Benelux opening — three costed scenarios

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Comparable with one another, bet named before the figure · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **The three scenarios rest on the same consolidated data and the same 34 assumptions**: what separates them is written down, what they share is not re-argued. **No scenario is recommended; the arbitration belongs to the executive committee.**

The three scenarios, and the bet behind each

Scenario	Investment	In service	Break-even	The bet
A — full site in Antwerp	**€3.4M**	14 months	**31st month**	**On volume** — the market has to follow
B — extension of the Lille site	**€1.2M**	5 months	**14th month**	**On the calendar** — capacity capped at +38%
C — sales office, maintenance subcontracted	**€0.4M**	3 months	**7th month**	**On a partner** — the maintenance relationship goes through a third party

Scenario	Investment	In service	Break-even	The bet
Zero — nothing changes	0	—	—	**On the status quo** — and it has a cost, quantified below

A board does not arbitrate three figures, it arbitrates three risks. That is why the bet is named before the result: the question « up to which month are you willing to wait for the return? » eliminates two scenarios in one sentence, where comparing break-even points takes forty minutes.

Effect of each scenario on the four existing sites

Scenario	Site affected	Load removed	Effect on its margin	Return to balance
A	**Reims**	**−6% (prudent variant: −5.4%)**	**−0.9 points**	11 months, per the 2021 precedent
B	None	0	0	Not applicable
C	Reims	−2%	−0.3 points	5 months
Zero	Reims	0	0	**But 6.4 days of delivery time against 2.1 in France**

The cost of the zero scenario

Element measured	Value	Source
Tenders lost in the Benelux over 3 financial years	**11**	CRM, closed lost deals
Of which lead time is named as the reason	**7**	Sales reports
Announced amounts, cumulative	**€2.9M**	**A total of announced amounts, not a forecast**

Element measured	Value	Source
Borrowing capacity preserved	Intact for the Reims line in 2029	Financing plan

What is advised against, and why it is quantified

Combination	What it promises	What it triggers	Conclusion
A and B launched together	Capacity and calendar at the same time	**Cash below €1.8M in the 9th month, under the banking covenant threshold**	**Advised against — a scenario that reopens your credit line is not a good scenario**
A then B at 18 months	The same result, shifted	Minimum cash at €3.1M	Workable, for the board to arbitrate

A banking covenant is the quantified undertaking given to a bank — a cash level, a debt ratio — the breach of which reopens the negotiation of the credit line.

Bet accepted by the board (volume · calendar · partner · status quo): ______

Maximum acceptable payback, in months: ______

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