WORKED EXAMPLE · THE FIRST 100 DAYS

A carve-out's first 100 days

A household and personal-care manufacturer with net sales of 102.7 million euros in the twelve months to June, two plants and 20 trading customers in eight markets, bought out of a larger group on 30 June 2026. A holding owns two operating companies: one sells in every market and runs the first plant, the other runs the second plant and invoices the first at cost plus a mark-up. A term loan and an undrawn bank facility came with the deal. We follow its first 100 days on one set of numbers, written on day 90, Monday 28 September.

WEEKS ONE TO THREE: WHAT THE BUSINESS REALLY EARNS

By 21 July, the end of week three, on the history the business came with: the twelve months from July 2025 to June 2026, every customer's margin after every discount, rebate and piece of trade spend, and after the logistics and marketing it takes, from the business's own sales data and ledger.

THE HEADLINE

After logistics and marketing the business keeps 25.5% of its net sales. Retailer D, the largest retailer, keeps 18.1%, and the two retailers' own brands lose money once the cost of serving them is counted.

From net sales to contribution, customer by customer

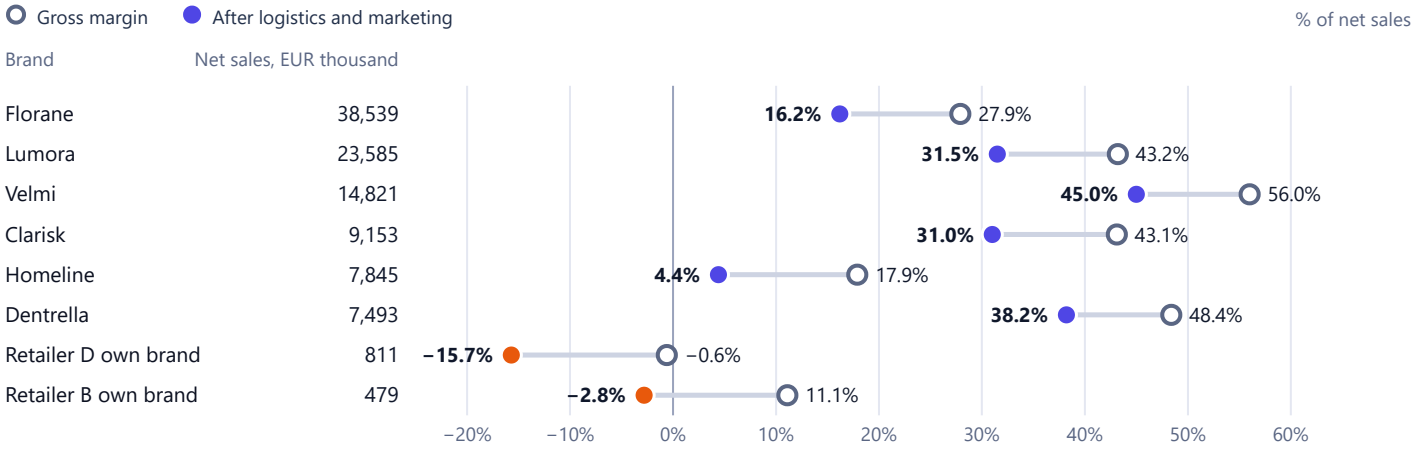
EUR thousand	Net sales	Gross margin, %	Logistics	Marketing	Contribution	Contribution, %
Retailer A	13,580	40.3%	−296	−1,268	3,912	28.8%
Retailer B	12,623	39.6%	−291	−1,179	3,525	27.9%
Retailer C	14,964	42.7%	−315	−1,398	4,681	31.3%
Retailer D	**20,375**	**30.2%**	**−546**	**−1,904**	**3,697**	**18.1%**
Retailer E	12,260	35.5%	−291	−1,146	2,917	23.8%
Distributors	22,317	36.8%	−517	−2,086	5,606	25.1%
Online marketplace	6,609	40.4%	−146	−618	1,903	28.8%
All customers	**102,727**	**37.2%**	**−2,401**	**−9,599**	**26,240**	**25.5%**

Where the margin is thinnest

Customer	Net sales, EUR thousand	Discount depth	Gross margin	Contribution
Distributor Poland	2,712	23.0%	22.1%	10.0%
Distributor Czech Republic and Slovakia	2,691	24.0%	22.6%	10.5%
Retailer D Poland	5,498	12.7%	24.0%	11.8%

No customer's gross margin falls below the floor of 10%, so none is flagged as costing more than it brings in. At the other end, Distributor Nordics keeps 34.3% after its cost to serve.

