MAPLE LANE COFFEE · BOARD MEETING

Eighteen cafés became a business. Twenty-four make it *profitable.*

The plan for next year: six new stations, three operating priorities, and a margin that doubles from 5% to 8%.

PREPARED FOR
The Board of Directors

DATE
16 November 2026

THIS YEAR → NEXT YEAR

CAFÉS
18 → 24

REVENUE
$8.0M → $10.0M

OPERATING PROFIT
$400K → $800K

OPERATING MARGIN
5% → 8%

Investment required: $1.6M across cafés, mobile ordering and roasting.

AGENDA

Four questions the board needs answered tonight.

01

Where we stand

This year's 18 cafés, $8.0M of revenue and a thin 5% margin.

02

The targets

24 cafés, $10.0M, $800K profit — and the quarterly path to it.

03

The three priorities

Mobile ordering, our own roasted beans, central purchasing.

04

Money and risk

$1.6M of investment, and what we do if staff or beans get tight.

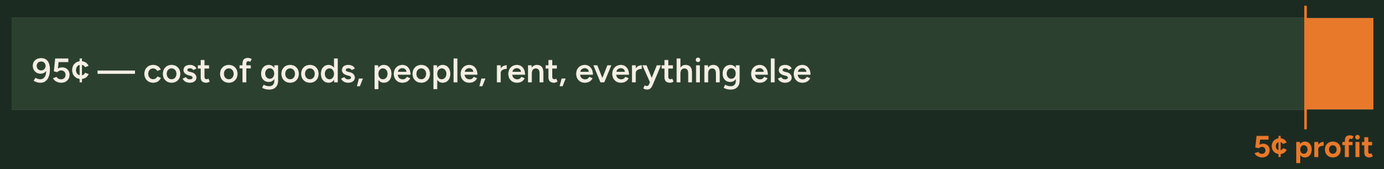
The decision we are asking for: approval of the $1.6M investment programme and the 8% margin target.

WHERE WE STAND

We built scale this year, but kept only five cents of every dollar.

CAFÉS TRADING	REVENUE	OPERATING PROFIT	AVERAGE TICKET
18	$8.0M	$400K	$5.20

EVERY DOLLAR OF REVENUE, THIS YEAR



Eighteen locations and $8.0M of trade is a real business. But at a 5% operating margin, a single bad quarter — one rent review, one bean-price spike — erases the whole year's profit.

THE STRUCTURAL PROBLEM

Growth alone will not fix a 5% margin.

More cafés on the same cost structure produce more revenue and the same thin profit. Next year's plan therefore attacks cost and mix at the same time as footprint.

