

BUSINESS PLAN

FF
Meal Kit Delivery
service in Latvia,
specializing in healthy
food and balanced diets
for the whole family.

January, 2024



Meet FF!

FF is a Meal Kit Delivery service. We bring ready-made ingredients for specific dishes in the right quantities. This is a kind of "constructor" from which you prepare a delicious meal according to a recipe quickly and easily. Conveniently, there is exactly as much food as you need: no need to throw away extra or overeat so it doesn't spoil.

We offer two variants of kits:

- already assembled dishes, requiring only heat treatment and garnishing/plating/serving;
- all ingredients are prepared as much as possible (according to the recipe: washed, cleaned, chopped, mixed, heat treated).

We offer our customers interactive cooking instructions:

- intuitive diagrams within the application
 - short Reels videos for each step in the preparation of a dish
- Local chefs share their own cooking tips and tricks

All this allows us to position our service as "beginner friendly", we are open to everyone who is just starting to learn the culinary craft and is still afraid to cook on their own.

As part of the online platform WEB site and mobile application we plan to use advanced ML algorithms to analyze and learn from data on the number and content of our customers' orders, as well as based on feedback on products and dishes. Based on neural network training, we will create combinatorial solutions by combining data from the field of psychology with analysis of our customers' behavior patterns. This will allow us to suggest customized product sets and develop favorite dishes.

By bringing our product to the market, we know that we will help young parents, single people and everyone who wants to have a complete healthy diet to do it easily, with a smile and without boredom.

Our project is important for Latvia, as it realizes an important national component through promotion of local cuisine and traditional Latvian dishes, as well as promotion of local farmers (food suppliers) and experts (guest chefs and nutritionists).

The reports used were:

- <https://www.statista.com/>;
- <https://www.gminsights.com/>;
- <https://www.skyquestt.com/>;
- <https://www.self.com/>;
- <https://www.cnet.com/>;
- <https://www.euromonitor.com/>;
- <https://www.technavio.com/>.



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BRIEF DESCRIPTION OF THE PROJECT

FF is an innovative Meal Kit Delivery, which is based on the principles of healthy eating and balanced diet, created taking into account modern eco-friendliness trends to promote Latvian national cuisine with the support of local experts.

Basic functionality:

- meal kit delivery (order via website or mobile app);
- interactive instructions in Reels format;
- customized food and meal selection;
- consultations with chefs and nutritionists.

Where our services are applicable

- Households;
- Offices (if a kitchen is available);
- Dormitories and hostels;
- Conferences and business dinners.

Models of service rendering

WEB platform and mobile application. The system is monetised through customer orders. Clients can be both individuals and companies. In the future, FF plans to expand to other countries by opening its own offices and attracting franchisee partners.

The product

FF is a Meal kit delivery service based on the principles of a healthy diet and a balanced diet. The service uses ML technology, which uses machine learning algorithms to analyze different knowledge about customer preferences, the composition of meals, and the value of food. By connecting to our app, consumers gain unique, personalized experience and knowledge, as well as an undeniable advantage in the highly competitive food-delivery industry.

What we offer:

- Possibility of ordering on the territory of Riga (one year after the start we plan to expand to the whole of Latvia);
- The ingredients in our kits are already pre-prepared, allowing them to be used even by those who can't cook and want to do it quickly;
- Analysis of individual preferences of customers;
- Eco Friendly packing (reduced plastic volume);
- Interactive instructions for each cooking step.

Demand for the solution

According to 2023 data from research firms Euromonitor and Statista:

1. The Meal Kit Delivery market in the EU countries amounted to 3.8 billion dollars, of which Latvia borrows 23.6 million dollars;
2. Forecast market growth of at least 14% annually over the next 5 years;
3. Customer satisfaction index of operating companies more than 70%;
4. Market companies continue to grow their advantage by expanding the product line and new customer categories;
5. The main promising areas of the market: children's kits, sets for single and elderly people, organization of delivery of kits to offices with kitchen.

Understanding the Latvian market

Latvia is considered an ideal market for our project with all the necessary potential.

Prerequisites for the success of our project:

- 55.2% of all Latvian permanent residents of working age were employed according to the 2021 population and housing census conducted by the Central Statistical Office (CSO) at the beginning of 2021;
- the urban population is growing by 8.3% per year;
- 50% of Latvian companies returned their employees to offices and canceled remote work after the COVID2019 pandemic shows the results of a survey of two hundred Latvian companies conducted by Jumis Pro;
- 44% of respondents try to limit sugar consumption, another 37% try to reduce the amount of salt in their diet according to the Health Index 2022.

Competitive advantages

Our project is a win-win solution based on an innovative approach and advanced neural network technology to analyze preferences and develop individual recommendations for a client that has already established itself in other areas. Existing services look archaic. They do not use new views and work on old customer lists or recruit subscribers.

While services in other industries have long worked to identify potential customer audiences and find similarities - similar to the advertising model Facebook Look-a-Like.

Our solution is one step ahead, as it analyzes and hypothesizes not only the client audience in the form of similarities. Innovation consists of customer preference search, preference processing, and machine-learning analysis. As a result, we can offer individual recommendations.

This solution will make it possible to realize the potential of the market for preparing food from ready-made ingredients and dramatically increase the efficiency of all market participants.

Technology and innovation (WEB and APP)

- Core - The Hasura GraphQL;
- Addons - Nest JS/TS;
- Web client - JavaScript, React;
- Architecture - microservices;
- Server - docker, docker-compose, Kubernetes;
- Data - PostgreSQL, MongoDB, ElasticSearch;
- Queues - RabbitMQ, Redis;
- Mobile Apps - Android/Kotlin, iOS/Swift;
- ML - TensorFlow, Scikit-learn;

Algorithms:

- Stochastic gradient descent (SGD);
- SVC classification by support vector method;
- Logistic Regression for Multi-class Classification;
- Classification by the nearest neighbor method;
- Random Forest;
- Perceptron multilevel classifier.

Benefits for Latvia

Our project will bring long-term economic benefits and affects the growth of healthy habits of Latvians and the well-being of the nation.

- Revives the traditions of national Latvian cuisine;
- Helps customers eat healthier, more balanced meals;
- Allows families to enjoy home-cooked meals of their own;
- Reduces cooking time, freeing it up for more important things;
- Provides access to advice from leading local experts;
- Develops the interest of foreign guests of Riga to dishes of national cuisine;
- Influences interest in Latvia as an active participant in the global food delivery market;
- Affects the tourism industry;
- Takes local experts to a new level.

Financial plan

- The investment required in 2023 is 50,000 euros, which will be provided by the founder of the company.
- We are currently negotiating with funds in the EU and Latvia to provide a grant to cover unforeseen project costs.
- In 2024, the first start city is Riga. Until 2027, we will develop the service in Latvia. From 2028, we plan to expand the company to other EU countries. To do this, we could attract an investment of about 400,000 euros from a European company. By then, we will have a well-defined revenue cost model and a practical CPA and LTV customer acquisition model will be calculated. There are many territories where we could find a target audience, including France, England, Germany, Austria, Sweden, Norway, Denmark, USA, Canada.

Founder of the service - Tim Zakharov

He has 10 years of experience in the food industry at the highest managerial positions. Thanks to this, he has developed tremendous experience in the industrial production of food and the organization of business processes: production and management, marketing, R&D, packaging, cooling, freezing, logistics, product safety (he is the leader of the HACCP group and is responsible for food safety), sale, STM, restaurant business (created and developed a network of fast food restaurants), franchising.

MARKET ANALYSIS

Our project is connected with the growing market. A dynamic and inspiring interest in food delivery via a website and mobile apps. Every year the trust and check online orders of food sold through the Internet grows. The share of meal kit delivery's orders is growing steadily. Great interest in buying young buyers under 30 years old.

Meal kit delivery Market

- Global market estimates for 2022 are \$14 billion.
- 35% of the market is occupied by the United States
- Fastest growing markets - Canada and China
- Average annual growth rate 8.9%
- About 8% of food shoppers in Poland are regular recipe box users.
- The Latvian market also registered growth with the indicator of 23.6 million dollars

Meal Kits eCommerce market

- The Latvian Meal Kits eCommerce market is predicted to reach US \$ 3.9 million by 2023 and accounts for 5.9% of the Food eCommerce market in Latvia. The expected compound annual growth rate for the next four years (CAGR 2023-2027) will be 9.7%, resulting in a projected market volume of US \$ 5.6 million by 2027.

Country	Predicted value of Meal kits eCommerce by 2023	% of the food eCommerce market	The expected compound annual growth rate for the next four years (CAGR 2023-2027)	Projected market volume by 2027
<u>Latvia</u>	3,9 million US\$	5,9%	9,7%	5,6 million US\$
<u>Estonia</u>	0,7 million US\$	5,9%	9,7%	1,0 million US\$
<u>Lithuania</u>	1,7 million US\$	5,8%	10,6%	2,5 million US\$
<u>Finland</u>	14,3 million US\$	6,0%	9,5%	20,5 million US\$
<u>Denmark</u>	30,0 million US\$	6,2%	11,6%	46,5 million US\$

Methodology definition of the Meal Kits market within the Grocery market by ECDB:

Meal Kits provide all the ingredients and recipes needed to prepare a complete meal. This category does not cover recipe books and ready meals. All monetary figures refer to the annual gross revenue and do not factor in shipping costs.

Trend on the growth of online food delivery

According to a Norstat survey, 43% of respondents from Latvia regularly (more than twice a month) order food from restaurants to their homes. The main reason why they do this, 48% of respondents identified "It saves them from self-cooking when you do not really want to stand at the stove", the second most popular answer for 39% of respondents "Delivery from the restaurant saves time and allows you to try dishes that are difficult to cook yourself."

Eco Friendly Packaging and Origin Goods

A July 2022 survey by Mastercard and the Financial Services Association found that 38% of Latvia's residents shop online at least once a month. At the same time, 47% of respondents said that they pay attention to the composition and origin of goods placed in their online baskets. This is especially important for 72% of young mothers. In turn, it is important for one in four residents that the online store pack their goods during delivery in recyclable packages.

