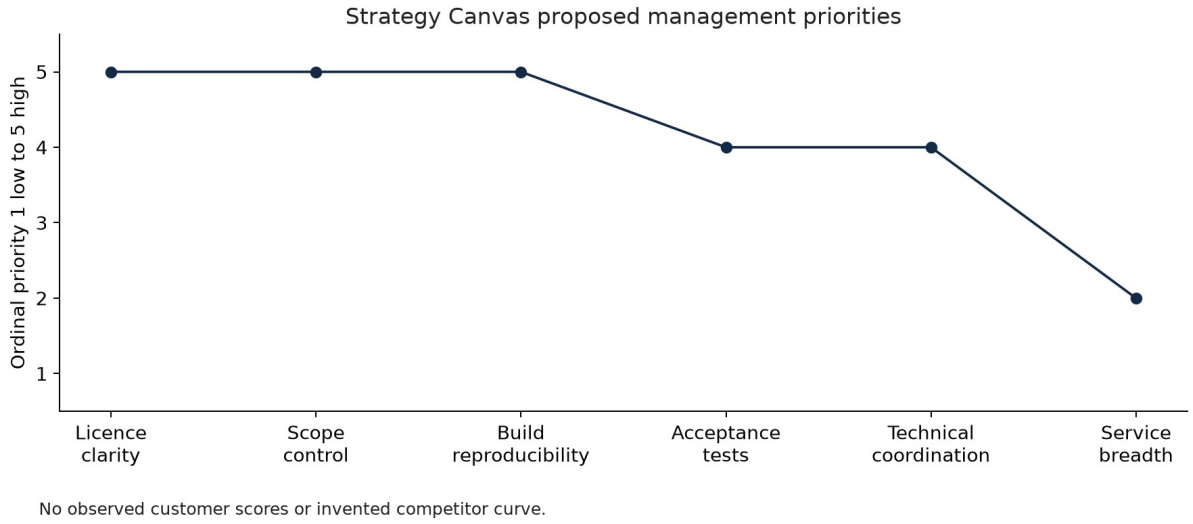
Rivalry at the centre with four surrounding forces and specific practical responses.

17 / STRATEGY

Strategy canvas

Management proposes high priority for reproducible builds, scope control, licence clarity and technical acceptance. A small team deliberately limits breadth and whole-game responsibility. The canvas uses ordinal internal priorities, not observed customer ratings or invented competitor curves.

Paid pilots should test each priority through integration defects, acceptance days, scope-change frequency and buyer feedback. Revise the service if these priorities do not win orders at profitable fees. The owner cannot infer differentiation merely from drawing a curve.



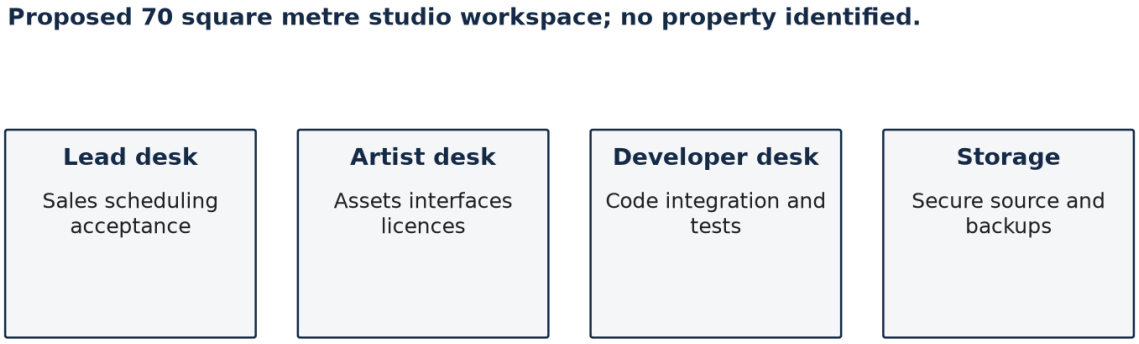
Ordinal management priorities 1 low to 5 high; no competitor rating fabricated.

18 / OPERATIONS

Location and premises

Plan a roughly 70 square metre Berlin workspace with three workstations, device testing, a small review area and secure network storage. Rent is an unquoted EUR 2,000 net monthly with a EUR 6,000 refundable deposit. No property, lease or landlord VAT option has been confirmed.

Check reliable internet, access security, power, permitted commercial use and accessibility before signature. Remote work may reduce travel, but does not remove equipment and security responsibilities. The layout is an indicative zoning diagram, not an architectural approval.



Proposed workspace zones; 70 square metres is a planning assumption with no lease secured.

19 / OPERATIONS

Equipment and resource plan

Initial equipment is EUR 24,000 net, allocated to workstations EUR 15,000, test devices EUR 4,000, network/backup EUR 3,000 and furniture EUR 2,000. A further EUR 6,000 is assumed in month 25. No supplier quote is claimed. Depreciation is capped at original cost, including fractional useful lives.

Software costs are expensed in the monthly overhead budget; client game IP is not recognised as studio intangible value. Licence terms and compatible testing devices must be validated against each brief. Maintain source control, encrypted backups and a tested restore process before accepting client builds.

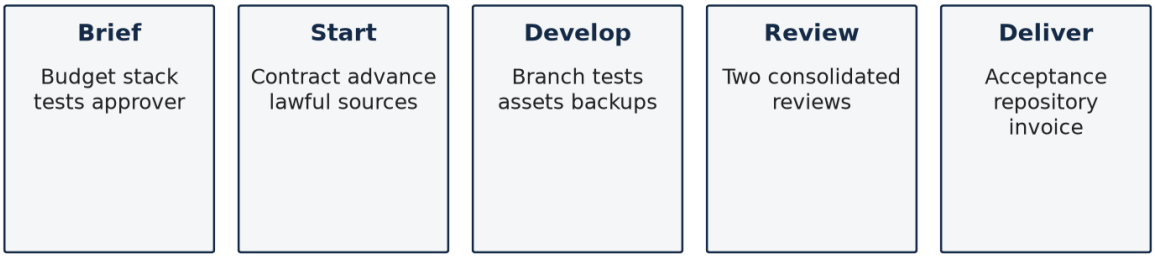
Initial equipment category	Net EUR
Workstations	15,000
Test devices	4,000
Network and backup	3,000
Furniture	2,000
Total	**24,000**

20 / OPERATIONS

Game and product strategy

The initial technical scope is Godot desktop prototypes, features and assets, with Windows/Linux testing. Godot uses an MIT licence with notice obligations [S 9]; no engine royalty is budgeted. Proprietary engine work and console certification are outside launch scope. Small modules assume four artist and five developer days; larger modules assume eight and ten. Two scoped review rounds and technical acceptance are included. Delivery occurs one month after start in the forecast. Expected fractional equivalents describe average flow across projects, not literal fractions sold or a full title delivered monthly.

