SaaS Business Plan

Liffey Works | Dublin | Proposed

DOCUMENT GUIDE

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Liffey Works | Version 1.0 | 3 October 2026

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Reading the proposal

A proposed maintenance scheduling SaaS company in Dublin. Product delivery, prices, customer demand and funding remain unconfirmed. Model horizon January 2027 to December 2029 with 36 monthly periods and three annual summaries. Update captured cases and contents after input edits.

01 / PROPOSAL

Executive summary

Proposed business

Liffey Works is a proposed Dublin software company serving small maintenance contractors. It offers a shared job calendar, staff assignments and completion records. No product, customers, signed contracts or founder credentials are asserted.

Decision required

Base 2029 revenue is EUR 496,313, EBITDA EUR 144,466 and closing cash EUR 339,505. Minimum Base cash is EUR 200,823. Downside minimum cash EUR -353,854 requires EUR 433,854 additional finance to preserve the EUR 80,000 reserve. Proposed EUR 500,000 equity and EUR 50,000 loan remain uncommitted.

02 / COMPANY

Company purpose and ownership

Scope

Establish an Irish private company limited by shares with the owner responsible for product, sales and funding. Ownership percentages and director status require legal advice. No incorporation or funding commitment is represented.

Business boundaries

Serve Irish business customers only in the forecast. No consumer, cross border, marketplace, payment custody, accounting, payroll or safety certification service is included.

03 / MODEL

Business model canvas

Operating logic

One monthly workspace subscription pays for software access and support. Fixed engineering and customer success costs create early losses. Hosting follows average active customers. Customer acquisition must be tested against real demos and conversions.

Liffey Works Business Model Canvas

Partners Cloud hosting, accountant, privacy counsel and penetration tester. No signed suppliers.	**Activities** Build scheduling software, onboard teams, monitor service and handle support.	**Resources** Three paid FTE at launch, four from month 13, hardware and tested software required before launch.
Value offered A shared job calendar and completion record for small maintenance teams.	**Relationships** Named onboarding contact and clear cancellation.	**Channels** Owner led demos, referrals and measured paid acquisition.
Customers Dublin maintenance contractors with three to ten field staff.	**Costs** Engineering, customer success, hosting, marketing and compliance.	**Revenue** Monthly workspace subscriptions. No annual advance payments or implementation fees.

Proposed design and evidence limits

04 / MODEL

Value proposition canvas

Workflow hypothesis

Teams need a reliable way to assign visits and see completion. Interviews must establish whether the problem warrants a separate paid tool. A calendar feature alone does not prove willingness to pay.

Value Proposition Canvas

Customer jobs

Assign visits and retain job completion records.

Service offer

Calendar, staff assignment, status and export in one workspace.

Customer pains

Missed handovers, repeated messages and unclear job status.

Pain relief

Named assignments and explicit job history with role permissions.

Customer gains

Less chasing and a predictable monthly charge.

Gain creation

Guided onboarding and an exportable completion trail.

Proposed design and evidence limits

05 / STRATEGY

SWOT analysis

Evidence limits

A narrow product can simplify training, but an unvalidated startup has no proven moat. Retention, security and distribution are practical constraints. No competitor ratings are invented.

SWOT assessment

Strengths

Narrow workflow and transparent workspace charge.

Weaknesses

No customers, product validation or founder credentials are established.

Opportunities

Teams replacing fragmented spreadsheets and messages.

Threats

Incumbents, churn, security failures and a long sales cycle.

Proposed design and evidence limits

06 / STRATEGY

TOWS actions

Priorities

Use interviews and paid trials to improve the workflow, require recovery tests, and fund downside costs before hiring. Defer broader features until customers demonstrate repeated use.

TOWS assessment

SO

Test the calendar and completion workflow with maintenance teams.

ST

Use exportable records and documented recovery to reduce lock in anxiety.

WO

Validate paid conversion before expanding customer success staff.

WT

Require committed funding and security testing before launch.

Proposed design and evidence limits

07 / MARKET

Customer segments and positioning

Initial buyer

The owner or dispatcher of a Dublin maintenance contractor with three to ten field staff. Avoid emergency dispatch, medical records and regulated financial processing.

Buying process

Demonstrate one recurring visit workflow, obtain consent for trial data, and compare adoption with the current spreadsheet. A firm is counted once as a workspace regardless of user count.



Proposed design and evidence limits

08 / MARKET

Market scope and sizing

Comparable scope

TAM, SAM and SOM use Dublin 2027 contractor workspace months. No verified local eligible firm universe or filter count was available. Consequently the forecast does not establish market share.

Research context

CSO 2025 enterprise results published in February 2026 report construction cloud office software use of 62.7% and CRM use of 6.1%. The survey covers enterprises with ten or more persons engaged, while this proposal targets small teams. These national survey measures cannot validate micro contractor demand or willingness to pay.

Market scope same geography period and units

TAM Dublin 2027	SAM Dublin 2027	SOM Dublin 2027
Eligible contractor workspace months. Local firm universe is unavailable; no numeric total claimed.	Teams meeting size and workflow filters. No verified count or spend total.	634.2 forecast paid workspace months. No validated market share.

Proposed design and evidence limits

09 / MARKET

PESTLE analysis

Practical effects

Small business budgets and workflow adoption matter as much as technical delivery. Privacy and supplier contracts require review before customer data is accepted. No public grant or carbon benefit funds the plan.

PESTLE assessment

Political

Public digitisation support may help awareness. No grant is forecast.

Economic

Small contractors may cut optional subscriptions. Stress price and churn.

