Risk register for an investment

Example: a food maker in Wroclaw, Poland, deciding whether to build a PLN 14 million production line for a German supermarket chain's order. All six stages, from the guided tour.

The playbook at a glance

1. Why invest at all, and what are the options?
   2 options to cost, from 1 weakness in the way, with doing nothing as the baseline
2. How much must it sell to cover its costs?
   New line needs about 620 tonnes a year to break even, rising to 700: a thin year 1
3. Can the business afford it, month by month?
   Affordable as planned, but the biggest receipt a quarter late breaks it
4. Does it add value, and which option adds most?
   New line adds most value: NPV +PLN 5.65 million at 10%, though **Second shift and a co-packer** returns more per unit of money
5. What happens if the future turns out differently?
   The moves lift the worst case from -PLN 5.1 million to -PLN 1.66 million
6. What could still go wrong once you commit?
   4 risks with owners and treatments, inside a limit of PLN 3 million

STAGE 1 OF 6

Why invest at all, and what are the options?

Stage 1 diagnosis

2 options to cost, from 1 weakness in the way, with doing nothing as the baseline

The four boxes: **2 strengths, 2 weaknesses, 1 opportunity, 2 threats; every line has its evidence.**

The decision is about: **A German chain wants 1,100 tonnes a year for 300 stores.**

Go for it with: **Food safety certificate German chains require** and **30 years of recipes customers come back for.**

Fix first: **One production line, running at 92% of capacity** stands in the way. Each way of removing it is an option.

Guard against: **Meat prices up 30% in two years**, which stage 5 tests and stage 6 keeps watch on.

The options: **2 options, with Decline as the baseline. The team came in wanting New line.**

What this may mean

The case for investing is clear: what it is for, what helps, and what has to be fixed first. The ways of fixing it are the options to cost.

Investigate next

In stage 2, cost each option: the volume it must sell to cover its costs, and whether someone who knows the market believes it.

Reading the boxes against one decision is a short form of the TOWS matrix: strengths that meet the opportunity say what to go for, weaknesses that block it what to fix first, and threats what to guard against.

The SWOT

FOR

Whether to supply a German supermarket chain with 1,100 tonnes of pierogi a year

Strengths

Helps

Food safety certificate German chains require
How we know: The certificate, renewed last year

Helps

30 years of recipes customers come back for
How we know: Repeat orders from all three Polish chains

Weaknesses

In the way

One production line, running at 92% of capacity
How we know: Production records

No export experience
How we know: No sales outside Poland so far

Opportunities

The decision

A German chain wants 1,100 tonnes a year for 300 stores
How we know: The buyer's written request

Threats

Could undo it

Meat prices up 30% in two years
How we know: Price index

Polish chains pushing prices down
How we know: The last two negotiations

Tagged: the line the decision is about, what helps, what stands in the way and what could undo it.

Read against the decision

The decision is about	A German chain wants 1,100 tonnes a year for 300 stores (an opportunity)
Go for it with	• Food safety certificate German chains require • 30 years of recipes customers come back for
Fix first	• One production line, running at 92% of capacity How: A new line, or a second shift with a co-packer for the rest
Guard against	• Meat prices up 30% in two years

The options

OPTION	WHAT IT MEANS	CAPITAL
A. New line	A second production line in an empty hall on site	PLN 14 million, plus 2 million in stock and unpaid invoices
B. Second shift and a co-packer	Run the old line at night; pay another maker for the rest	PLN 1.5 million, plus 2 million in stock and unpaid invoices
C. Decline	Stay with the Polish chains	None

The highlighted row is the option the team came in wanting.

The checks

✓ **All four boxes**	Something in every box.
✓ **Evidence for each line**	Every line notes how you know.
✓ **Each line in its box**	Inside lines inside, outside lines outside.
✓ **Specific enough to act on**	No one-word lines.
✓ **Read against one decision**	2 strengths to go for it with, 1 weakness to fix first, 1 threat to guard against.
✓ **Two options, and doing nothing**	2 options, with decline as the baseline.

DECISION POINT

Take the 2 options to stage 2

Cost each option next: the volume it must sell to cover its costs, year by year. Decline stays as the baseline.

STAGE 2 OF 6

How much must it sell to cover its costs?

