Renewable Energy Business Plan

Spree Solar Works | Berlin

DOCUMENT GUIDE

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Proposed Berlin residential rooftop PV installer | 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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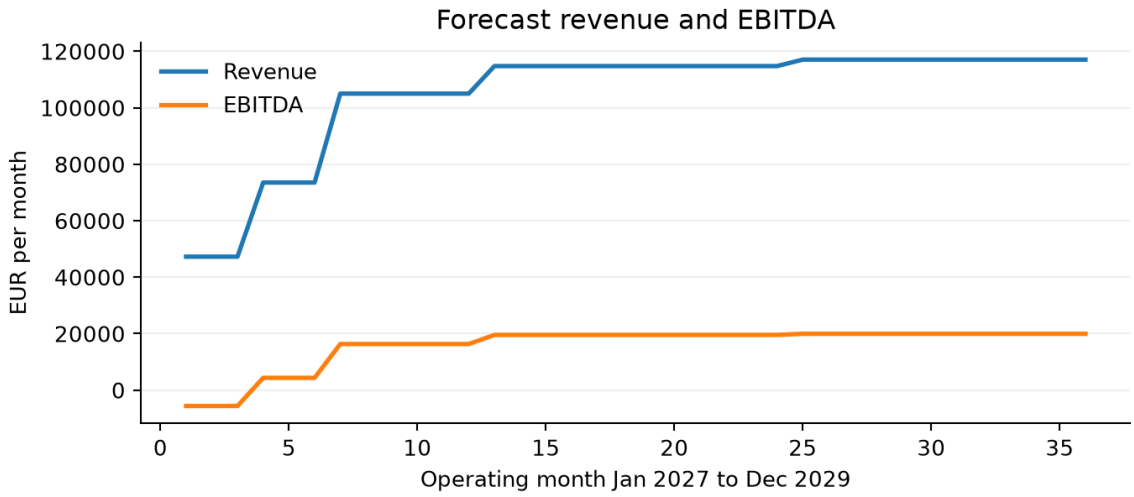
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01 / BUSINESS

Executive summary

Spree Solar Works is a proposed Berlin GmbH selling and installing standard 10 kWp rooftop photovoltaic packages for qualifying residential owners. One three-person crew handles roof installation; a registered electrical partner handles connection and electrical certification. The company earns installation revenue, not electricity revenue.

Proceed only after validating willingness to pay, supplier quotes, skilled staffing, electrical partnership and financing. The downside case shows that a small crew cannot absorb low sales volume and weak margins indefinitely.



Source: retained model and visual code, v1.0, 3 October 2026. Planning forecast or proposed framework; see section assumptions.

02 / BUSINESS

Business details

Proposed launch January 2027. Service area is Berlin, with initial emphasis on detached and semi-detached owner-occupied homes within a practical 45-minute journey of the planned warehouse. Spree Solar Works is a working name; company incorporation, premises and trademarks remain uncompleted.

The founder is responsible for sales, design coordination, procurement and scheduling. The forecast covers January 2027 to December 2029 in EUR. All commercial assumptions require evidence before a commitment.

03 / BUSINESS

Business concept and objectives

Offer one clear installed-PV package, documented roof survey and written electrical scope. Avoid batteries, heat pumps and electricity contracts at launch to reduce commissioning complexity. Complete documentation and resolve defects before recognising a job as complete.

Launch objective: verify at least 20 qualified household interviews, five paid pilot contracts and two supplier offers. Operating objective: reach seven completed jobs per month while staying inside crew and electrician capacity. No customers or pilot contracts are currently secured.

04 / BUSINESS

Business model canvas

The proposed model combines local installation and accountable project management. A standard package limits rework and procurement variety; the business remains exposed to component price and qualified electrical capacity.

Business model canvas

Partners	Activities	Value proposition
Electrical undertaking Module and inverter suppliers Roofers and safety advisers	Survey and schedule Procure and install Document completion	Clear installed scope Named local contact Documented handover
Relationships	**Customers**	**Resources**
Direct project contact Defect follow up Referral permission	Berlin homeowners Suitable accessible roofs Eligible residential PV	Three paid installers One van and tested tools Owner project manager
Channels	**Costs**	**Revenue**
Roofer referrals Local search Direct household enquiries	Materials and subcontracting Paid crew and owner Premises and marketing	10 kWp installed packages No power resale No grants assumed

Source: retained model and visual code, v1.0, 3 October 2026. Planning forecast or proposed framework; see section assumptions.

05 / BUSINESS

SWOT and longer term goals

A focused local crew can provide a named project contact and clear handover, but a new business has no track record or verified demand. Berlin roof obligations support enquiries without proving that this company can win them.

Add a second crew only after six months of positive operating cash and a booked pipeline supported by paid contracts. Extension is outside the current model.

Strengths and weaknesses	Opportunities and threats
Simple 10 kWp package; local accountability	Roof refurbishment and solar obligations [S1]
No established reputation; single crew dependency	Large competitors; weather and grid delays

06 / BUSINESS

TOWS strategy matrix

Use the narrow package to deliver a reliable pilot rather than promise the widest product range. Pair the founder with an approved electrical partner before advertising commissioning dates.

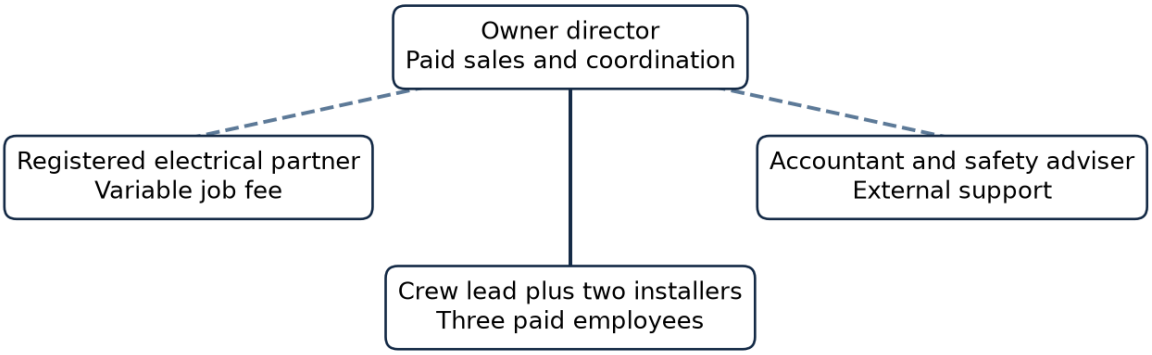
Strategy	Practical action
Strength opportunity	Partner with roofers handling eligible refurbishments
Weakness opportunity	Collect signed pilot contracts and reference permission
Strength threat	Document scope, exclusions and completion evidence
Weakness threat	Keep financing reserve; pause acquisition if margin fails

07 / BUSINESS

Owner and management

The paid owner director oversees customer contracts, project scheduling, procurement and complaint resolution. The owner does not add installation capacity to the paid crew in the forecast. An external qualified electrician, accountant and safety adviser support the operation under written scopes.