Social

Busy field staff require simple mobile workflows and accessible support.

Technological

Security, backup restoration and load tests gate release.

Legal

GDPR processor contracts and employment advice are required.

Environmental

Measure hosting and travel use. No carbon saving is claimed.

Proposed design and evidence limits

10 / MARKET

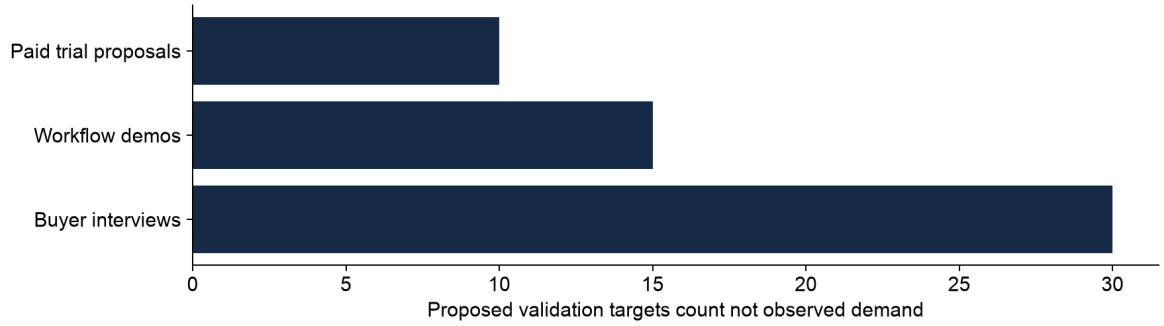
Demand validation

Research plan

Conduct 30 buyer interviews, 15 workflow demos and 10 paid trial proposals before launch. Record unique firm, team size, current tool, problem, offered price and decision. These are targets, not observed demand.

Release gate

Require five consented paid trial customers, acceptable support time and a verified conversion pipeline. Reforecast when evidence differs from assumed qualified demos, win rate or churn.



Planned research counts not observed customers

11 / MARKET

Competition and comparison

Alternatives

Compare spreadsheets and messaging with established field service suites using the same user count, monthly term, VAT, export and support scope. Capture prices on one date before setting commercial terms.

Evidence boundary

No same scope competitor quotes have been collected. EUR 149 net is a hypothesis. Strategy scores express intended emphasis and generic alternatives, not researched named competitor performance.

12 / MARKET

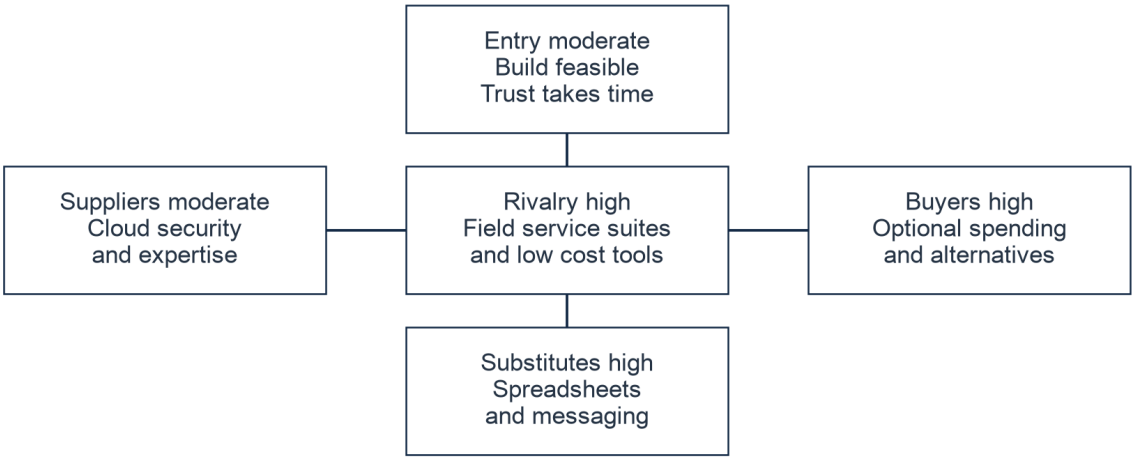
Porter five forces

Rivalry and buyers

Existing suites and low cost spreadsheets make rivalry and buyer power high. Test switching effort and give a usable export. Do not promise that broader competitors lack features.

Suppliers entry and substitutes

Cloud and security expertise create supplier dependence. Software entry is feasible, while trust and distribution take time. Manual calendars remain strong substitutes. Reduce concentration with backups and documented migration.



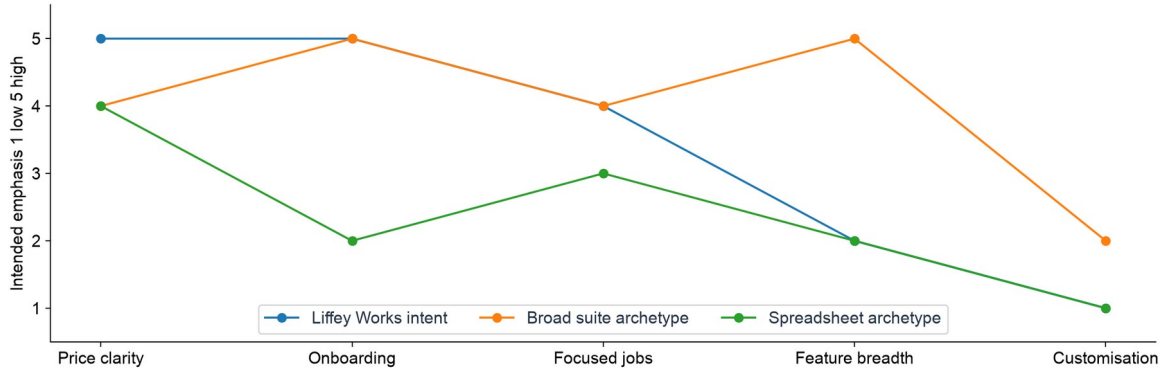
Proposed design and evidence limits

13 / STRATEGY

Strategy canvas

Intended emphasis

The integer scale runs from 1 low to 5 high. Liffey Works prioritises focused workflow, onboarding and price clarity, while broad suites emphasise feature breadth. These intentions require validation.