Consumer releases are excluded. For a future owned game, approve a separate budget covering development expense/capitalisation policy, milestone delays, launch marketing, platform revenue share, tax, refunds, engine royalties, age ratings and ongoing support. No release date, consumer units, publisher advance or IP valuation is assumed in this plan. Steam has separate application-fee and German age-rating processes [S 2 S 7]; neither establishes commercial success.



Brief contract advance development reviews acceptance and repository handover; no owned-title release forecast.

21 / MARKET

Competitor price comparison

No comparable public co-development fee was found in the reviewed developer material [S 8]. Obtain dated bids using identical technology, asset count, performance target, acceptance scope and rights. Proposed prices are planning assumptions, not a claim that competitors charge more.

Compare internal gross contribution after external QA/audio and account for permanent salaries separately. Quotes must state whether licences, integration rework, additional platforms and post-release support are included. Consumer game store prices do not establish a business-to-business module fee.

Comparable item	Proposed net EUR	Evidence
Small scoped module	15,000	Unquoted planning fee
Large scoped module	30,000	Unquoted planning fee
Competitor equivalent	Not obtained	Like-for-like dated bids required

22 / SALES

Brand and customer experience

Spree Pixel is a working name requiring trade-mark and company-name checks. The proposed experience is one accountable lead, clear milestone dates and a reproducible handover. Permission is required before publishing client work in a portfolio. No awards, endorsements or ratings are invented.

Begin with a technical brief and paid scope agreement. Show changes and approval status in a shared issue tracker, and obtain written acceptance before final invoices. Handle defects within defined warranty terms; new features require a new quote. A signed confidentiality policy should precede source access.

23 / SALES

Sales channels and process

Use direct outreach to domestic production leads, referrals and permissioned pilot demonstrations. The owner qualifies budget and technical fit before providing a priced scope. No campaign conversion ratio is treated as observed. Conferences and professional communities can support relationships but are not booked revenue.

The process is qualification, scoped bid, signed contract, cleared advance, development, consolidated review, acceptance and collection. Track each stage and time spent so sales work does not consume unmodelled delivery capacity. Decline unpaid speculative revenue-share briefs at launch.

Stage	Required proof
Qualification	Budget owner technical stack lawful assets
Bid	Defined days tests rights and change mechanism
Start	Signed scope and received advance
Delivery	Written technical acceptance and repository handover
Collection	Invoice receipts and overdue follow-up

24 / SALES

Launch marketing

Preparation includes EUR 3,000 net launch marketing within the EUR 20,000 startup expense. Operating marketing is EUR 800 net monthly within EUR 2,600 VAT-eligible overhead, rising with annual cost inflation. These are budgets with no invented supplier quotes or customer acquisitions.

Allocate launch activity to permissioned case-study material, a simple portfolio and targeted outreach. Record qualified briefs and realised contribution, then stop channels that do not generate funded work. Publish portfolio material only after client consent and licence review.

Budget category	Net EUR
Preparation portfolio and outreach	3,000
Monthly targeted outreach and portfolio upkeep	800

25 / SALES

Retention and ongoing sales

Retention means a new funded scope following a successfully accepted module. Ask for feedback and portfolio permission, then price a follow-on task at current effort and risk. A satisfied client does not create a contractual backlog without another order.

Track repeat modules, acceptance time, rework days and payment delay separately for each buyer. Limit exposure to a single publisher and avoid expanding salaries against cancellable promises. The owner reviews pipeline quality and unrestricted cash before accepting overlapping starts.

26 / OPERATIONS

Daily operations and suppliers

The owner reviews due milestones, budget burn, approved changes and collections each morning. The developer manages branches, continuous integration and dependency checks; the artist maintains source/provenance records and performance budgets. A weekly review compares forecast days with actual time and identifies scope overruns.

External QA/audio costs are committed only to a signed client brief. Suppliers need clear confidentiality, rights, acceptance and payment terms. Client data stays in approved systems. Test backup restoration and reject unlicensed assets. The schedule assumes outsourced costs split between start and delivery, with no trade credit facility.

27 / OPERATIONS

Sustainability practices

Extend useful equipment life where support and security permit, and reuse test devices across compatible briefs. Keep inventory of hardware disposal and certified recycling. Prefer remote reviews over unnecessary travel while retaining fair work and effective collaboration.