No founder qualifications or trade registration are claimed. Resolve the lawful scope of roof work and electrical subcontract arrangements before recruiting or accepting projects.



Source: retained model and visual code, v1.0, 3 October 2026. Planning forecast or proposed framework; see section assumptions.

08 / BUSINESS

Owner and key personnel profiles

Recruit one experienced roof-installation lead and two trained installers. Verify safe working-at-height practice, relevant experience, references and equipment competence. The electrical partner must demonstrate the required installer-directory status and insurance.

The owner needs contract, scheduling, supplier and cash-management competence. These are role specifications, not biographies. Founder CV, professional evidence, partner credentials and named staff are completion requirements.

09 / BUSINESS

Target customers

Initial buyers are owner-occupiers with suitable unshaded roofs, a planned refurbishment or an interest in self-generation, sufficient purchase budget and authority to commission work. Prioritise uncomplicated properties with accessible roof structures and documented electrical condition.

Exclude complex apartment tenant-supply arrangements, heritage-sensitive projects, major structural repairs and commercial energy resale during launch. Quote unusual work separately rather than hide it in the standard package.

10 / BUSINESS

Segmentation targeting and positioning

Segment by roof suitability, decision authority, planned refurbishment, budget and installation complexity. Target residential owners with a defined installation need and accessible roofs. Position the service as a local project team offering clear installation scope and a named handover contact.

Savings depend on roof yield, consumption and tariffs. Never guarantee a payback without a site-specific design and a customer-approved calculation.

Segment	Priority and message
Suitable house with refurbishment	Primary; survey roof and coordinate trades
Suitable house seeking solar	Primary; explain yield and full installed scope
Apartment tenant supply	Deferred; metering and contracts add complexity
Commercial premises	Deferred; different VAT and system scope

11 / BUSINESS

Value proposition canvas

The offer should reduce uncertainty over scope, paperwork and installation quality. Jobs, pains and gains are hypotheses to test in interviews; they are not observed customer evidence.

Value proposition hypotheses

Customer jobs	Customer pains	Customer gains
Fit suitable rooftop PV Understand installed scope Complete required paperwork	Unclear exclusions Changing installation dates Multiple trade contacts	Working documented system Clear project contact Site-specific yield explanation
Products and services	**Pain relievers**	**Gain creators**
Survey and PV package Partner electrical connection Handover records	Written roof exclusions Confirmed partner slot Proactive schedule updates	Traceable equipment Demonstrable acceptance Defined defect responsibility

Source: retained model and visual code, v1.0, 3 October 2026. Planning forecast or proposed framework; see section assumptions.

12 / BUSINESS

Market size and trends

The reachable market has not been independently quantified. TAM means all eligible Berlin residential roofs requiring or considering PV. SAM narrows this to suitable owner-controlled houses within the operating travel area. SOM is the proposed capacity-limited completed-installation forecast, not validated market share.

Method for validation: combine official building counts, roof suitability screening and interviewed conversion rates for 2027, excluding existing PV and unsuitable structures. No denominator or market-share percentage is asserted.

2027 Berlin market scope

TAM	SAM	SOM
Eligible residential roofs Berlin geography Count not independently verified	Suitable owner-controlled houses Practical journey area Roof screening and building data needed	Capacity constrained forecast One paid crew and electrician No validated market-share ratio

2027 Berlin market scope. Qualitative TAM and SAM; SOM is model capacity, not measured market share.

13 / BUSINESS

PESTLE analysis

Berlin solar obligations are a policy signal; job demand still requires interviews and contracts. Tax eligibility, electrical registration and safe roof work determine which projects the company can legally deliver. [S1–S4]

PESTLE implications for Berlin residential PV

Political	Economic	Social
Berlin solar duty [S1] Screen eligible roof works Do not assume every roof buys	Rate and material cost risk Retain cash reserve Test margin with supplier quotes	Owner control and trust Interview prospective households Do not invent observed demand

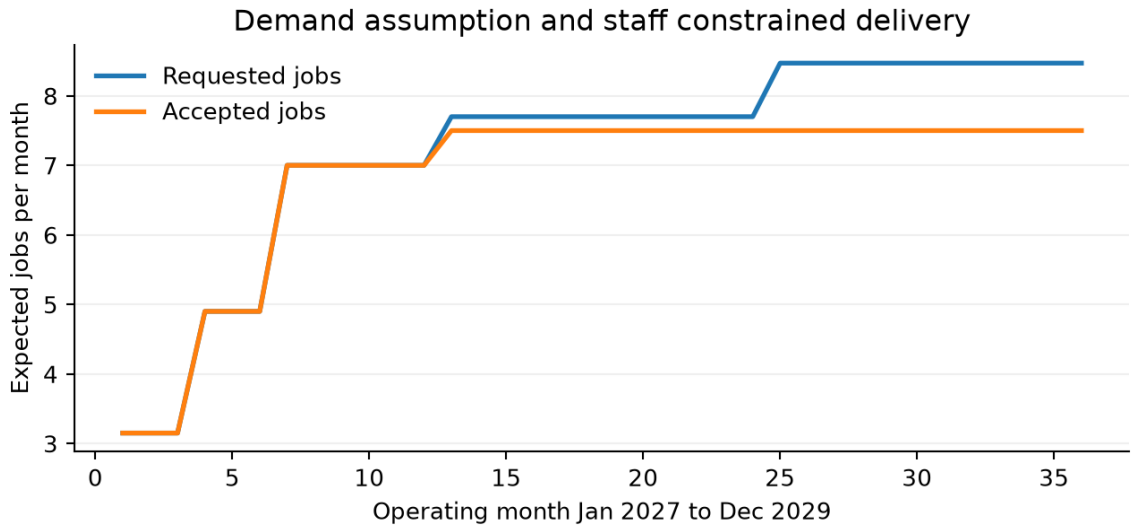
Technological	Legal	Environmental
Roof and inverter compatibility Survey before fixed scope Qualified electrical review	VAT eligibility [S2] Installer and registration [S3–4] No approvals claimed	Weather reduces safe hours Waste and packaging controls Yield is site dependent

Source: retained model and visual code, v1.0, 3 October 2026. Planning forecast or proposed framework; see section assumptions.