Proposed design and evidence limits

14 / OPERATIONS

Location and equipment

Premises

Use a Dublin serviced office with EUR 1,500 net monthly facilities budget within other overhead and EUR 6,000 refundable deposit. No lease is secured. Confirm rates, equipment security and access before signing.

Hardware

Budget EUR 15,000 net for laptops and test devices, zero residual and 48 month book life. No replacement falls inside the 36 month forecast. All development work is expensed rather than capitalised.

15 / OFFER

Software product and delivery

Included service

One workspace includes up to ten named staff accounts, job calendar, assignment, status, completion notes and export. No automated legal compliance or safety approval is promised.

Technical gate

Obtain a delivery scope, role permission tests, encrypted transport, backup restoration and penetration testing. Initial engineering is budgeted at EUR 80,000 within startup expense. Product readiness is unproven.

16 / OFFER

Pricing and contract terms

Charge

Base launch EUR 149 net per workspace monthly, EUR 183.27 with assumed 23% Irish VAT. Downside EUR 129 and Upside EUR 169 net. Base price increases 3% each January after launch; alternatives use 1% and 4%.

Recognition

Average opening and closing customers represents mid month joining and cancellation. Monthly subscription revenue equals average billable workspaces times net price. No annual billing, advance deposits, implementation charges or expansion revenue are included.

Collections

Base and Upside assume same month gross invoice collection; Downside one month lag creates receivables. No default or write off is assumed. Suspend expansion and rebuild the model if collection evidence is worse.

17 / SALES

Brand and customer experience

Promise

Explain the exact workflow, workspace limits and cancellation rules in plain language. Do not use testimonials or certifications that have not been obtained.

Onboarding

Customer success guides a consented test job and account roles. Capture training time, activation and unresolved issues. Customers control their business records; export and deletion follow agreed terms.

18 / SALES

Sales channels and marketing

Acquisition

Owner led demos, referrals and paid marketing supply qualified opportunities. Base 60 qualified demos monthly times 20% conversion gives 12 requested additions before the launch factor and support cap. Downside 40 times 12% and Upside 80 times 25% are hypotheses.

Budget

Monthly acquisition spending EUR 4,000 Base, EUR 4,500 Downside and EUR 6,000 Upside is incurred even if the support ceiling rejects additions. No separate organic additions are counted. Sales funnel productivity must fit the owner time budget.

19 / OPERATIONS

Retention and service capacity

Retention

Monthly churn applies to opening customers at 2% Base, 4% Downside and 1.5% Upside. Fractional customers are expected averages, not literal invoice counts. No net revenue retention uplift is assumed.

Capacity

Each paid customer success FTE supports at most 250 closing workspaces, an unverified workload threshold. One works from launch and a second joins month 13. Requested additions above remaining capacity are refused. Load and support tests must validate both ceilings.

20 / OPERATIONS

Daily operations and suppliers

Daily controls

Review availability, incident alerts, support queue and invoice settlements. Record change approvals and restore backups in a separate test environment. Do not put real customer records in public test data.

External suppliers

Hosting, payment gateway, accountant, privacy counsel and security tester need written scopes, data locations and response commitments. No free external labour is assumed. Other overhead includes a EUR 300 monthly VAT exempt insurance provision.

21 / PEOPLE

Organisation and staffing

Paid roles

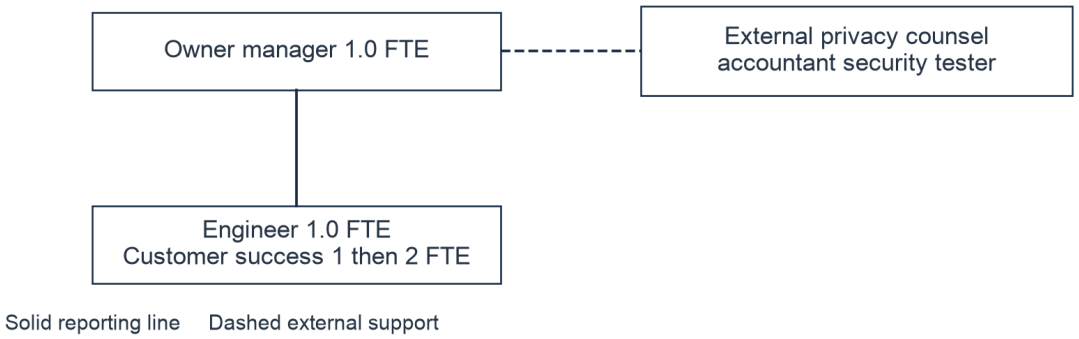
Owner product and sales manager EUR 4,500 gross monthly, engineer EUR 5,000, and customer success specialist EUR 3,000 from launch. A second customer success specialist at EUR 3,000 joins month 13. Employer allowance 15% is a composite planning budget, not a statutory PRSI rate.

