









# Business Plan & Valuation Presentation



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# OUR VISION & MISSION

## Our Mission

PastryJoy is dedicated to crafting delightful pastries and baked goods that bring joy to every occasion. We focus on quality, creativity, and exceptional customer service, using premium, locally sourced ingredients and sustainable practices. Our mission is to create memorable experiences for our customers and support our local community through artisanal baking, ensuring that every product is both visually stunning and delicious.

## Our Vision

PastryJoy envisions a future where our bakery becomes synonymous with exceptional taste, quality, and creativity on a global scale. We aspire to expand our reach, bringing our exquisite pastries and baked goods to a wider audience while maintaining our commitment to sustainability and community. Through continuous innovation and dedication to excellence, we aim to set new standards in the industry and become a cherished part of celebrations and everyday moments, worldwide. Our ultimate goal is to be recognized not only for our delectable treats but also for our positive impact on the environment and the local communities we serve.



# Summary Financials Dashboard

Key performance indicators  
(Base Scenario Y3)

**\$ 129,628**

Revenue

**\$ 58,333**

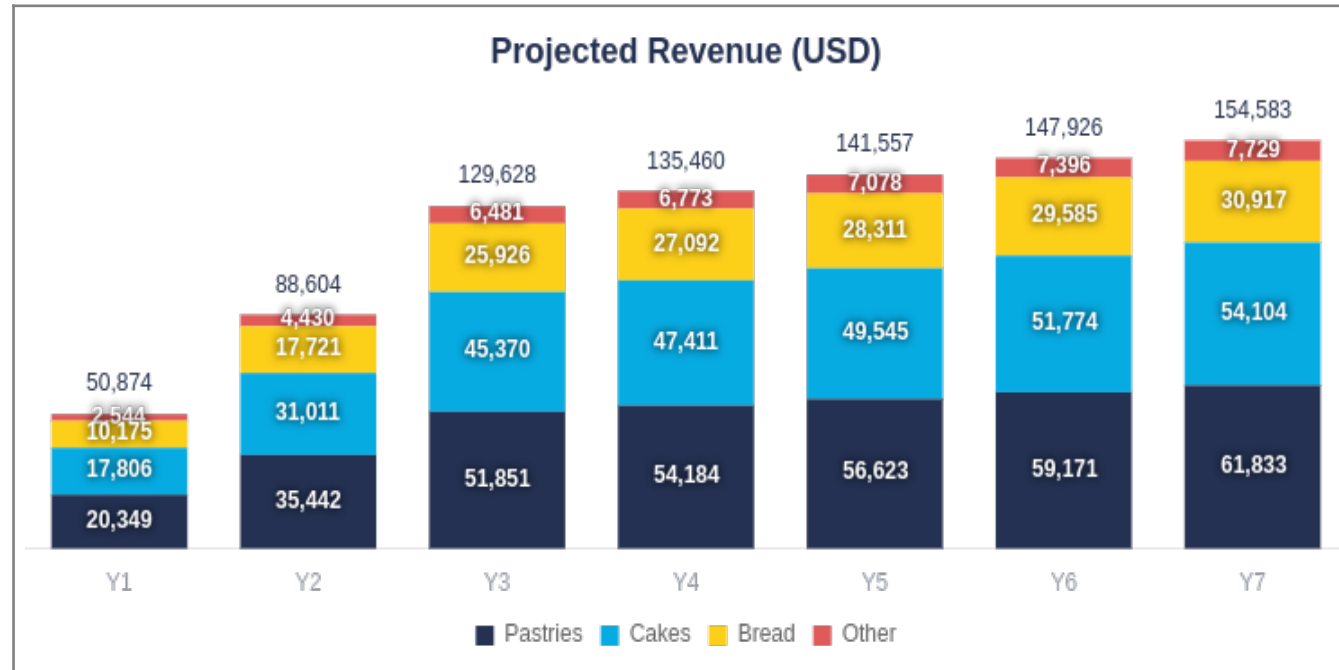
Gross Profit

**\$ 41,338**

EBITDA

**0.00%**

Target Market Share

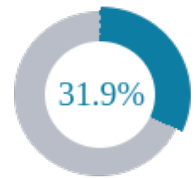


Margins  
(Stabilized by Y3)

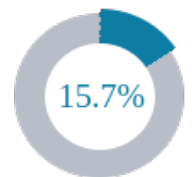
GP Margin



EBITDA Margin



PbT Margin

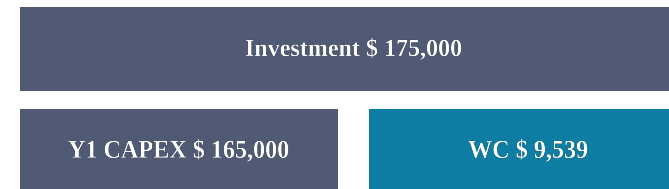


## Project Phases



Funding round is aimed to accelerate the development of Phases and create core infrastructure for operations.

Investment will be used to finance CAPEX, WC buffers, etc.



# About the Company: **General Overview**



PastryJoy is a boutique bakery dedicated to crafting delightful pastries and baked goods that bring joy to every occasion. Our offerings include a diverse array of freshly baked treats, from artisanal breads to exquisite cakes and pastries, all made with premium, locally sourced ingredients. At PastryJoy, we focus on quality, creativity, and exceptional customer service, ensuring that every product is both visually stunning and delicious. With a commitment to using sustainable practices, we aim to provide a memorable experience while supporting our local community. Whether you're celebrating a special event or simply indulging in a sweet moment, PastryJoy is your destination for baked perfection.

# The Main Phases: Projects & Impacts



# Product Impact on Core Stakeholders

Main Stakeholder	Product Benefits
<b>Customers</b>	<ol style="list-style-type: none"> <li>1. Enjoy a diverse range of high-quality, delicious pastries and baked goods made from premium ingredients.</li> <li>2. Experience exceptional customer service and personal satisfaction through memorable culinary experiences.</li> <li>3. Benefit from the convenient access to our products through multiple retail locations and online platforms.</li> </ol>
<b>Employees</b>	<ol style="list-style-type: none"> <li>1. Gain opportunities for skill development and career growth in a supportive and creative work environment.</li> <li>2. Experience job security and satisfaction from being part of a growing and community-focused company.</li> <li>3. Enjoy a positive workplace culture that values teamwork, innovation, and exceptional craftsmanship.</li> </ol>
<b>Local Farmers and Suppliers</b>	<ol style="list-style-type: none"> <li>1. Increase sales and business opportunities through a stable partnership with PastryJoy.</li> <li>2. Receive fair compensation and consistent demand for high-quality, locally sourced ingredients.</li> <li>3. Contribute to sustainable farming practices and support the local economy by working with a community-oriented business.</li> </ol>
<b>Investors</b>	<ol style="list-style-type: none"> <li>1. Achieve solid returns on investment through steady growth and market expansion of PastryJoy.</li> <li>2. Benefit from a diversified income stream as the company introduces new revenue channels like catering and wholesale.</li> <li>3. Enjoy long-term growth potential from innovative ventures such as franchising and international market development.</li> </ol>
<b>Local Community</b>	<ol style="list-style-type: none"> <li>1. Experience enhanced community well-being through locally sourced, sustainable, and high-quality baked goods.</li> <li>2. Benefit from PastryJoy's involvement in local events and initiatives, fostering community engagement and pride.</li> <li>3. Enjoy increased local employment opportunities and economic growth from the bakery's success and expansion.</li> </ol>
<b>Business Partners and Retailers</b>	<ol style="list-style-type: none"> <li>1. Gain access to premium, unique baked goods that attract and satisfy a broad range of customers.</li> <li>2. Increase sales and profitability by offering PastryJoy's distinctive products in their stores and cafes.</li> <li>3. Foster strong, mutually beneficial relationships with a reputable, quality-focused bakery brand.</li> </ol>
<b>Environmental Advocates</b>	<ol style="list-style-type: none"> <li>1. Support sustainable practices through PastryJoy's commitment to using locally sourced ingredients and reducing waste.</li> <li>2. Promote environmental conservation by partnering with a company that prioritizes eco-friendly operational methods.</li> <li>3. Encourage other businesses to adopt similar sustainable initiatives by showcasing the success of PastryJoy's practices.</li> </ol>

# Key Performance Components

## Competitive Advantage

### Premium Ingredients

PastryJoy uses only the highest quality, locally sourced ingredients to ensure the finest taste and freshness in every product.