Stage 2 diagnosis

New line needs about 620 tonnes a year to break even, rising to 700: a thin year 1

Before you rely on this

- A lender would add interest, PLN 0.6 million a year, putting **New line**'s year 1 break-even near 730 tonnes, above the 700 expected.
- **Second shift and a co-packer**'s break-even climbs by more than a quarter over the years: its costs rise faster than its price, so its margin shrinks.

New line: **Break-even about 620 tonnes in year 1, rising to about 700 by year 10; expected 700 in year 1 and 1,100 by year 10.**

Margin of safety, **New line**: **12% in year 1.**

Second shift and a co-packer: **Break-even about 530 tonnes in year 1, rising to about 800 by year 10; expected 1,100 in year 1.**

Margin of safety, **Second shift and a co-packer**: **52% in year 1, lowest 27% in year 10.**

The market check: **Someone who knows the market has seen the volume for New line and Second shift and a co-packer and believes it.**

What this may mean

Every option covers its costs, but sales could fall only a little before one stops doing so. Watch that year closely.

Investigate next

In stage 3, turn each option into cash flows year by year, and check the business can afford it through its lowest point.

Break-even here includes depreciation (accounting break-even). Interest is left out, because stage 4 charges for money through its discount rate.

Break-even for each option

UNITS

price per kg, volumes in tonnes · 10 years · in the money of each year

OPTION	MARGIN PER KG, YEAR 1	FIXED COSTS AND DEPRECIATION, YEAR 1	BREAK-EVEN, YEAR 1	EXPECTED, YEAR 1	MARGIN OF SAFETY, YEAR 1	BREAK-EVEN, YEAR 10
A. New line	PLN 5.50	PLN 3.4 million	**618**	700	12%	701
B. Second shift and a co-packer	PLN 2.00	PLN 1.05 million	**525**	1,100	52%	804

The highlighted row is the option the team came in wanting.

Option A, worked

A. New line, year 1

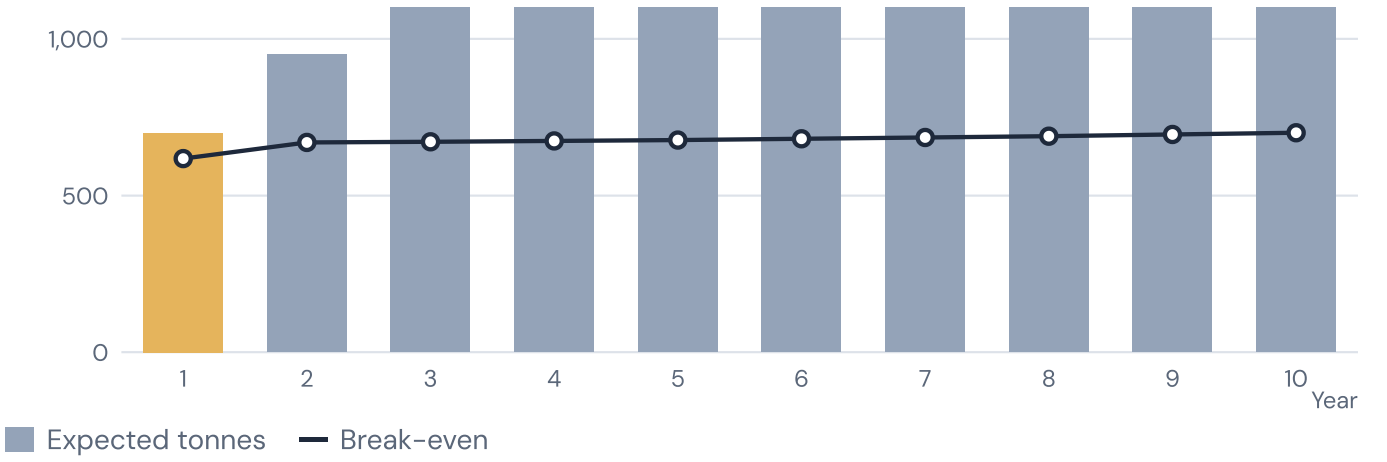
Break-even volume

Fixed costs ÷ contribution margin per kg

Contribution margin	Price PLN 14.00 a kg, minus variable costs of 8.50 = **5.50**
Fixed costs a year	Line staff 1.6 million, Maintenance and energy 0.5 million, and depreciation: 14 million, less 1 million it should sell for, spread evenly over 10 years, 1.3 million. Total: **PLN 3.4 million**
Break-even	3.4 million ÷ 5.50 = 618,182 kg, or about **620 tonnes a year**
A lender's view	Adding interest of PLN 0.6 million a year puts year 1's break-even near 730 tonnes, **above the 700 expected**.

