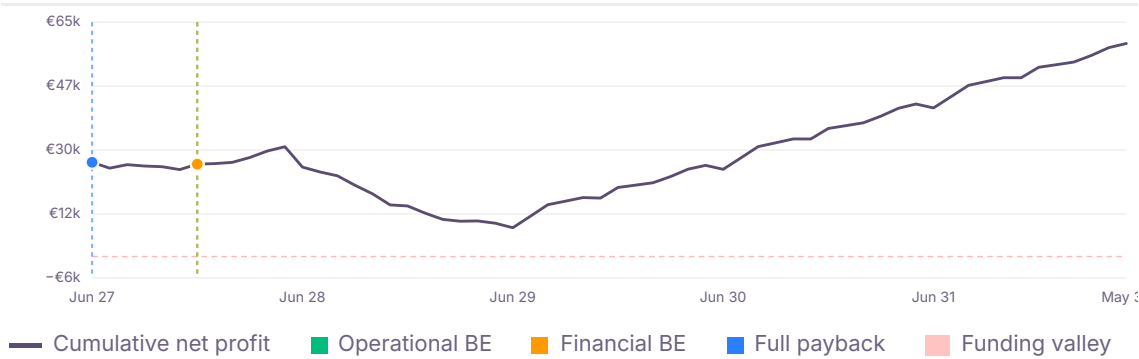


Break-Even (EUR)

Start-up cost earned back within the plan

The journey from first loss to full recovery, tracking trading profit. See the Health Check for the whole plan.



FROM LOSS TO RECOVERY

This report follows one line: the money the business has made or lost, added up as it goes. Three steps mark the way.

COVERS ITS OWN COSTS — MONTH 7

This is the first month it covers its running costs, and keeps doing so. The offerings, the team and the day-to-day bills are all paid out of what it earns. Earlier losses are not paid back yet. But it is no longer digging the hole deeper.

COVERS EVERYTHING — MONTH 7

This is the first month it also covers its loan interest and its tax, and keeps doing so. That is the harder test, and the one a lender looks for. What it lost getting here is another question. Payback, below, answers it.

PAID BACK — MONTH 1 (1 MONTH)

By this month the business has earned back all it lost earlier. The plan never dips into the red, so there is no gap to fund along the way. Profit after this point is yours to take out or to put back in.

JOURNEY MILESTONES

OPERATIONAL BREAK-EVEN

Month 7

Operating margin 1.6% · €228k revenue to date

FINANCIAL BREAK-EVEN

Month 7

Net margin 2.2% at steady state

PAYBACK

Month 1

1 month to recover

SUPPORTING FIGURES

Unit economics

Average selling price ⓘ	€4
Contribution per unit ⓘ	€2
Gross margin ⓘ	49.4%
Total units sold ⓘ	615,236

At operational break-even

Revenue to date ⓘ	€228k
Operating costs to date ⓘ	€233k

At financial break-even

Revenue to date ⓘ	€261k
Total costs to date ⓘ	€235k

Recovery

Time to recovery ⓘ	1 month
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BY OFFERING

How much each thing the business sells puts towards fixed costs. Anything not pulling its weight is marked.

Pastries

CONTRIBUTION MARGIN €2 61.9% margin	SELLING PRICE €3 per unit	BREAK-EVEN VOLUME 82,207	BREAK-EVEN REVENUE €263k
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Pulls its weight — brings in €341k, and needs €263k to break even.

Beverages

CONTRIBUTION MARGIN €2 57.8% margin	SELLING PRICE €4 per unit	BREAK-EVEN VOLUME 87,573	BREAK-EVEN REVENUE €328k
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Pulls its weight — brings in €396k, and needs €328k to break even.

Lunch Plate

CONTRIBUTION MARGIN €4 37.2% margin	SELLING PRICE €10 per unit	BREAK-EVEN VOLUME 50,835	BREAK-EVEN REVENUE €488k
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Not pulling its weight yet — brings in €380k, but needs €488k to break even.

Takeaway Meals

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CONTRIBUTION
MARGIN**€10**

58.1% margin

SELLING PRICE

€18

per unit

BREAK-EVEN
VOLUME**4,999**BREAK-EVEN
REVENUE**€88k**

Pulls its weight — brings in €107k, and needs €88k to break even.

CoffeeCONTRIBUTION
MARGIN**€2**

42.9% margin

SELLING PRICE

€4

per unit

BREAK-EVEN
VOLUME**49,400**BREAK-EVEN
REVENUE**€211k**

Not pulling its weight yet — brings in €189k, but needs €211k to break even.

Breads, Cakes & PastriesCONTRIBUTION
MARGIN**€2**

50.7% margin

SELLING PRICE

€4

per unit

BREAK-EVEN
VOLUME**241,929**BREAK-EVEN
REVENUE**€968k**

Pulls its weight — brings in €1.0m, and needs €968k to break even.

Daily SpecialsCONTRIBUTION
MARGIN**€2**

55.8% margin

SELLING PRICE

€4

per unit

BREAK-EVEN
VOLUME**43,358**BREAK-EVEN
REVENUE**€162k**

Pulls its weight — brings in €189k, and needs €162k to break even.

Weekly Bread BoxCONTRIBUTION
MARGIN**€23**

54.8% margin

SELLING PRICE

€42

per unit

BREAK-EVEN
VOLUME**3,977**BREAK-EVEN
REVENUE**€166k**

Pulls its weight — brings in €190k, and needs €166k to break even.

Projections, not audited accounts · Always have an accountant check them.