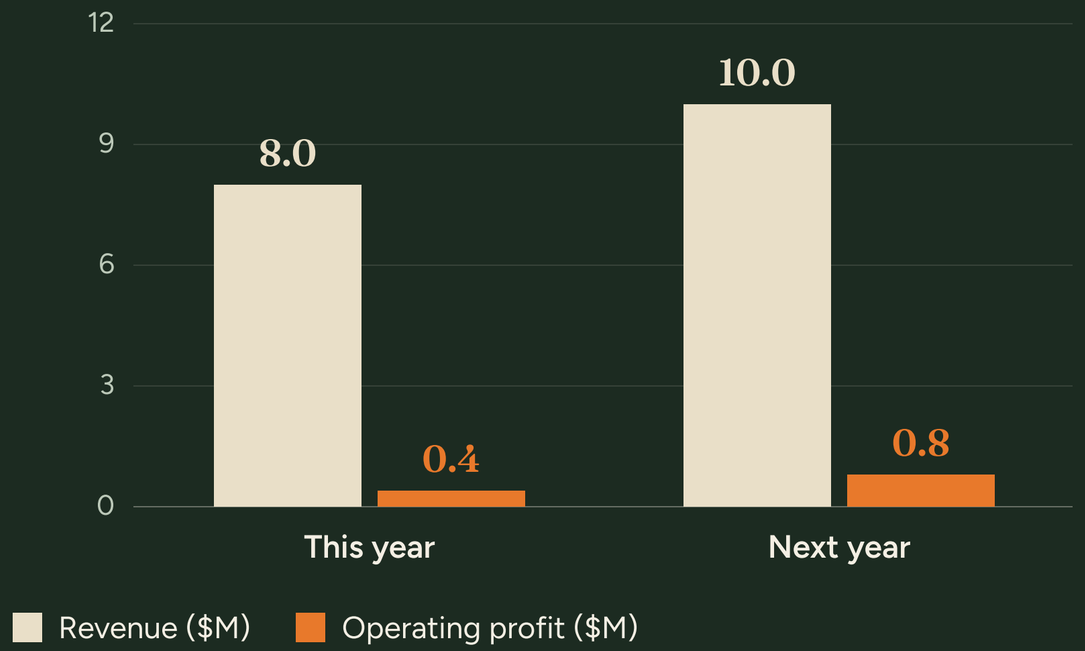
THE TARGETS

Revenue grows 25%. Profit doubles. That gap is the whole plan.

MEASURE	THIS YEAR	NEXT YEAR	CHANGE
Cafés	18	24	+6
Revenue	$8.0M	$10.0M	+25%
Operating profit	$400K	$800K	×2
Operating margin	5%	8%	+3 pts
Cost of goods	34%	31%	−3 pts

Average ticket this year: $5.20. All six new cafés are planned near train stations.

REVENUE AND PROFIT, SIDE BY SIDE



HOW THE MARGIN MOVES

Three levers carry us from 5% to 8% — footprint alone would not.



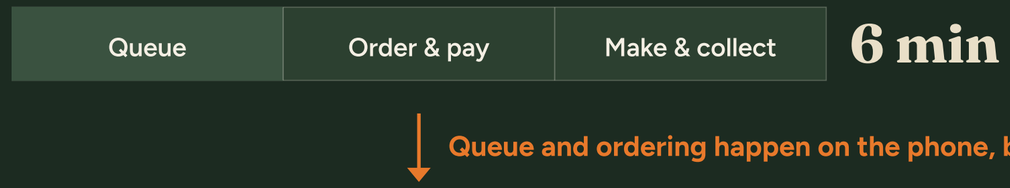
Read it left to right: each orange block is one of the three priorities adding margin, and the last step adds the six new cafés on top of the improved cost structure. Open the cafés without the three levers and we arrive at $10.0M of revenue on the old 5% — half the profit.

PRIORITY 01 · SPEED

Mobile ordering cuts the average wait from six minutes to two.

AVERAGE WAIT, COUNTER ORDER VS. MOBILE ORDER

TODAY · ORDER AT THE COUNTER



NEXT YEAR · ORDER ON MOBILE



Bars drawn to scale: each segment is two minutes of the customer's time.

MINUTES SAVED PER CUSTOMER

4

Four minutes less in line at every visit — the difference between a station café people use daily and one they walk past.

WHY IT MATTERS AT THE STATION

All six new cafés sit beside train stations, where the customer has a fixed, unforgiving window before the next train. A six-minute wait loses that customer; a two-minute pickup wins them.

INVESTMENT

$160K

PRIORITY 02 · MIX

Our own roasted beans take retail from 8% to 15% of sales.

SHARE OF SALES: DRINKS & FOOD VS. RETAIL BEANS

THIS YEAR



Retail 8%

NEXT YEAR



Retail 15%

WHAT ROASTING OUR OWN CHANGES

1 **We roast it**
Roasting equipment brings the bean in-house instead of buying it finished.

2 **We pour it and we sell it**
The same roast goes into the cup and onto the shelf in a bag.

3 **Retail nearly doubles its share**
8% to 15% of sales, from a product that does not need a barista's time.

INVESTMENT · ROASTING EQUIPMENT

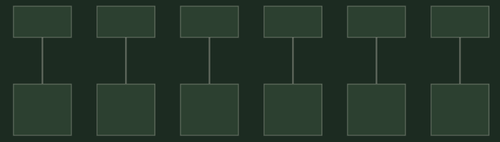
$240K

PRIORITY 03 · COST

Central purchasing takes cost of goods from 34% to 31% of sales.