Expected volume against break-even, year by year

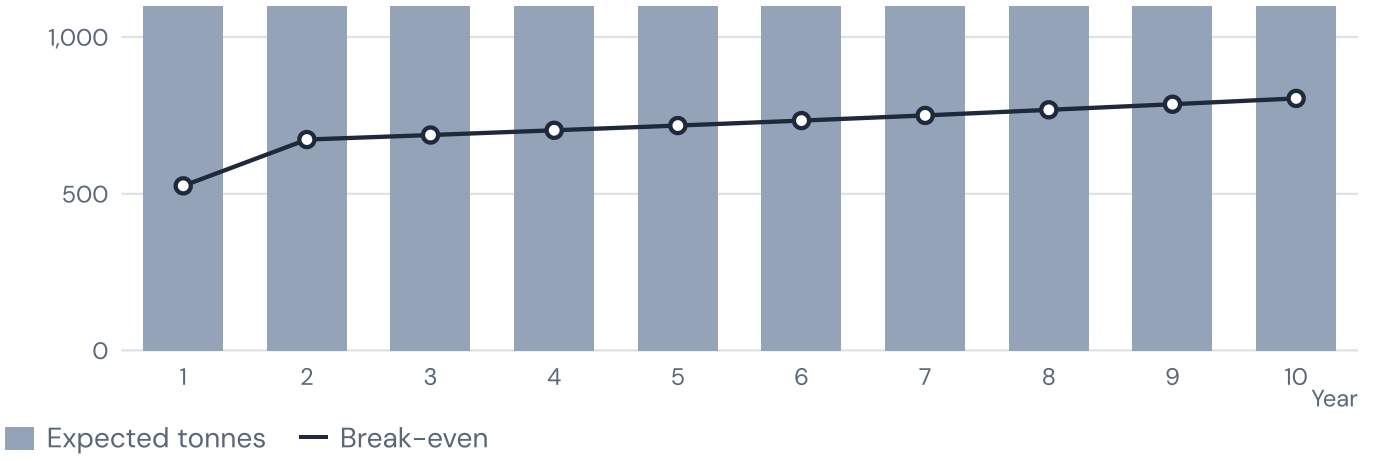
A. New line



YEAR	PRICE	VARIABLE COST	FIXED COSTS	EXPECTED TONNES	BREAK-EVEN	MARGIN OF SAFETY
1	14.00	8.50	2.1 million	700	618	12%
2	14.00	8.76	2.21 million	950	669	30%
3	14.42	9.02	2.33 million	1,100	672	39%
4	14.85	9.29	2.45 million	1,100	674	39%
5	15.30	9.57	2.58 million	1,100	677	38%
6	15.76	9.85	2.72 million	1,100	681	38%
7	16.23	10.15	2.87 million	1,100	685	38%
8	16.72	10.45	3.02 million	1,100	690	37%
9	17.22	10.77	3.18 million	1,100	695	37%
10	17.73	11.09	3.36 million	1,100	701	36%

The highlighted row is the year with the lowest margin of safety.

B. Second shift and a co-packer



YEAR	PRICE	VARIABLE COST	FIXED COSTS	EXPECTED TONNES	BREAK-EVEN	MARGIN OF SAFETY
1	14.00	12.00	0.9 million	1,100	525	52%
2	14.00	12.36	0.95 million	1,100	673	39%
3	14.42	12.73	1.01 million	1,100	687	38%
4	14.85	13.11	1.07 million	1,100	702	36%
5	15.30	13.51	1.14 million	1,100	718	35%
6	15.76	13.91	1.2 million	1,100	734	33%
7	16.23	14.33	1.28 million	1,100	750	32%
8	16.72	14.76	1.35 million	1,100	768	30%
9	17.22	15.20	1.43 million	1,100	786	29%
10	17.73	15.66	1.52 million	1,100	804	27%

The highlighted row is the year with the lowest margin of safety.

