Sensitivity — the two variables that tip the scenario

LINDBERGH FORMATION — 16 rue de Maillé, 91310 Montlhéry, France · Companies register (RCS) Evry 817 946 114

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Of 34 assumptions, 2 decide · fictional document

Fictional document — demonstration example
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Fictional document, produced for the demonstration. *Sensitivity is the effect on the result of a change in one assumption.* **It says where the real uncertainty lies, rather than where the felt uncertainty lies** — the two rarely coincide, and that gap is what loses whole meetings.

What decides, and what changes nothing

Assumption	Variation tested	Effect on break-even for scenario A	Decides?
Renewal rate of maintenance contracts in the Benelux	**83% / 88% / 93%**	**43rd / 31st / 24th month**	**YES — 19 months of amplitude**
Cost of energy on the site	**±20%**	**±4 months**	**YES — but it can be bought out**

Assumption	Variation tested	Effect on break-even for scenario A	Decides?
Price of the warehouse	±15%	±7 weeks	**NO — and it is the one most talked about**
Hourly production cost	±10%	±3 weeks	No
Time for the operating permit	+3 months	Shifts the in-service date, not break-even	No
The other 29 assumptions	±10%	**No change in the ranking of A, B and C**	No

Twelve months of difference for five points of a single assumption. The board's decision does not turn on the size of the investment — it turns on a renewal rate nobody has yet measured on the target market.

The uncertainty that can be bought out

Variable	Exposure	Instrument available	Residual exposure
Cost of energy	±4 months on break-even	**3-year fixed-price supply contract**	**±1 month**
Renewal rate	19 months of amplitude	No instrument — it is measured, not bought	19 months for as long as it is not measured

The test proposed before the decision

Element	Content
What is measured	**The real renewal rate of the 34 Luxembourg contracts since 2022**

Element	Content
Why that sample	Neighbouring market, served from Reims under similar conditions — **and they are your own contracts**
Timeline	Computed the same evening
What the result triggers	**If it comes out around 84%, scenario A is no longer first — better to know before the board meeting than in three years' time**
What it does not do	It does not replace the decision: it moves the debate from opinion to measurement

Renewal rate observed in Luxembourg: ______ · Consequence retained by the board: ______

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