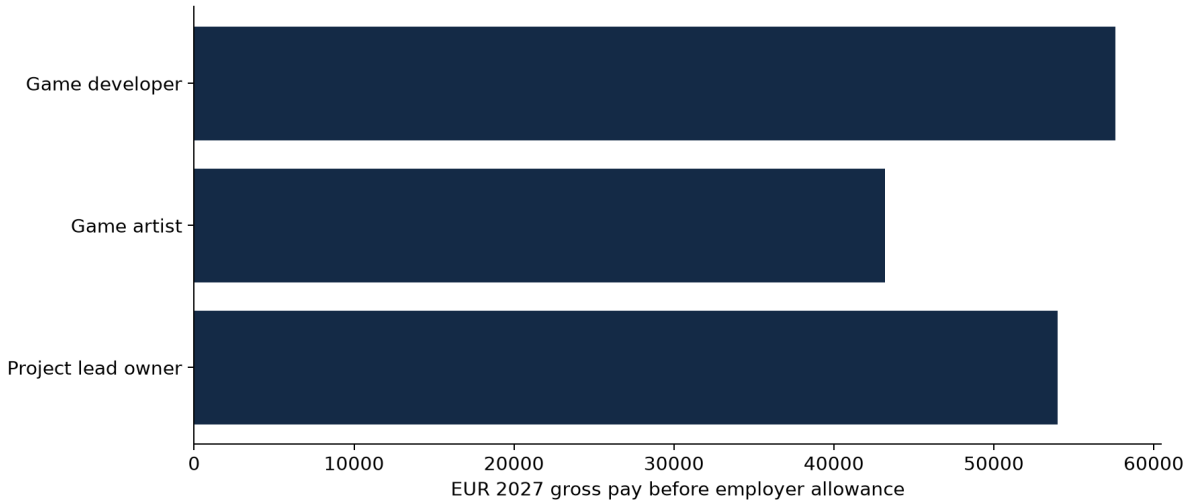
Measure energy and travel before publishing environmental claims. No carbon-neutral certification, savings amount or offset credit is asserted. Equipment-life assumptions are financial estimates; actual obsolescence and failure should trigger a revised investment plan.

28 / PEOPLE

Staffing and training

The paid owner lead earns EUR 4,500 gross monthly, artist EUR 3,600 and developer EUR 4,800 in Base 2027. A 25% employer-cost allowance gives EUR 16,125 total monthly payroll before annual inflation. All three roles work planned 40-hour weeks. No unpaid founder work or speculative sales commission substitutes for salary.

Artist and developer each have 16 usable project days per month after leave, coordination and training. Train on source security, licence provenance, accessibility, testing and scope discipline. External QA/audio supplements the team; no additional permanent staff or guaranteed specialist availability is assumed.



Base 2027 gross annual role pay; 25% employer-cost allowance separately modelled.

29 / PEOPLE

Staff skills and fair work

Recruit through practical paid assessments and verified references. The developer must demonstrate working builds and reviewable code; the artist must demonstrate lawful efficient assets. The owner must control scope, contracts and payment rather than encourage crunch to meet an impossible promise.

Document pay, hours, leave, remote-work security and employment responsibilities with qualified advice. Check freelance status and any artists social levy exposure for external art/audio. Payroll loading is a planning allowance, not a verified statutory contribution calculation. Do not hide overtime or unpaid owner labour in capacity.

30 / OPERATIONS

Legal and insurance requirements

Before trading, confirm GmbH incorporation, commercial/tax registration, payroll and insurance. German employee computer-program rights have a statutory rule [S 3], but this does not replace reviewed client, artwork, freelancer and engine-licence agreements. Require lawful provenance and clear scope for reuse, transfer and portfolio display.

Contract counsel should review warranties, confidentiality, payment, cancellation, acceptance and indemnity. Ordinary domestic development-service VAT is assumed at 19%; rights-only transfers can have different treatment under the VAT statute [S 4]. Age ratings and consumer data protection are separate gates if a client game is released [S 2]. The studio assumes no authorisation, tax exemption or insurance policy already secured.

Gate	Evidence before commitment
Company and payroll	Registration contracts adviser verified contributions
IP and tools	Employee artwork freelancer engine and client rights
Risk transfer	Actual professional cyber and equipment quotations
Client release	Publisher responsibility ratings and store compliance
Tax	Reviewed transaction classification and payment calendar

31 / OPERATIONS

Opening roadmap

Month minus three establishes ownership, a realistic household budget and a funded validation limit. Months minus two and one seek paid pilots, supplier bids, rights contracts, employment advice and a secure development process. Complete the operating team only after the commercial and finance gates are met.

The forecast begins January 2027 with a two-month 50% starts ramp and one-month acceptance lag. This is a scenario assumption, not an agreed launch date. Review collections, margin, capacity and cash monthly. A future owned release requires a separate funded plan; no grant or launch success is embedded.

Stage	Release condition
Validation	Three paid pilots measured and collected
Commitment	Finance employment lease and supplier terms agreed
Opening	Secure tooling and accepted scope available
Monthly review	Cash reserve contribution and workload sustainable
Expansion	Repeat backlog proves additional paid capacity

32 / RISK

Risks and management actions

The main risks are insufficient funded briefs, slower acceptance, cost overruns, technical defects, client failure and fixed payroll during idle periods. Downside changes demand, pricing, outsourcing costs, mix, inflation and payments together. The case is intended to show financing pressure, not to guarantee survival.

The owner stops starts if advances are overdue or the reserve cannot be financed. The developer stops delivery for a broken build or security incident, and counsel resolves disputed rights. Maintain no balancing overdraft or automatic publisher funding. A negative cash result is a decision problem that requires actual finance or a smaller launch.

Risk trigger	Owner and response
Unfunded or late client	Owner stops starts and revises exposure
Days exceed scope	Lead issues priced change request
Build or licence defect	Developer/artist repair before acceptance
Cash reserve breach	Owner secures finance or reduces commitments
Rights or cyber incident	Owner engages counsel and incident process

33 / EVIDENCE

Research and evidence

Primary sources were reviewed on 3 October 2026. The games association company/job counts establish national context [S 1]. Steam documents German age ratings and application fees [S 2 S 7]. Statutes inform employee code rights, VAT and dated corporate tax [S 3 S 4 S 6], while Berlin states its trade-tax multiplier [S 5]. YAGER establishes an actual Berlin developer example [S 8]; Godot publishes its engine licence and notices [S 9]. None validates the entrant forecast.

Fees, module demand, salary packages, employer costs, rents, assets, insurance, client terms and finance are planning assumptions. GameFi and venture-studio references were inspected but their token, speculative fund, return and US-tax assumptions were rejected. The approved pilot style and accepted commissioned project schedule architecture were adapted deliberately; no source workbook was imported.