Portrait of the Target Audience

According to Citadele Bank data on online purchases made in Latvia in 2021 and 2022 using payment cards, the category of online food delivery from restaurants has grown by 150 times compared to the results of 2020. This figure was influenced by the Covid 19 pandemic and, as a result, remote work for many residents of Latvia without visiting the office. Mostly online food orders are made by people between the ages of 20 and 45, women 63%, in the evening and weekend orders more. No separate statistics are available for the target audience on the delivery of meal kits for cooking at home.

Distribution by type of food order (based on 2022 results in Latvia):

Food from restaurants - 57%

Products from the store - 31%

Other (including Meal Kit Delivery) - 12%

Portrait. Residents of Riga

In Riga and Riga district (Pririzhye) at the end of last year lived 53.1% of the country's population, the Central Statistical Office reports.

Riga is home to 610,000 people, 32.4 per cent of the total population and 46.4 per cent of all city residents.

In recent years, there has been a tendency for residents of the capital to move frequently to its immediate surroundings. In 2022, the number of residents of Riga district increased by 1.8% or 7,000, the number of residents of Riga - by 0.6% or 3,700, and in Zemgale - by 0.01% or 30 people more. Latgale's population declined the most, by 0.9% or 2,200. In Kurzeme it decreased by 0.4% or by 917 people, in Vidzeme it decreased by 0.2% or 335 people.

According to the SKDS survey, 30% of Riga residents surveyed visit restaurants, cafes or canteens every day. 14% of survey respondents visit a catering establishment once or twice a week, and about a quarter (24%) once a month or less.

The average check for lunch at restaurants in Riga reached 22.90 euros at the end of 2022.

Portrait. Companies in Riga

According to the media "Context Latvia" at the end of 2020, at least 300 offices and businesses with their own kitchens for employees were presented in Riga. At the end of 2022, there were 32 B+/B business centres in the city, including 12 with cooking facilities.

According to FoodClub's 2022 report, at least 1,350 food orders are delivered daily to Riga's offices, more than 40% of which are repeat orders.

Company facts for the EU market leaders in 2022::

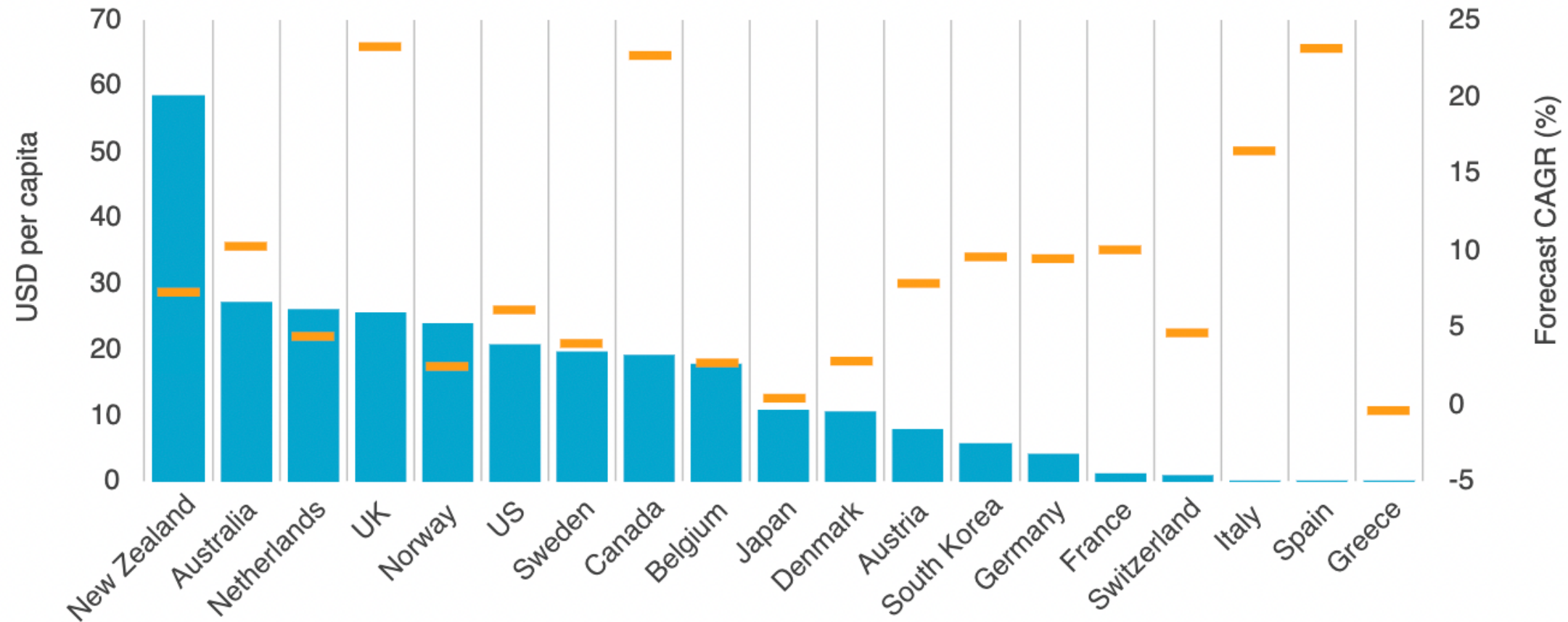
Home Chef, Yoshike!, Blue Apron and Gousto are among the top five meal kit companies around the globe in 2022. However, the leading name in meal kits is HelloFresh, which Euromonitor Intelligence calls the segment's "unrivalled champion", dominating meal kits with almost half (49.9%) of the total market share in 2022. Home Chief, the second largest meal kit provider, comes in second, with a fifth of the market (10.0%).

Since the Covid-19 pandemic, the UK's recipe box provider has seen a rise in sales amid increasing consumer acceptance and uptake of meal kits and increased sales per household. HelloFresh overcame industry hurdles like supply and cost access by growing its supplier network and opening European and North American fulfilment sites in the UK, Germany and Canada. As a result, the meal kit provider navigated issues, including increased transport and raw material costs.

In August 2023, the meal kit producer announced the launch of its ready-to-eat (RTE) brand, Factor, in Europe, aimed at reaching out to a broader consumer base. The meal kit leader will continue to prioritise building engagement with new customers and encourage old customers to return through cross-selling strategies. The brand will also build its e-commerce presence by utilising digital market strategies such as social media channels, influencer relationships, data analysis, and search engine optimisation (SEO).

Meal Kits by Country in 2022 and Forecast 2022-2027

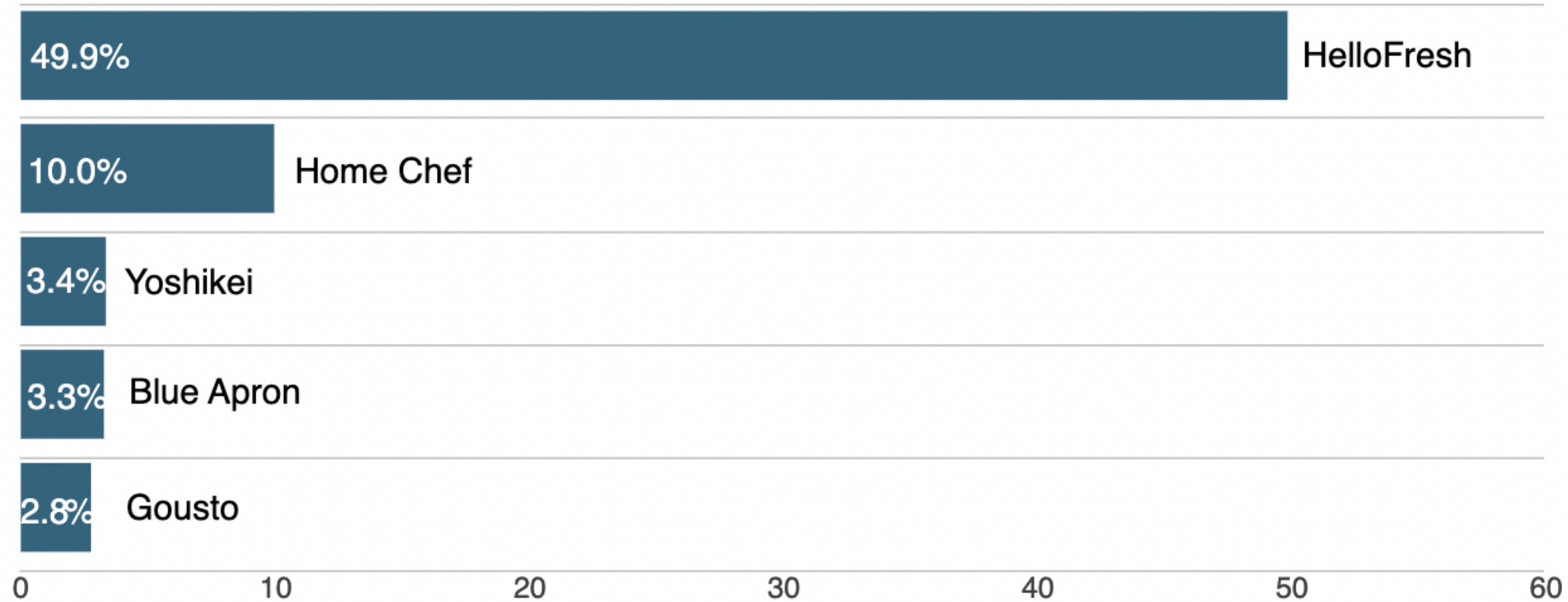
Retail Value Sales



Source: Euromonitor International Cooking Ingredients and Meals, 2023 edition



Meal Kits: top 5 Companies, 2022



Source: Euromonitor International Cooking Ingredients and Meals, 2023 edition



Customer Problems

- Ingredients of dishes from the set must be washed, cleaned, cut, rubbed on the grater. There is a lot of waste in the process and the preparation time is increased;
- The ingredients for each dish are packaged in separate packages, the amount of plastic packaging inside each set is huge, it contradicts the customers' request for eco-friendly services;
- The sets of products for cooking are standard and usually do not take into account the individual features of the customer's food;
- Paper instructions often contain general information without details, so that the cooking process becomes available only to those who are already accustomed and able to cook;
- Dishes do not meet the demand for diversity and high culinary art, most market companies offer combinations of garnish + meat (as an example, different combinations of beef, chicken and rice are included in almost all kits).