Local demand and evidence

Berlin rules generally require PV coverage of 30% of gross roof area for new buildings and 30% of net roof area for qualifying existing-building roof works, subject to scope and exemptions. [S1] This creates potential installation needs, not evidence of this company's demand.

Before launch, interview owners and roofers, log property eligibility, collect comparable quotes and test the proposed EUR 15,000 package. The model demand ramp is a planning assumption; there are no fabricated survey results.



Proposed monthly job demand and accepted jobs, 2027–2029. Forecast from model v1.0; no actual sales.

Competitors and positioning

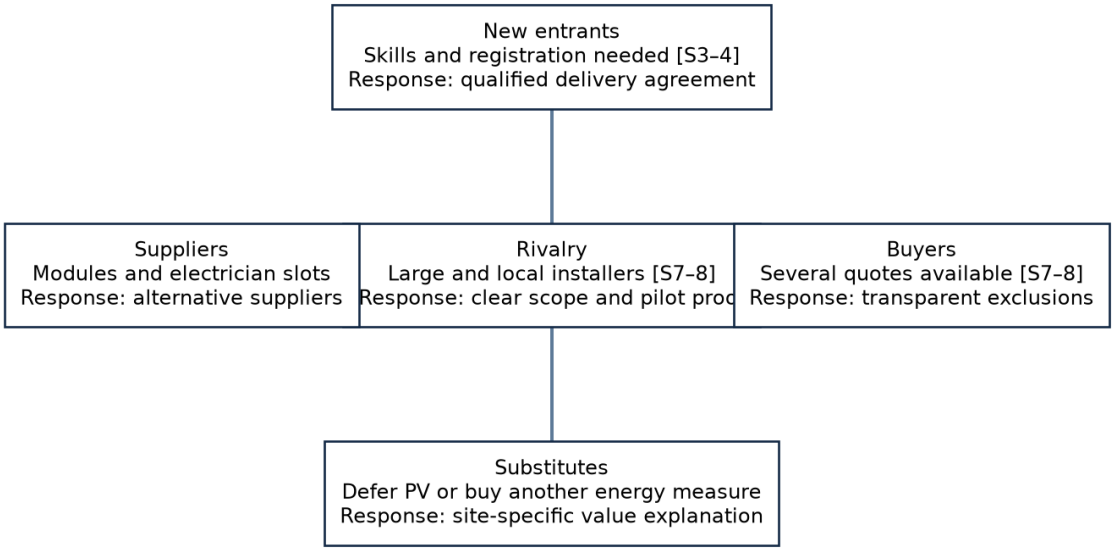
Enpal and zolar both publish Berlin-facing PV offers. Enpal describes help with registration; zolar offers a Berlin PV purchasing route. [S7–S8] These demonstrate real competitive alternatives. Current prices, ratings and customer satisfaction were not independently compared.

The proposed local response is one accountable project owner, defined exclusions and an inspectable handover pack. This is a service design objective, not a claim that competitors lack those features.

16 / BUSINESS

Porter five forces

Competitive rivalry is substantial because large providers and local installers can pursue the same roof owners. Supplier and electrical-partner concentration can remove the margin or delay delivery. Customer ability to request several quotations disciplines pricing. [S3–S4, S7–S8]

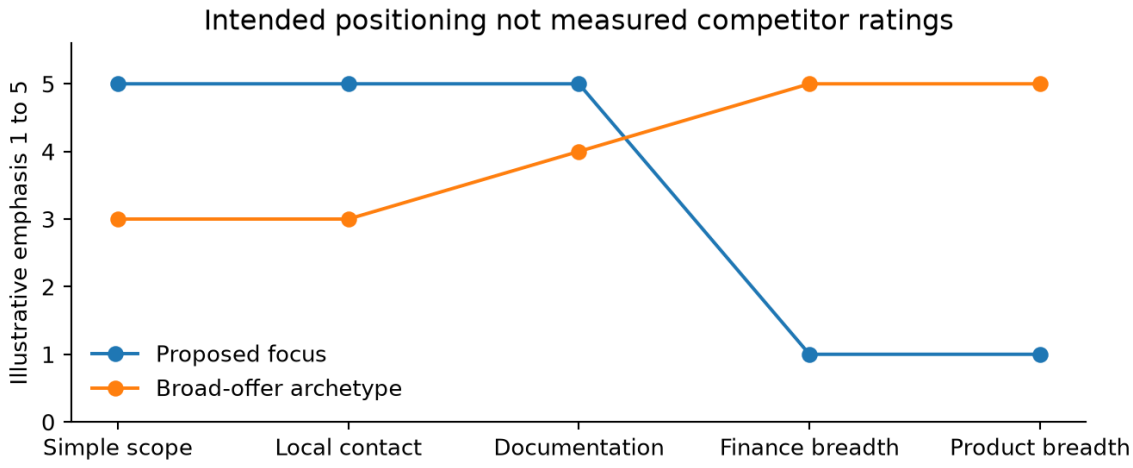


Source: retained model and visual code, v1.0, 3 October 2026. Planning forecast or proposed framework; see section assumptions.

17 / BUSINESS

Strategy canvas

The canvas describes intended emphasis across scope simplicity, local coordination, documentation, financing breadth and product breadth. The comparator represents a broad-offer archetype inferred from competitor services, not verified performance scores. Validate the proposed differentiation through customer interviews.



Proposed strategy profile and broad-offer archetype. Illustrative design scores, 1–5; no measured competitor ratings.

18 / BUSINESS

Location and premises

Plan a small secure Berlin warehouse and office with vehicle loading, component storage and safe tool charging. EUR 1,800 monthly rent and EUR 6,000 refundable deposit are unquoted assumptions. The exact address and lease are unselected.

Confirm planning suitability, storage insurance, theft protection, access, parking and supplier deliveries. Materials are bought against scheduled jobs; speculative panel stock and production work in progress are excluded from the model.

19 / BUSINESS

Equipment and resource plan

Initial equipment budget is EUR 60,000 net: van EUR 35,000, tools and fall-protection equipment EUR 15,000 and office/IT EUR 10,000. This is a planning allocation, not supplier quotations. Scaffold/access is hired per job.