S1 German games industry 2026 companies and employment https://www.game.de/guides/jahresreport-der-deutschen-games-branche-2026/03-games-branche-in-deutschland/03-1-beschaeftigte-und-unternehmen/

S2 German Steam age rating rule https://partner.steamgames.com/doc/gettingstarted/contentsurvey/germany?l=english

S3 Employee computer program rights https://www.gesetze-im-internet.de/urhg/__69b.html

S4 VAT rates including copyright rights exception https://www.gesetze-im-internet.de/ustg_1980/__12.html

S5 Berlin trade tax https://service.berlin.de/dienstleistung/325333/

S6 Dated corporation tax rates https://www.gesetze-im-internet.de/kstg_1977/__23.html

S7 Steam Direct application fee https://partner.steamgames.com/doc/gettingstarted/appfee?l=english

S8 Actual Berlin developer context https://yager.de/

S9 Godot engine MIT licence and notices https://godotengine.org/license/

34 / EVIDENCE

Quotes and assumptions

Obtain dated client bids and funded work orders, employee terms/payroll advice, external QA/audio quotes, engine notices and asset licences, lease/asset/insurance quotations and executed finance documents. No grant, consumer preorder, publisher advance or royalty receivable has been obtained. All 2027 to 2029 demand remains conditional.

The model assumes domestic development services at 19% VAT, recoverable input VAT on eligible purchases, exempt rent and no VAT on payroll/insurance. VAT is settled monthly with a one-month lag including startup recovery. Negative settlements are assumed refunds of eligible VAT credits; no refund timing is guaranteed. Tax is a conservative monthly positive-profit provision, with no loss relief or tax/base differences; actual treatment and payment dates need adviser review.

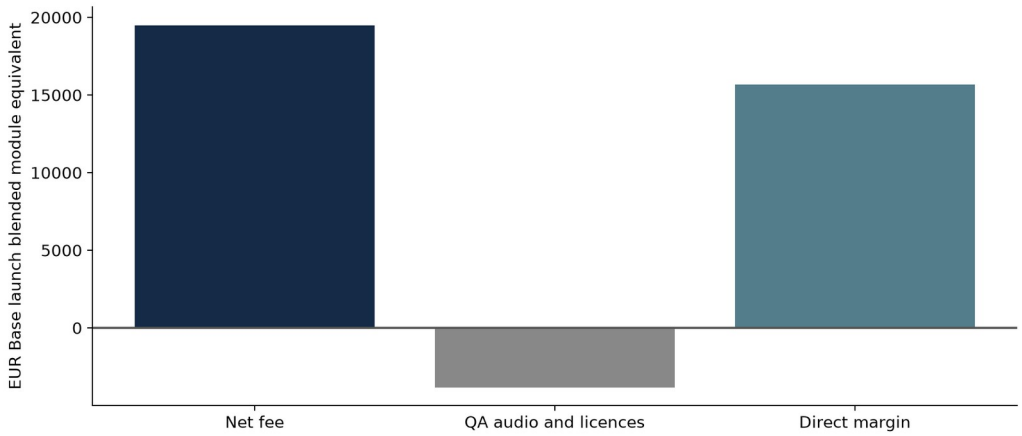
Assumption group	Evidence required
Demand and fees	Paid pilots funded orders and scoped bids
Technical costs	QA/audio device engine and licence quotes
People and premises	Pay terms payroll allowance lease and equipment
Finance and tax	Executed terms transaction VAT classification calendar

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Pricing and project economics

Base launch net fees are EUR 15,000 for a small module and EUR 30,000 for a large module. Outsourced QA/audio/licence costs are EUR 2,400 and EUR 6,000 before a 10% contingency. The 70%/30% mix produces EUR 19,500 fee and EUR 3,828 external cost per equivalent, leaving EUR 15,672 contribution before permanent payroll and overhead.

The fee covers the stated scoped days and two reviews; additional platforms, content or support need a priced change order. Platform sales commission, store refunds, consumer sales tax and end-user royalties are zero in this service-only model because the client controls publishing and the studio receives no consumer receipts. Godot has no percentage engine royalty under its MIT licence [S 9]; other paid tools in overhead and purchased asset/audio costs remain payable, with all required attribution notices. Royalties or a future owned release would require a new model.



Base launch blended fee external costs and contribution EUR; permanent salaries remain separate.

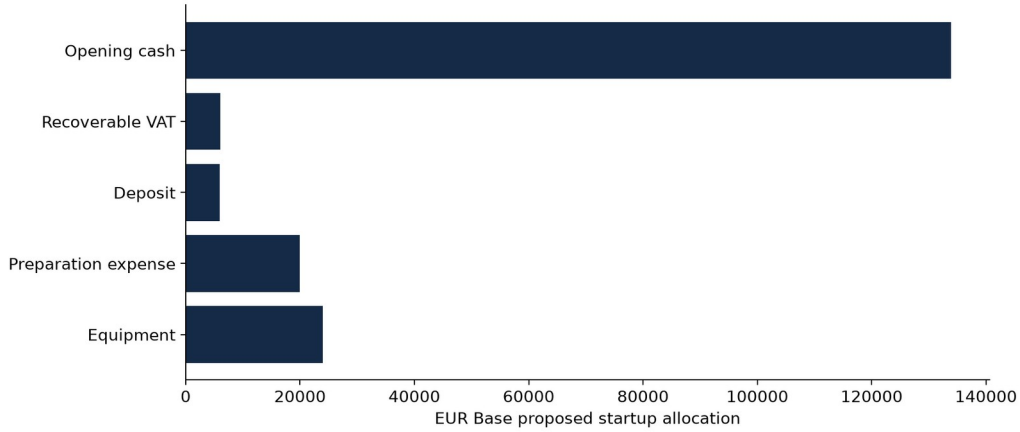
EUR per launch equivalent	Small module	Large module	Blended
Net fee	15,000	30,000	19,500
QA audio and licence before contingency	2,400	6,000	3,480
Cost including contingency	2,640	6,600	3,828
Contribution before fixed payroll	12,360	23,400	15,672

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Startup costs and funding

Proposed equity EUR 150,000 and term debt EUR 40,000 fund equipment EUR 24,000, preparation expense EUR 20,000, refundable deposit EUR 6,000, recoverable VAT EUR 6,080 and opening cash EUR 133,920. These amounts are uncommitted. No publisher advance or grant fills the funding requirement.