LATVIA INSIGHTS

- Forecast for the market for the period of validity of the business plan is positive;
- The population of Riga and other large cities continues to grow due to the influx of local residents and foreigners (especially citizens of Ukraine, Russia and Belarus);
- Existing competitors do not cover the whole market, there are no companies controlling more than 50% of the market in Latvia.

Indirect competitors

Healthy (balanced) food kit delivery market in Latvia

The market is represented by the following companies:

- [Food Factory](#).
- [healthy_box](#)
- [iFood](#)

[Food Factory](#).

“We have not invented how to multiply the number of hours a day but we have invented an opportunity that will allow you to gain extra energy, health and will save time. Food is your fuel, your main source of energy and health. You don’t have to worry anymore about your body receiving a proper, balanced meal that is already in portions and cooked for you. We have created an opportunity that you can say: “Thank you!”. An opportunity that every single body will say: “Thank you!”. An opportunity that wont allow this century to influence your meal. We have named this opportunity Food Factory.”

Food Faactory offers 5 types of daily meal sets:

- Sets for weight loss (1000 kcal). 16-18 € per day
- Sets for weight loss (1500-1700 kcal). 20-22 € per day
- Sets for everyday (700-800 kcal). 12-14 € per day
- Sets for everyday (1900-2100 kcal). 23-25 € per day
- Sets for weight increase (2900+ kcal). 26-28 € per day

And two more solutions:

- Sets for children (several separate dishes)
- Warm Meals (hot lunches to offices)

The are two options for each daily meal sets: Omnivore and Vegetarian.

The number of assumed meals varies from 2 to 5.

For orders over three days, delivery is carried out every three days.

Company guarantees a three-day expiry date to their delivery meals and products.

There is a possibility to order outside borders of Riga, but this is discussed individually.

healthy box

Company claims "When we create our menu, our chef collaborates with a professional dietitian in order to ensure balanced and tasty meals for the whole day. Our menu is very varied. To guarantee freshest and always biologically grown products, our meals are prepared taking into account the seasonality. Our food is prepared only from fresh products, we don't use sugar, colorings or taste enhancers. We collaborate with individual local farmers."

They offer 3 types of daily meal sets:

- Healty Comfort
 - Box consists of four meals - breakfast, lunch, dinner and a snack.
 - 1800-1900 kcal.
 - From 3 days - 64,50 € (21,50 € per day) to 30 days - 555,00 € (18,50 € per day)

- Healty Slim
 - Healthybox Slim consists of four meals - breakfast, lunch, dinner and a snack.
 - 1200- 1300 kcal.
 - From 3 days - 51,00 € (17 € per day) to 30 days - 450,00 € (15,00 € per day)
- Healty Sport
 - Box consists of five meals - breakfast, lunch, a snack, a second lunch and a dinner.
 - 2400-2500 kcal.
 - From 3 days - 72,00 € (24,00 € per day) to 30 days - 660,00 € (22,00 € per day)

Preference for vegetarian or vegan dishes can be specified when ordering.

There is a possibility to order outside borders of Riga: Mārupe, Jaunmārupe, Vecmīlgrāvis, Dārziņi, Mangaļsala, Jaunciems, Piņķi, Riga district, Jurmala. Delivery costs from 3 € to 8 € per day.

Delivery is made every day at afternoon.

iFood

"We, the IFood team, offer healthy, balanced meals that are suitable for all those who want to lose weight or, conversely, increase one. Our offer will help everyone eat a balanced diet, saving time and money."

They offer 7 types of daily meal sets:

- KETO
- Vegetarian
 - 14,5-16 € per day
- 700-800 kcal
 - 7,5-9 € per day
- 1200 kcal
 - 14,5-16 € per day
- 1500 kcal
 - 15,5-17 € per day

- 1800 kcal
 - 17,5-19 € per day
- 2500 kcal
 - 19,5-21 € per day

Delivery:

- Riga + Mārupe - 3,5 €
- Vecmīlgrāvis, Dārziņi, Jūrmala, Mangaļsala, Jaunciems - 6 €

The minimum amount for ordering is 14 €.

COMPETITORS

There are no direct competitors in Latvia.

The study analyses 16 delivery services Meal Kit delivery and Ready-to-eat meals from Europe and USA.

Criteria for comparative analysis:

- menu types (vegan, nursery, nursing)
- query response rate (site, messengers)
- price
- individual product selection (recipe changes)
- what the cooking instructions look like
- common ingredients in dishes
- convenience and delivery areas

Based on the results of the analysis of the services, the following characteristics were identified:

- the most common alternative to the standard menu - vegetarian, then go to children's dishes, mainly presented breakfast and dinner;
- the average speed of responding to a request from the site is 55 minutes, through messengers - 18 minutes, the most popular messenger - WhatsApp;
- it is for Meal Kit delivery the lowest price for 1 portion of the set in UK (2.99 euros), and the highest price in Finland (23 euros);
- There is no choice of food items, but you can specify allergens when ordering and you will be offered alternative dishes (for example, gluten-free or sugar-free);
- instructions are paper, put in a box and duplicated on the site (text + picture), photo instructions for steps only have "Hello, Fresh";
- common ingredients: potatoes, wheat, tomatoes, rice, beans, chicken, beef, salmon;
- delivery time is fixed, delivery zones are specified when ordering (most services work within the capitals of their countries).

Market Leader in the U.S. - <https://www.hellofresh.com/>

- Innovative approach of the company in a wide range of dishes (gluten-free dishes, children's menu, menus for nursing mothers, vegetarian menu, dishes from the chef);
- Interactive instructions with video and photos for each step of cooking.

The screenshot displays a recipe interface with three numbered steps on the left, an ingredients list in the center, and a 'Not included in your delivery' section on the right. The steps describe preparing zucchini, broiling it, and cooking sausage. The ingredients list includes zucchini, chicken sausage mix, crushed tomatoes, sour cream, Italian seasoning, spaghetti, chicken stock concentrate, and parmesan cheese. The 'Not included' section lists salt, pepper, olive oil, sugar, and butter.

1 • Heat broiler to high. Bring a large pot of salted water to a boil. Wash and dry produce. • Trim and halve zucchini lengthwise; thinly slice crosswise into half-moons.

2 • Toss zucchini on a baking sheet with a large drizzle of olive oil, half the Italian Seasoning (you'll use the rest in the next step), salt, and pepper. • Broil until browned and softened, 5-7 minutes. TIP: Watch carefully to avoid burning.

3 • Meanwhile, heat a drizzle of olive oil in a large pan over medium-high heat. Add sausage* and remaining Italian Seasoning. Cook, breaking up meat into pieces, until browned and

Ingredients

1 unit Zucchini

9 ounce Italian Chicken Sausage Mix

13.76 ounce Crushed Tomatoes

1.5 tablespoon Sour Cream (Contains **Milk**)

1 tablespoon Italian Seasoning

6 ounce Spaghetti (Contains **Wheat**)

1 unit Chicken Stock Concentrate

3 tablespoon Parmesan Cheese (Contains **Milk**)

serving amount **2** 4

Not included in your delivery

Salt

Pepper

1 tablespoon Olive Oil


1 teaspoon Sugar

1 tablespoon Butter (Contains **Milk**)

Also on the US Market is presented a project - <https://www.homechef.com/>

- The main difference is the choice from 1 dinner, the menu is divided into 4 categories: Greatest Hits, Easy-Prep Meals, Fresh-Start Meals, Family-Friendly Meals.
- The company collaborates with well-known bloggers and culinary experts to create individual dishes. The main ingredients are duplicated, many vegetables and rice.

Greatest Hits **Easy-Prep Meals** **Fresh-Start Meals** **Family-Friendly Meals**



Sirloin Steak and Bacon Demi
with white cheddar potatoes and green beans

Jalapeño-Popper Chicken
with corn and zucchini

Tuscan-Style Shrimp Penne
with mushrooms and tomatoes

Sweet Chili Pork Lettuce Wraps
with crispy rice noodles

See What's Cooking

Share your favorite mealtime moment with us. [#realhomechef](#)



@mdedgerton @wileywoodle @pucandscar @crazyplantladycat

Number 3 Player in the US Market - <https://www.blueapron.com/>

The company offers both delivery of cooking kits and finished diets. The menu is as accessible as possible, there is a separate category of dishes - Wellness.

See why home cooks stick with the original American meal kit.



5 decades of top restaurant experience

Our chefs bring high standards to crafting your meals.



Fresher ingredients faster

80% of ingredients come directly from producers.