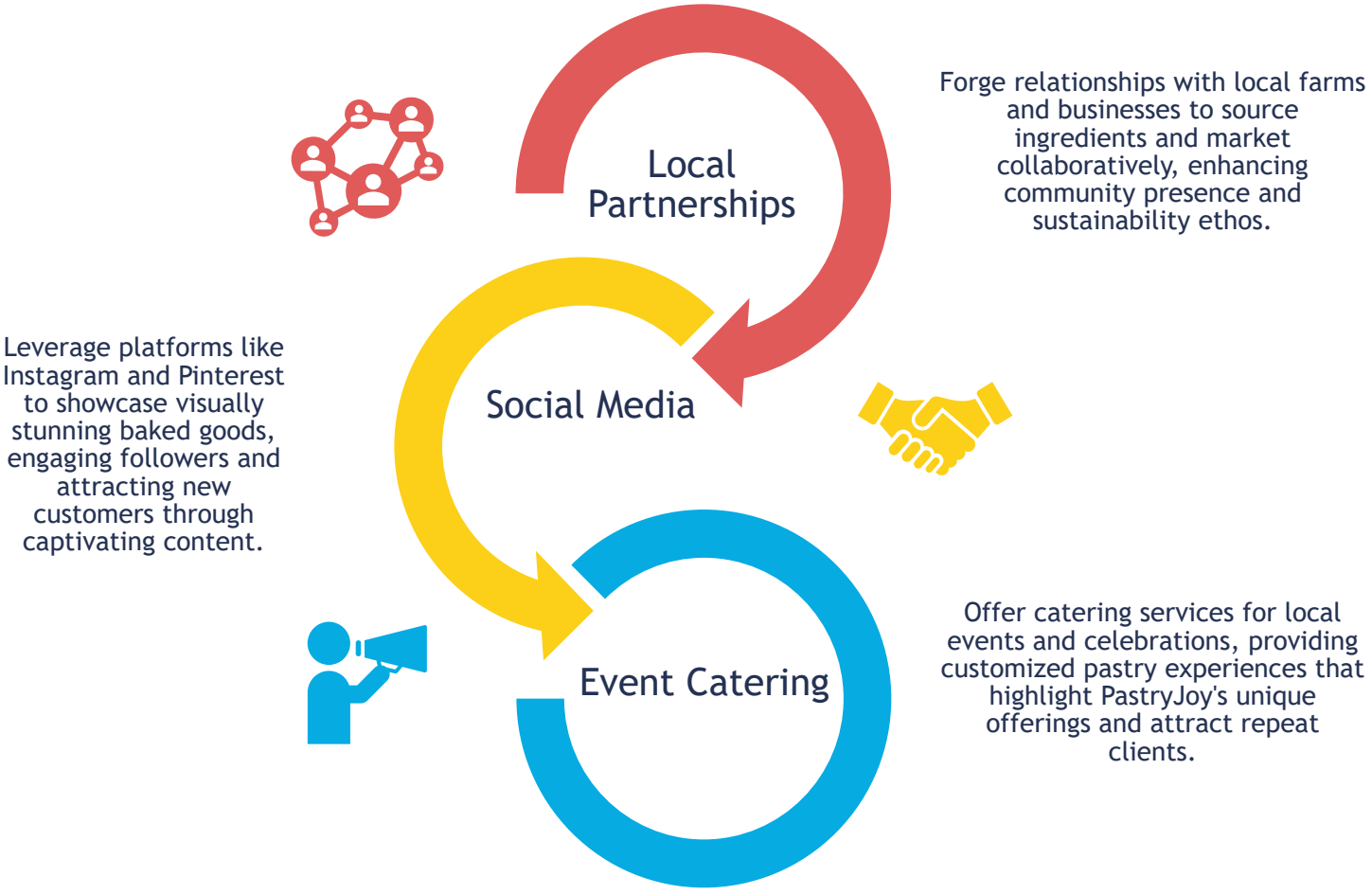
### Creative Offerings

The bakery stands out with its diverse and creative selection of pastries, cakes, and breads, each crafted to be visually stunning and uniquely delicious.

### Sustainable Practices








PastryJoy is committed to using sustainable practices in its baking process, supporting the local community and minimizing environmental impact.

## Marketing and Growth Strategy

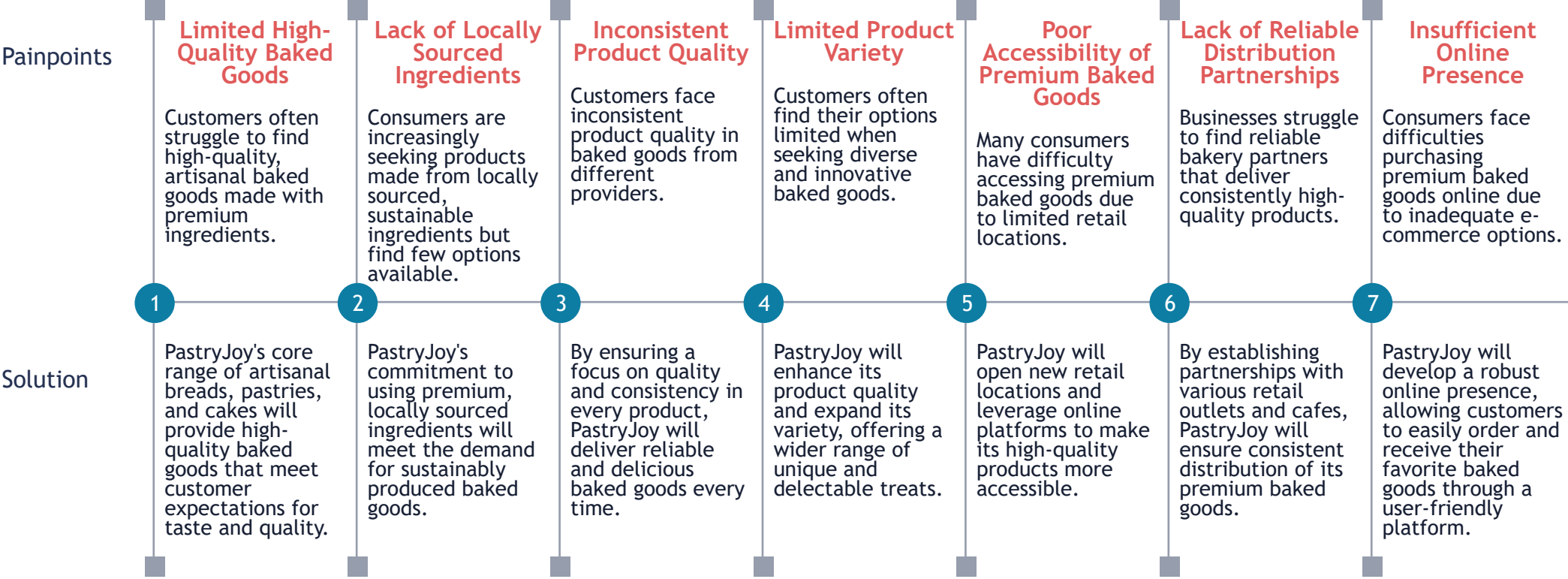




# Target Groups


Industries		Description
I	 Local Families	Families looking for premium, locally sourced baked goods for everyday enjoyment and special occasions will find delight in PastryJoy's offerings.
II	 Food Enthusiasts	Individuals passionate about unique and high-quality culinary experiences who seek artisanal bread, pastries, and cakes to satisfy their refined palates.
III	 Cafes and Restaurants	Local cafes and restaurants in need of high-quality baked goods to enhance their menu offerings can benefit from PastryJoy's wholesale opportunities.
IV	 Corporate Clients	Businesses looking for reliable catering services for events and meetings can rely on PastryJoy to provide delicious and visually appealing pastry options.
V	 Event Planners	Event organizers who require exquisite baked goods for weddings, parties, and other special events will appreciate PastryJoy's commitment to quality and creativity.
VI	 Health-Conscious Consumers	Individuals focused on eating high-quality, sustainably sourced ingredients can enjoy PastryJoy's offerings without compromising their dietary principles.
VII	 Online Shoppers	Consumers who prefer the convenience of online shopping can easily access and enjoy PastryJoy's diverse range of baked goods through our online platform.

## Solution from Phase I to Phase IV




# Strategic Analysis: SWOT

**Strength**




Premium, locally sourced ingredients ensure high-quality products. Strong brand identity in the artisanal and boutique bakery market. Commitment to sustainable practices enhances brand image. Exceptional customer service fosters customer loyalty. Diverse product range caters to various customer needs and preferences.

**Weaknesses**




High operational costs due to premium sourcing. Limited scale restricts market expansion. Dependence on local supply chains may cause disruptions. Higher price points might limit customer base. Seasonal demand fluctuations impact revenue stability.

**Opportunities**









Expansion into online sales and delivery services. Growth in health-conscious and niche markets. Potential for franchising to increase brand presence. Collaborations with local events and businesses. Introduction of new, innovative products can attract more customers.

**Threats**



Competition from larger bakeries and franchises. Economic downturns can affect discretionary spending. Rising costs of raw materials impact profitability. Health trends toward low-carb and sugar-free diets. Regulatory changes in food industry standards.

# Pestel: Analysis

 <b>P</b>	 <b>E</b>	 <b>S</b>	 <b>T</b>	 <b>E</b>	 <b>L</b>						
Political	7 / 10	Economic	8 / 10	Social	8 / 10	Technological	9 / 10	Environmental	7 / 10	Legal	7 / 10
<p><b>Regulations:</b> Food safety and health regulations impact production processes</p> <p><b>Trade Policies:</b> Trade policies affect ingredient import costs and availability</p>	<p><b>Consumer Spending:</b> Economic fluctuations influence consumer spending on luxury items</p> <p><b>Ingredient Costs:</b> Variable ingredient prices affect production costs and profitability</p>	<p><b>Health Trends:</b> Rising health consciousness drives demand for healthier baked goods options</p> <p><b>Celebration Culture:</b> Growing trend of celebrating occasions increases demand for specialty pastries</p>	<p><b>Automation:</b> Advancements in baking technology can streamline operations</p> <p><b>E-commerce:</b> Online ordering systems expand market reach and improve convenience</p>	<p><b>Sustainability:</b> Consumers increasingly prefer environmentally sustainable practices</p> <p><b>Local Sourcing:</b> Locally sourced ingredients reduce carbon footprint and support communities</p>	<p><b>Labeling Laws:</b> Compliance with nutritional labeling regulations is essential</p> <p><b>Employment Laws:</b> Labor laws affect staffing and operational costs</p>						

PastryJoy is poised to thrive by focusing on regulatory compliance, adapting to economic shifts, leveraging technology, and embracing sustainability. Awareness of PESTEL factors ensures alignment with opportunities and risk management in the dynamic bakery industry.

Scores reflect the relative importance and potential impact of each PESTEL factor on the business

# VRIO Framework: Analysis

Does the resource or capability enable the firm to exploit an opportunity or neutralize a threat in the environment?

PastryJoy's focus on quality, creativity, and exceptional customer service enables it to exploit opportunities for customer loyalty and neutralize competitive threats.

Is the resource or capability controlled by only a few firms or no other firms?

Using premium, locally sourced ingredients and sustainable practices distinguishes PastryJoy from many competitors.