Base minimum cash including startup is EUR 116,235 against a EUR 50,000 decision floor. Downside minimum cash is EUR -243,032, giving a reserve gap of EUR 293,032. Launch approval needs actual funding for the stress case or a smaller plan; a positive Base forecast is insufficient.



Proposed opening allocation EUR from model 1.0 Base; no finance secured.

Startup allocation	EUR
Proposed equity	150,000
Proposed debt	40,000
Equipment	24,000
Preparation expense	20,000
Refundable deposit	6,000
Recoverable VAT	6,080
Opening cash	**133,920**

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Itemized startup costs

Equipment is allocated to workstations, test devices, network/backup and furniture in the proportions shown. Preparation is allocated to legal/setup, marketing, paid owner salary, employer allowance and training. Allocations scale with the controlling captured Base budgets and are unquoted planning allowances. No purchases or supplier commitments are claimed.

The model carries eligible startup VAT separately and treats the refundable deposit as an asset. Preparation expense reduces opening retained earnings, while equipment is depreciated monthly. Opening cash is the remainder of proposed finance, rather than another funding source.

Startup category	Net EUR
Workstations	15,000
Test devices	4,000
Network and backup	3,000
Furniture	2,000
Total equipment	**24,000**
Legal and setup	5,000
Launch marketing	3,000
Paid owner preparation salary	9,000
Employer allowance	2,250
Training	750
Total preparation expense	**20,000**
Refundable deposit	6,000
Recoverable VAT	6,080
Opening cash	**133,920**

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Owner personal survival budget

The paid owner gross salary is EUR 4,500 monthly in Base 2027 and included in company payroll. A hypothetical 65% retention gives EUR 2,925 net cash against EUR 2,800 living costs. The estimated surplus is EUR 125, not a personal tax calculation.

The category allocations follow the declared household budget proportions. No dividends, unpaid work or other household income is assumed. Verify actual tax, health cover and savings separately from company funding.

Personal monthly item	EUR
Gross salary	4,500
Estimated net cash	2,925
Housing	1,500
Essentials	800
Transport	250
Buffer	250
Estimated surplus	**125**

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Financing terms and security

Proposed opening debt is EUR 40,000 at 8% annual interest on opening monthly balances. Principal has three months grace then EUR 667 monthly over 60 months, capped at remaining debt. Proposed equity is EUR 150,000. Terms, lender approval, covenants, guarantees and security are unagreed.

Debt remains outstanding beyond the forecast. Equipment may be discussed as security but no collateral value or borrowing base is claimed. This finance is company term debt, not a publisher advance recoupable against consumer sales. The model does not draw a facility when cash is negative.

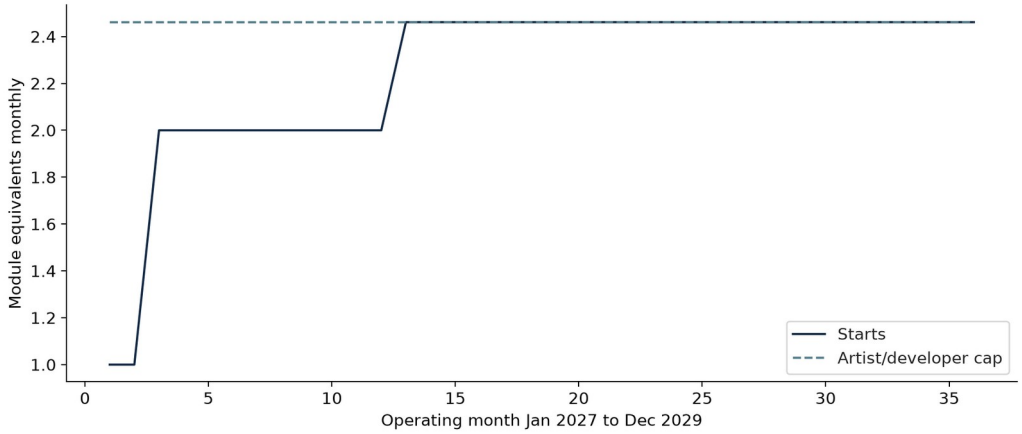
Term	Planning position
Equity	EUR 150,000 uncommitted
Opening debt	EUR 40,000 uncommitted
Interest	8% annually on opening balance monthly
Principal	3 months grace then 60 equal instalments
Security and guarantees	Unagreed subject to advice and lender consent

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Revenue forecast and capacity

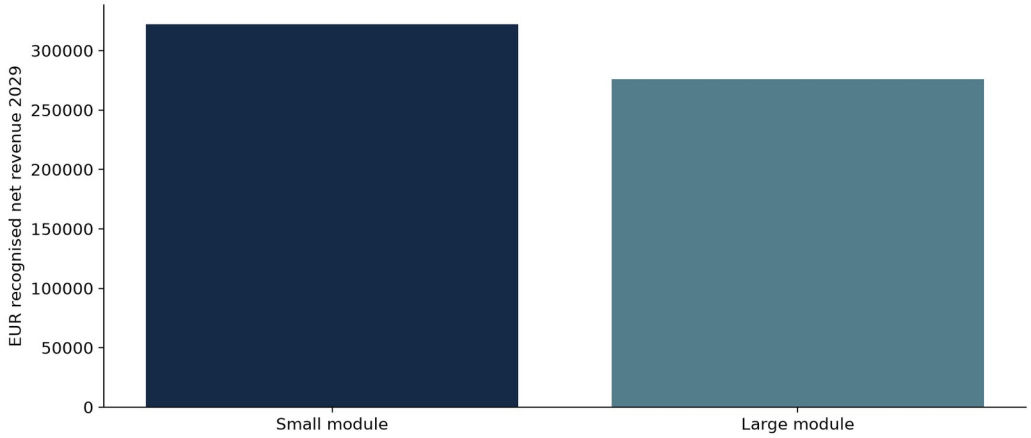
Normal expected starts are 2 monthly in 2027, 2.5 in 2028 and 3 in 2029 before capacity, with a 50% first-two-month ramp. The 70/30 mix uses 5.2 artist and 6.5 developer days per equivalent; 16 usable days cap starts at 2.46 monthly. Modelled accepted equivalents are 20.0, 29.1 and 29.5 annually.