FROM 24 BUYING DECISIONS TO ONE

TODAY · EACH CAFÉ BUYS ITS OWN



Many small orders, no negotiated price

COGS 34%

NEXT YEAR · ONE CENTRAL DESK BUYS FOR 24



COGS 31% One volume, one price, 24 cafés supplied

COST OF GOODS, AS % OF SALES	THIS YEAR	NEXT YEAR
Cost of goods	34%	31%
Buying points	Per café	One desk
Cafés supplied	18	24

WHY THREE POINTS MATTER SO MUCH

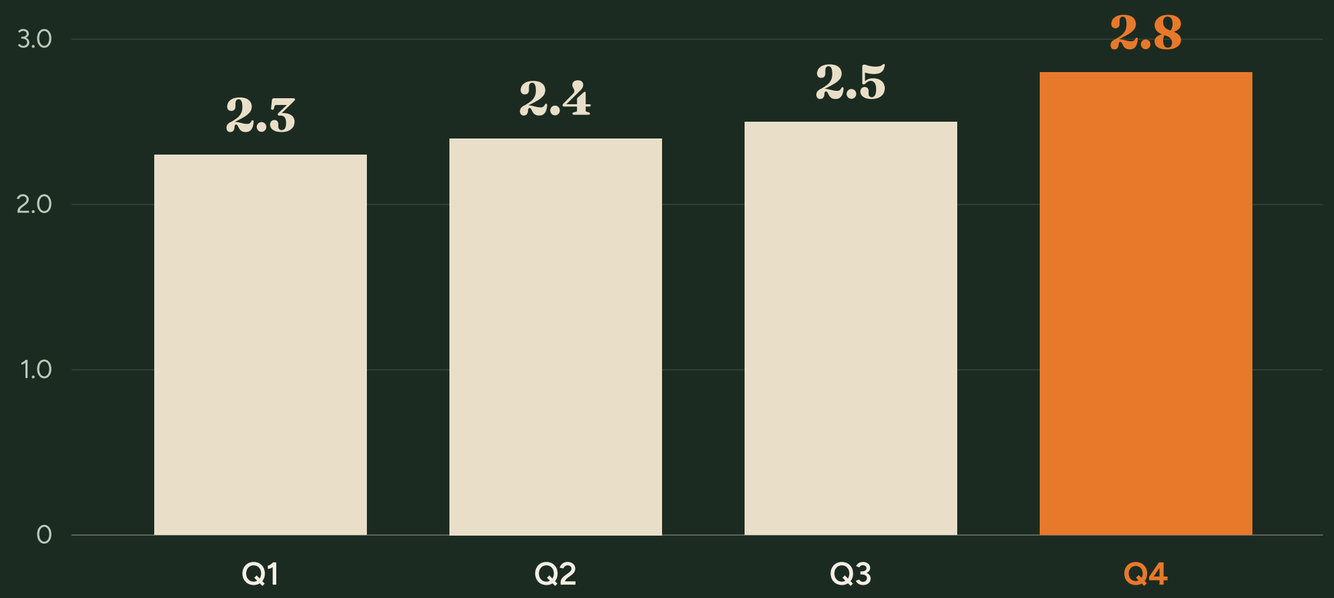
Three points of cost of goods is the largest single contribution to the margin step from 5% to 8% — and unlike new cafés, it needs no capital. Twenty-four cafés buying together have a price that eighteen buying separately never had.

INVESTMENT REQUIRED

None — organisational change only

THE QUARTERLY PATH

The $10.0M is back-weighted: Q4 alone carries $2.8M.