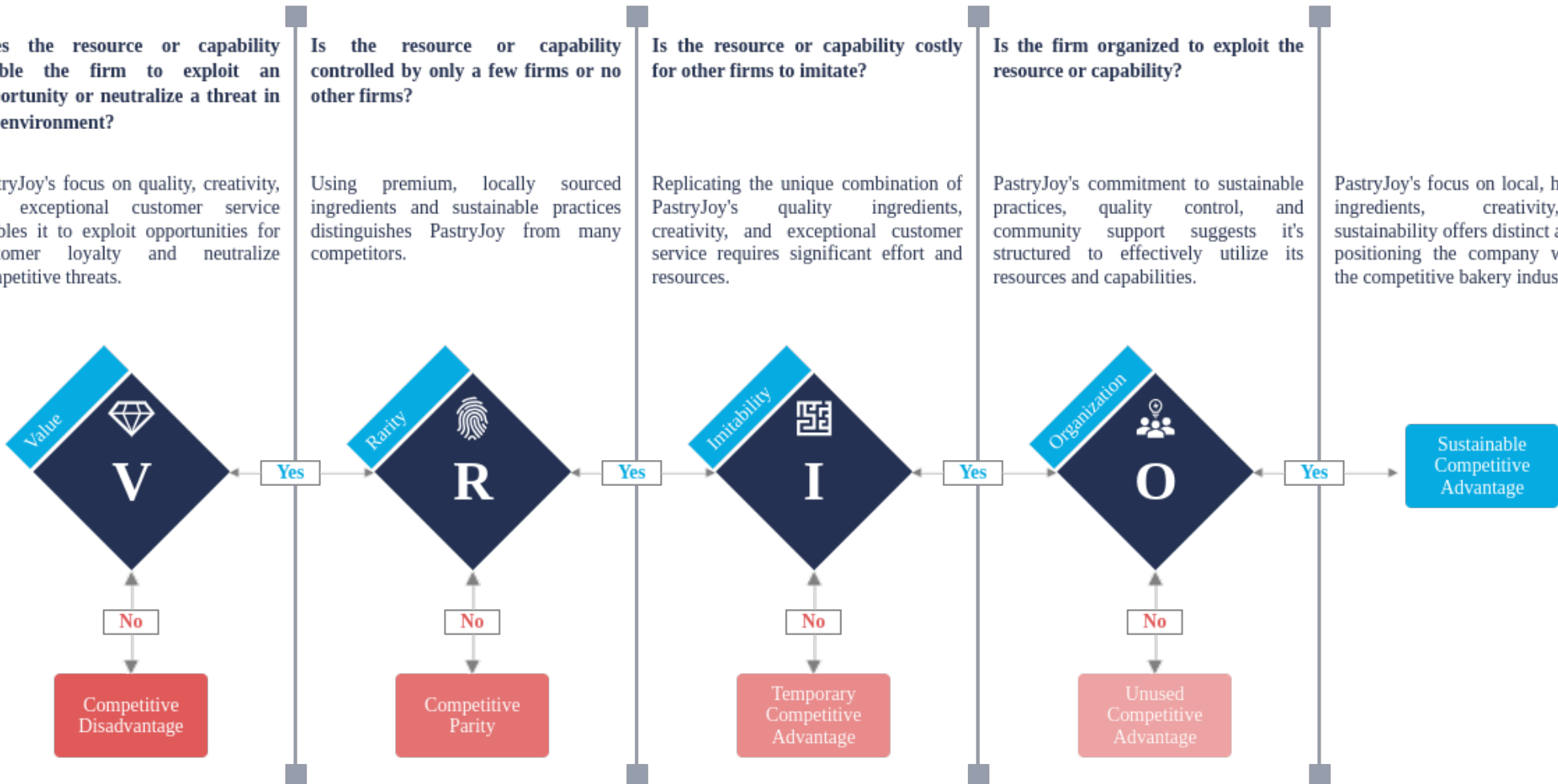
Is the resource or capability costly for other firms to imitate?

Replicating the unique combination of PastryJoy's quality ingredients, creativity, and exceptional customer service requires significant effort and resources.

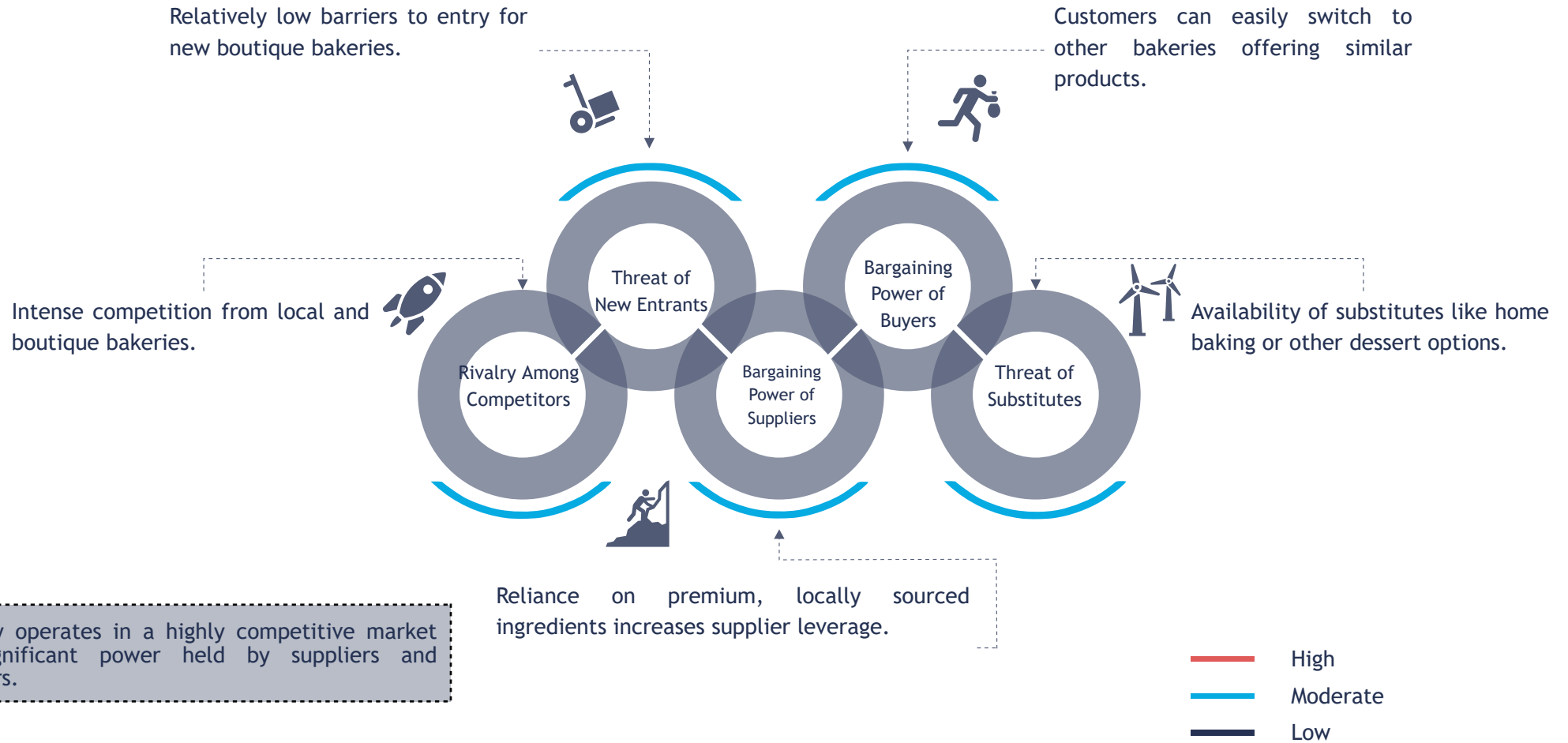
Is the firm organized to exploit the resource or capability?

PastryJoy's commitment to sustainable practices, quality control, and community support suggests it's structured to effectively utilize its resources and capabilities.

PastryJoy's focus on local, high-quality ingredients, creativity, and sustainability offers distinct advantages, positioning the company well within the competitive bakery industry.



# Porter's Five Forces: Analysis



# Management Team

## Overview

Over 15 years in the bakery industry, leading PastryJoy with a passion for creating high-quality, artisanal pastries.



Luc De Wilde

Co-Founder & CEO

Sophie Dupuis



Co-Founder & Head Baker

## Overview

Skilled in crafting a wide range of pastries, Sophie ensures each product meets the highest standards of taste and quality.

## Overview

Experienced in managing bakery operations, ensuring smooth production processes and efficient inventory management.



Tom Janssens

Operations Manager

Eva Peeters



Customer Service Manager

## Overview

Focused on providing exceptional customer service, Eva ensures clients have an outstanding experience every time they visit.



# History & Roadmap



**Current Status.**

- PastryJoy will introduce new pastries and bread varieties in Mar 2024.
- By Jul 2024, eco-friendly packaging and sourcing will be instituted.
- Nov 2024 marks the launch of a new website with e-commerce capabilities.
- In Feb 2025, a customer loyalty program will be rolled out.
- By Jun 2025, PastryJoy will open a second location.
- Collaborative partnerships with local businesses for events and promotions will occur by Oct 2025.