Does someone who knows the market believe it?

✓ **A. New line**	Yes, and they believe it: The German buyer: its sales of similar products in 40 test stores
✓ **B. Second shift and a co-packer**	Yes, and they believe it: The German buyer, as for option A

The checks

✓ **Every option costed**	2 options, with decline as the baseline.
✓ **A margin on each unit**	Every option sells above its variable cost.
✓ **Break-even every year**	Worked out for each of the 10 years, at that year's prices and costs.
✓ **Depreciation, not cash**	Spread evenly over the years it runs and counted in break-even; the capital and the resale are cash only when paid.
✓ **Interest kept out**	Left out of break-even; the lender's view adds it for New line.
✓ **Checked with the market**	Someone who knows the market believes the volume.

Results are estimates to support a decision, not financial advice. Tax rules vary by country: check yours with an accountant.

DECISION POINT

Go on, and watch the thin year

New line covers its costs every year, but with little room in year 1 (12%). Stage 3 shows whether the business can carry a bad year.

STAGE 3 OF 6

Can the business afford it, month by month?

Stage 3 diagnosis

Affordable as planned, but the biggest receipt a quarter late breaks it

Before you rely on this

- The yearly flows are before tax. In a real decision, use flows after tax: depreciation isn't cash, but it lowers the tax bill.

New line: **PLN 16 million out in year 0 (with 2 million of working capital, back at the end); PLN 1.75 million in year 1; the money is back in 5.1 years, before discounting.**

Second shift and a co-packer: **PLN 3.5 million out in year 0 (with 2 million of working capital, back at the end); PLN 1.3 million in year 1; the money is back in 3.6 years, before discounting.**

The lowest point: **PLN -0.8 million at the end of quarter 4, against an overdraft limit of PLN 2 million. Forecast with New line.**

The biggest receipt, late: **If the PLN 9 million due in quarter 2 comes a quarter late, cash falls to PLN -4 million in quarter 2.**

At the end: **PLN 0.23 million after 8 quarters, against PLN 9 million without the investment.**

What this may mean

Payments rarely arrive exactly on time. With no room for the biggest one to slip, the plan rests on a date nobody controls.

Investigate next

Agree the date of the biggest receipt in writing, or line up a larger overdraft to cover the gap, before committing.

The flows are in the money of each year, so stage 4 uses a nominal discount rate.

Interest is left out of the yearly flows, because stage 4 charges for money through its discount rate. Loan repayments and interest are in the forecast by quarter, where they are real cash.

Each option's cash, year by year

NET CASH FLOW

PLN million · before tax · in the money of each year

YEAR	A. NEW LINE	B. SECOND SHIFT AND A CO-PACKER
0	-16.00	-3.50
1	1.75	1.30
2	2.77	0.85
3	3.61	0.85
4	3.67	0.84
5	3.72	0.84
6	3.77	0.83
7	3.82	0.81
8	3.87	0.80
9	3.91	0.78
10	6.95	2.76
Payback	5.1 years	3.6 years