You're busy, so we're flexible

Get boxes on your schedule. Skip, pause, or cancel anytime.

fresh
INGREDIENTS

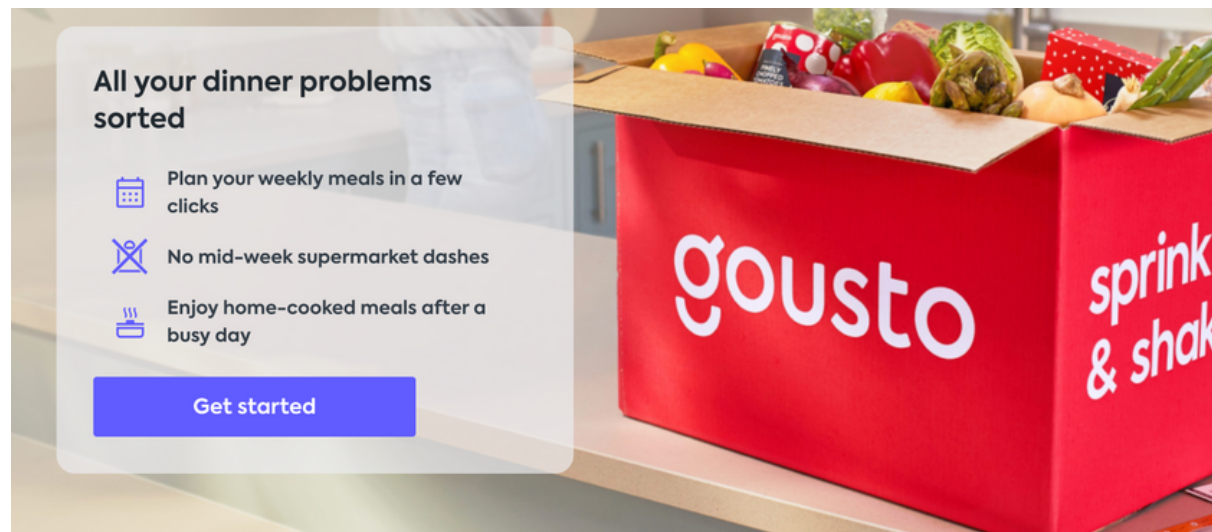


- 10 oz Cooked Pulled Pork
- 6 oz Cavatappi Pasta
- 1 Romaine Lettuce Heart
- 4 oz Grape Tomatoes
- 1 Tbsp Hot Sauce
- ½ oz Pickled Peppadew Peppers
- ¼ cup Cream
- 2 oz Smoked Gouda Cheese
- 4 oz Shredded Monterey Jack Cheese
- 2 Scallions
- 1 Tbsp Ketchup
- ¼ cup Barbecue Sauce
- ½ cup Béchamel Sauce
- 3 Tbsp Ranch Dressing
- ¼ cup Panko Breadcrumbs
- 1 oz Tomato Chipotle Flavored Butter

Europe Market Leader - <https://www.gousto.co.uk/>

The company prioritises vegetarian dishes, with an emphasis on fresh and canned vegetables, fruits, beans and cereals.

The cost of recruitment is one of the lowest in the list of companies.



Variety

- ✓ 75+ recipes to choose from every week
- ✓ Family classics, global cuisines, and healthy choices
- ✓ Plant-based, gluten-free and dairy-free options



Quality

- ✓ Fresh ingredients from trusted suppliers
- ✓ High quality fresh meat that's British wherever possible
- ✓ All recipes tried, tested and loved by our chefs and customers



Simplicity

- ✓ Easy-to-use recipe cards, cooked in as little as 10 mins
- ✓ Pre-measured ingredients for zero food waste
- ✓ Delivered to your door, 7 days a week

Company from Finland - <https://ruokaboksi.fi/>

It serves European and national cuisine and changes twice a month. The ingredients are dominated by vegetables and cereals. Designed for a wide audience, with available recipes, including for beginners.



Paahdettu kukkakaali-kikhernesalaatti & soijagurttikastiketta (V,G)

Ihana kukkakaali ja kikherneet maustetaan ja paahdetaan uunissa. Salaatti kruunataan vegaanisesta salaattijuustosta ja soijagurtista valmistetulla kastikkeella.



Kermanainen bratwurstpasta pinaatilla (L)

Pasta valmistuu maukaasta bratwurstista ja sinappisesta kastikkeesta. Ruokaisuutta pastaan tuovat pinaatti ja paprika.



Jauhelihakeitto muksujen makuun & ruisleipää (sis.maitoa)

Jauhelihakeitto maistuu varmasti koko perheelle. Tomaattipyree ja mausteet tekevät tästä keitosta perinteistä versiota paremman. Keittojuurekset voi halutessaan raastaa, jolloin lapset syövät huomaamattaan kasviksia.



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Edullinen hinta

Voit itse valita haluamasi reseptit boksiin, tai luottaa kokkiemme tekemään esivalintaan. Palveluun kuuluu ammattikokkien laatimat reseptit, laadukkaat raaka-aineet ja ilmainen kotiinkuljetus.



Laadukkaampi arki

Ruokaboksilla arki helpottuu, inspiroidut arkikokkailusta ja opit uutta. Samalla syöt terveellisemmin ja monipuolisemmin ja saat enemmän vapaa-aikaa.






Palvelua on helppo kokeilla

Ensimmäisen boksen jälkeen päätät itse miten jatkat palvelun käyttämistä. Kun tilaat tutustumisboksen saat tasan yhden boksen ilman jatkotilauksia.

New service from Serbia - order.molimvolim.com/en/plan

The company is interested in the fact that we offer restaurant-level dishes, there is also the possibility of urgent delivery (within an hour). Separately indicate that the use of plastic packaging is minimal, replace it with paper.

<p>Now </p> <p>Hungry? Try out meals with instant recipes.</p> <p>60 min. delivery. Choose from an ever-changing mix of meat, fish, Diabetes-Friendly recipes and health-conscious offerings.</p>	<p><input type="radio"/> Tiny</p> <p>3 dinners each serving 2 persons. Shipping weekly.</p> <p>Choose from an ever-changing mix of meat, fish, Diabetes-Friendly recipes and health-conscious offerings.</p>	<p><input type="radio"/> Signature </p> <p>5 dinners each serving 2 persons. Shipping weekly.</p> <p>Choose from an ever-changing mix of meat, fish, Diabetes-Friendly recipes and health-conscious offerings.</p>	<p><input type="radio"/> Family </p> <p>5 dinners each serving 4 persons. Shipping weekly.</p> <p>Recipes for families, gatherings, or family and friends dinners, with a variety of options that are changed weekly, including meat, fish and other health-conscious offerings.</p>
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WHAT'S INSIDE THE BOX?



Chef-designed recipes

With step-by-step instructions so you never miss a beat.



Perfectly-portioned amounts

So no morsels or dollops go to waste.



Fresh & Seasonal

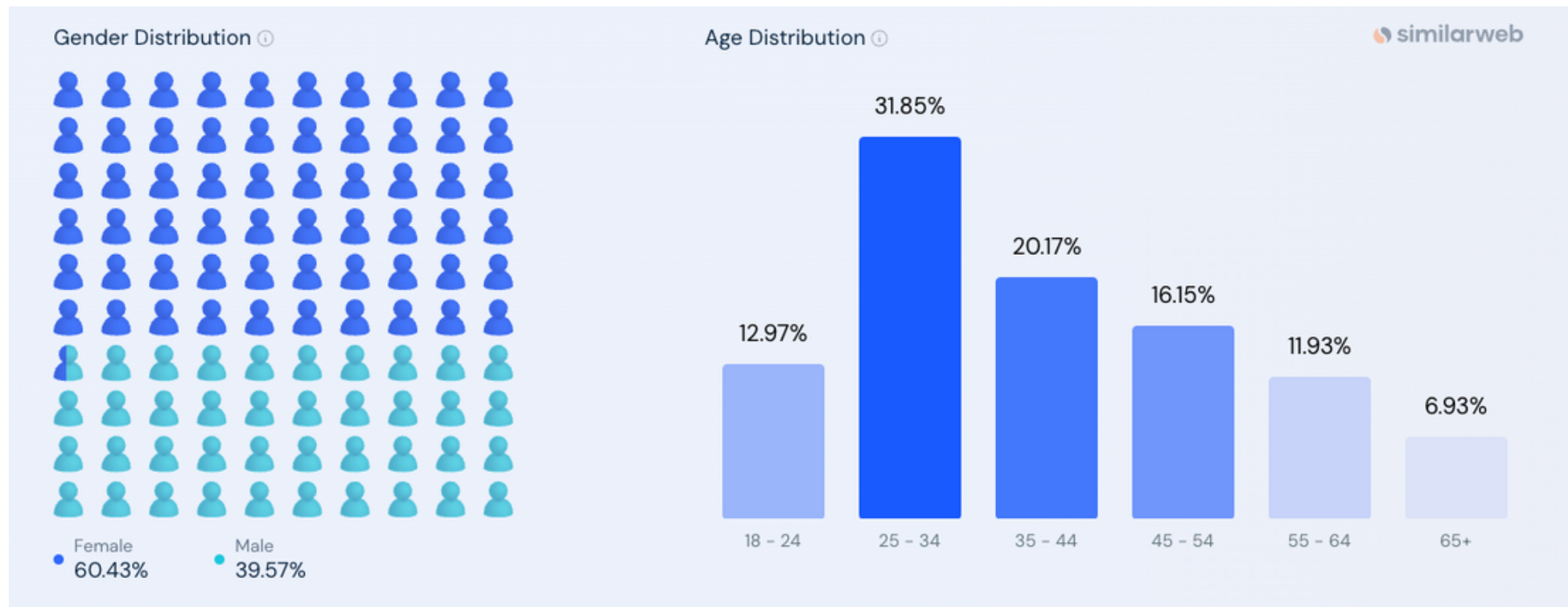
Produced beyond what you can find in most grocery stores.