# Organizational and Marketing Tasks

#	Check List Item	Status	Priority	Area	ETA
<b>General Planning and Organization</b>					
1	Finalize Business Plan	●	Not Started	High	CEO 2 weeks
2	Secure Initial Funding	●	Not Started	High	CFO 1 month
3	Register Business and Obtain Licenses	●	Not Started	High	COO 3 weeks
4	Set Up Company Structure and Governance	●	Not Started	Medium	CEO 1 month
5	Find Suitable Business Location	●	Not Started	High	COO 2 months
6	Develop Employee Handbook and Policies	●	Not Started	Medium	COO 1.5 months
7	Source and Secure Suppliers for Ingredients	●	Not Started	High	CPO 1 month
8	Establish Initial Inventory and Equipment	●	Not Started	High	CPO 1.5 months
<b>Marketing</b>					
1	Develop Comprehensive Branding Strategy	●	Not Started	High	CMO 2 weeks
2	Create a Company Website	●	Not Started	High	CMO 1 month
3	Establish Social Media Presence	●	Not Started	Medium	CMO 1 month
4	Launch Initial Press Release	●	Not Started	High	CRO 3 weeks
5	Design Initial Marketing Campaign	●	Not Started	High	CMO 1.5 months
6	Develop Partnerships with Local Influencers	●	Not Started	Medium	CMO 2 months
7	Create Promotional Materials (Flyers, Brochures, etc.)	●	Not Started	Medium	CMO 3 weeks
8	Set Up Google and Social Media Ads Campaigns	●	Not Started	High	CRO 1 month

# Overview of Phases

#	Check List Item	Status	Priority	Area	ETA
<b>Phase 1 &amp; Technical Set Up for next Phases</b>					
1	Identify initial product lineup	●	Not Started	High	CEO 2 weeks
2	Source premium, locally sourced ingredients	●	Not Started	High	CPO 3 weeks
3	Setup production facility	●	Not Started	High	COO 6 weeks
4	Develop initial product recipes	●	Not Started	High	CPO 4 weeks
5	Design initial packaging	●	Not Started	Medium	CBO 4 weeks
6	Establish supply chain logistics	●	Not Started	High	COO 5 weeks
7	Conduct trial production runs	●	Not Started	High	CPO 2 weeks
8	Implement Quality Control procedures	●	Not Started	High	CSO 3 weeks
<b>Phase 2</b>					
1	Enhance core product variety and quality	●	Not Started	High	CPO 3 months
2	Establish additional retail locations	●	Not Started	High	COO 6 months
3	Form strategic partnerships with local businesses	●	Not Started	Medium	CRO 4 months
4	Launch an e-commerce platform	●	Not Started	High	CTO 5 months
5	Implement a targeted marketing campaign	●	Not Started	Medium	CMO 4 months
6	Develop a customer loyalty program	●	Not Started	Medium	CMO 3 months
7	Conduct market research for further expansion	●	Not Started	Medium	CSO 3 months
8	Optimize supply chain operations	●	Not Started	High	COO 4 months

# Overview of Phases

#	Check List Item	Status	Priority	Area	ETA	
<b>Phase 3</b>						
1	Introduce Catering Services	●	Not Started	High	COO	2 months
2	Develop Seasonal Product Lines	●	Not Started	High	CPO	3 months
3	Explore Wholesale Opportunities	●	Not Started	Medium	CRO	4 months
4	Partnerships with Local Cafes	●	Not Started	High	CMO	3 months
5	Expand Delivery Services	●	Not Started	Medium	COO	2 months
6	Target Corporate Clients	●	Not Started	Medium	CRO	4 months
7	Enhance Online Ordering System	●	Not Started	Medium	CTO	3 months
8	Optimize Packaging for Wholesale	●	Not Started	Low	CPO	5 months
<b>Phase 4</b>						
1	Explore Franchising Opportunities	●	Not Started	High	CEO	6 months
2	Research Advanced Baking Technologies	●	Not Started	Medium	CTO	4 months
3	Develop International Market Strategy	●	Not Started	High	CRO	8 months
4	Pilot Franchising Model	●	Not Started	High	COO	7 months
5	Evaluate ROI of Baking Technologies	●	Not Started	Medium	CFO	5 months
6	Establish International Distribution Channels	●	Not Started	High	CIO	9 months
7	Develop Franchise Training Programs	●	Not Started	Medium	CSO	6 months
8	Integrate Advanced Baking Technologies	●	Not Started	Medium	CTO	6 months

# Core Risks & Mitigation Strategies

## 1. Operation and maintenance risks

#	Risk Type	Area	Mitigation Strategy
1	Supply Chain Disruptions	COO	Develop multiple supplier agreements.
2	Equipment Failure	COO	Implement regular maintenance schedules.
3	Quality Control Issues	CPO	Establish rigorous QC protocols.
4	Staffing Shortages	CEO	Create robust hiring and training programs.
5	Ingredient Spoilage	COO	Implement strict inventory management.

## 2. Regulatory and legal risks

#	Risk Type	Area	Mitigation Strategy
1	Health and Safety Violations	COO	Regular training and compliance audits
2	Food Labeling Non-compliance	CPO	Accurate labeling and regular review
3	Environmental Regulations	CSO	Adopt sustainable practices
4	Employment Law Violations	CFO	Periodic legal consultations
5	Licensing Issues	CEO	Ensure timely renewals

### 3. Strategic/Market Risk

#	Risk Type	Area	Mitigation Strategy
1	Intense competition	CEO	Differentiate with quality and unique offerings.
2	Changing consumer preferences	CPO	Continuously innovate product line.
3	Market saturation	CMO	Explore niche markets and online sales.
4	Economic downturns	CFO	Maintain liquidity and flexible pricing.
5	Failure in market expansion	COO	Conduct thorough market research.

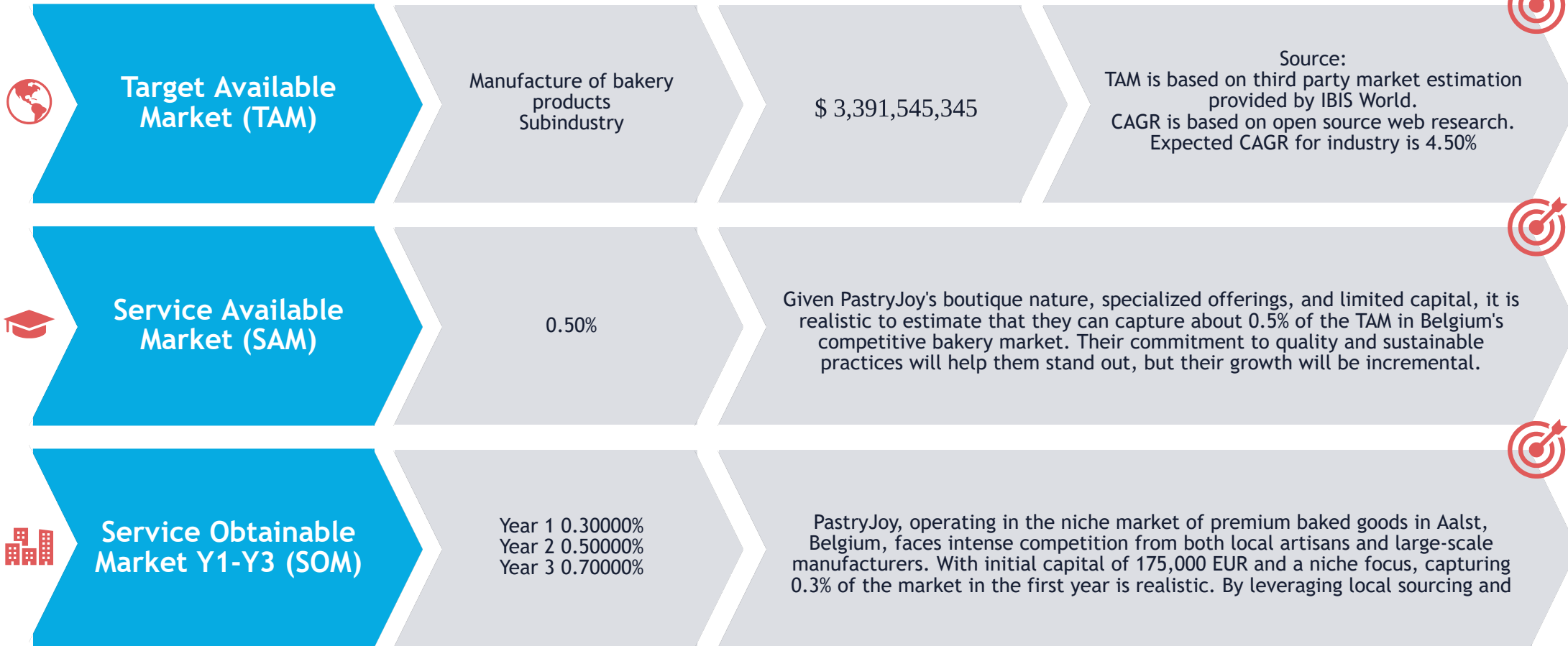
### 4. Finance risk

#	Risk Type	Area	Mitigation Strategy
1	Cash Flow Shortage	CFO	Maintain a strong cash reserve and optimize working capital
2	High Operational Costs	COO	Implement cost-saving measures and streamline operations
3	Revenue Volatility	CEO	Diversify revenue streams and market presence
4	Debt Management	CFO	Structure favorable loan terms and monitor debt levels
5	Investment Risk	CIO	Conduct thorough risk assessments and diversify investments

### 5. Other general risk

#	Risk Type	Area	Mitigation Strategy
1	Brand Reputation	CMO	Regularly monitor customer feedback and address issues promptly.
2	Supply Chain Disruptions	COO	Secure multiple suppliers and maintain safety stock levels.
3	Talent Retention	CPO	Offer competitive salaries and growth opportunities.
4	Consumer Trends Shift	CSO	Continuously research and adapt to market preferences.
5	Economic Downturn	CFO	Maintain financial resilience through strict budgeting and a diverse product range.

# Market Overview (TAM, SAM and SOM)



# Funding Allocation

The funding will be used to finance the CAPEX and cash deficit from Year 1 operations, aiming to expedite the development process. In subsequent years the company plans to sustain operations without requiring major additional capital injection. Table below presents the overview of expected inflows and outflows.