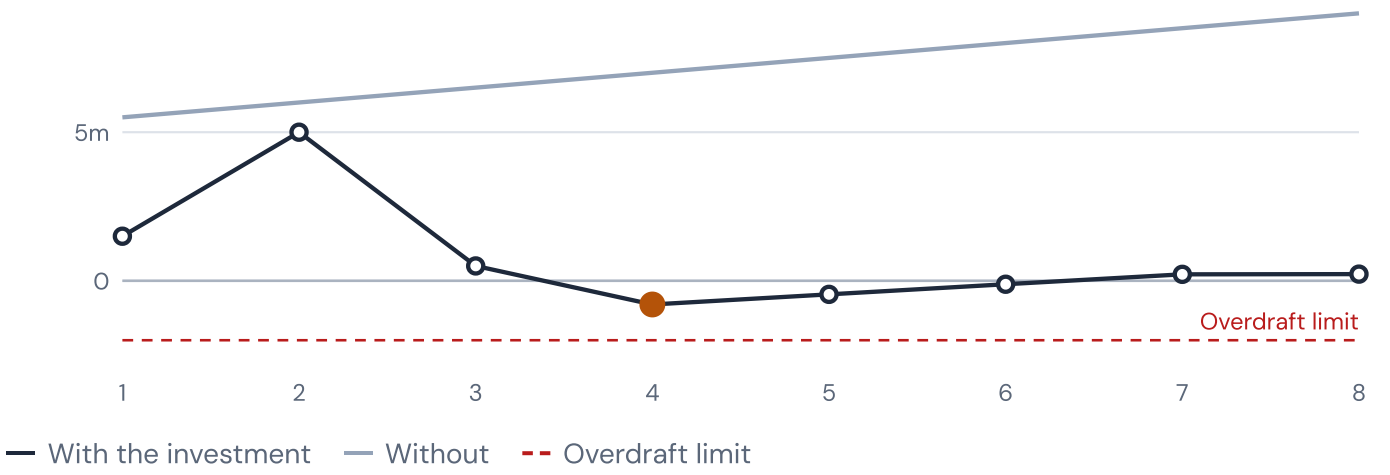
YEAR	OPERATING CASH	WORKING CAPITAL	CAPITAL AND RESALE	NET	CUMULATIVE
0	0.00	-2.00	-14.00	**-16.00**	-16.00
1	1.75	0.00	0.00	**1.75**	-14.25
2	2.77	0.00	0.00	**2.77**	-11.48
3	3.61	0.00	0.00	**3.61**	-7.86
4	3.67	0.00	0.00	**3.67**	-4.20
5	3.72	0.00	0.00	**3.72**	-0.47
6	3.77	0.00	0.00	**3.77**	3.30
7	3.82	0.00	0.00	**3.82**	7.12
8	3.87	0.00	0.00	**3.87**	10.99
9	3.91	0.00	0.00	**3.91**	14.90
10	3.95	2.00	1.00	**6.95**	21.86

PLN million. Working capital: out in year 0, back in the last year. Capital: out in year 0; the resale in the last year.

YEAR	OPERATING CASH	WORKING CAPITAL	CAPITAL AND RESALE	NET	CUMULATIVE
0	0.00	-2.00	-1.50	**-3.50**	-3.50
1	1.30	0.00	0.00	**1.30**	-2.20
2	0.85	0.00	0.00	**0.85**	-1.35
3	0.85	0.00	0.00	**0.85**	-0.50
4	0.84	0.00	0.00	**0.84**	0.34
5	0.84	0.00	0.00	**0.84**	1.17
6	0.83	0.00	0.00	**0.83**	2.00
7	0.81	0.00	0.00	**0.81**	2.81
8	0.80	0.00	0.00	**0.80**	3.62
9	0.78	0.00	0.00	**0.78**	4.40
10	0.76	2.00	0.00	**2.76**	7.16

PLN million. Working capital: out in year 0, back in the last year. Capital: out in year 0; the resale in the last year.

Cash at the end of each quarter



QUARTER	WITHOUT	WITH THE INVESTMENT
1	5.50	**1.50**
2	6.00	**5.00**
3	6.50	**0.50**
4	7.00	**-0.80**
5	7.50	**-0.46**
6	8.00	**-0.12**
7	8.50	**0.22**
8	9.00	**0.23**

PLN million. The highlighted row is the lowest point; the overdraft limit is PLN 2 million.

If bank loan (PLN 9 million, due in quarter 2) comes a quarter late, cash falls to PLN -4 million in quarter 2: **beyond the overdraft limit.**

The checks

✓ **Capital when it is paid**	Out in year 0; the resale in the last year.
✓ **Working capital out and back**	Out at the start, back at the end.
✓ **Depreciation is not cash**	Left out of the flows.
! **Tax**	Before tax: fine for comparing, but the real decision needs flows after tax.
✓ **Interest kept out**	Out of the yearly flows; in the quarterly forecast as real cash.
✓ **The lowest point**	PLN -0.8 million in quarter 4, inside the overdraft limit.
! **The biggest receipt, late**	Bank loan (PLN 9 million) a quarter late: lowest PLN -4 million in quarter 2.

Results are estimates to support a decision, not financial advice. Tax rules vary by country: check yours with an accountant.