Revenue is recognised one month after starts on accepted delivery. Base 2029 net revenue is EUR 598,291. January recognises prior-year starts and fee terms, so annual sales cannot be estimated from a simple current-year volume times price. December 2029 starts remain WIP and client obligations beyond the horizon. These are conditional expected equivalents, not contracted releases.

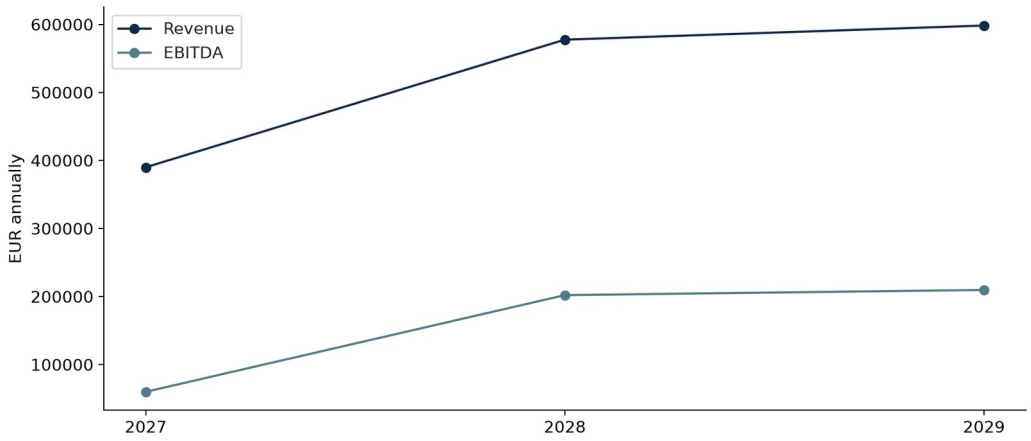


Expected modules per month and art/developer capacity limit; one-month acceptance lag.

Year	2027	2028	2029
Revenue	390,000	577,560	598,291



Base recognised sales mix EUR 2029 from verified small and large modules.



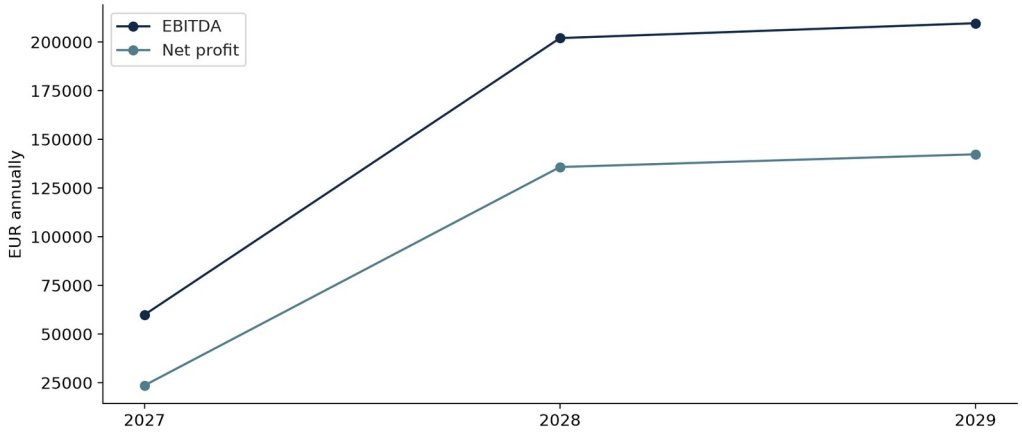
Base annual revenue and EBITDA EUR 2027 to 2029 model 1.0.

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Costs and projected profit

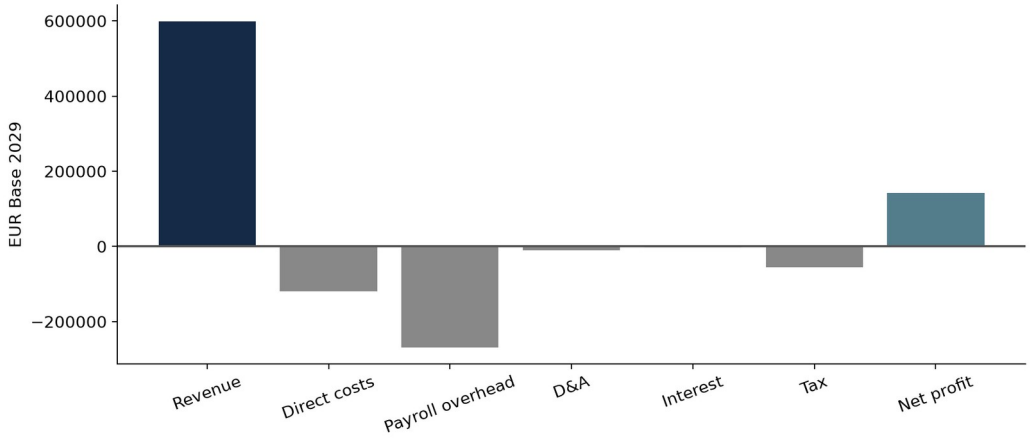
Outsourced costs are paid 60% at start and carried as WIP; the remaining 40% is incurred at accepted delivery when the complete outsourced cost is expensed. Permanent paid payroll and overhead are expensed as incurred. The model does not capitalise salaries into owned IP or assume an exit valuation.

Base EBITDA is EUR 59,940 in 2027 and EUR 209,685 in 2029. Depreciation, interest and tax reduce 2029 net profit to EUR 142,358. Fees rise 2% and outsourced costs/payroll/overhead 3% annually as planning assumptions. Gross margin is before permanent staff; it is not a claim that development labour is free.