The total investment required is \$ 175,000

Y1 Cash Flow Stream(USD)	Inflows	Outflows
Gross Profit	22,893	
Payroll Expenses		2,544
Rent & Utilities		1,272
Marketing and Branding		1,221
Training and Development		509
Capex		165,000
Other Miscellaneous		509
Communication Expenses		203
Legal and Professional Fees		158
Representation and Entert.		153
Office supplies		102
<b>CAPEX &amp; WC shortage Y1</b>		<b>148,777</b>
<b>Buffer</b>		<b>26,223</b>
<b>Total Required Investment(USD)</b>		<b>175,000</b>



## Y3 PL formation and Margins

### Revenue



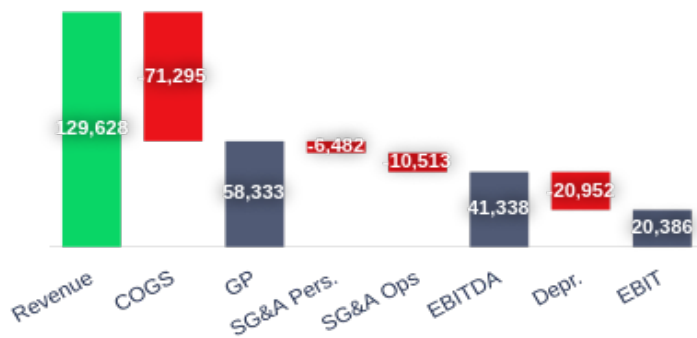
### Projected Revenue

- GP 45.0%
- EBITDA 31.9%

Y3

Y3

### PnL Formation (Y3 USD)

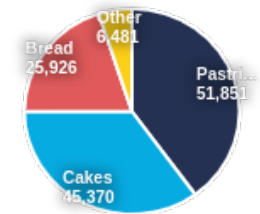
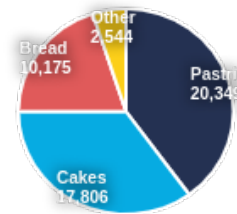


## Business Line Breakdown (USD)

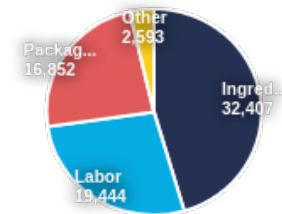
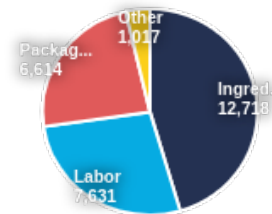
Y1

Y2

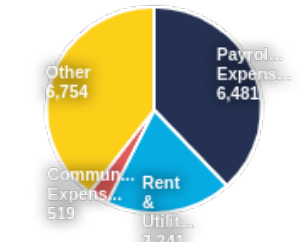
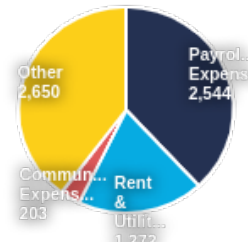
### Revenue



### COGS



### Admin

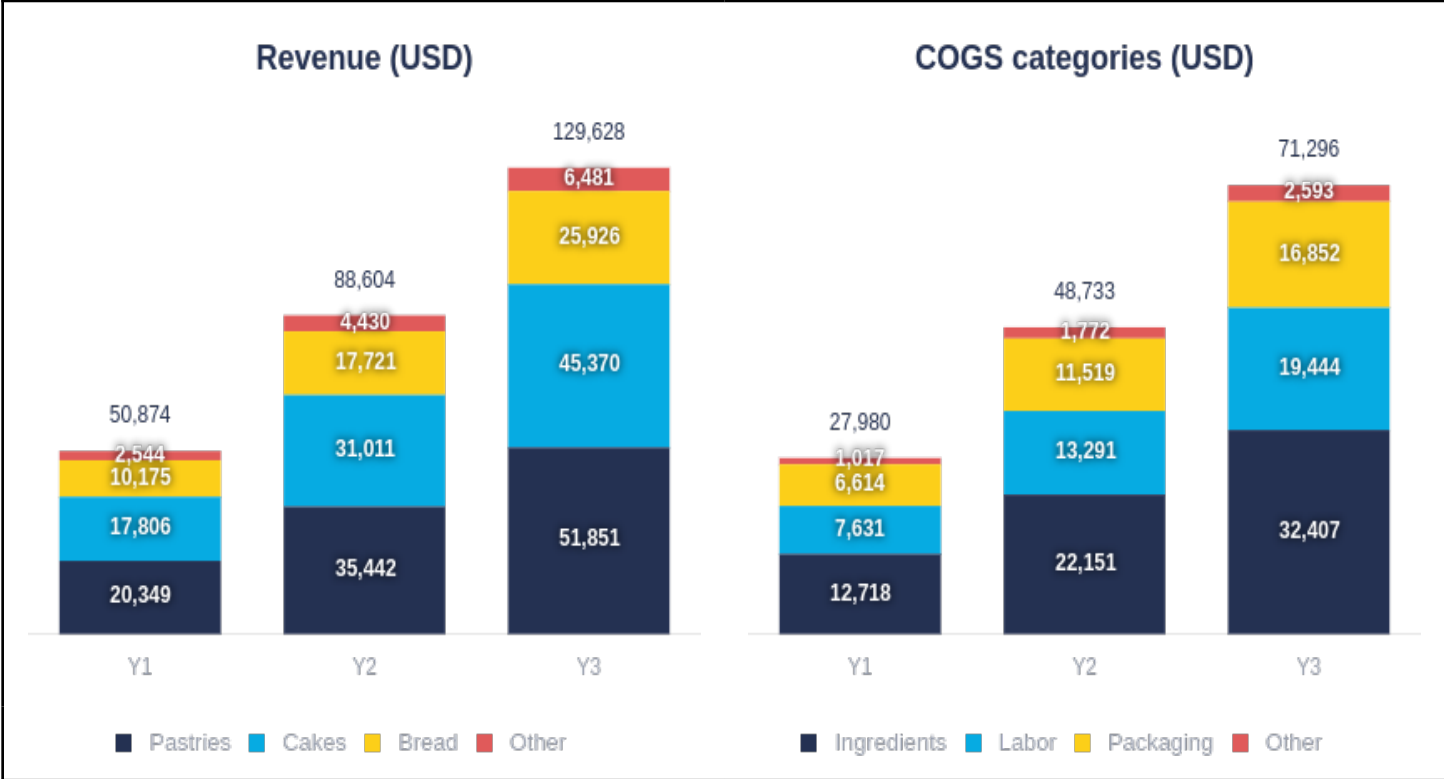




# Revenue Formation Narrative

PastryJoy, a boutique bakery known for its delightful and premium pastries, operates within the manufacturing sector, specifically the manufacture of other food products. With an estimated Total Addressable Market (TAM) of 3,391,545,345 USD in Belgium's competitive bakery market, PastryJoy's Serviceable Addressable Market (SAM) is approximately 0.50%. Given our boutique nature, specialized offerings, and focus on quality and sustainable practices, we project a gradual increase in our market share over the next three years. Initially, we estimate capturing 0.3% of the TAM, as indicated by our Year 1 revenue of 50,873.18 USD . By focusing on local sourcing and sustainability, we expect our market share to grow to 0.5% in the second year, translating to a revenue of 88,604.12 USD . Further brand recognition and an expanded customer base will drive our market share to 0.7% in the third year, resulting in a revenue of 129,627.83 USD . Our revenues are derived from four main lines of business: Pastries (40.00%), Cakes (35.00%), Bread (20.00%), and Other (5.00%). This diversified revenue stream ensures a balanced growth model while catering to a broad array of customer preferences. Through strategic positioning and unwavering commitment to quality and community, PastryJoy is poised to become a beloved name for baked perfection.

**\$ 129,628** <sup>Y3</sup> Projected Revenue      **0.00%** Market share



# Revenue Calculation Details

Revenue Formation	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1	Y2	Y3
Pastries	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%
Cakes	35.00%	35.00%	35.00%	35.00%	35.00%	35.00%	35.00%	35.00%	35.00%	35.00%	35.00%	35.00%	35.00%	35.00%	35.00%
Bread	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%
Other	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%

Pastries	1,272	1,272	1,272	1,526	1,526	1,526	1,865	1,865	1,865	2,120	2,120	2,120	20,349	35,442	51,851
Cakes	1,113	1,113	1,113	1,335	1,335	1,335	1,632	1,632	1,632	1,855	1,855	1,855	17,806	31,011	45,370
Bread	636	636	636	763	763	763	933	933	933	1,060	1,060	1,060	10,175	17,721	25,926
Other	159	159	159	191	191	191	233	233	233	265	265	265	2,544	4,430	6,481

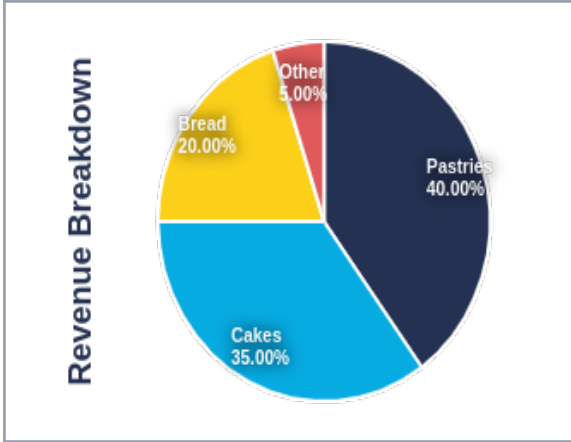
<b>Total Revenue (USD)</b>	<b>3,180</b>	<b>3,180</b>	<b>3,180</b>	<b>3,815</b>	<b>3,815</b>	<b>3,815</b>	<b>4,663</b>	<b>4,663</b>	<b>4,663</b>	<b>5,299</b>	<b>5,299</b>	<b>5,299</b>	<b>50,873</b>	<b>88,604</b>	<b>129,628</b>
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Total revenue is expected to reach \$ 129,628 by year 3.