DECISION POINT

Agree the date of the biggest receipt

As planned, cash stays inside the overdraft. With bank loan a quarter late, it falls to PLN -4 million. Get the date in writing, or a larger overdraft for that quarter, before committing.

STAGE 4 OF 6

Does it add value, and which option adds most?

Stage 4 diagnosis

New line adds most value: NPV +PLN 5.65 million at 10%, though **Second shift and a co-packer** returns more per unit of money

Before you rely on this

- The flows are before tax. In a real decision, use flows after tax: depreciation isn't cash, but it lowers the tax bill.

New line: **NPV +PLN 5.65 million at 10%; rate of return 17%; payback 5.1 years; capital at stake PLN 16 million.**

Second shift and a co-packer: **NPV +PLN 2.77 million at 10%; rate of return 26%; payback 3.6 years; capital at stake PLN 3.5 million.**

Where the measures disagree: **Second shift and a co-packer** has the higher rate of return; **New line** adds more value in total. NPV decides: a small project can return more per unit of money and still add less.

What would wipe out the value of **New line**: **Volume 20% lower; the price 10% lower; variable costs 10% higher.**

What this may mean

The option taken forward adds value after paying for the money it ties up, and survives a miss on volume and the rate. Its exposure is in the figures above: stage 5 tests them in whole futures.

Investigate next

In stage 5, rerun the value of the chosen option in four futures, and find the moves that protect it.

The flows are in the money of each year, so the rate is a nominal one, with inflation in it, as lenders and owners quote it.

NPV: each year's cash flow divided by (1 + the rate) to the power of the year, added up. The rate of return is the rate at which NPV would be zero; payback, the years until the money is back, before discounting.

The options compared

AT

10% nominal · before tax · 10 years

MEASURE	A. NEW LINE CHOSEN	B. SECOND SHIFT AND A CO-PACKER
Capital at stake	PLN 16 million	PLN 3.5 million
Net present value at 10%	**+5.65 million** Highest	**+2.77 million**
Internal rate of return	17%	26% Highest
Payback	5.1 years	3.6 years

The highlighted row is the measure that decides. Why A. New line: B returns more per zloty but adds less value in total, and it depends on a co-packer we don't control

Option A, worked

A. New line, PLN million

Net present value at 10%

Each year's cash flow ÷ 1.1^{year}, added up

Year 0	-16.00: the money out before it starts
Year 1	1.75
Years 2 to 9	2.77 rising to 3.91
Year 10	6.95: the year's cash, with the working capital back and the resale
Net present value	**PLN +5.65 million**: value added after a 10% return on the money

What would it take to wipe out the value of A. New line?

CHANGE	-20%	-10%	AS FORECAST	+10%	+20%
Volume	-1.61	2.02	5.65	9.28	12.91
Price	-13.65	-4.00	5.65	15.30	24.95
Variable cost	17.69	11.67	5.65	-0.37	-6.39
Fixed costs	8.81	7.23	5.65	4.07	2.48
Discount rate	At 8%: **7.97**		5.65	At 12%: **3.64**	

NPV, PLN million. Red: the value is wiped out. Each driver is moved in every year, through stages 2 and 3; the rest stay as forecast.

The checks

✓ **Nominal or real, not mixed**	Cash flows in the money of each year, a nominal rate.
! **After tax**	Before tax: fine for comparing, but the real decision needs flows after tax.
✓ **NPV decides**	The rate of return favours another option; NPV decides, and the reason is written.
✓ **Survives a miss**	Wiped out by: volume −20%; price −10%; variable cost +10%.
✓ **Interest kept out**	The discount rate charges for money, so interest isn't in the cash flows.

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DECISION POINT

Take New line to stage 5

New line adds PLN +5.65 million after a 10% return on the money. Next, rerun it in four futures, and find the moves that protect it.

STAGE 5 OF 6

What happens if the future turns out differently?

Stage 5 diagnosis

The moves lift the worst case from −PLN 5.1 million to −PLN 1.66 million

The axes: **Whether the chain renews the contract at full volume** and **Meat prices**, which can move **independently.**

NPV of **New line** in each future: **Steady growth** +PLN 5.65 million; **Smaller order** -PLN 0.96 million; **Squeezed margins** +PLN 0.63 million; **Double hit** -PLN 5.1 million.