Base annual EBITDA and net profit EUR from linked statements model 1.0.

EUR	2027	2028	2029
Revenue	**390,000**	**577,560**	**598,291**
Outsourced development cost	76,560	114,416	119,668
Gross profit	**313,440**	**463,144**	**478,623**
Payroll and overhead	**253,500**	**261,105**	**268,938**
EBITDA	**59,940**	**202,039**	**209,685**
Depreciation	8,000	8,000	10,000
Interest	3,040	2,427	1,787
Net profit	**23,634**	**135,815**	**142,358**



Base 2029 profit bridge EUR from verified monthly statements model 1.0.

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Profit and loss forecast

The P&L recognises commissioned-module fees and outsourced costs at accepted delivery, with paid owner/artist/developer salaries and operating overhead expensed monthly. Depreciation is capped by cost, and interest follows opening loan balances. No speculative intangible valuation, consumer royalties or publisher grant is booked.

Tax is provided and paid monthly on positive book profit using corporation tax 15%, 14% and 13% by year, 5.5% surcharge on that component and assumed Berlin trade tax 14.35%. The simplified provision ignores loss relief, book/tax differences and actual payment dates. The table shows itemised EUR annual costs from model 1.0.

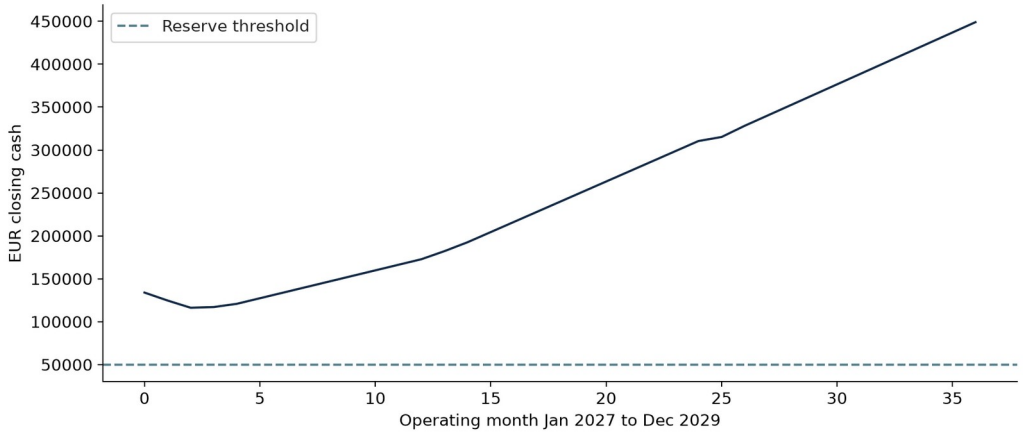
EUR	2027	2028	2029
Revenue	**390,000**	**577,560**	**598,291**
Outsourced development cost	76,560	114,416	119,668
Gross profit	**313,440**	**463,144**	**478,623**
Owner gross pay	54,000	55,620	57,289
Artist gross pay	43,200	44,496	45,831
Developer gross pay	57,600	59,328	61,108
Employer cost allowance	38,700	39,861	41,057
Rent	24,000	24,720	25,462
Eligible overhead	31,200	32,136	33,100
Insurance	4,800	4,944	5,092
Payroll and overhead	**253,500**	**261,105**	**268,938**
EBITDA	**59,940**	**202,039**	**209,685**
Depreciation	8,000	8,000	10,000
Interest	3,040	2,427	1,787
Profit before tax	**48,900**	**191,612**	**197,898**
Tax provision paid	25,266	55,798	55,540
Net profit	**23,634**	**135,815**	**142,358**

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Cash flow and financial position

Base closes 2027 with EUR 172,820 and 2029 with EUR 448,964; minimum cash including startup is EUR 116,235. Cash differs from profit through WIP, client advances, gross receivables, equipment, principal and VAT timing. No automatic funding is added when cash is negative.

The forecast assumes 40% cash at start, 40% on accepted delivery and 20% one month later. The delivery invoice is 60% of the contract and the unpaid 20% is a gross receivable. Start cash remains a net liability until acceptance. Output VAT accrues on invoices and settlement has a simplified one-month lag. Negative settlements represent assumed eligible credit refunds, including startup recovery, rather than negative purchases. Actual client and tax calendars require validation.



Base monthly company cash EUR with EUR 50,000 reserve threshold.

EUR	2027	2028	2029
Operating cash flow	**44,900**	**145,687**	**152,457**
Capital spending net	–	–	6,000
Principal repayment	6,000	8,000	8,000
Net cash change	38,900	137,687	138,457
Closing cash	**172,820**	**310,507**	**448,964**

Cash flow forecast months one to six

These Base figures follow the monthly operating statement. Opening cash rolls into closing cash without a funding plug. Client receipts and VAT cash differ from accepted net revenue. Startup VAT recovery is separately tracked; the payment assumptions require confirmation before finance commitment.

EUR	M1	M2	M3	M4	M5	M6
Opening cash	**133,920**	**124,663**	**116,235**	**117,064**	**120,838**	**127,325**
Operating cash flow	**(9,257)**	**(8,429)**	**829**	**4,441**	**7,153**	**7,157**
Capital spending net	–	–	–	–	–	–
Principal repayment	–	–	–	667	667	667
Closing cash	**124,663**	**116,235**	**117,064**	**120,838**	**127,325**	**133,815**

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Cash flow forecast months seven to twelve

These Base figures follow the monthly operating statement. Opening cash rolls into closing cash without a funding plug. Client receipts and VAT cash differ from accepted net revenue. Startup VAT recovery is separately tracked; the payment assumptions require confirmation before finance commitment.

EUR	M7	M8	M9	M10	M11	M12
Opening cash	**133,815**	**140,308**	**146,804**	**153,304**	**159,806**	**166,311**
Operating cash flow	**7,160**	**7,163**	**7,166**	**7,169**	**7,172**	**7,175**
Capital spending net	–	–	–	–	–	–
Principal repayment	667	667	667	667	667	667
Closing cash	**140,308**	**146,804**	**153,304**	**159,806**	**166,311**	**172,820**

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Financial position summary

The balance sheet carries company cash, gross receivables, outsourced WIP, VAT credit, refundable deposit and net owned equipment. It includes term debt, net client advances and VAT payable. Paid equity is fixed; retained earnings begin with the preparation expense and roll through monthly net profit.