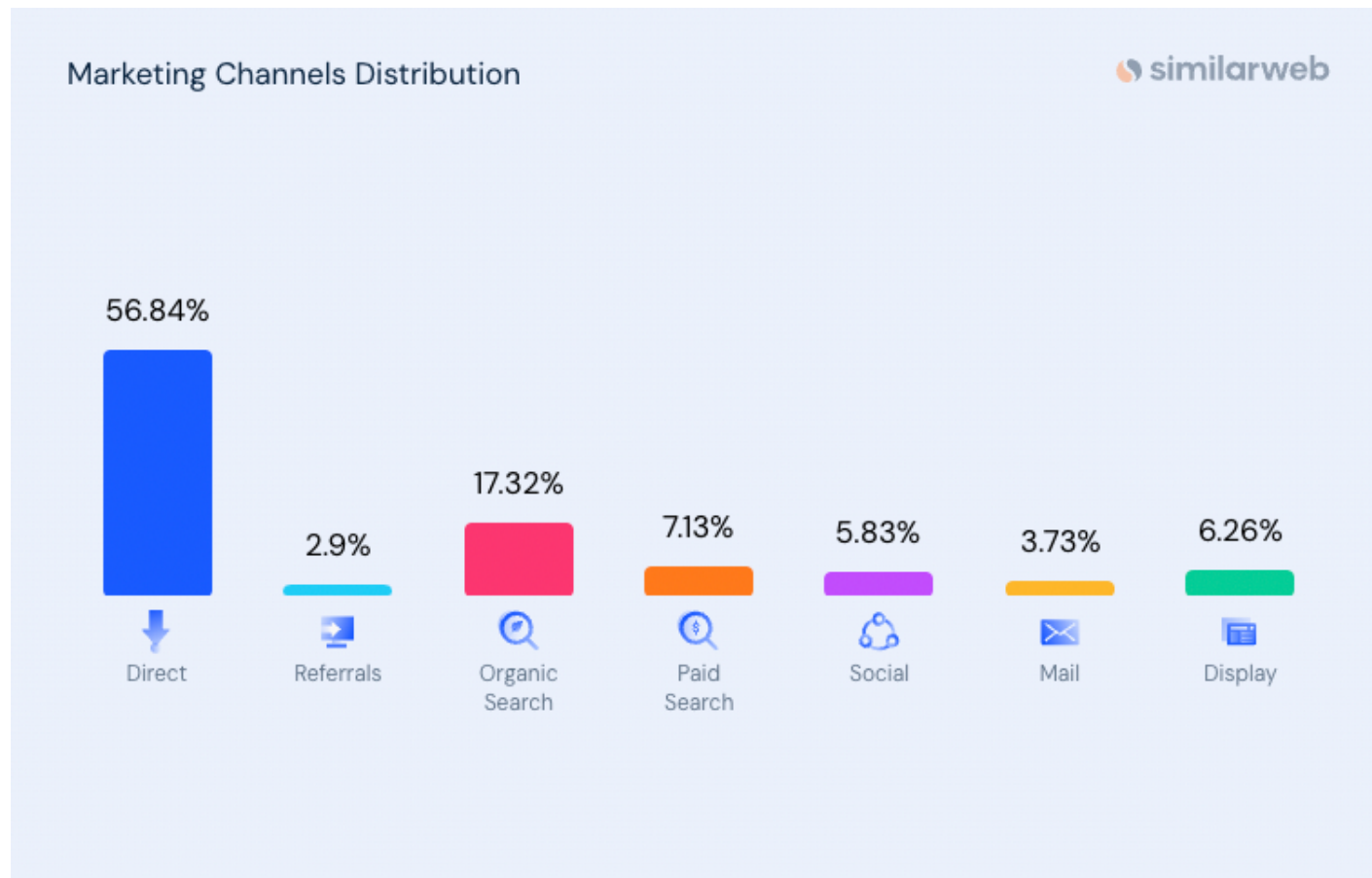
Handcrafted ingredients

Your ingredients stay fresh until you're home and ready.

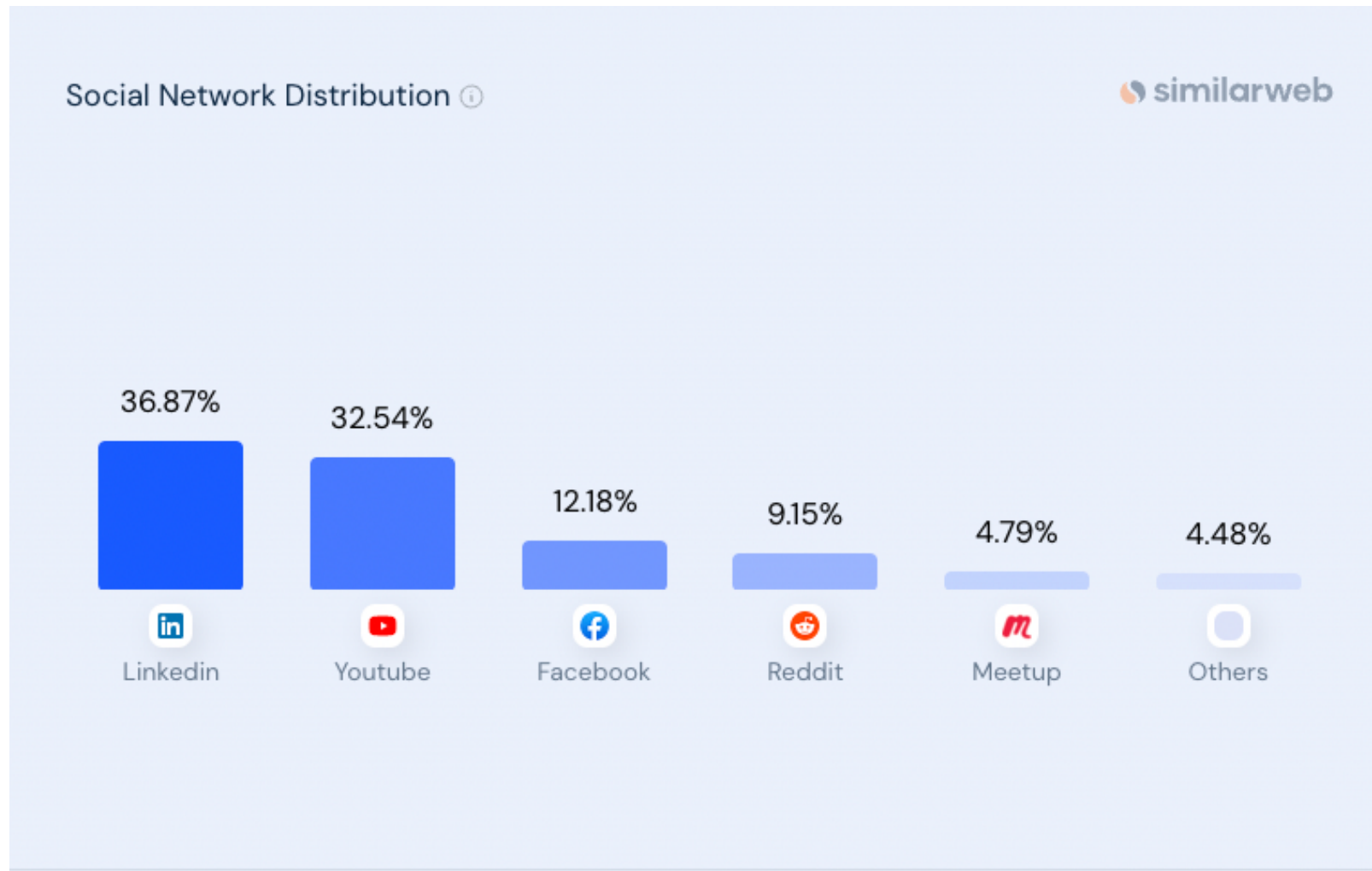
According to the data of the automated system of assessment of Internet sites Similarweb.com audience data of the presented companies is below, on average for the last year. The core of the target audience is 25-44 years old. More than 60 per cent of the target audience is women.



The main sources of traffic for companies are presented in the table below. The leader is direct contextual advertising, organic search and targeted advertising. The largest growth is shown by traffic from social networks (more than 3% for the year).



The distribution of traffic across social networks is shown in the table below. Unexpectedly high performance has LinkedIn at the expense of companies in the American market. For European companies, advertising campaigns in Youtube and Facebook have the highest rates.



PROBLEMS WE SOLVE

- Product kits are limited to repeating ingredients;
- Only basic divisions are presented, without taking into account individual characteristics;
- Gourmet cuisine with a restaurant serving is poorly presented;
- The national cuisine is poorly represented;
- Weak represented eco initiatives, a huge amount of plastic packaging for each set;
- Pre-preparation of the food is either not available or poorly presented (must be washed, cleaned, processed each ingredient before cooking);
- The paper instructions do not contain the necessary detail, the ingredients in reality differ from those presented in the photo.

OUR SOLUTIONS

One important consequence of the COVID-19 pandemic is a changing culture of cooking at home and feeding families around the world. People started cooking at home again and with the return to work in the office, time to search, buy food and prepare meals has become much less, and the need to eat deliciously and correctly preserved. That's why companies offering Mil Kit delivery service solve this problem, allowing to reduce time on cooking, while getting full meals for family lunches or dinners. The Mil Kit delivery market is changing now. Companies are gradually expanding product lines, reducing the volume of plastic packaging and taking into account the individual preferences of customers. At present, this process is moving slowly, no innovative services are presented, FF plans to solve market problems and present in Latvia innovative service Mil Kit delivery.

We solve problems:

1. Formation of a line of dishes on the basis of a preliminary analysis of the target audience

Before the menu starts, we plan to conduct live surveys of potential customers in Riga and the suburbs to form recipes that will really be interesting for our target audience

2. Individual preferences in menu

We plan to organise a set of vegetarian dishes, gluten-free dishes, meals for nursing mothers, for beginners (who cooks for the first time), for single people (order from the 1st serving), for the elderly (video instructions more detailed and with a large font, text for the visually impaired)

3. Eliminate plastic packaging altogether

We are planning to change the packaging market of the kits. The complete elimination of plastic packaging will help us reduce the amount of waste from each set and make the brand more eco-friendly.

4. Restaurant-level dishes

Gourmet cuisine available in preparation. Special products: fish, seafood, meat of valuable breeds. the possibility to prepare home dishes from the author's restaurant.

5. Latvian national cuisine

The educational and cultural component of the project is important to us. Our customers will be able to cook at home and taste the food of their ancestors, as well as dishes of other peoples of the world.

6. A new approach to preparing ingredients

We understand that our customers have limited time and they also consider the preparation of our meals as part of leisure activities. It is therefore important for us that they do not waste time washing, cutting and rubbing vegetables and other ingredients. All products are supplied in the form in which they are needed for the preparation of the dish, that is, everything is washed, cleaned, cut and ready to be mixed, boiled or baked.

7. Interactive Instructions - a reliable assistant

Only text and photos or individual videos will not be able to convey the accuracy and details of the cooking process. We see the possibility of concentration of the client's attention only when combining the instructions into a game card with photos, videos, infographics and text inside the mobile application and through the site. You set a timer after cooking begins, mark each activity in the list, and move on to the next stage. The system itself will remind you what to do next and will not let you forget about the next stage.

8. Supporting local farmers

We plan to maximise the percentage of local products in our meals. The customer will know from which farmer which product gets on his desk. It is also important for the development of the educational component. People often don't know the variety of foods that are grown and produced in their country and city.