Responsibilities

Engineer reports to owner and owns release and recovery. Customer success reports to owner and handles onboarding and support. External privacy, payroll and security specialists provide advice. No founder qualifications are asserted.

Owner household

Assume 65% of gross salary reaches the owner after personal deductions, EUR 2,925 initially. A EUR 2,700 monthly living budget comprises housing 1,700, utilities 300, food 450, transport 150 and other 100. EUR 225 surplus depends on actual personal tax and costs.



Proposed design and evidence limits

22 / COMPLIANCE

Legal tax and insurance

Contracts and data

Solicitor reviews subscription terms, limitation of liability, processor agreements, subprocessors, retention, deletion and breach response. DPC distinguishes controller and processor responsibilities and requires the appropriate relationship to be documented.

Tax assumptions

Forecast domestic Irish B2B sales at 23% VAT and trading corporation tax at 12.5%, subject to advice. International B2B place of supply and reverse charge would require a separate forecast. Do not apply domestic VAT to future exports automatically.

Accounting

Startup software development and preopening costs are expensed with no intangible asset or tax credit. Deductibility of EUR 100,000 pretrade expense is an editable adviser gate. Physical equipment capital allowance assumes 12.5% annually over eight years. Tax losses carry forward within the same trade. Monthly tax cash and prior month VAT settlement are planning proxies for actual statutory calendars.

23 / OPERATIONS

Sustainability and fair work

Measurement

Record hosting use, devices, travel and disposal. No quantified emissions claim is made. Reuse equipment only when support and security requirements permit.

Working practices

Provide lawful hours, leave and backup coverage. Business hours support is proposed; no staffed 24 hour service is promised. Train staff in privacy, access, incident escalation and respectful cancellation handling.

24 / IMPLEMENTATION

Implementation milestones

Before launch

Confirm incorporation, committed equity and loan terms, delivery quotes, legal contracts and security tests. Conduct interviews and paid trials. Proposed launch is January 2027, not an approved date.

First year

Review conversion, churn, support hours and cash weekly for 90 days then monthly. Release only essential fixes and customer validated improvements.

Second and third years

Second customer success hire in month 13 is fixed in the forecast. Delay it only after reforecasting capacity and service commitments together. No exit proceeds or valuation are included.

25 / RISK

Risks and decisions

Commercial failure

Low conversion and high churn can make a useful product financially unsustainable. Negative cash is an unfunded requirement and never automatically topped up.

Security and suppliers

A breach, unavailable service or vendor failure can create costs beyond budget. Obtain insurance and incident response quotes; no guarantee of coverage or recovery speed is claimed.

Funding discipline

Proposed EUR 500,000 equity and EUR 50,000 amortising loan are uncommitted. Require signed finance and enough reserve for the selected case before irreversible launch spending.

26 / EVIDENCE

Evidence and assumptions

Source method

Primary sources were checked on 3 October 2026. National cloud adoption supplies context only. All local price, funnel, churn, staffing, hosting and budget inputs are assumptions until supported by contracts or paid trials.

Model reference

The SaaS MRR ARR workbook, design and builder inform customer roll forwards, churn and headcount logic. This proposal uses a rebuilt three statement model, rather than importing its growth stage workbook or copying an EBITDA only cash estimate.

CSO 2025 cloud computing enterprise statistics

Revenue service place of supply rules

Revenue capital allowances and deductions

Revenue trading losses

DPC controller and processor relationships

27 / FINANCE

Financial basis and model guide

Planning model

Thirty six monthly periods cover January 2027 to December 2029, with three annual summaries and Base Downside Upside selectors. EUR figures are net of VAT except explicit gross invoices, receivables and personal salary estimates. Model version 1.0.

Cash and accounting limits

Signed projected cash can become negative, exposing an unfunded requirement. It is neither a statutory cash asset nor an approved overdraft. No balancing loan, shareholder top up, valuation or exit proceeds are assumed. The separately displayed negative cash requirement does not create a financing liability.

Using the workbook

Edit the blue case inputs on Assumptions and select case 1, 2 or 3. Customers, Monthly, Annual and Summary recalculate live. Cases contains dated snapshots and flags stale assumptions; rebuild captured cases and this document after input changes.