Main revenue driver are:

- Pastries which generates \$ 51,851 by Year 3
- Cakes which generates \$ 45,370 by Year 3

Expected CAGR for total Revenue in Y1-Y3 is 59.63 %



# COGS Calculation Details

COGS Formation	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1	Y2	Y3
Ingredients	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%
Labor	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%
Packaging	13.00%	13.00%	13.00%	13.00%	13.00%	13.00%	13.00%	13.00%	13.00%	13.00%	13.00%	13.00%	13.00%	13.00%	13.00%
Other	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

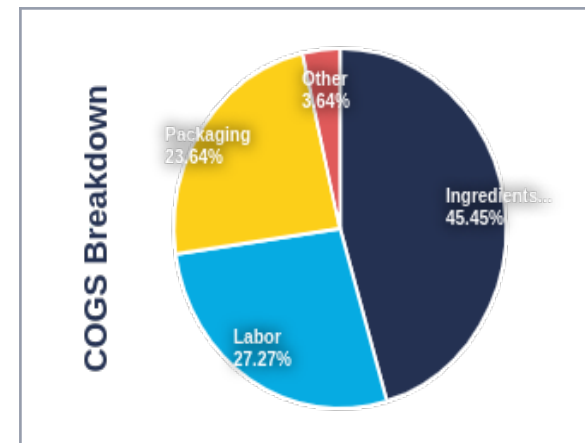
Ingredients	795	795	795	954	954	954	1,166	1,166	1,166	1,325	1,325	1,325	12,718	22,151	32,407
Labor	477	477	477	572	572	572	700	700	700	795	795	795	7,631	13,291	19,444
Packaging	413	413	413	496	496	496	606	606	606	689	689	689	6,614	11,519	16,852
Other	64	64	64	76	76	76	93	93	93	106	106	106	1,017	1,772	2,593
<b>Total COGS (USD)</b>	<b>1,749</b>	<b>1,749</b>	<b>1,749</b>	<b>2,099</b>	<b>2,099</b>	<b>2,099</b>	<b>2,565</b>	<b>2,565</b>	<b>2,565</b>	<b>2,915</b>	<b>2,915</b>	<b>2,915</b>	<b>27,980</b>	<b>48,732</b>	<b>71,295</b>

Total COGS is expected to reach \$ 71,295 by year 3.

Main revenue driver are:

- Ingredients which generates \$ 32,407 by Year 3
- Labor which generates \$ 19,444 by Year 3

Expected CAGR for total COGS in Y1-Y3 is 59.63 %



# SG&A Calculation Details

OPEX Formation	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1	Y2	Y3
Payroll Expenses	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Rent & Utilities	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Communication Expenses	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%
Office supplies	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%
Legal and Professional Fees	0.31%	0.31%	0.31%	0.31%	0.31%	0.31%	0.31%	0.31%	0.31%	0.31%	0.31%	0.31%	0.31%	0.31%	0.31%
Marketing and Branding	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%
Representation and Entertainment	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%
Training and Development	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Other Miscellaneous	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%

Payroll Expenses	159	159	159	191	191	191	233	233	233	265	265	265	2,544	4,430	6,481
Rent & Utilities	79	79	79	95	95	95	117	117	117	132	132	132	1,272	2,215	3,241
Communication Expenses	13	13	13	15	15	15	19	19	19	21	21	21	203	354	519
Office supplies	6	6	6	8	8	8	9	9	9	11	11	11	102	177	259
Legal and Professional Fees	10	10	10	12	12	12	14	14	14	16	16	16	158	275	402
Marketing and Branding	76	76	76	92	92	92	112	112	112	127	127	127	1,221	2,126	3,111
Representation and Entertainment	10	10	10	11	11	11	14	14	14	16	16	16	153	266	389
Training and Development	32	32	32	38	38	38	47	47	47	53	53	53	509	886	1,296
Other Miscellaneous	32	32	32	38	38	38	47	47	47	53	53	53	509	886	1,296

<b>Total SG&amp;A (USD)</b>	<b>417</b>	<b>417</b>	<b>417</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>611</b>	<b>611</b>	<b>611</b>	<b>695</b>	<b>695</b>	<b>695</b>	<b>6,669</b>	<b>11,616</b>	<b>16,994</b>
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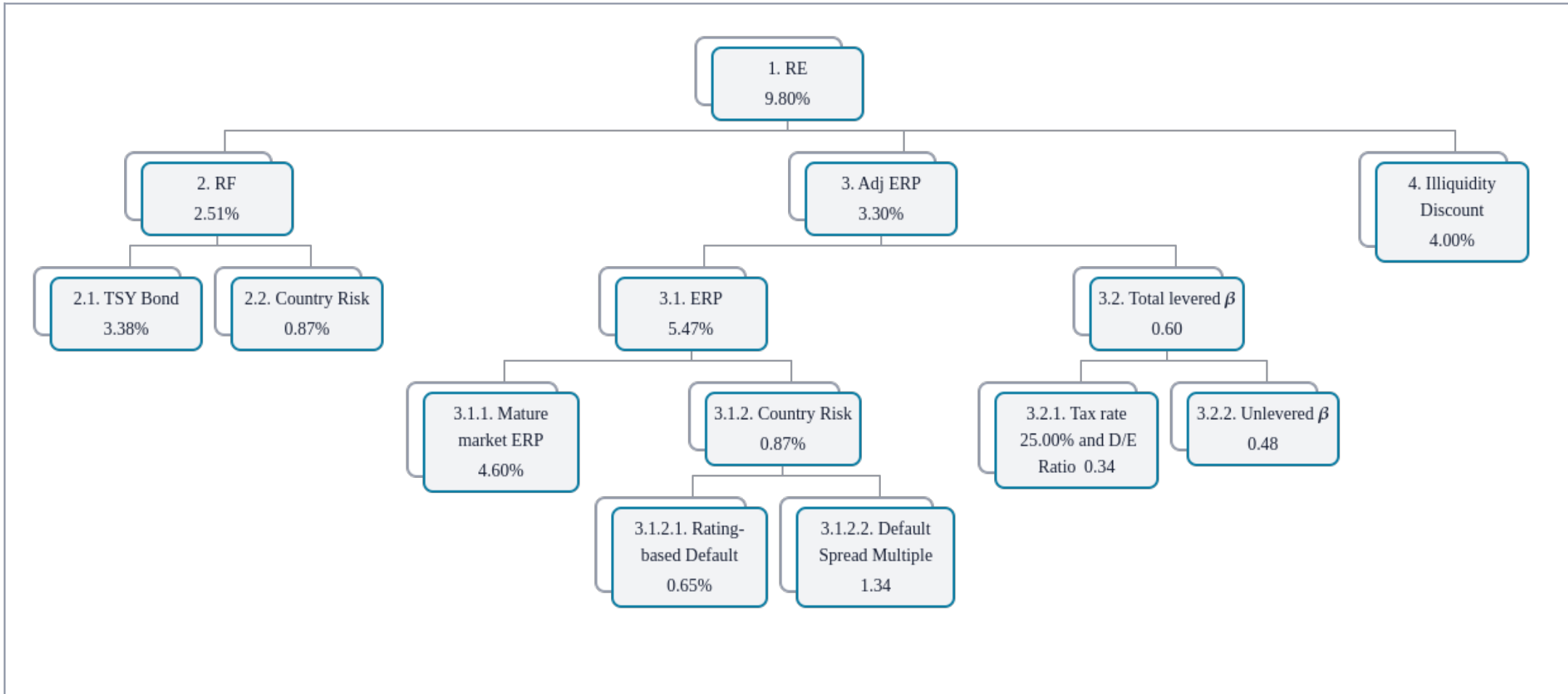
# PaT Expectations

1 2 3 4 5 6 7 8

Financial Projection

Income Statement (USD)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1	Y2	Y3
<b>Revenue</b>	3,180	3,180	3,180	3,815	3,815	3,815	4,663	4,663	4,663	5,299	5,299	5,299	50,873	88,604	129,628
Pastries	1,272	1,272	1,272	1,526	1,526	1,526	1,865	1,865	1,865	2,120	2,120	2,120	20,349	35,442	51,851
Cakes	1,113	1,113	1,113	1,335	1,335	1,335	1,632	1,632	1,632	1,855	1,855	1,855	17,806	31,011	45,370
Bread	636	636	636	763	763	763	933	933	933	1,060	1,060	1,060	10,175	17,721	25,926
Other	159	159	159	191	191	191	233	233	233	265	265	265	2,544	4,430	6,481
<b>COGS</b>	-1,749	-1,749	-1,749	-2,099	-2,099	-2,099	-2,565	-2,565	-2,565	-2,915	-2,915	-2,915	-27,980	-48,732	-71,295
Ingredients	-795	-795	-795	-954	-954	-954	-1,166	-1,166	-1,166	-1,325	-1,325	-1,325	-12,718	-22,151	-32,407
Labor	-477	-477	-477	-572	-572	-572	-700	-700	-700	-795	-795	-795	-7,631	-13,291	-19,444
Packaging	-413	-413	-413	-496	-496	-496	-606	-606	-606	-689	-689	-689	-6,614	-11,519	-16,852
Other	-64	-64	-64	-76	-76	-76	-93	-93	-93	-106	-106	-106	-1,017	-1,772	-2,593
<b>Gross Profit</b>	1,431	1,431	1,431	1,717	1,717	1,717	2,099	2,099	2,099	2,385	2,385	2,385	22,893	39,872	58,333
<b>SG&amp;A Personal Expenses</b>	-159	-159	-159	-191	-191	-191	-233	-233	-233	-265	-265	-265	-2,544	-4,430	-6,481
<b>SG&amp;A Operating Expenses</b>	-258	-258	-258	-309	-309	-309	-378	-378	-378	-430	-430	-430	-4,126	-7,186	-10,513
<b>EBITDA</b>	1,014	1,014	1,014	1,217	1,217	1,217	1,487	1,487	1,487	1,690	1,690	1,690	16,223	28,256	41,338
<b>Depreciation</b>	1,746	1,746	1,746	1,746	1,746	1,746	1,746	1,746	1,746	1,746	1,746	1,746	20,952	20,952	20,952
<b>EBIT</b>	-732	-732	-732	-529	-529	-529	-259	-259	-259	-56	-56	-56	-4,729	7,303	20,386
<b>Interest Expense</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Profit before Tax</b>	-732	-732	-732	-529	-529	-529	-259	-259	-259	-56	-56	-56	-4,729	7,303	20,386
<b>Tax</b>	-183	-183	-183	-132	-132	-132	-65	-65	-65	-14	-14	-14	-1,182	1,826	5,096
<b>Profit after Tax (USD)</b>	-549	-549	-549	-397	-397	-397	-194	-194	-194	-42	-42	-42	-3,547	5,478	15,289

