Four quarters ahead, re-cut every quarter

This replaces the annual budget as the number the board steers by. It always looks twelve months forward, it is re-cut on the tenth working day after each quarter closes, and it carries no allocation of costs that have not yet been committed. **Q2 closed 4.1% ahead of the last cut.**

Basis

Wholesale kilos at contracted price. Retail at the trailing eight-week average. No new accounts are included until the first order ships.

Wholesale is the whole forecast now

Forty-one accounts at the end of June against twenty-eight a year ago, and the average account is ordering 12% more each month than it did on signing. The line is no longer a rounding difference against retail: it is two-thirds of net revenue and it sets the roasting schedule.

The risk in the number is concentration, not growth. **The four largest accounts are 31% of wholesale**, and one of them is in a lease negotiation that will not resolve before October.

Wholesale, next four quarters

$1.42m

against $0.96m in the twelve months just closed, on 41 accounts and no assumed additions

67% of forecast net revenue

The roastery reaches its ceiling in February

At the forecast volume the current roaster runs six days a week from February and seven from April. That is before any of the three accounts in conversation ship a first order. The choice is a second shift, which is people, or a second roaster, which is capital and a twenty-week lead time.

Neither is in this forecast. Both are costed in the paper that follows it, so the board can put one of them in and see the effect on the same page.

Capacity used, February

94%

of six-day roasting capacity, before the three accounts in conversation

94% of the February ceiling

Green coffee is the only line we cannot hold

Contracts cover 71% of forecast green through March at a known price. The remainder is forecast at the June differential, which has moved twice this year and both times upward. A ten per cent move on the uncovered portion is $34,000 across the four quarters — material, but not a number that changes a decision.

Quarter	Revenue	Costs	Net
Q3 2025 · Jul–Sep	$586,400	$441,900	$144,500
Q4 2025 · Oct–Dec	$664,200	$492,700	$171,500
Q1 2026 · Jan–Mar	$598,900	$463,100	$135,800
Q2 2026 · Apr–Jun	$641,500	$481,400	$160,100
Twelve months	**$2,491,000**	**$1,879,100**	**$611,900**

Lease, account 4	Resolves after October. Worth $61,000 of wholesale across the four quarters.
Green differential	A ten per cent move on the uncovered 29% is $34,000 over the year.
Second shift	Adds $96,000 of cost from February and removes the capacity ceiling.

Green coffee under contract

71%

through March at a known price; the balance is forecast at the June differential

71% of forecast green volume

Prepared for the July board meeting and superseded by the next cut on **14 October 2025**. Figures are net of tax and exclude the equipment decision described above.

Ava Cruz, finance · 8 July 2025