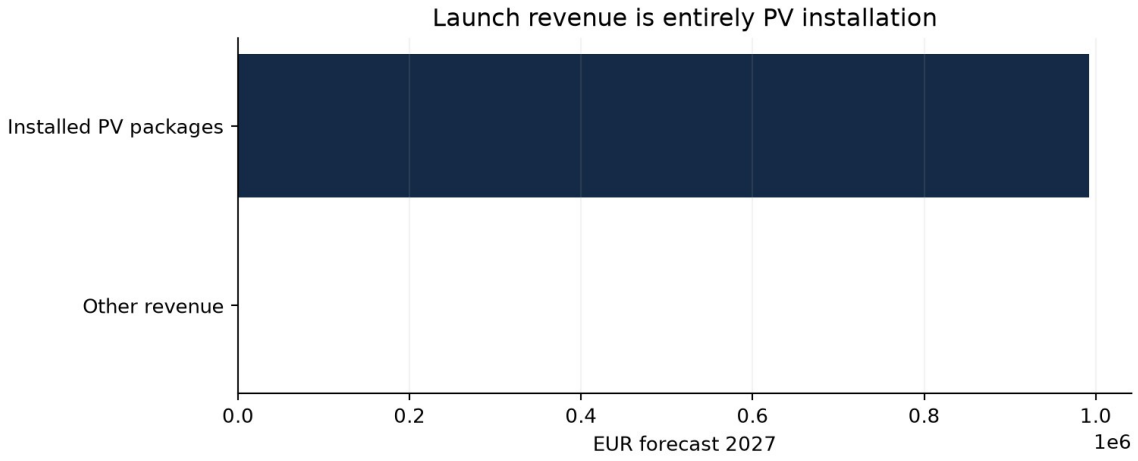
Provide roof protection, tested electrical tools under the qualified partner’s scope, calibrated instruments, rescue equipment and documented inspection schedules. A EUR 10,000 replacement allowance starts in month 25. Depreciation stops at the end of each assumed useful life.

20 / BUSINESS

Product and installation strategy

Launch package: approximately 10 kWp of roof-mounted PV modules, compatible inverter and mounting, design coordination, roof installation, partner electrical works and documentation. Roof strengthening, switchboard replacement, unusual scaffolding and network upgrades are excluded and separately surveyed.

No battery, maintenance subscription or customer finance income is forecast. A client-owned 10 kWp system at an illustrative 950 kWh/kWp annual yield would generate 9,500 kWh in a full operating year; this is a site-dependent example, not company revenue.



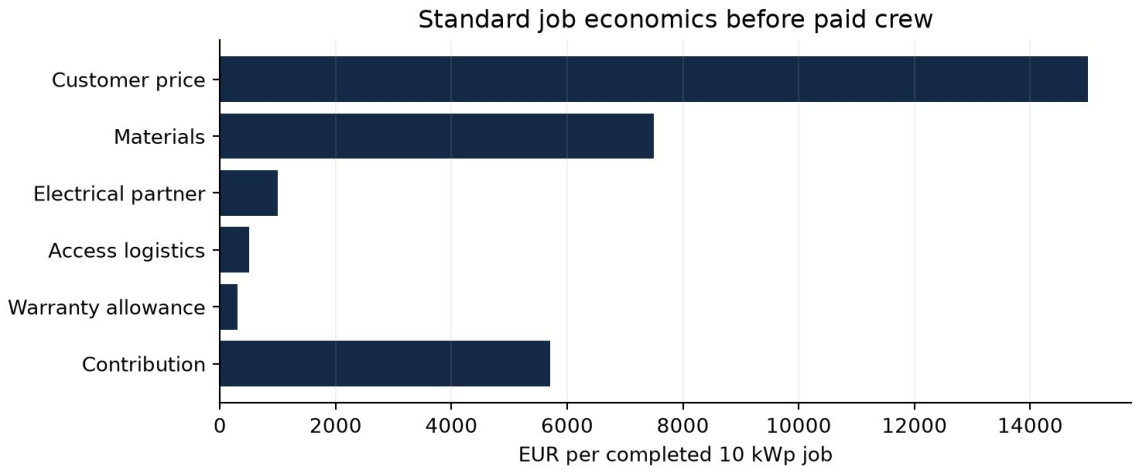
Source: retained model and visual code, v1.0, 3 October 2026. Planning forecast or proposed framework; see section assumptions.

21 / BUSINESS

Pricing and installation economics

Base price is EUR 15,000 for an eligible 10 kWp residential installation at zero output VAT, subject to written eligibility evidence. Net direct assumptions are materials EUR 7,500, electrical partner EUR 1,000, access EUR 500 and warranty allowance 2% of revenue. Contribution is EUR 5,700 before paid crew and overhead.

Materials purchased by the installer and subcontract services are separately assumed to incur 19% input VAT. The model pays that VAT and records an asset until the lagged refund. Customer zero-rating does not remove input-VAT cash requirements. [S2]



Source: retained model and visual code, v1.0, 3 October 2026. Planning forecast or proposed framework; see section assumptions.

22 / BUSINESS

Competitor price comparison

No current like-for-like competitor quote has been obtained. EUR 15,000 is a planning price and must not be described as a verified discount. Enpal and zolar offer relevant alternatives, but package size, equipment, finance and roof exclusions need to be normalised before comparison. [S7–S8]

Comparison field	Evidence required
Installed system size and equipment	Dated written specification
Cash price and VAT treatment	Comparable eligible residential offer
Roof and electrical exclusions	Survey and itemised extra-work schedule
Payment and warranty terms	Contract documents; no rating claims

23 / BUSINESS

Brand and customer experience

Use straightforward customer language: survey, written scope, agreed schedule, safe installation and documented handover. Provide a named contact and realistic updates when weather, missing equipment or the grid process changes the date.

Provide German-language contracts and accessible explanations of yield assumptions, warranty responsibilities and complaints. Obtain permission before using customer photographs or testimonials; no testimonials are invented.

24 / BUSINESS

Sales channels and process

Use roofer referrals, local search, an information site and owner enquiries. The funnel is enquiry, qualification, roof survey, electrical review, written quote, signed contract, scheduling, installation and documented acceptance.

At the proposed steady seven jobs and illustrative 25% survey-to-contract conversion, about 28 eligible surveys a month would be needed. This conversion is untested. Founder time covers sales and coordination; when demand exceeds capacity, move the date or decline the job rather than assume free overtime.

25 / BUSINESS

Launch marketing

Budget EUR 1,500 a month in Base, focused on local search, roofer outreach and clear explanations of package scope. Preopening costs include launch materials and recruitment. All campaign economics are untested.

Measure qualified leads, surveys, signed jobs, gross contribution and cancellation by source. Stop paid channels if attributable contribution cannot cover acquisition cost. Avoid savings promises unsupported by a specific property assessment.