28 / FINANCE

Startup sources and itemized uses

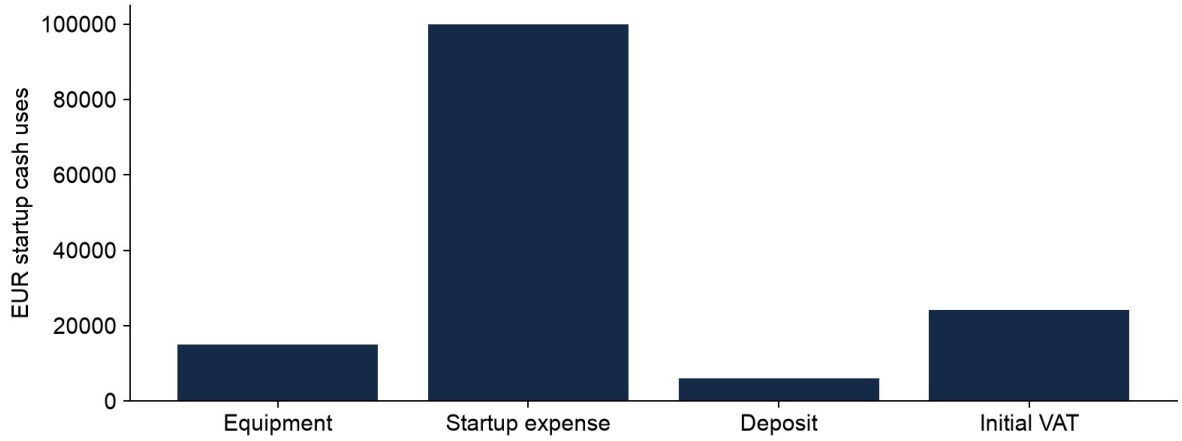
Funding proposal

EUR 500,000 equity and EUR 50,000 loan are proposed and uncommitted. Equipment EUR 15,000, startup expense EUR 100,000 including EUR 80,000 development, deposit EUR 6,000 and VAT EUR 24,150 total EUR 145,150 cash uses. Opening cash is EUR 404,850.

Quote and tax gates

Startup taxable expense EUR 90,000 plus equipment drives the assumed VAT credit. Validate recovery, foreign supplier treatment and actual refund timing. Development is expensed, not a software asset. No grant is forecast.

Startup EUR	Amount
Proposed equity	**500,000**
Proposed loan	50,000
Equipment	15,000
Startup expense	100,000
Refundable deposit	6,000
Recoverable VAT	24,150
Total cash uses	**145,150**
Opening cash	**404,850**



EUR planning forecast January 2027 to December 2029 version 1.0

29 / FINANCE

Owner survival budget and loan terms

Owner living budget

Gross company salary EUR 4,500 initially gives EUR 2,925 estimated net at the 65% personal assumption. Household spending EUR 2,700 leaves EUR 225. This is a personal estimate requiring actual tax and living cost advice; company employer costs remain additional.

Loan mechanics

EUR 50,000 initial loan amortises in 36 equal principal payments of EUR 1,388.89. Interest is 7% Base, 9% Downside and 6% Upside on opening monthly principal. No fees, collateral quote, grace period or refinancing is secured.

Owner monthly EUR	Amount
Gross salary	4,500
Estimated personal net	2,925
Housing	1,700
Utilities	300
Food	450
Transport	150
Other household	100
Total household costs	**2,700**
Personal surplus	**225**

30 / FINANCE

Revenue and staffing capacity

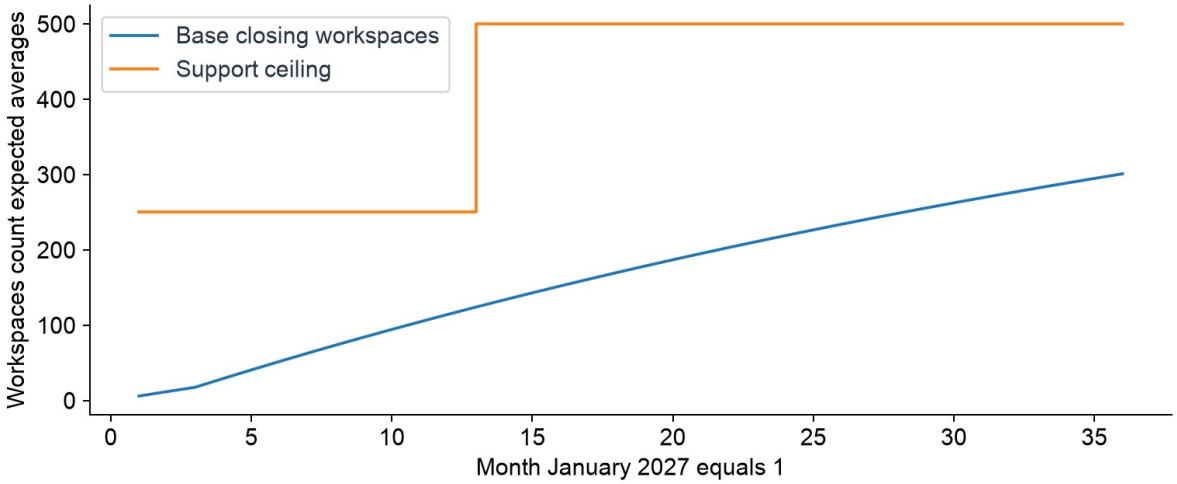
Customer build

Base adds 12 requested workspaces monthly after a three month 50% launch factor. Opening churn is 2%. Support ceilings are 250 through month 12 and 500 thereafter. Year end Base workspaces are 114.5, 219.0 and 301.0. Fractional counts are modelling averages.

Revenue and demand

Average opening and closing workspaces times the monthly net price drives revenue. Base 2027 billable workspace months are 634.2; this Dublin forecast is a SOM proxy with no validated market share. Acquisition spending remains incurred when requested additions are refused.

Forecast	2027	2028	2029
Revenue EUR	94,495	310,906	496,313
Closing workspaces	114	219	301
Billable workspace months	634	2,026	3,140
Closing ARR net EUR	204,656	403,299	570,991
Refused additions	0	0	0



EUR planning forecast January 2027 to December 2029 version 1.0

Subscription revenue mix

Single source

All forecast net revenue comes from monthly workspace subscriptions. This mix is a planning choice rather than observed customer sales. No implementation fees or expansion revenue are included.