## Required Return on Equity Derivation



## Methodology

Weighted Average Cost of Capital is calculated using Capital Asset Pricing Model (CAPM). Since the company is purely equity funded the WACC is equal to its Required Return on Equity R(E). The main research inputs used in calculations are based on studies published by professor at Stern School of Business Aswath Damodaran. Return on Equity R(E) is  $R(E) = R(F) + \beta * (ERP)$ , where: R(F) is Risk Free Rate. The basis for calculation of R(F) is the average of the yield of USD 30 Year TSY Bond. The horizon. ERP is Mature Market Equity Risk Premium. It incorporates market estimates for Rating-Based Default Spread and Default Spread Multiple ( $\beta$ ) is average equity betas of corresponding industries. Despite the company has no debt, the unlevered beta was levered with industry average figures to reflect the long-term D/E ration in the capital structure. Additionally, Illiquidity Risk Premium of 4% is added to the estimated Return on Equity to reflect risk associated with firm being Privately Held vs Publicly Traded Companies.

## Additional Assumptions

To calculate the companies Firm Value, its future Free Cash Flow to Equity (FCFE) is discounted using estimated Required Return on Equity.

The 3rd-year projected cash flow is used as a representation of the long-term Free Cash Flow to the Equity (FCFE). This approach may understate the valuation because cash flows are expected to grow more aggressively in the first 10 years, and the growth from years 4 to 10 is not reflected in this calculation. Long-term growth rate of 5% is applied.

After discounting the cashflows and measuring the Firm Value it is adjusted to historical estimate of Start-up firm's survival rate. The allows to incorporate risk of start-ups fails.

## Survival of new establishments founded in 1998

	Proportion of firms that were started in 1998 that survived through						
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Natural resources	82.33%	69.54%	59.41%	49.56%	43.43%	39.96%	36.68%
Construction	80.69%	65.73%	53.56%	42.59%	36.96%	33.36%	29.96%
Manufacturing	84.19%	68.67%	56.98%	47.41%	40.88%	37.03%	33.91%
Transportation	82.58%	66.82%	54.70%	44.68%	38.21%	34.12%	31.02%
Information	80.75%	62.85%	49.49%	37.70%	31.24%	28.29%	24.78%
Financial activities	84.09%	69.57%	58.56%	49.24%	43.93%	40.34%	36.90%
Business services	82.32%	66.82%	55.13%	44.28%	38.11%	34.46%	31.08%
Health services	85.59%	72.83%	63.73%	55.37%	50.09%	46.47%	43.71%
Leisure	81.15%	64.99%	53.61%	43.76%	38.11%	34.54%	31.40%
Other services	80.72%	64.81%	53.32%	43.88%	37.05%	32.33%	28.77%
All firms	81.24%	65.77%	54.29%	44.36%	38.29%	34.44%	31.18%

[http://pages.stern.nyu.edu/~adamodar/New\\_Home\\_Page/datafile/ctryprem.html](http://pages.stern.nyu.edu/~adamodar/New_Home_Page/datafile/ctryprem.html)

<https://pages.stern.nyu.edu/~adamodar/pdfiles/papers/younggrowth.pdf>

<http://pages.stern.nyu.edu/~adamodar/>

# Business Valuation

	(USD)	Y1	Y2	Y3	Y4	Y5	Y6	Y7
DCF	Profit after Tax	-3,547	5,478	15,289	15,977	16,696	17,448	18,233
	Growth% Y4-Y7				4.50%	4.50%	4.50%	4.50%
	Growth% Y7 -->				3.50%			
	WACC				9.80%			
	PV Y1-Y7 at Y0	-3,230	4,543	11,549	10,991	10,460	9,954	9,473
	PV Y7 --> Y0				155,519			
	NPV (USD)				209,259			

Average Survival Rate for 3 Years 50%

**Final Valuation** \$ 104,629

The valuation is conducted using the Discounted Cash Flow (DCF) method. In this method, the projected cash flows for a period of 7 years, along with a terminal value, are discounted at a rate of 9.80 % to determine the Firm Value.

Starting from year 3 onwards, the cash flows are estimated to grow at a rate of 4.50 %, which is consistent with the market Compound Annual Growth Rate (CAGR) trend. Beyond year 7, the cash flows are assumed to grow at a long-term growth rate of 3.50 %.

To account for the inherent risks associated with a start-up venture, the Firm Value is adjusted using the historical survival rate of newly established firms. As indicated by the study conducted by Aswath Damodaran, there was approximately 50% probability of survival for Information sector companies. This adjustment allows to incorporate the risk profile of the business and provide a more comprehensive assessment of its value.

It is important to note that if the company can successfully navigate through its initial three years of operation, it is expected to have a significantly higher likelihood of becoming a going concern. This underscores the importance of demonstrating resilience and establishing a solid foundation during the critical early stages of the business.



# Scenario Analysis: Narrative

Scenario analysis explores how external and internal factors influence key assumptions in financial planning. By analyzing potential positive and negative outcomes, company can better anticipate risks and opportunities when evaluating their future cash flows and overall valuation.

KPI	Scenario	Narrative	KPI affected by
Revenue	Positive	This scenario reflects a favorable market environment or a strategic breakthrough, leading to higher projected revenue. It showcases the potential rewards of scaling and innovative approaches.	higher by 15%
	Negative	This scenario accounts for challenging conditions such as economic downturns or market disruptions, forecasting a potential revenue decrease. It emphasizes the importance of adaptability and risk management.	lower by 15%
COGS	Positive	This scenario demonstrates the benefits of operational efficiency or cost-saving strategies, resulting in reduced COGS. It highlights the value of innovation in supply chain and operations.	lower by 20%
	Negative	This scenario addresses rising costs due to external pressures, resulting in an increase in COGS. It underlines the need for proactive cost-control measures.	higher by 20%
Discount Rate (RoE)	Positive	This scenario assumes a decrease in the discount rate (RoE) due to improved market conditions, lower perceived risk, or favorable macroeconomic factors. A lower discount rate increases the present value of future cash flows, enhancing the company's valuation.	lower by 10%
	Negative	This scenario models an increase in the discount rate (RoE) driven by higher market risk, macroeconomic instability, or industry-specific challenges. A higher discount rate reduces the present value of future cash flows, decreasing the company's valuation.	higher by 10%

# Scenario Analysis: Results

Scenario analysis explores how external and internal factors influence key assumptions in financial planning. By analyzing potential positive and negative outcomes, company can better anticipate risks and opportunities when evaluating their future cash flows and overall valuation.

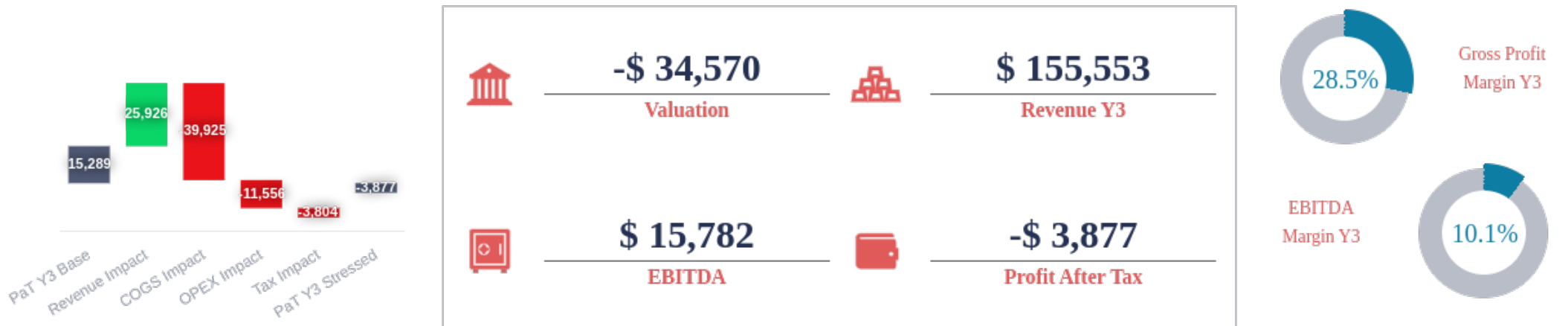
Scenario Analysis		Revenue		COGS		Discount Rate		
	KPIs	Base	Positive	Negative	Positive	Negative	Positive	Negative
Input	Revenue	no impact	15%	-15%	no impact	no impact	no impact	no impact
	COGS	no impact	no impact	no impact	-20%	20%	no impact	no impact
	RoE	no impact	no impact	no impact	no impact	no impact	-10%	10%
	Revenue Y3	\$ 129,628	\$ 149,072	\$ 110,184	\$ 129,628	\$ 129,628	\$ 129,628	\$ 129,628
Output	Gross Profit Y3	\$ 58,333	\$ 67,082	\$ 49,583	\$ 72,592	\$ 44,073	\$ 58,333	\$ 58,333
	GP Margin	45%	45%	45%	56%	34%	45%	45%
	EBITDA Y3	\$ 41,338	\$ 47,539	\$ 35,138	\$ 55,597	\$ 27,079	\$ 41,338	\$ 41,338
	EBITDA Margin	32%	32%	32%	43%	21%	32%	32%
	Net Profit Y3	\$ 15,289	\$ 19,940	\$ 10,639	\$ 25,984	\$ 4,595	\$ 15,289	\$ 15,289
	Profit Margin	12%	13%	10%	20%	4%	12%	12%
	Final Valuation	\$ 104,629	\$ 138,404	\$ 70,855	\$ 182,296	\$ 26,962	\$ 126,122	\$ 88,963

# Stress Test: Growth Under Pressure

Stress tests provide a comprehensive view of how businesses might perform under extreme conditions, enabling better preparation for the uncertainties of real-world challenges.