Brand by brand: what logistics and marketing take



A CARVE-OUT'S FIRST 100 DAYS · WEEKS FOUR TO EIGHT

The 2027 budget, from the S&OP plan

Next year's budget, built month by month: revenue, cost of goods and stock from the S&OP plan, operating costs from each cost-centre owner, set beside where 2026 is expected to land.

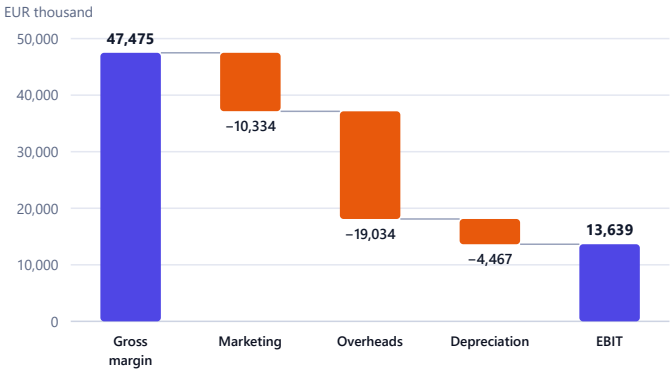
THE HEADLINE

The 2027 budget plans net sales of 115,291 thousand euros and EBIT of 13,639 thousand, against 8,392 in the latest estimate for 2026, and ends the year with 10,341 thousand of cash. It was locked after five sign-offs, its balance sheet balanced and its cash reconciled in every month.

Budget P&L, against the latest estimate

EUR thousand	Latest estimate, 2026	Budget, 2027	Change
Gross sales	129,735	141,942	+12,207
On-invoice discounts	−15,847	−16,287	−440
Off-invoice trade terms	−8,990	−10,363	−1,373
Net sales	**104,897**	**115,291**	**+10,394**
Cost of goods	−64,062	−67,816	−3,754
Gross margin	**40,835**	**47,475**	**+6,640**
Marketing and advertising	−9,602	−10,334	−732
Overheads	−18,947	−19,034	−87
EBITDA	**12,287**	**18,106**	**+5,819**
Depreciation	−3,894	−4,467	−573
EBIT	**8,392**	**13,639**	**+5,247**
Interest	−801	−723	+78
Tax	−1,906	−3,229	−1,323
Net income	**5,686**	**9,688**	**+4,002**
Gross margin, % of net sales	38.9%	41.2%	
EBIT, % of net sales	8.0%	11.8%	

From the budget's gross margin to EBIT



Balance sheet

EUR thousand, at the year-end	2026, latest estimate	2027, budget
Fixed assets	32,976	32,759
Stock	8,866	9,286
Trade receivables	14,393	14,490
Other receivables	959	959
Cash	7,519	10,341
Total assets	**64,714**	**67,836**
Equity	33,335	38,977
Bank loans	16,667	15,333
Trade payables	11,590	10,403
Other payables and tax	3,122	3,122
Total equity and liabilities	**64,714**	**67,836**

Cash flow

EUR thousand	Budget, 2027
Net income	9,688
Depreciation	4,467
Working capital	−1,703
Cash from operations	**12,452**
Capital expenditure	−4,250
Loan repayments	−1,333
Dividends	−4,046
Change in cash	**2,822**
Cash at the start of the year	7,519
Cash at the end of the year	**10,341**

The budget opens on the latest estimate's year-end, which runs on from the books of 30 September. The bank facility is not drawn in any month. Overheads carry 662 thousand euros of the carve-out to March: transition services from the former parent, 342, and one-off separation costs, 320, each on an account of its own.

Five sign-offs, then the lock

Planner	Department head	Controller	CFO	Chief executive
Signed	Signed	Signed	Signed	Signed

Locked. The S&OP plan the budget starts from was signed first, then the five sign-offs. The lock checked that the balance sheet balances and the cash reconciles in all 12 months.

A CARVE-OUT'S FIRST 100 DAYS · EVERY MONDAY SINCE WEEK ONE

Thirteen weeks of cash

Monday 28 September 2026: thirteen weeks by company and bank account, from the open invoices, the bank balances and the rolling forecast of October. One has been built every Monday since week one and locked a week later; the first went to the lenders.

THE HEADLINE

Headroom is lowest in week 5, at 15,709 thousand euros. In the downside the selling company dips below its minimum in weeks 4, 5, 6 and 8, never below its covenant of 8,000; the actions win back weeks 6 and 8.