Revenue target, $M — four quarters totalling $10.0M

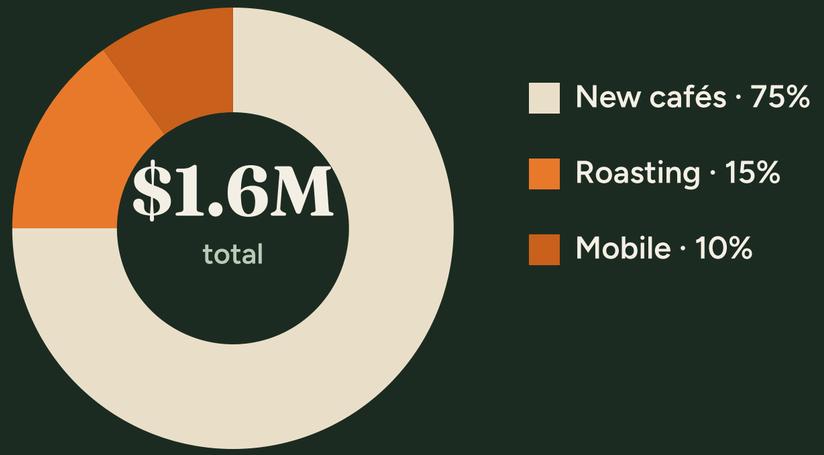
QUARTER	TARGET ($M)
Q1	2.3
Q2	2.4
Q3	2.5
Q4	2.8
Full year	**10.0**

The curve rises as the six new cafés come on stream and mobile ordering reaches more sites. Judge the plan on the Q1 and Q2 numbers: if we are not at $2.3M and $2.4M, the Q4 step is not going to happen on its own.

THE ASK

$1.6M of investment, three quarters of it in the six new cafés.

WHERE THE $1.6M GOES



Shares of the $1.6M total investment.

INVESTMENT	AMOUNT	WHAT IT BUYS
New cafés	$1.2M	Six sites, all near train stations
Roasting equipment	$240K	Retail from 8% to 15% of sales
Mobile ordering	$160K	Average wait from 6 minutes to 2
Total	$1.6M	Approval requested tonight

PROFIT ADDED NEXT YEAR

+$400K

From $400K to $800K of operating profit.

CAPITAL PER NEW CAFÉ

$200K

$1.2M across six station sites.

RISK

Two things could break this plan, and both have a response ready.

RISK 01

Staff shortages as we open six cafés at once.

Six new sites need baristas and shift leaders at the same time as the existing eighteen keep trading through a faster, mobile-driven morning peak.

→ OUR RESPONSE

A new pay scale

Clear, published progression so we recruit and keep people against the market.

A shift app

Rotas and cover handled across all 24 cafés instead of site by site.

RISK 02

Rising bean prices against a 31% cost-of-goods target.

The cost reduction from 34% to 31% assumes we can hold the input price. A green-coffee spike would hit both the cup and the bags we plan to sell.

→ OUR RESPONSE

Fixed-price annual contracts

Lock the bean price for the year, so the 31% target is protected from the market rather than exposed to it. Central purchasing is what makes a contract of that size possible.

IN SUMMARY

Four commitments, one approval.

01 **We grow to 24 cafés and $10.0M of revenue.**

Six new sites, all near train stations, on a quarterly path of 2.3 · 2.4 · 2.5 · 2.8.

02 **We double operating profit to $800K.**

Margin rises from 5% to 8% — the number this plan is actually about.

03 **Three priorities deliver the margin.**

Wait 6 min → 2 min · retail 8% → 15% of sales · cost of goods 34% → 31%.

04 **The risks are named and covered.**

New pay scale and shift app for staffing; fixed-price annual contracts for beans.

The approval requested: $1.6M of investment and the 8% operating-margin target.

TOTAL INVESTMENT

$1.6M

MAPLE LANE COFFEE · NEXT YEAR

A quarter more revenue. Twice the profit. Same cup of coffee.

Six station cafés, mobile ordering, our own roast and one buying desk — $1.6M to move the margin from 5% to 8%.

Prepared for the Board of Directors · 16 November 2026 · Questions and discussion to follow.

NEXT YEAR AT A GLANCE

24
cafés trading

$10.0M
revenue

$800K
operating profit, 8% margin

$5.20
average ticket today