26 / BUSINESS

Retention and ongoing sales

The installation is a one-off sale; repeat income is not assumed. Retention means prompt defect resolution and referral relationships with owners and roofers. Warranty allowance is 2% of installation revenue in Base and 3% in Downside.

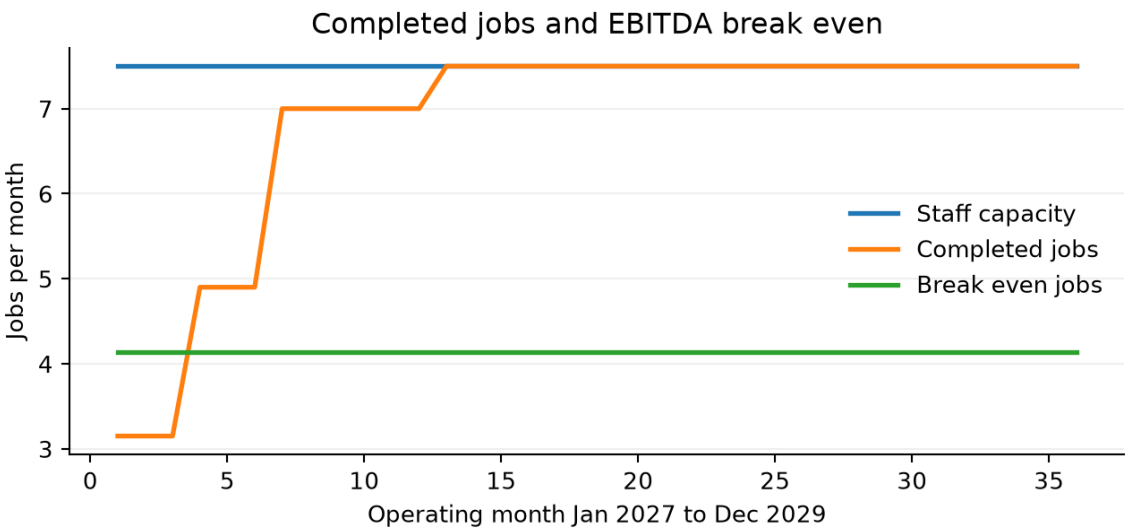
Log serial numbers, commissioning evidence, partner certificates and warranty contacts. Seek review permission after resolving defects. A maintenance service can be considered later only with a priced staffing and liability model.

27 / BUSINESS

Daily operations and suppliers

The crew has 480 paid person-hours monthly and a 75% productive factor, leaving 360 net hours. At 48 person-hours per completed job, staff capacity is 7.5 expected jobs monthly. Physical scheduling permits eight jobs and the proposed electrical partner eight, so Base is staff-constrained.

Job materials are assumed delivered, installed and accepted within the same month. Forecast jobs can be fractional because they represent expected volumes. Actual scheduling must use whole jobs. Downside reduces productivity, raises work hours and limits partner availability.



Source: retained model and visual code, v1.0, 3 October 2026. Planning forecast or proposed framework; see section assumptions.

28 / BUSINESS

Sustainability practices

Choose compliant modules and mounting with traceable specifications. Segregate packaging, electrical waste and damaged panels; confirm producer and installer waste responsibilities. Minimise journeys through route planning and avoid over-ordering.

Do not label the company carbon-neutral or assert avoided emissions without a documented method. PV generation and customer savings depend on the roof, weather and system performance; the plan uses yield only as an explicitly illustrative customer example.

29 / BUSINESS

Staffing and training

Pay all three employees every month, including quiet months. Base gross crew wages are EUR 9,900 per month plus EUR 4,500 owner pay. Employer cost allowance is 25%, taking total payroll to EUR 18,000 before annual escalation.

Training, travel, leave, bad weather and relief are absorbed in the productive-hours factor. External electrical fees are variable and do not create employee capacity. No second crew or unpaid founder installation hours are assumed.

30 / BUSINESS

Staff skills and fair work

Provide safe roof access, rescue training, proper lifting, protected working hours, equipment checks and competence records. Establish stop-work authority for weather and unsafe structures. Employment contracts must cover working time, leave, social insurance and payroll obligations.

The 25% employer allowance is an estimate, not a legal payroll calculation. Verify actual classifications and statutory costs with payroll advice before offers. Never schedule capacity by removing lawful leave or safety time.

31 / BUSINESS

Legal and insurance requirements

Resolve business registration and lawful trade scope with the relevant authorities. Use an electrical undertaking listed in the appropriate installer directory for connection work. Stromnetz Berlin describes installer notification and requires registration evidence in the Marktstammdatenregister for commissioning. [S3–S4]

Verify building/heritage permissions, roof safety, consumer withdrawal rules, liability, professional design cover, vehicle insurance and subcontract indemnities. Zero-rate eligibility must be documented for each project. [S2] No approvals, trade authorisation or grid acceptance are asserted.

32 / BUSINESS

Opening roadmap

Months before launch: validate customer interviews and quotes, obtain legal/tax advice, secure electrical partnership, confirm lawful scope, funding and premises. Then recruit and train, test the complete paperwork process and run paid pilots.

January–March 2027 forecasts 45% of steady demand; April–June 70%; July onward 100%. The hiring and rent costs start from month one. Delay the entire launch if critical authorisations or funding are missing; the model assumes those gates are completed.

Gate	Evidence required
Commercial	Five signed paid pilot contracts and quoted margin
Delivery	Crew trained and partner capacity agreement
Compliance	Lawful scope, insurance and client documentation
Finance	Committed finance and accessible reserve

33 / BUSINESS

Risks and management actions

Downside combines lower demand and price, higher materials and wage costs, weaker productivity and a three-month VAT refund lag. Negative cash is an unfunded requirement; the workbook adds no balancing finance.

Pause launch or reduce fixed commitments if the downside cannot be funded. Restrict sales to eligible, safely deliverable roofs. Keep alternative suppliers, reserve electrical slots and notify owners when completion changes.

Risk	Trigger and action
Demand and margin	Less than break even jobs for three months; reduce commitments

Risk	Trigger and action
Crew injury or weather	Stop work and revise dates; preserve safety allowance
Electrical capacity	Partner unavailable; cap or delay acceptance
VAT refund delay	Credit remains unrefunded; monitor cash reserve
Scope or approval gaps	Do not start installation until resolved

34 / BUSINESS

Research and evidence

Official sources support policy and procedural context. Competitor pages show actual alternatives. They do not validate this company's sales, prices, worker competence or funding. Research accessed 3 October 2026. Sources S1–S8 are listed below.