Thirteen weeks, for the group

EUR thousand	28 Sep	5 Oct	12 Oct	19 Oct	26 Oct	2 Nov	9 Nov	16 Nov	23 Nov	30 Nov	7 Dec	14 Dec	21 Dec	13 weeks
Opening cash	9,149	8,169	8,592	8,686	5,862	5,709	6,394	6,961	7,783	8,166	8,202	9,050	10,131	9,149
Customer receipts	1,988	2,121	2,121	2,164	2,155	2,397	2,266	2,239	2,256	2,279	2,291	2,302	2,340	28,921
VAT refunds	0	0	0	0	83	0	0	0	129	0	0	615	131	959
Supplier payments	−1,525	−1,516	−1,391	−1,470	−1,446	−1,455	−1,255	−1,275	−1,195	−1,349	−1,304	−1,365	−1,364	−17,911
Wages and salaries	−665	0	−315	−805	−665	0	−315	−15	−789	−665	0	−331	−789	−5,354
Customer rebates and trade terms	0	0	0	−2,178	0	0	0	0	0	0	0	0	0	−2,178
Taxes	−161	0	0	−100	−72	0	0	−23	0	−147	0	−23	0	−526
Capital expenditure	−219	−182	−206	−195	−144	−257	−15	−19	−19	−19	−19	−4	0	−1,297
Transition services and separation	0	0	−114	−240	0	0	−114	−85	0	0	−120	−114	0	−787
Interest and loan repayments	−398	0	0	0	−64	0	0	0	0	−64	0	0	0	−526
Net cash flow	**−980**	**423**	**94**	**−2,824**	**−153**	**685**	**567**	**822**	**383**	**36**	**849**	**1,081**	**318**	**1,300**
Closing cash	**8,169**	**8,592**	**8,686**	**5,862**	**5,709**	**6,394**	**6,961**	**7,783**	**8,166**	**8,202**	**9,050**	**10,131**	**10,450**	**10,450**
Headroom	**18,169**	**18,592**	**18,686**	**15,862**	**15,709**	**16,394**	**16,961**	**17,783**	**18,166**	**18,202**	**19,050**	**20,131**	**20,450**	**20,450**
Above the minimum of 12,100	6,069	6,492	6,586	3,762	3,609	4,294	4,861	5,683	6,066	6,102	6,950	8,031	8,350	8,350

The downside, and what the actions win back

Scenario	Group cash, week 13	Selling company: lowest headroom, minimum 11,100	Weeks below its minimum
Base	**10,450**	**12,793 week 4**	**none**
Downside	5,813	9,457 week 4	4, 5, 6, 8
With the actions	11,012	13,402 week 4	none
Downside with the actions	6,375	10,066 week 4	4, 5

What each change does to cash in week 13 (EUR thousand): sales 10% lower, −1,465; customers paying 10 days later, −3,172; materials suppliers paid 7 days later, +580; 3,000 drawn on the bank facility in week 3 and repaid in week 9, −18, its interest at 5.2% a year.

Last week against the forecast, 21 to 27 September

EUR thousand	Forecast	Actual	Difference
Customer receipts	2,197	2,239	+42
VAT refunds	125	125	0
Supplier payments	−1,481	−1,371	+110
Wages and salaries	−789	−789	0
Taxes	−88	−88	0
Capital expenditure	−169	−169	0
Cash at the end of the week	**8,998**	**9,149**	

Last week was 96.8% accurate. One week ahead, the forecast has been 89.2% accurate over the 12 weeks since completion. **The lenders' first forecast**, of 6 July, tested over 12 weeks: receipts came in 0.9% below it and payments went out 3.6% above it, both inside the tolerance of 15%.

October, against the monthly plan

EUR thousand	Weekly view	Monthly plan	Difference
Customer receipts	9,864	10,056	−192
Suppliers, overheads and payroll	−8,528	−8,140	−388
Customer rebates and trade terms	−2,178	−776	−1,402
Taxes	−81	−170	+89
Capital expenditure	−947	−1,200	+253
Financing	−64	−180	+116
Transition services and separation	−354	0	−354
VAT returns	−8	0	−8
Cash flow of the month	**−2,296**	**−410**	**−1,887**
Opening cash	8,006	8,867	−861

Each difference is named. The opening one is timing: the weekly view forecast 28 to 30 September, which the books already hold. The plan carries October's 354 thousand of transition services and separation in its overheads, so their own row is empty on its side.

Customers and companies

How each customer pays. Three distributors pay later than their terms, learnt from their own payments: Distributor Czech Republic and Slovakia 10 days after 21-day terms, Distributor France 10 days after 21, and Distributor Poland 7 days after 24. Every other customer pays within 3 days of its due date, and each one's open invoices are dated by its own habit.