PRODUCT DESCRIPTION

Production hall (up to 200 square metres)

WEB Platform

Mobile App

Select Type:

- 1 dinner
- 3 dinners
- 5 dinners
- 3 breakfasts + 3 dinner
- 5 breakfasts + 5 dinners

How many people?

1.2.3

Features:

- meat-free meals
- gluten-free meals
- beginner's meals
- dishes like the chef (choose the chef)
- dishes on the advice of a dietitian (choose a dietitian)
- meals for nursing mothers
- children's meals
- dishes for athletes
- fish dishes
- national cuisine

Interactive instructions:

- Video in Reels format (description of stages of preparation)
- Text Files
- Photos of ingredients
- Infographics (which products are mixed and sequence of actions)
- Timer (game map with stages and audio signal)

Choose a delivery format once a week or twice a week

Select Address

Choose your payment method (1 month subscription, one-time payment, credit payment)

BUSINESS MODEL

Our business model contains several revenue options:

1. CLIENT ORDERS: Payment for orders from our clients
2. ADVERTISING: Income from advertising activities of partner brands on the website and in the mobile application.

Payment options include potentially sell anonymized data to outside companies or organizations that might use it for research or other purposes.

We plan to use our own and raised funds to finance the development of the web platform, the project's mobile application, the production shop and marketing.

Marketing strategy: attracting customers through direct contextual advertising, targeted advertising and affiliate marketing. For promotion we will use social media tools, targeted email marketing and search engine optimisation. Attract corporate clients and partners through professional networks, industry exhibitions and business forums.

As the platform grows, we will invest in optimisation, ML, educational content and content marketing to attract more leads and provide more tailored services.

Target market:

FF is targeting women and men between the ages of 20 and 45, which will allow us to build up a long-term client base. The practical model will be developed in partnership with farms, leading chefs and nutritionists in Latvia. We plan that the first customers of our service will be residents of Riga, who will take part in a focus group before the launch of the company. In addition, we are going to conduct pilot projects with large Latvian farms and their results will give us the necessary critical mass for the effective operation of the service.

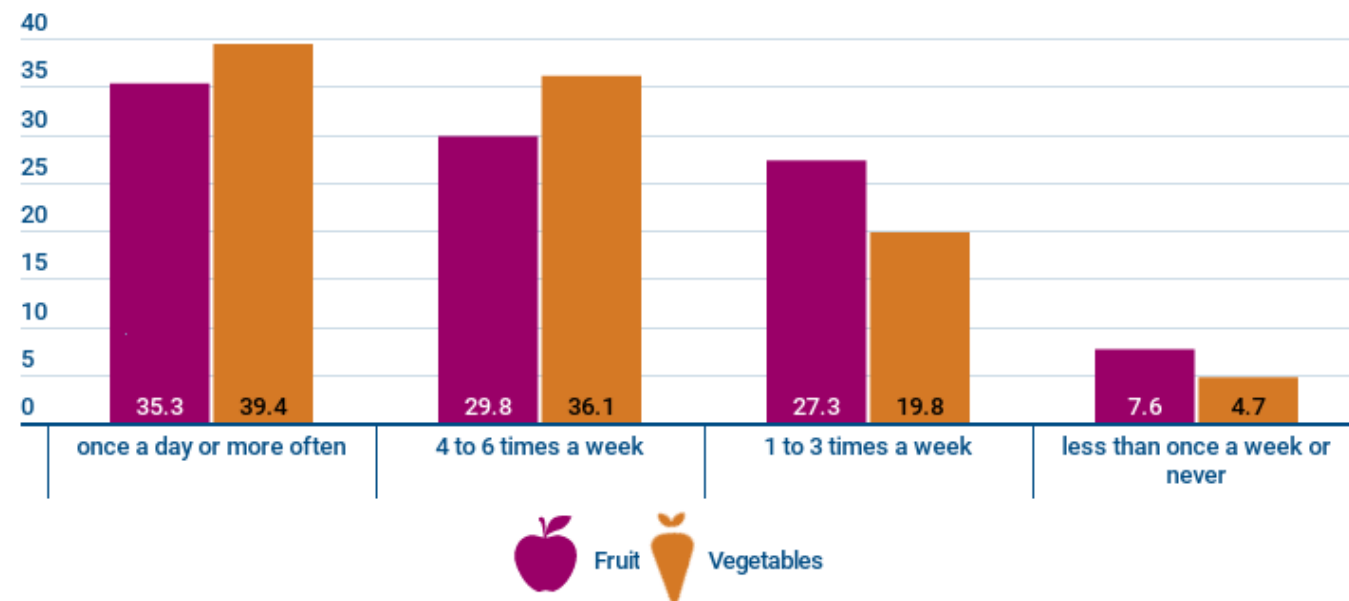
During 2024/25 we plan to cover all districts of Riga. Overall, FF's business model implies sustainability and scalability, as well as providing value to our customers.

BENEFITS FOR LATVIA

- During the first 3 years of the project we plan to create up to 50 jobs for Latvian citizens;
- Our company will introduce national cuisine into the menu;
- We plan to use products of local farmers and promote local farm brands;
- We invite local industry experts - doctors of nutrition and chefs of leading restaurant projects - to co-operate with us;
- In our project, the educational component is of key importance, so we plan to hold masterclasses and an open lecture on healthy lifestyle and healthy local products;
- Separately, our company plans to assist Latvian foundations supporting lonely pensioners and to provide Christmas and Birthday packages as a gift.

The project pays special attention to cooperation with local farms and aims to increase the consumption of vegetables, herbs and fruits for the population of Riga and neighboring cities. Among other things, we are planning public campaigns to support the consumption of local vegetables for Latvian residents and visitors.

The results of the European Health Interview Survey (EHIS) published by the Central Bureau of Statistics for the year 2021 show that for the residents of Latvia, healthy eating is influenced by income, education level and employment. 41.8% of the population with the highest income (fifth quintile group) eat fruit at least once a day, while 49.7% eat vegetables. Among the lowest income population (first quintile group), 29.2 % ate fruit and 30.5 % ate vegetables. The population over 65 years old consumed less vegetables and salads daily than the average for Latvia. In turn, young people aged 15-24 and elderly people aged 75 ate the least amount of fruit on a daily basis - 2.8 and 3.5 percentage points less than the national average, respectively. Fruit and vegetables were consumed more frequently per day by the employed population - 36.9 per cent and 42.9 per cent, respectively, and the population with higher education - 44.7 per cent and 49.7 per cent.



NEW JOBS

We plan to create up to 50 jobs for Latvian citizens in the first 3 years of the company's operation

Position	Salary in euro
Manager (2 people)	3,500
Cook (3 people)	10,000
Kitchen worker (6 people)	6,000
Cleaner (6 people, half shift)	5,000
Technical worker	1,800
Driver - forwarder (4)	4,200
Accountant (meal calculation)	2,300
Marketing manager	2,800

Salaries are market averages for open vacancies on Latvian recruitment portals as of December 2023.

Year one: 3 employees and a salary of 24000 €

Second year: 12 employees and a salary of 37600 €

For the third year: 36 employees and a salary of 82400 €

FIRST-YEAR PLAN

The objectives of the project are to launch a working platform, start collecting Big Data and testing hypotheses. In order to form the right hypotheses and proceed to analyses and ML, we will need the participation of professionals from the Latvian food community in the project. We plan to negotiate with the leading nutritionists and chefs in Latvia to form technological charts and food lines for different preferences of our future customers.

In parallel, we will create the following systems:

- Production shop: choosing a location, purchasing equipment, hiring and training staff, connecting partner services to promote the service;
- Classification and storage of big data: visual images, variables related to time, citation, size and value of the object;
- System for ML analysis and training of neural networks, hypothesis building and validation of selected algorithms;
- A system of knowledge, education, hints and interactive instructions, game-maps and infographics;
- In parallel, we will create a web interface, platform and mobile apps for iOS and Android. We need to pay attention to the app and make it native, which will have a big impact on the LTV of the platform. We expect that a recommendation service in the community of chefs and food bloggers will be the best way to promote our platform.

We plan to negotiate and involve Dzintars Kristovskis, head chef of Michelin-selected Barents restaurant.



We also plan to offer co-operation to the chef ĒRIKS DREIBANTS (chef of the restaurant Pavāru Māja in Riga), who holds a Michelin Green Star for his special eco-friendly approach to food preparation



Research

- As part of the research we need to confirm and establish categorisation and access systems. A detailed study of the structure of the food delivery market in Latvia, identifying areas where our influence will be fundamental.
- Study of the system of production requirements and sanitary norms for industrial premises for food preparation
- Study and test purchases from indirect competitors (delivery of ready meals);
- Educational programmes of professional training for cooks and kitchen workers;
- Rules and procedure for registration of documents for ownership and long-term commercial leases;
- Analysis of food storage and transport conditions.