Every monthly balance sheet and cash roll-forward reconciles within EUR 0.01. No game library, assumed royalty receivable or consumer-sale valuation is carried. December starts remain obligations after 2029; cash supported by customer advances is not automatically available for distribution.

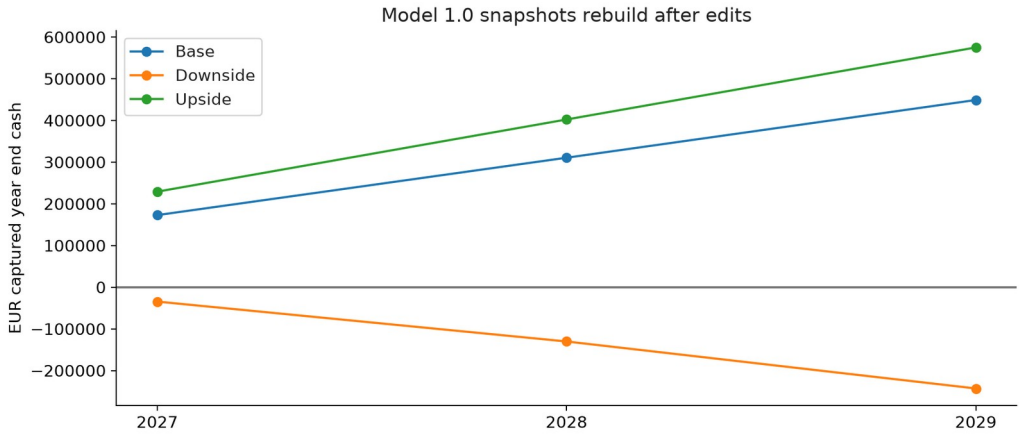
EUR	2027	2028	2029
Closing cash	**172,820**	**310,507**	**448,964**
Receivables gross	9,282	11,652	11,886
Work in progress	4,594	5,823	5,998
VAT recoverable	–	–	–
Refundable deposit	6,000	6,000	6,000
Net equipment	16,000	8,000	4,000
Total assets	**208,696**	**341,983**	**476,848**
Term loan	34,000	26,000	18,000
Client advances net	15,600	19,584	19,976
VAT payable	5,461	6,950	7,065
Total liabilities	**55,061**	**52,534**	**45,041**
Paid equity	150,000	150,000	150,000
Retained earnings	3,634	139,449	281,807
Total equity	**153,634**	**289,449**	**431,807**
Liabilities and equity	**208,696**	**341,983**	**476,848**

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Break even and scenarios

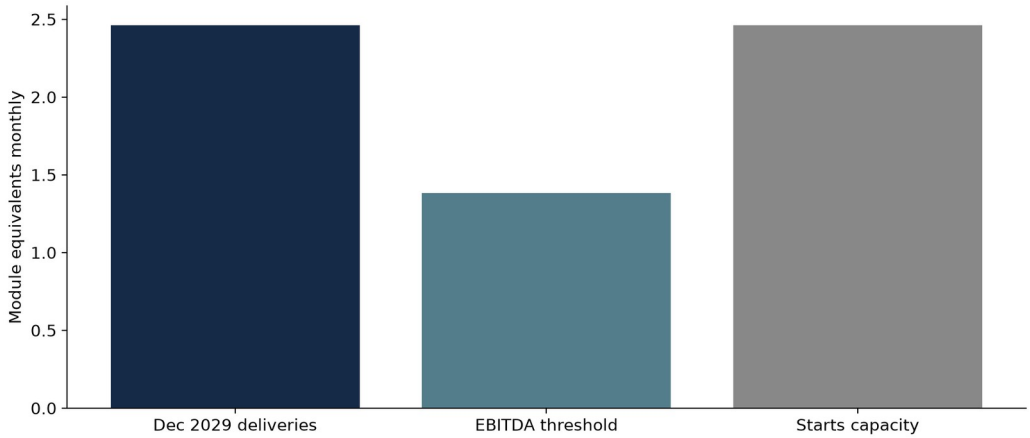
December 2029 Base EBITDA requires 1.38 accepted module equivalents monthly against 2.46 modelled deliveries and 2.46 starts capacity. This threshold excludes interest, tax, principal and equipment, and assumes the planned mix and paid staffing. Zero or negative contribution is explicitly not viable, rather than a fabricated finite threshold.

Downside changes demand, fees, mix, costs, inflation, payment terms and required days. Minimum cash is EUR -243,032 and its reserve gap is EUR 293,032. Comparisons are captured model 1.0 snapshots. Excel flags edited assumptions as STALE CAPTURE; rebuild results and refresh Word when assumptions change.



Captured year-end company cash EUR; Word and Cases require rebuilding after edited inputs.

Case	2029 revenue	2029 EBITDA	Minimum cash	Reserve gap
Base	598,291	209,685	116,235	–
Downside	292,500	(93,145)	(243,032)	293,032
Upside	658,120	256,822	132,688	–



Base December 2029 EBITDA threshold and expected deliveries project equivalents.

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Model guide and completion

Use Inputs selector 1 Base, 2 Downside or 3 Upside. Blue cells are editable planning assumptions; active values drive Projects, Production, Costs, CapitalDebt, Statements and Summary. Artist/developer days bound starts; outsourced costs and fee recognition follow accepted delivery one month later. Equipment depreciation is capped at cost and native charts use actual worksheet ranges.

Cases comparisons and Word remain captured snapshots; any changed relevant input flags STALE CAPTURE. Rebuild using retained build_model.mjs and refresh this plan. Base, Downside and Upside are conditional stress assumptions, not probabilities. GameFi and venture-studio references informed the rejection of speculative value/funding; the commissioned schedule was rebuilt for game services rather than imported.