Percent of forecast net revenue all cases January 2027 to December 2029

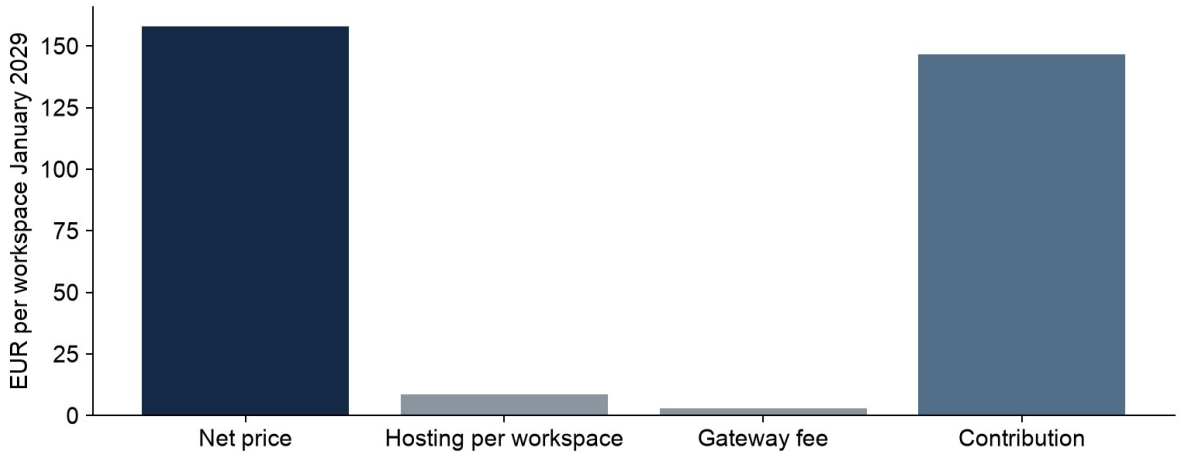
Sales mix and contribution

Single service

All forecast revenue is monthly workspace subscription. Ten included user accounts do not create ten customer logos. No annual advance payments, expansion, service fee, implementation or referral revenue is counted.

Contribution

January 2029 Base contribution is EUR 146.67 per average workspace after variable hosting and gross invoice gateway fees. Fixed hosting, payroll, marketing and other overhead are excluded from this per workspace contribution and included in EBITDA.



EUR planning forecast January 2027 to December 2029 version 1.0

33 / FINANCE

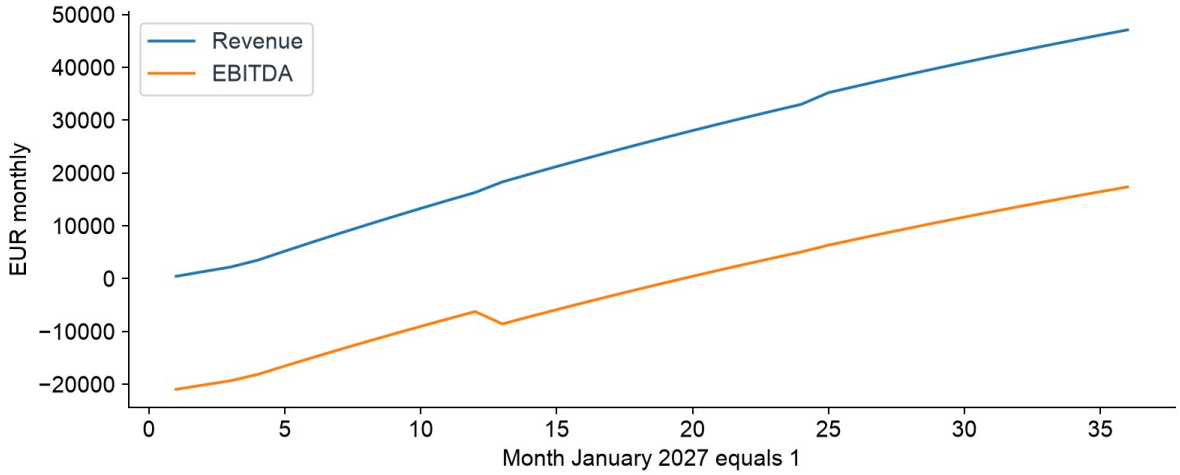
Revenue trend and projected profit

Cost structure

Hosting combines a fixed fee and average workspace charge. Owner, engineer and success salaries incur the 15% composite employer allowance. Second success employee starts month 13. Fixed marketing and overhead remain regardless of conversions.

Forecast

Base annual EBITDA is EUR -168,822, EUR -18,361 and EUR 144,466. Depreciation, opening debt interest and corporation tax follow separate schedules.



EUR planning forecast January 2027 to December 2029 version 1.0

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Profit bridge and annual income statement