Between the companies. The selling company pays the plant 6,624 thousand euros over the thirteen weeks; it shows in each company and nets to nil in the group. The undrawn facility of 10,000 thousand counts in the headroom, and bank cash agrees with the books at 31 August, company by company. **The carve-out.** The former parent's transition services, 342 thousand, and one-off separation costs, 445, are paid on a line of their own.

A CARVE-OUT'S FIRST 100 DAYS · WEEKS NINE TO TWELVE

The five-year plan

The plan for 2027 to 2031 in three scenarios, saved and signed by the board: 2027 is the locked budget in each, and the years after grow from it. The P&L, the cash and debt, the value of each scenario, and next year's budget against its targets.

THE HEADLINE

EBIT in 2031 runs from 15,166 thousand euros in the downside to 23,906 in the upside, with 19,408 in the base the board signed. Before its debt the business is worth from 143,066 to 210,797 thousand, and by 2031 it holds more cash than it owes in every scenario.

Three scenarios over five years

EUR thousand	2027	2028	2029	2030	2031
Net sales, downside	115,291	117,360	119,466	121,610	123,792
Net sales, base	**115,291**	**119,666**	**124,207**	**128,920**	**133,812**
Net sales, upside	115,291	121,972	129,040	136,517	144,427
EBIT, downside	13,639	14,531	14,752	14,964	15,166
EBIT, base	**13,639**	**15,480**	**16,722**	**18,031**	**19,408**
EBIT, upside	13,639	16,430	18,732	21,220	23,906
Cash, downside	10,341	11,341	11,986	12,652	13,336
Cash, base	**10,341**	**11,790**	**13,066**	**14,555**	**16,267**
Cash, upside	10,341	12,226	14,133	16,469	19,266
Net debt, downside	4,993	2,659	681	−1,319	−3,336
Net debt, base	**4,993**	**2,210**	**−399**	**−3,221**	**−6,267**
Net debt, upside	4,993	1,774	−1,466	−5,135	−9,266

Cash and net debt at each year-end, from each scenario's balance sheet, which balances in every year. Net debt is the bank loans less cash: the loans fall from 15,333 to 10,000 thousand by 2031 in each scenario, and below nought the business holds more cash than it owes. From 2028 each pays out 80% of the year before's profit as dividends.

Free cash flow, and the value of each scenario

EUR thousand	2028	2029	2030	2031	Value before debt	Equity value
Downside	10,084	10,244	10,396	10,540	143,066	138,073
Base	**10,533**	**11,448**	**12,409**	**13,417**	**176,440**	**171,447**
Upside	10,969	12,642	14,445	16,388	210,797	205,805

Each scenario is valued at the end of 2027, where it parts from the locked budget, discounting at 9.56% a year, with growth of 2.0% a year after 2031; the years after 2031 are 76.7% of the base value. At 8.81% or 10.31% the base equity value would be 190,559 or 155,788 thousand; with growth of 1.5% or 2.5%, 162,436 or 181,735.

The 2027 budget against its targets

EUR thousand	Target	Budget, 2027	Difference	%
Net sales	109,663	115,291	+5,628	+5.1%
Gross margin	43,290	47,475	+4,185	+9.7%
EBITDA	14,792	18,106	+3,314	+22.4%
EBIT	**10,664**	**13,639**	**+2,975**	**+27.9%**
Net income	7,337	9,688	+2,351	+32.0%

The targets came from the strategic plan of the summer, its first year. The five-year plan the board signed starts from the locked budget itself, so its first year is the budget, line by line, which is above the targets on every line.

What the figures say

Who keeps the margin

After logistics and marketing, Retailer D keeps 18.1% of its net sales against 31.3% at Retailer C, and the two retailers' own brands lose money.

The thinnest customers pay last

Distributor Poland and Distributor Czech Republic and Slovakia keep the least after the cost to serve and pay 7 and 10 days late, and the forecast dates their invoices that way.

The lenders' first forecast held

Over 12 weeks, receipts and payments both came within 3.6% of the forecast of 6 July, inside the 15% tolerance, and no week falls below the minimum in the base scenario.

Key tables export to Excel with their formulas. Illustrative figures. Not a client's data. Figures in EUR thousand are rounded one by one, so a total can differ by one from the sum of its parts. Contribution is gross profit less the logistics and marketing allocated to each customer. Weeks run Monday to Sunday; headroom is cash plus undrawn committed facilities.