The retained renewable-energy model was inspected for generation units, depreciation, debt and balance-sheet structure. This installer model was rebuilt; utility-project PPA, US tax-credit and MACRS assumptions were not imported.

S1 https://www.berlin.de/sen/energie/erneuerbare-energien/solargesetz-berlin/artikel.1209711.php

S2 https://www.bundesfinanzministerium.de/Content/DE/FAQ/foerderung-photovoltaikanlagen.html

S3 https://www.stromnetz.berlin/einspeisen/erzeugungsanlagen-einspeisung/

S4 https://www.stromnetz.berlin/files/globalassets/dokumente/formulare/anmeldung-netzanschluss.pdf

S5 https://www.ihk.de/berlin/service-und-beratung/recht-und-steuern/steuern-und-finanzen/ertragssteuern-lohnsteuer/gewerbe-und-grundsteuer-index-2253124

S6 https://www.ihk.de/blueprint/servlet/resource/blob/2252956/c954aa855c62b8aa5ba3188508db56f6/gruenderbroschuere-deutsch-data.pdf

S7 https://www.enpal.de/photovoltaik/berlin

S8 https://zolar.de/photovoltaik/berlin

35 / BUSINESS

Quotes and assumptions

Obtain dated written quotations for modules, inverter, mounting, van, safety equipment, electrical subcontracting, scaffolding, rent and insurance. Verify that quotes cover eligibility, delivery, VAT, warranty and unusual roof work.

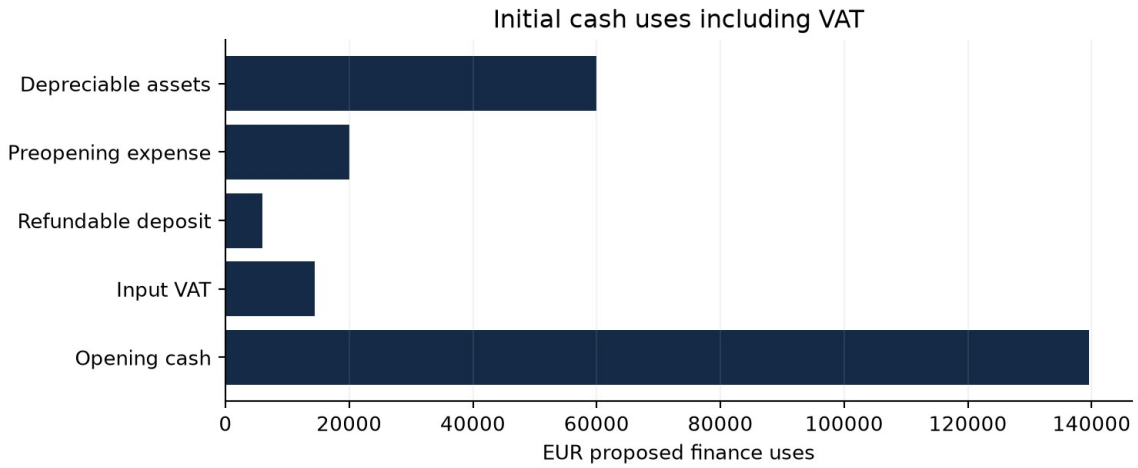
All blue commercial workbook inputs are assumptions. Revenue is booked only for completed and accepted installations. Collection is 80% current month and 20% next month in Base; procurement is 50% current and 50% next. These terms are not negotiated contracts. VAT lag and allowance estimates require accountant review.

36 / FINANCE

Startup costs and funding

Proposed finance is EUR 160,000 founder equity and EUR 80,000 debt. No funding is secured. Net startup spending is EUR 86,000 before EUR 14,440 input VAT; opening cash is EUR 139,560. The initial VAT credit remains an asset until refund.

The EUR 50,000 reserve is a decision target, not spending or a funding plug. Compare the downside requirement with genuinely available finance before launching.



Source: retained model and visual code, v1.0, 3 October 2026. Planning forecast or proposed framework; see section assumptions.

37 / FINANCE

Itemized startup costs

Startup assets are EUR 60,000 net, preopening expense EUR 20,000 and refundable deposit EUR 6,000. Taxable share of preopening expense is provisionally 80%. The 19% VAT cash allowance is EUR 14,440. Costs need quotations and tax classification.

Use or source	EUR
Van	35,000
Tools and safety	15,000
Office and IT	10,000
Total depreciable assets	**60,000**
Preopening expense	20,000
Refundable deposit	6,000
Input VAT initially paid	14,440
Total startup cash spending	**100,440**
Founder equity	160,000
Proposed loan	80,000
Opening cash	**139,560**

38 / FINANCE

Owner personal survival budget

Owner gross pay is included in operating expense at EUR 4,500 monthly, escalating 2% annually. An illustrative 65% net retention gives EUR 2,925 monthly net pay against EUR 2,600 household costs, leaving EUR 325. Personal circumstances, taxes and insurance can change this result.

The owner’s investment is separate from household survival. Do not assume dividends, unpaid work or repayment of founder capital during the 36-month horizon.

Monthly illustration	EUR
Gross owner pay	4,500
Illustrative net pay	2,925
Household spending assumption	2,600
Estimated surplus	**325**

39 / FINANCE

Financing terms and security

Proposed EUR 80,000 loan uses a 7% annual interest planning rate and equal principal over 60 months from month one. Base monthly principal is EUR 1,333.33, with interest charged on the opening balance. Downside interest is 9%.

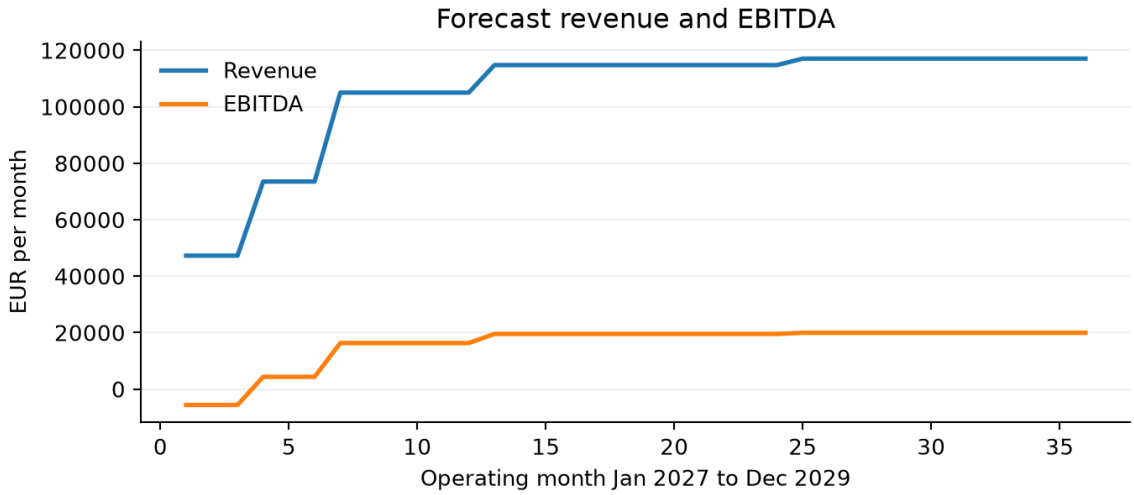
No approval, security agreement, covenant waiver or subsidy is assumed. A lender may require personal guarantees or asset security; those obligations need legal review before signing. Founder equity has no scheduled distribution or repayment.