Scenario Name	Story	KPIs impact	
<b>Growth Under Pressure</b>	<p>This scenario explores the challenges of managing rapid growth while dealing with operational bottlenecks. A surge in demand and revenue places significant strain on supply chains and internal processes. Despite achieving higher sales volumes, inefficiencies in scaling lead to increased costs and a heightened risk perception, keeping the discount rate elevated. 'Growth Under Pressure' examines how businesses can balance seizing growth opportunities while investing in infrastructure, talent, and systems to support scalability.</p>	<b>Revenue</b> Higher by 20%	<b>COGS</b> Higher by 30%
		<b>OPEX</b> Higher by 40%	<b>Discount Rate</b> unaffected

## Results

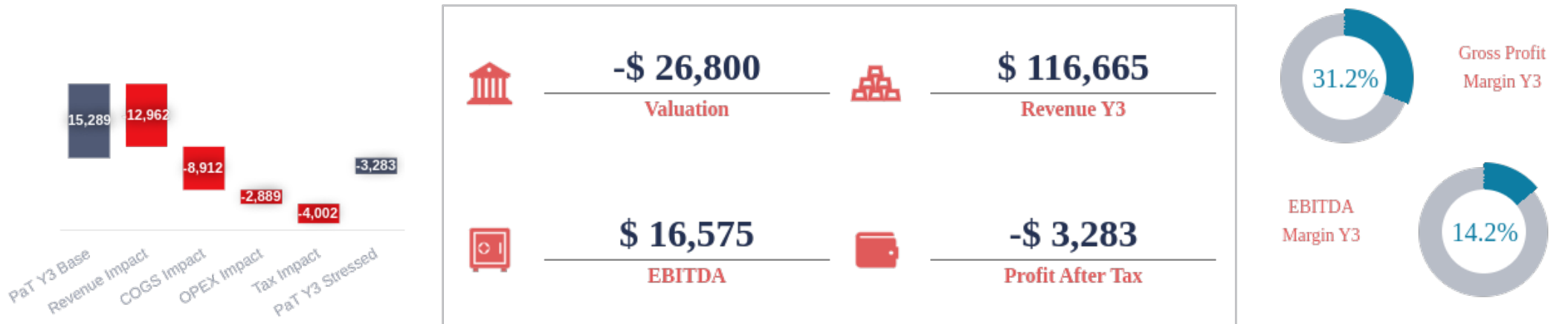


# Stress Test: The Perfect Storm

Stress tests provide a comprehensive view of how businesses might perform under extreme conditions, enabling better preparation for the uncertainties of real-world challenges.

Scenario Name	Story	KPIs impact	
<b>The Perfect Storm</b>	This scenario simulates the convergence of adverse market conditions and rising operational challenges. A sharp downturn in market demand coincides with increased costs due to inflation and supply chain disruptions. The combination results in a dual hit to both top-line revenue and operational margins. Additionally, external factors such as economic instability elevate the discount rate, amplifying the pressure on future cash flows. Businesses facing 'The Perfect Storm' must focus on resilience through diversified revenue streams, cost-control measures, and contingency planning.	<b>Revenue</b> Lower by 10%	<b>COGS</b> Higher by 25%
		<b>OPEX</b> Higher by 30%	<b>Discount Rate</b> Higher by 10%

## Results



# Sensitivity Analysis: SAM & SOM

This sensitivity analysis evaluates the potential impact of changes in Serviceable Addressable Market (SAM) and Serviceable Obtainable Market (SOM) on key financial metrics. By simulating percentage variations in SAM and SOM, this analysis helps identify how shifts in market assumptions affect revenue, profitability, and overall valuation.

		SAM						SOM					
		-20%	-10%	-5%	5%	10%	20%	-9%	-6%	-3%	3%	6%	9%
Revenue	Y1	\$ 40,699	\$ 45,786	\$ 48,330	\$ 53,417	\$ 55,960	\$ 61,048	\$ 46,295	\$ 47,821	\$ 49,347	\$ 52,399	\$ 53,926	\$ 55,452
	Y2	\$ 70,883	\$ 79,744	\$ 84,174	\$ 93,034	\$ 97,465	\$ 106,325	\$ 80,630	\$ 83,288	\$ 85,946	\$ 91,262	\$ 93,920	\$ 96,578
	Y3	\$ 103,702	\$ 116,665	\$ 123,146	\$ 136,109	\$ 142,591	\$ 155,553	\$ 117,961	\$ 121,850	\$ 125,739	\$ 133,517	\$ 137,406	\$ 141,294
Gross Profit	Y1	\$ 18,314	\$ 20,604	\$ 21,748	\$ 24,038	\$ 25,182	\$ 27,472	\$ 20,833	\$ 21,519	\$ 22,206	\$ 23,580	\$ 24,267	\$ 24,953
	Y2	\$ 31,897	\$ 35,885	\$ 37,878	\$ 41,865	\$ 43,859	\$ 47,846	\$ 36,283	\$ 37,480	\$ 38,676	\$ 41,068	\$ 42,264	\$ 43,460
	Y3	\$ 46,666	\$ 52,499	\$ 55,416	\$ 61,249	\$ 64,166	\$ 69,999	\$ 53,083	\$ 54,833	\$ 56,583	\$ 60,082	\$ 61,832	\$ 63,582
GP Margin	Y1	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
	Y2	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
	Y3	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
EBITDA	Y1	\$ 12,979	\$ 14,601	\$ 15,412	\$ 17,035	\$ 17,846	\$ 19,468	\$ 14,763	\$ 15,250	\$ 15,737	\$ 16,710	\$ 17,197	\$ 17,684
	Y2	\$ 22,605	\$ 25,430	\$ 26,843	\$ 29,669	\$ 31,081	\$ 33,907	\$ 25,713	\$ 26,561	\$ 27,408	\$ 29,104	\$ 29,951	\$ 30,799
	Y3	\$ 33,071	\$ 37,204	\$ 39,271	\$ 43,405	\$ 45,472	\$ 49,606	\$ 37,618	\$ 38,858	\$ 40,098	\$ 42,578	\$ 43,819	\$ 45,059
EBITDA Margin	Y1	32%	32%	32%	32%	32%	32%	32%	32%	32%	32%	32%	32%
	Y2	32%	32%	32%	32%	32%	32%	32%	32%	32%	32%	32%	32%
	Y3	32%	32%	32%	32%	32%	32%	32%	32%	32%	32%	32%	32%
Net Profit	Y1	-\$ 5,980	-\$ 4,763	-\$ 4,155	-\$ 2,938	-\$ 2,330	-\$ 1,113	-\$ 4,642	-\$ 4,277	-\$ 3,912	-\$ 3,182	-\$ 2,817	-\$ 2,452
	Y2	\$ 1,239	\$ 3,358	\$ 4,418	\$ 6,537	\$ 7,597	\$ 9,716	\$ 3,570	\$ 4,206	\$ 4,842	\$ 6,113	\$ 6,749	\$ 7,385
	Y3	\$ 9,089	\$ 12,189	\$ 13,739	\$ 16,840	\$ 18,390	\$ 21,490	\$ 12,499	\$ 13,429	\$ 14,359	\$ 16,220	\$ 17,150	\$ 18,080
Profit Margin	Y1	-15%	-10%	-9%	-6%	-4%	-2%	-10%	-9%	-8%	-6%	-5%	-4%
	Y2	2%	4%	5%	7%	8%	9%	4%	5%	6%	7%	7%	8%
	Y3	9%	10%	11%	12%	13%	14%	11%	11%	11%	12%	12%	13%
Final Valuation		\$ 59,597	\$ 82,113	\$ 93,371	\$ 115,888	\$ 127,146	\$ 149,662	\$ 84,365	\$ 91,120	\$ 97,875	\$ 111,384	\$ 118,139	\$ 124,894

## Financial and Technical

b \$ - Billions of \$  
 B2B - Business to Business  
 B2C - Business to Customer  
 CAPEX - Capital Expenditure  
 CAPM - Capital Asset Pricing Model  
 COGS - Cost of goods sold  
 DCF - Discounted cash flow  
 Depr. - Depreciation  
 EBIT - Earnings before interest and taxes  
 EBITDA - Earnings before interest, taxes, depreciation, and amortization  
 EBT - Earnings Before Tax  
 ERP - Equity Risk Premium  
 ETA - Estimated Time of Arrival  
 EV - Enterprise Value  
 FA (Tangible and Intangible) - Fixed assets (tangible and intangible)  
 FX - Foreign Exchange  
 FY - Fiscal year  
 GP - gross profit  
 k \$ - Thousands of \$  
 LLM - Large Language Model  
 LFY - Last fiscal year  
 m \$ - Millions of \$  
 MTD - Month-to-date  
 MVP - Minimum Viable Product  
 NFT - Non-Fungible Token  
 NPV - Net present value  
 OPEX - Operating Expense  
 P&L - A profit and loss (P&L) statement  
 PaT - Profit after Tax  
 POC - Proof of Concept  
 PPE - Property, plant, and equipment  
 SG&A - Sales, General and Administrative  
 TSY bond rate - Treasury bond rate  
 WACC - Weighted average cost of capital  
 YTD - Year-to-date

## Organisational Structure

CBDO - Chief Business Development Officer  
 CEO - Chief Executive Officer  
 CPO - Chief Product Officer  
 CFO - Chief Financial Officer  
 CTO - Chief Technology Officer  
 C-level - Chief level  
 Eng - Engineer  
 Dev - Developer  
 HR - Human Resources

## Other

Av - Average  
 EoP - End of Period  
 LE - Legal Entity  
 PE - Private Equity  
 TOM - Target Operating Model

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