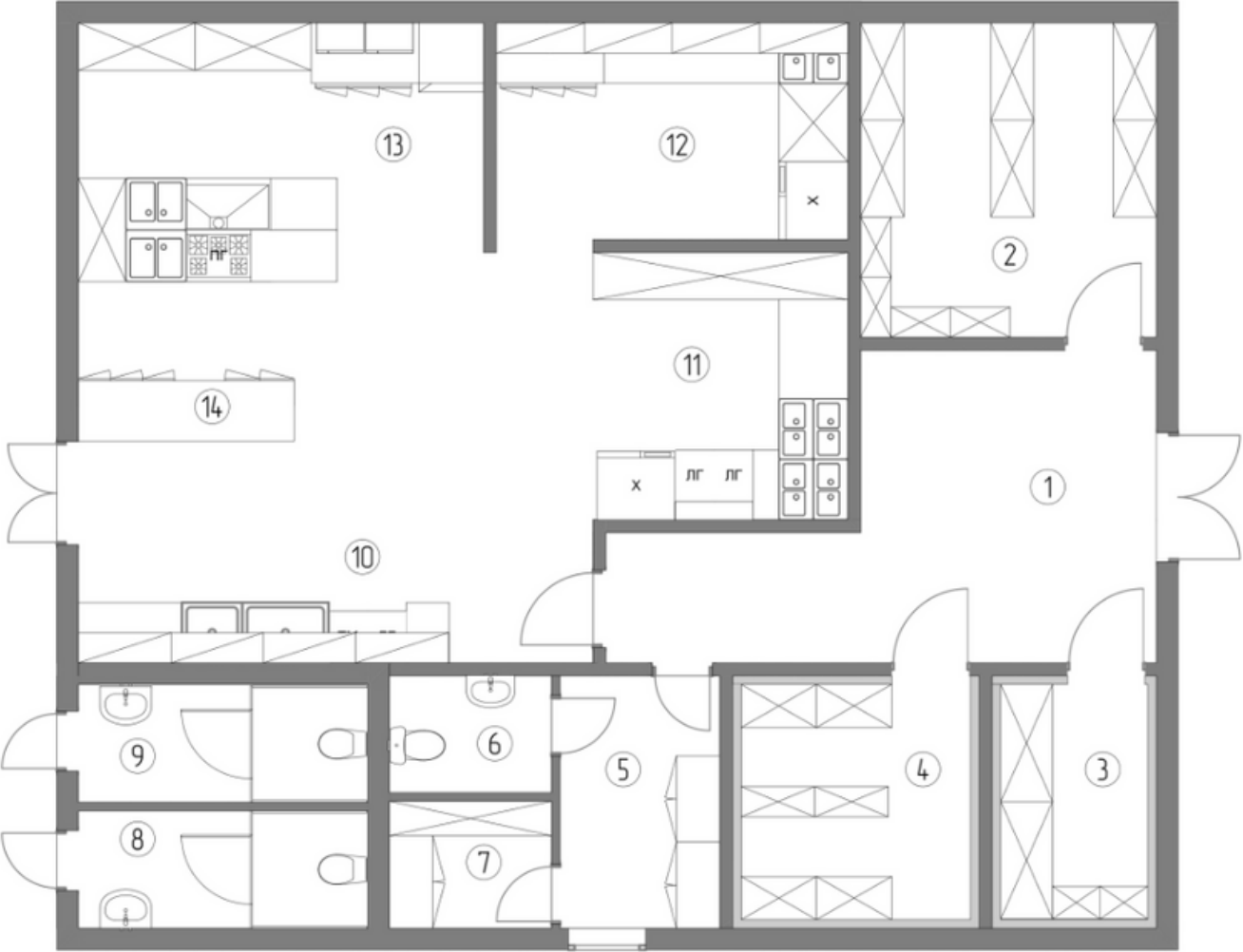
We are tentatively planning to lease on a long-term commercial lease with the right of priority purchase a premises of up to 200 square metres for the organisation of a production workshop. The location is planned within the city with convenient access for transport and in an area with a high density of residents.

Examples of the interior of a production workshop



FF - MEAL KIT DELIVERY

Example of possible functional zoning of production hall premises

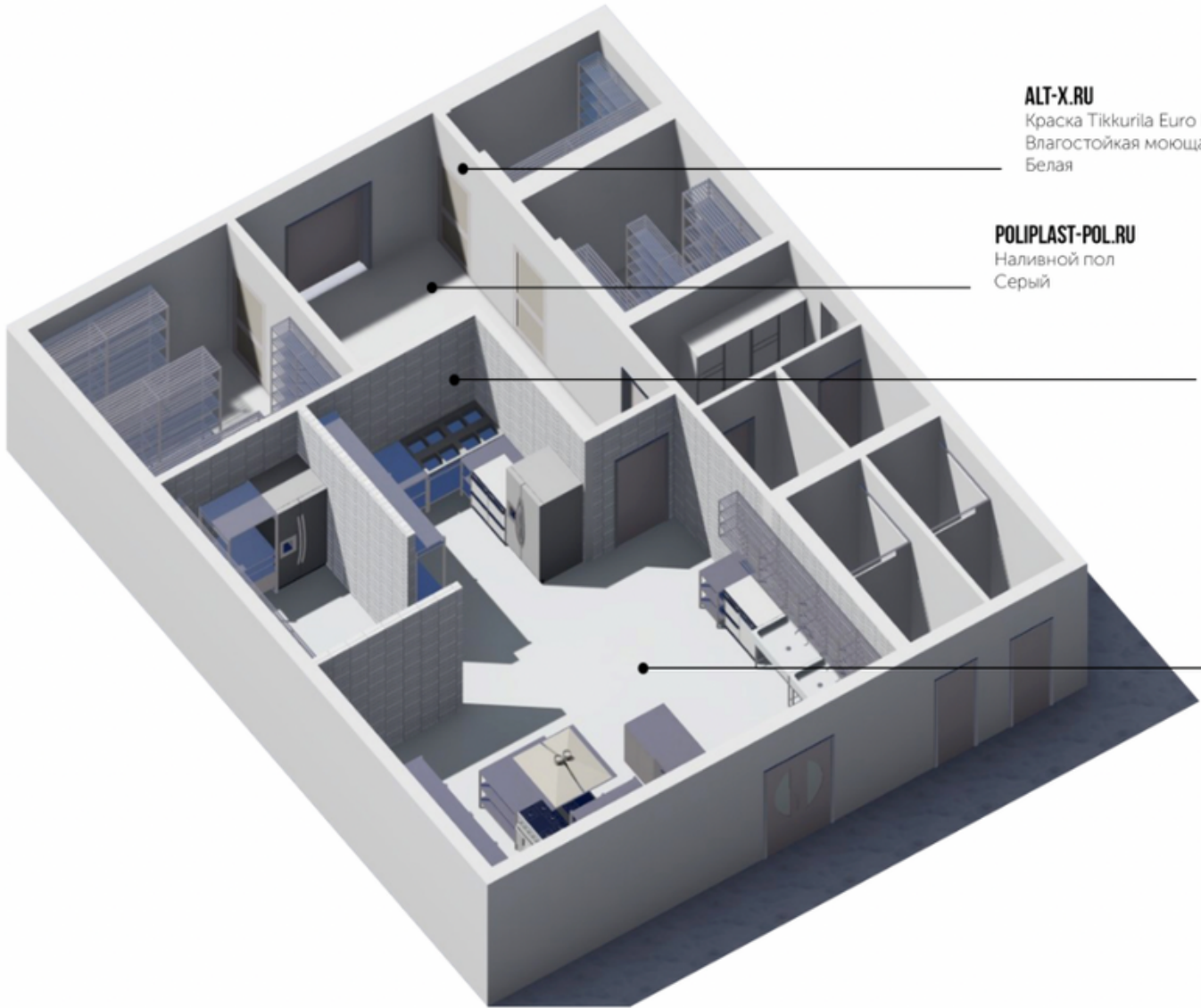


Спецификация помещений		
№	Наименование	S, м2
1	Тамбур	17,6
2	Склад	12,5
3	Морозильная камера	5,6
4	Холодильная камера	8,4
5	Помещение для персонала	5,6
6	С/У для персонала	2,6
7	Кладовая	2,6
8	С/У 1 для посетителей	4,6
9	С/У 2 для посетителей	4,6
10	Зона мойки	6,7
11	Холодный цех	9,4
12	Догоготовочный цех	10,7
13	Горячий цех	14,1
14	Зона раздачи	5,8
Общая площадь		132,5 м2



ЛИСТ А3
М 1:50

3D model of the production hall



ALT-X.RU
Краска Tikkurila Euro Extra
Влагостойкая моющаяся
Белая

POLIPLAST-POL.RU
Наливной пол
Серый

CERAMAMA.RU
Arctic Плитка настенная
Серый 17-00-06-2485
20x60

CERAMAMA.RU
Керамогранит Cemento GFA57CMT07R
Светло-серый Alma Ceramica
57x57

Company Registration

During the first year of the project, we are going to incorporate the company in SIA form. The shares of the company will be distributed among the funders and we will reserve 40% to raise funds from funds and investors, to sustain the project for 2 years and accelerate scaling to new markets later.

Taxes for business and private activity in Latvia

Social tax (Mandatory State Social Insurance Contributions): 35.09% (employer's portion 24.09% and employee's portion 11%)

Personal income tax: 23%

Corporate income tax: 15%

Micro-enterprise tax: 9%

Capital gains tax: 10-15%

Value Added Tax: 21% (reduced rate of 12%)

Excise tax (on tobacco, alcoholic beverages, natural gas, petroleum products, soft drinks, coffee)

Immovable property tax: 0.2-3%

FINANCIAL PLAN

Most of the costs will be borne by the sponsor at its own expense and including the involvement of its employees.

We are planning expenses for 2023 in the amount of €50,000, which we will spend from Timur Zakharov's own funds. A certificate of availability of funds from Timur Zakharov is attached. This money will be used for rent, software purchases, database access, travelling and ordering one-off services from third-party developers/designers, and staff salaries.

Starting from September 2024, we plan to open a legal entity in Latvia in Riga and rent an office for permanent staff, as well as hire a team of employees (up to 20 people, the position of Manager will be held by Timur).