40 / FINANCE

Revenue forecast and capacity

Revenue equals accepted jobs multiplied by the package price, with annual 2% price growth. Completed jobs equal the minimum of requested demand, net staff capacity, physical scheduling and electrical-partner capacity. No electricity revenue or customer finance margin is included.

The cash model invoices at completion and collects the remaining receivable next month. No customer deposits or cancellation income are used. Client installed kWp and full-year illustrative yield are operational measures, not energy sales.



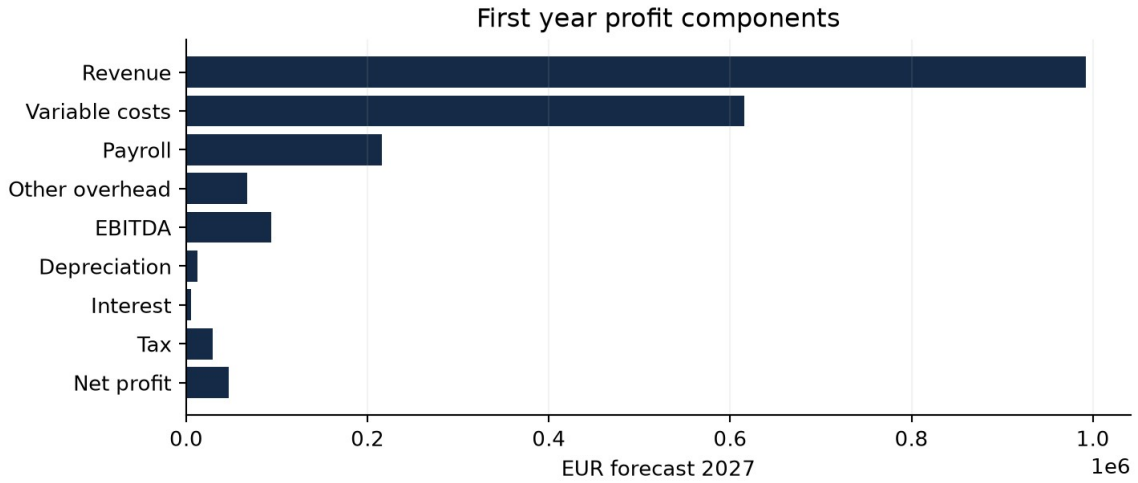
Source: retained model and visual code, v1.0, 3 October 2026. Planning forecast or proposed framework; see section assumptions.

41 / FINANCE

Costs and projected profit

Materials, electrical subcontracting, access and warranty allowance follow completed jobs. Payroll is paid irrespective of utilisation. Premises, marketing, vehicle operations, insurance, software and accounting form fixed overhead. Prices, wages and costs escalate 2% each January.

Book depreciation is finite and capped. Tax provision is a conservative monthly approximation at 30.175% of positive profit before tax; no loss relief is credited. Statutory annual assessment, trade-tax adjustments and asset-class capital allowances require accountant advice.



Source: retained model and visual code, v1.0, 3 October 2026. Planning forecast or proposed framework; see section assumptions.

42 / FINANCE

Profit and loss forecast

Forecast EUR, model v1.0. Expenses are positive magnitudes deducted in the live workbook. Owner pay is included in payroll. Preopening expense is charged before month one and reflected in opening retained earnings.

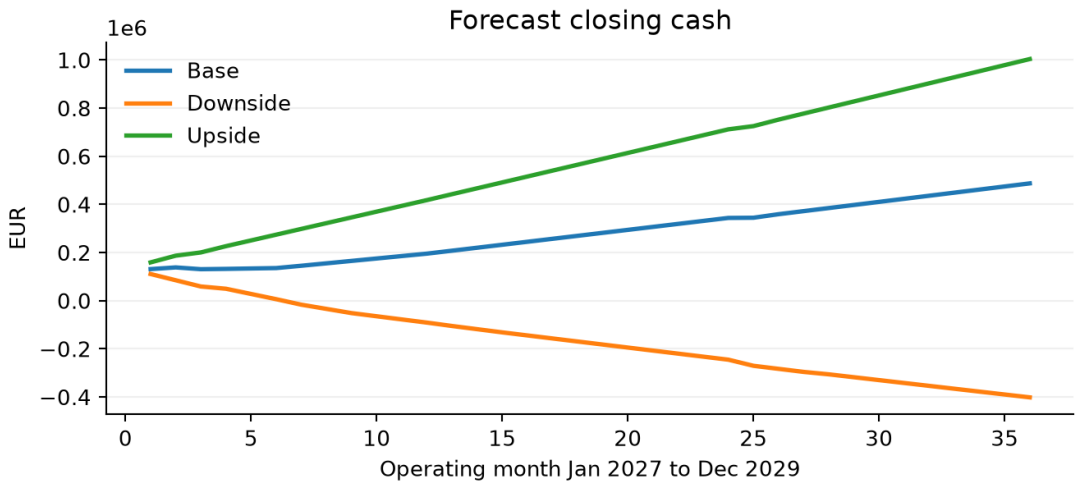
EUR	2027	2028	2029
Revenue	992,250	1,377,000	1,404,540
Variable costs	615,195	853,740	870,815
Contribution	**377,055**	**523,260**	**533,725**
Payroll	216,000	220,320	224,726
Other operating costs	67,200	68,544	69,915
EBITDA	**93,855**	**234,396**	**239,084**
Depreciation	12,000	12,000	15,333
Interest	5,087	3,967	2,847
Tax provision	29,596	65,911	66,658

EUR	2027	2028	2029
Net profit	**47,173**	**152,518**	**154,246**

Cash flow and financial position

Opening annual cash is the first month's opening balance; closing cash is the last month's closing balance. Net cash change includes operating receipts/payments, VAT refunds, net asset purchases and principal repayment. Input VAT paid is included in supplier cash payments and carried as a credit until refund.