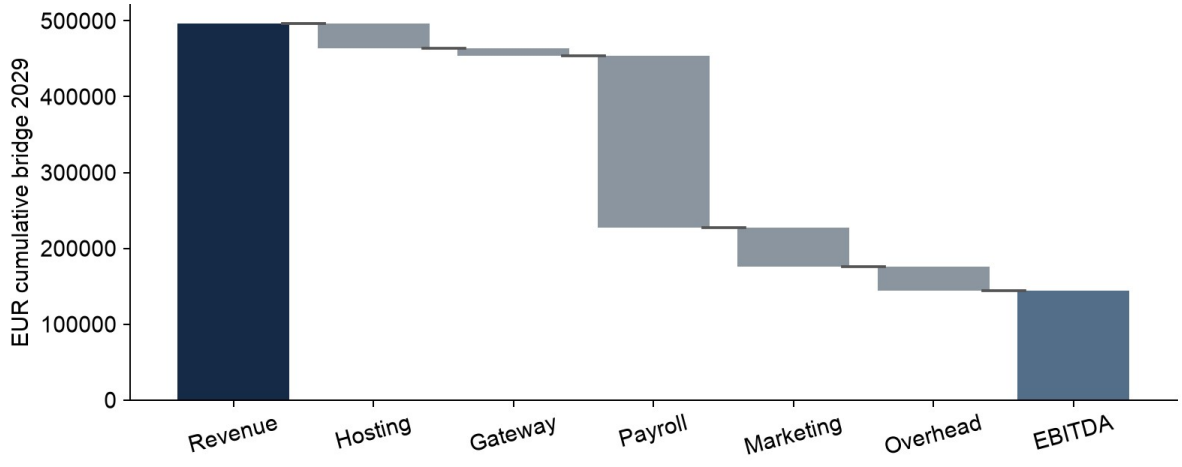
Bridge

Floating expense bars subtract costs cumulatively from 2029 revenue to EBITDA. The ending total equals the annual statement. Depreciation, interest and tax follow below EBITDA.

Tax

Startup expense deductibility is an adviser gate. Equipment tax allowance uses eligible original cost at 12.5% annually, separate from 48 month book depreciation. Losses carry forward in the same trade, are used against positive tax profit, and create no deferred tax asset.

Annual EUR	2027	2028	2029
Revenue	94,495	310,906	496,313
Hosting	11,074	22,873	33,013
Gateway	1,743	5,736	9,157
Gross contribution	**81,678**	**282,296**	**454,143**
Payroll	172,500	220,317	226,927
Acquisition	48,000	49,440	50,923
Other overhead	30,000	30,900	31,827
EBITDA	**-168,822**	**-18,361**	**144,466**
Depreciation	3,750	3,750	3,750
Operating profit	**-172,572**	**-22,111**	**140,716**
Interest	2,965	1,799	632
Pretax profit	**-175,537**	**-23,909**	**140,084**
Corporation tax	0	0	0
Net profit	**-175,537**	**-23,909**	**140,084**



EUR planning forecast January 2027 to December 2029 version 1.0

35 / FINANCE

Cash flow months one to six

Cash logic

EBITDA less paid interest and tax, less increase in gross receivables, plus change in signed VAT balance gives operating cash flow. Loan principal is financing cash. Revenue and invoice VAT are recognised independently of collection lag.

Calendar limits

Prior month VAT settles monthly, including startup credit refund in month 1. Monthly corporation tax is a planning cash proxy, not the statutory return or instalment calendar. Validate actual calendars before relying on runway.

EUR	2027-01	2027-02	2027-03	2027-04	2027-05	2027-06
Opening cash	**404,850**	**404,915**	**383,297**	**362,487**	**342,982**	**325,171**
EBITDA	**-20,960**	**-20,139**	**-19,334**	**-18,131**	**-16,537**	**-14,974**
Interest paid	292	284	275	267	259	251
Tax paid	0	0	0	0	0	0
Receivable increase	0	0	0	0	0	0
Signed VAT change	22,706	193	189	282	374	366
Operating cash flow	**1,454**	**-20,230**	**-19,421**	**-18,116**	**-16,422**	**-14,859**
Principal repaid	1,389	1,389	1,389	1,389	1,389	1,389
Closing cash	**404,915**	**383,297**	**362,487**	**342,982**	**325,171**	**308,923**

Cash flow months seven to twelve

Cash logic

EBITDA less paid interest and tax, less increase in gross receivables, plus change in signed VAT balance gives operating cash flow. Loan principal is financing cash. Revenue and invoice VAT are recognised independently of collection lag.

Calendar limits

Prior month VAT settles monthly, including startup credit refund in month 1. Monthly corporation tax is a planning cash proxy, not the statutory return or instalment calendar. Validate actual calendars before relying on runway.

EUR	2027-07	2027-08	2027-09	2027-10	2027-11	2027-12
Opening cash	**308,923**	**294,207**	**280,992**	**269,248**	**258,947**	**250,059**
EBITDA	**-13,443**	**-11,943**	**-10,473**	**-9,032**	**-7,620**	**-6,236**
Interest paid	243	235	227	219	211	203
Tax paid	0	0	0	0	0	0
Receivable increase	0	0	0	0	0	0
Signed VAT change	359	352	345	338	331	325
Operating cash flow	**-13,327**	**-11,826**	**-10,355**	**-8,912**	**-7,499**	**-6,114**
Principal repaid	1,389	1,389	1,389	1,389	1,389	1,389
Closing cash	**294,207**	**280,992**	**269,248**	**258,947**	**250,059**	**242,557**

37 / FINANCE

Annual cash flow and balance sheet

Annual aggregation

Flows sum twelve months. Opening stocks use January opening values and closing stocks December balances. Receivable, VAT, loan, asset, retained earnings and customer roll forwards are checked separately.

Working capital

Base and Upside gross invoice collections occur in the invoicing month. Downside one month lag creates a receivable equal to outstanding gross invoices. No supplier payable, default loss or annual deferred revenue is assumed. If supplier or customer terms change, reforecast rather than conceal the timing.