	1 year											
Month	January	February	March	April	May	June	July	August	September	October	November	December
Month №	1	2	3	4	5	6	7	8	9	10	11	12
REVENUE&CUSTOMER GROWTH												
Users	0	300	500	800	1000	1200	1500	1800	2000	2300	2500	3000
Customers	0	255	425	680	850	1020	1275	1530	1700	1955	2125	2550
Average amount per transaction	€0,00	€46,00	€47,84	€49,75	€51,74	€53,81	€55,97	€58,20	€60,53	€62,95	€65,47	€68,09
Transaction amount	€0,00	€11 730,00	€20 332,00	€33 832,45	€43 982,18	€54 889,76	€71 356,69	€89 053,15	€102 905,87	€123 075,41	€139 128,73	€173 632,65
In-app Ads	€0,00	€0,00	€0,00	€0,00	€0,00	€0,00	€0,00	€300,00	€3 000,00	€2 000,00	€2 500,00	€5 000,00
REVENUE FF	€0,00	€11 730,00	€20 332,00	€33 832,45	€43 982,18	€54 889,76	€71 356,69	€89 353,15	€105 905,87	€125 075,41	€141 628,73	€178 632,65
Investments	€25 000,00	€25 000,00										
Costs												
Team size	3	3	3	3	3	3	3	3	3	3	3	3
Team compensation	€20 000,00	€20 000,00	€20 000,00	€20 000,00	€20 000,00	€20 000,00	€20 000,00	€20 000,00	€20 000,00	€20 000,00	€20 000,00	€20 000,00
Other personnel overhead	€3 000,00	€3 000,00	€3 000,00	€3 000,00	€3 000,00	€3 000,00	€3 000,00	€3 000,00	€3 000,00	€3 000,00	€3 000,00	€3 000,00
Marketing costs	€300,00	€1 800,00	€3 200,00	€3 200,00	€3 200,00	€5 000,00	€5 000,00	€8 000,00	€8 000,00	€8 000,00	€8 000,00	€7 000,00
Additional CAPEX/OPEX	€0,00	€3 519,00	€6 099,60	€10 149,73	€13 194,65	€16 466,93	€21 407,01	€26 805,95	€31 771,76	€37 522,62	€42 488,62	€53 589,80
Tax rate	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%
Taxes	€0,00	€3 401,70	€5 896,28	€9 811,41	€12 754,83	€15 918,03	€20 693,44	€25 912,41	€30 712,70	€36 271,87	€41 072,33	€51 803,47
Total costs	€23 300,00	€31 720,70	€38 195,88	€46 161,14	€52 149,49	€60 384,96	€70 100,45	€83 718,36	€93 484,46	€104 794,49	€114 560,95	€135 393,27
REVENUE FF	€0,00	€11 730,00	€20 332,00	€33 832,45	€43 982,18	€54 889,76	€71 356,69	€89 353,15	€105 905,87	€125 075,41	€141 628,73	€178 632,65
Investments	€25 000,00	€25 000,00										
Total costs	€23 300,00	€31 720,70	€38 195,88	€46 161,14	€52 149,49	€60 384,96	€70 100,45	€83 718,36	€93 484,46	€104 794,49	€114 560,95	€135 393,27
Balance by the end of the months	€1 700,00	€5 009,30	€7 136,12	€12 671,30	€16 832,69	€19 504,80	€26 256,24	€30 634,79	€37 421,40	€45 280,92	€52 067,78	€68 239,39
Break even point	-€23 300,00	-€19 990,70	-€17 863,88	-€12 328,70	-€8 167,31	-€5 495,20	€1 256,24	€5 634,79	€12 421,40	€20 280,92	€27 067,78	€43 239,39

	2 year											
Month	January	February	March	April	May	June	July	August	September	October	November	December
Month No	13	14	15	16	17	18	19	20	21	22	23	24
REVENUE&CUSTOMER GROWTH												
Users	3200	3500	3800	4200	4500	4700	5000	5200	5500	5800	6000	6200
Customers	2720	2975	3230	3570	3825	3995	4250	4420	4675	4930	5100	5270
Average amount per transaction	€72,00	€74,00	€74,74	€75,49	€76,24	€77,00	€77,77	€78,55	€79,34	€80,13	€80,93	€81,74
Transaction amount	€195 840,00	€220 150,00	€241 410,20	€269 490,02	€291 626,70	€307 633,76	€330 542,66	€347 202,01	€370 905,23	€395 047,78	€412 756,82	€430 780,54
In-app Ads	€10 000,00	€10 000,00	€10 000,00	€10 000,00	€3 000,00	€3 000,00	€5 000,00	€12 000,00	€15 000,00	€20 000,00	€20 000,00	€20 000,00
REVENUE FF	€205 840,00	€230 150,00	€251 410,20	€279 490,02	€294 626,70	€310 633,76	€335 542,66	€359 202,01	€385 905,23	€415 047,78	€432 756,82	€450 780,54
Investments	€0,00											
Costs												
Team size	12	12	12	12	12	12	12	12	12	12	12	12
Team compensation	€37 600,00	€37 600,00	€37 600,00	€37 600,00	€37 600,00	€37 600,00	€37 600,00	€37 600,00	€37 600,00	€37 600,00	€37 600,00	€37 600,00
Other personnel overhead	€3 500,00	€3 500,00	€3 500,00	€3 500,00	€3 500,00	€3 500,00	€3 500,00	€3 500,00	€3 500,00	€3 500,00	€3 500,00	€3 500,00
Marketing costs	€10 000,00	€10 000,00	€10 000,00	€10 000,00	€10 000,00	€10 000,00	€10 000,00	€10 000,00	€10 000,00	€10 000,00	€10 000,00	€10 000,00
Additional CAPEX/OPEX	€61 752,00	€69 045,00	€75 423,06	€83 847,01	€88 388,01	€93 190,13	€100 662,80	€107 760,60	€115 771,57	€124 514,34	€129 827,05	€135 234,16
Tax rate	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%
Taxes	€59 693,60	€66 743,50	€72 908,96	€81 052,11	€85 441,74	€90 083,79	€97 307,37	€104 168,58	€111 912,52	€120 363,86	€125 499,48	€130 726,36
Total costs	€172 545,60	€186 888,50	€199 432,02	€215 999,11	€224 929,75	€234 373,92	€249 070,17	€263 029,19	€278 784,08	€295 978,19	€306 426,52	€317 060,52
REVENUE FF	€205 840,00	€230 150,00	€251 410,20	€279 490,02	€294 626,70	€310 633,76	€335 542,66	€359 202,01	€385 905,23	€415 047,78	€432 756,82	€450 780,54
Investments	€0,00											
Total costs	€172 545,60	€186 888,50	€199 432,02	€215 999,11	€224 929,75	€234 373,92	€249 070,17	€263 029,19	€278 784,08	€295 978,19	€306 426,52	€317 060,52
Balance by the end of the months	€101 533,79	€144 795,29	€196 773,47	€260 264,38	€329 961,32	€406 221,17	€492 693,66	€588 866,48	€695 987,62	€815 057,22	€941 387,51	€1 075 107,53
Break even point	€33 294,40	€43 261,50	€51 978,18	€63 490,91	€69 696,95	€76 259,84	€86 472,49	€96 172,82	€107 121,14	€119 069,59	€126 330,30	€133 720,02

	3rd year											
Month	January	February	March	April	May	June	July	August	September	October	November	December
Month №	25	26	27	28	29	30	31	32	33	34	35	36
REVENUE&CUSTOMER GROWTH												
Users	6400	6900	7200	7500	7900	8200	8500	8900	9200	9400	9700	10200
Customers	5440	5865	6120	6375	6715	6970	7225	7565	7820	7990	8245	8670
Average amount per transaction	€82,00	€83,00	€83,83	€84,67	€85,51	€86,37	€87,23	€90,72	€91,63	€92,55	€96,25	€100,10
Transaction amount	€446 080,00	€486 795,00	€513 039,60	€539 760,41	€574 233,11	€601 999,83	€630 264,45	€686 320,91	€716 549,88	€739 448,32	€793 569,65	€867 854,31
In-app Ads	€30 000,00	€30 000,00	€30 000,00	€30 000,00	€30 000,00	€30 000,00	€350 000,00	€35 000,00	€35 000,00	€35 000,00	€35 000,00	€35 000,00
REVENUE FF	€476 080,00	€516 795,00	€543 039,60	€569 760,41	€604 233,11	€631 999,83	€980 264,45	€721 320,91	€751 549,88	€774 448,32	€828 569,65	€902 854,31
Investments	€300 000,00											
Costs												
Team size	36	36	36	36	36	36	36	36	36	36	36	36
Team compensation	€82 400,00	€82 400,00	€82 400,00	€82 400,00	€82 400,00	€82 400,00	€82 400,00	€82 400,00	€82 400,00	€82 400,00	€82 400,00	€82 400,00
Other personnel overhead	€3 500,00	€3 500,00	€3 500,00	€3 500,00	€3 500,00	€3 500,00	€3 500,00	€3 500,00	€3 500,00	€3 500,00	€3 500,00	€5 000,00
Marketing costs	€10 000,00	€10 000,00	€10 000,00	€10 000,00	€10 000,00	€10 000,00	€10 000,00	€10 000,00	€10 000,00	€10 000,00	€10 000,00	€10 000,00
Additional CAPEX/OPEX	€142 824,00	€155 038,50	€162 911,88	€170 928,12	€181 269,93	€189 599,95	€294 079,34	€216 396,27	€225 464,96	€232 334,50	€248 570,89	€270 856,29
Tax rate	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%
Taxes	€138 063,20	€149 870,55	€157 481,48	€165 230,52	€175 227,60	€183 279,95	€284 276,69	€209 183,06	€217 949,47	€224 590,01	€240 285,20	€261 827,75
Total costs	€376 787,20	€400 809,05	€416 293,36	€432 058,64	€452 397,54	€468 779,90	€674 256,03	€521 479,34	€539 314,43	€552 824,51	€584 756,09	€630 084,04
REVENUE FF	€476 080,00	€516 795,00	€543 039,60	€569 760,41	€604 233,11	€631 999,83	€980 264,45	€721 320,91	€751 549,88	€774 448,32	€828 569,65	€902 854,31
Investments	€300 000,00											
Total costs	€376 787,20	€400 809,05	€416 293,36	€432 058,64	€452 397,54	€468 779,90	€674 256,03	€521 479,34	€539 314,43	€552 824,51	€584 756,09	€630 084,04
Balance by the end of the months	€533 012,82	€648 998,77	€775 745,01	€913 446,78	€1 065 282,35	€1 228 502,28	€1 534 510,70	€1 734 352,28	€1 946 587,73	€2 168 211,54	€2 412 025,10	€2 684 795,36
Break even point	€99 292,80	€115 985,95	€126 746,24	€137 701,77	€151 835,58	€163 219,93	€306 008,43	€199 841,57	€212 235,45	€221 623,81	€243 813,55	€272 770,27

IN CLOSING, WE WANT TO THANK EVERYONE WHO HAS TAKEN THE TIME TO READ AND REVIEW THESE LONG 65 PAGES OF THE BUSINESS PLAN. YOUR ATTENTION AND CONSIDERATION ARE GREATLY APPRECIATED, AND WE WELCOME ANY FEEDBACK OR QUESTIONS YOU MAY HAVE.