Cash below zero represents missing finance. The model records no automatic draws. The VAT refund schedule is an assumption, especially vulnerable during startup.



Source: retained model and visual code, v1.0, 3 October 2026. Planning forecast or proposed framework; see section assumptions.

EUR	2027	2028	2029
Opening cash	**139,560**	**195,104**	**343,474**
Customer receipts	971,250	1,375,050	1,404,081
Supplier payments including input VAT	703,994	1,015,119	1,039,616
Payroll overhead payments	283,200	288,864	294,641
Tax and interest payments	34,682	69,878	69,504
Operating cash flow excluding VAT refunds	(50,626)	1,190	319
Input VAT refunds	122,170	163,180	169,216
Capex net of VAT	–	–	10,000
Principal paid	16,000	16,000	16,000
Net cash change	**55,544**	**148,370**	**143,535**
Closing cash	**195,104**	**343,474**	**487,009**

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Cash flow forecast months one to six

Base forecast EUR, model v1.0. Each month satisfies opening cash plus net cash change equals closing cash. Full receipt, supplier, payroll, VAT, tax, interest, capex and principal detail remains live in the workbook.

Month	Opening	Net change	Closing
Month 1	139,560	-8,705	130,855
Month 2	130,855	7,003	137,858
Month 3	137,858	-7,429	130,428
Month 4	130,428	1,315	131,743
Month 5	131,743	1,688	133,431
Month 6	133,431	1,693	135,124

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Cash flow forecast months seven to twelve

Base forecast EUR, model v1.0. Each month satisfies opening cash plus net cash change equals closing cash. Full receipt, supplier, payroll, VAT, tax, interest, capex and principal detail remains live in the workbook.

Month	Opening	Net change	Closing
Month 7	135,124	9,616	144,740
Month 8	144,740	10,062	154,802
Month 9	154,802	10,067	164,869
Month 10	164,869	10,073	174,942
Month 11	174,942	10,078	185,020
Month 12	185,020	10,084	195,104

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Financial position summary

Year-end forecast EUR. Assets include cash, receivables, refundable deposit, input VAT credit and net PPE. Liabilities include suppliers and debt. Equity includes founder capital and cumulative losses or profits. Every monthly balance sheet reconciles without a balancing plug.

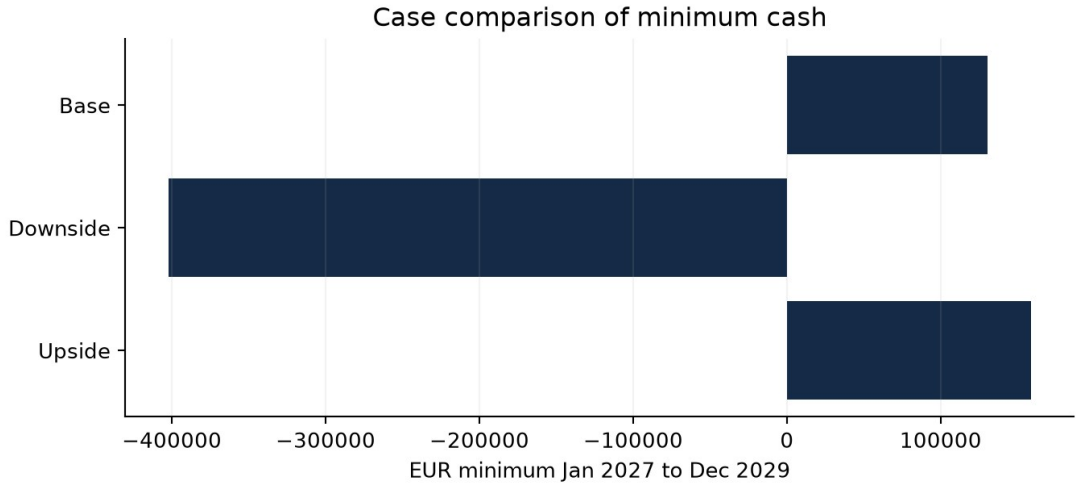
EUR	2027	2028	2029
Cash	**195,104**	**343,474**	**487,009**
Receivables	21,000	22,950	23,409
Refundable deposit	6,000	6,000	6,000

EUR	2027	2028	2029
VAT credit asset	12,568	13,692	13,966
Gross PPE	60,000	60,000	70,000
Less accumulated depreciation	12,000	24,000	39,333
Net PPE	**48,000**	**36,000**	**30,667**
Total assets	**282,673**	**422,116**	**561,051**
Supplier payables	31,500	34,425	35,114
Loan	64,000	48,000	32,000
Total liabilities	**95,500**	**82,425**	**67,113**
Founder capital	160,000	160,000	160,000
Retained earnings	27,173	179,691	333,937
Total equity	**187,173**	**339,691**	**493,937**
Total liabilities and equity	**282,673**	**422,116**	**561,051**

Break even and scenarios

Base first-year contribution per job is EUR 5,700 against EUR 23,600 monthly fixed payroll and overhead, giving 4.14 jobs for EBITDA break even before depreciation, debt service and tax. Staff capacity is 7.50 jobs; the launch ramp is below break even initially.

Base minimum cash is EUR 130,428. Downside requires EUR 452,135 additional finance to preserve the EUR 50,000 reserve. Case values are captured snapshots dated 3 October 2026 v1.0; workbook edits flag them stale.



Source: retained model and visual code, v1.0, 3 October 2026. Planning forecast or proposed framework; see section assumptions.

Case	2027 revenue	2029 EBITDA	Minimum cash
Base	992,250	239,084	130,428

Case	2027 revenue	2029 EBITDA	Minimum cash
Downside	510,300	(124,112)	(402,135)
Upside	1,485,000	451,450	158,703

Model guide and completion

Use Assumptions F5 to choose 1 Base, 2 Downside or 3 Upside. Blue inputs control live schedules and native charts. Cases contains dated captured values and an ISNUMBER-based stale flag for every original editable numeric input. Clearing an inactive zero flags snapshots stale without blocking Base; clearing an active driver produces an input error.

Before reuse, transfer changed XLSX inputs to retained build_model.mjs and regenerate the workbook, case snapshots, charts and Word together. Native Excel recalculation cannot refresh captured Word figures automatically. Complete quotes, permissions, qualifications, finance and customer evidence before committing.