Annual EUR	2027	2028	2029
Opening cash	**404,850**	**242,557**	**209,318**
Operating cash flow	**-145,627**	**-16,572**	**146,853**
Principal repaid	16,667	16,667	16,667
Closing cash	**242,557**	**209,318**	**339,505**
Gross receivables	0	0	0
VAT recoverable	0	0	0
Net equipment	11,250	7,500	3,750
Refundable deposit	6,000	6,000	6,000
Total planning assets	**259,807**	**222,818**	**349,255**
Debt	33,333	16,667	0
VAT liability	2,010	5,598	8,617
Share capital	500,000	500,000	500,000
Retained earnings	-275,537	-299,446	-159,362
Total equity liabilities	**259,807**	**222,818**	**349,255**

38 / FINANCE

Cash scenarios and funding requirement

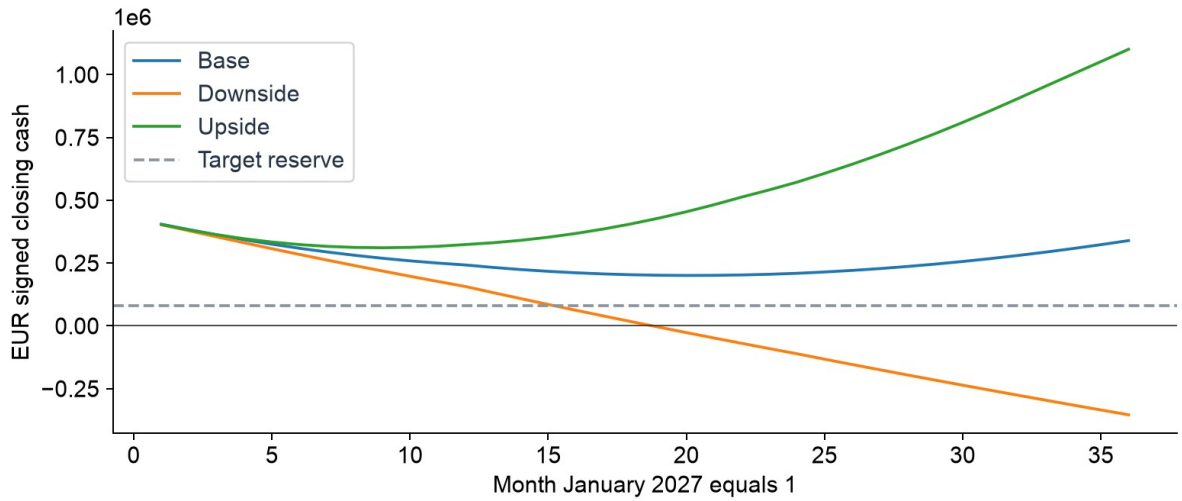
Case results

Minimum cash Base EUR 200,823, Downside EUR -353,854, Upside EUR 311,041. Extra funding to preserve EUR 80,000 reserve is EUR 0, EUR 433,854 and EUR 0, respectively.

Funding decision

Negative cash means the proposed finance is insufficient. Obtain actual commitments and reset costs or commercial assumptions before launch. Case snapshots are version 1.0 captured 3 October 2026 and need rebuilding after edits.

Captured model 1.0 EUR	Base	Downside	Upside
2027 revenue	94,495	29,177	201,240
2029 EBITDA	**144,466**	**-222,697**	**617,984**
Minimum cash	200,823	-353,854	311,041
Reserve funding gap	**0**	**433,854**	**0**



EUR planning forecast January 2027 to December 2029 version 1.0

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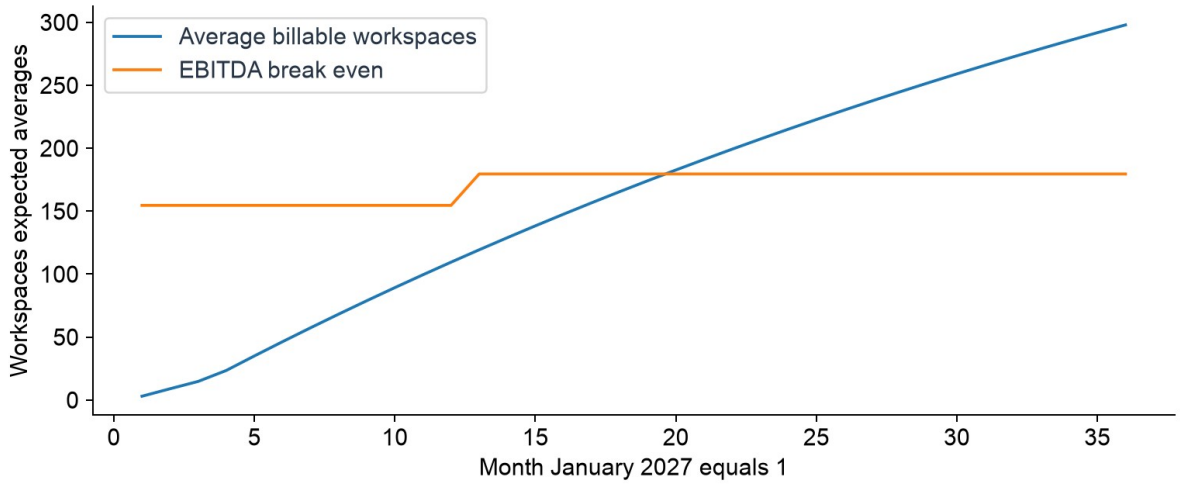
Break even and investment decision

Break even definition

Launch Base EBITDA break even is 154.6 average paid workspaces. It covers variable hosting and gateway fees plus fixed hosting, payroll, acquisition and other overhead. It excludes depreciation, interest, tax, loan principal, startup costs and changes in working capital.

Final gates

Require paid conversion and churn evidence, a tested support workload, security and recovery sign off, supplier quotes, adviser confirmed tax treatment and committed funding. A forecast reaching EBITDA break even does not remove a reserve funding gap or establish solvency.



EUR planning forecast January 2027 to December 2029 version 1.0