With the moves: **The worst case, Double hit, goes from -PLN 5.1 million to -PLN 1.66 million, with 2 moves that change the result.**

Signposts: **At least one for each axis.**

What this may mean

The worst future still loses money, but less than before. Whether that is acceptable depends on the most the business will accept losing.

Investigate next

In stage 6, set the most the business will accept losing, check the worst future against it, and give each remaining risk and signpost an owner.

Polish wages rising faster than prices is high impact but predictable, so it belongs in every future: check stage 2's yearly rises carry it.

Each future is the forecast with its two ends' changes, rebuilt through stage 2's figures and stage 3's working capital and tax, and discounted at stage 4's rate.

The four futures

A. New line · net present value at 10% · Whether the chain renews the contract at full volume across, meat prices down

AXIS 1 **Whether the chain renews the contract at full volume →**

AXIS 2 **Meat prices ↓**

As in the forecast	Volume at 800 tonnes from year 4
As in the forecast	
Steady growth **NPV PLN +5.65 million** The base case from stage 4	**Smaller order** **NPV PLN −0.96 million** With the moves: +0.51 million
Variable cost up 0.80 a kg	
Squeezed margins **NPV PLN +0.63 million** With the moves: +3.14 million	**Double hit** **NPV PLN −5.1 million** With the moves: −1.66 million

Red: the option loses value in that future. The worst future is outlined. With the moves, the worst case goes from PLN −5.1 million to −1.66 million.

The two axes: from the forecast to the worst case

AXIS	THE FORCE	ITS WORST CASE
1	Whether the chain renews the contract at full volume	Volume is set to 800 tonnes from year 4
2	Meat prices	Variable cost goes up by 0.80 a kg

What it would take to break even

What it would take to break even

FUTURE	NPV NOW	WHETHER THE CHAIN RENEWS THE CONTRACT AT FULL VOLUME WORST CASE → TO BREAK EVEN	MEAT PRICES WORST CASE → TO BREAK EVEN
Double hit	-5.1 million	800 tonnes → **1,067 tonnes** from year 4	+0.80 a kg → not enough alone
Smaller order	-0.96 million	800 tonnes → **844 tonnes** from year 4	As forecast

Each figure is the level it must hold on its own, with the other force at its worst.

The moves

MOVE	WRITTEN FOR	APPLIES	WHAT IT CHANGES
A five-year minimum order of 1,000 tonnes	Double hit	In every future	Volume is at least 1,000 tonnes in years 4 to 5
Half of any meat price rise passed on to the chain	Double hit	When variable cost up 0.80 a kg	Price goes up by 0.40 a kg

Signposts to watch

- **Tonnes sold each month, against the forecast**, for whether the chain renews the contract at full volume. Arriving when: below 79 tonnes a month for two months running, halfway to the worst case
- **The variable cost per kg each month**, for meat prices. Arriving when: above PLN 8.90 a kg for two months running, halfway to the worst case

Stage 6 gives each signpost an owner, reviewed with the risk register.

The checks

✓ **Two uncertain axes**	Both axes have a high impact and could go either way.
✓ **The axes move independently**	Either can change without the other, so all four futures can happen.
✓ **Predictable forces in every future**	Polish wages rising faster than prices: high impact but predictable, so it belongs in every future. Check stage 2's yearly rises carry it.

✓ **Change the deal, not the forecast**	2 moves lift the worst case from -5.1 million to -1.66 million.
✓ **Signposts for both axes**	Each axis has an early sign to watch.

Results are estimates to support a decision, not financial advice. Tax rules vary by country: check yours with an accountant.

DECISION POINT

Take New line to stage 6

The worst case is Double hit at PLN -1.66 million, lifted from -5.1 million by the moves. Stage 6 checks it against the most the business will accept losing.

STAGE 6 OF 6

What could still go wrong once you commit?

Stage 6 diagnosis

4 risks with owners and treatments, inside a limit of PLN 3 million

The limit: **The most the business will accept losing: PLN 3 million.**

The worst future: **Loses PLN 1.66 million after stage 5's moves (PLN 5.1 million before them), inside the limit.**

The biggest risks, as treated: **Sales in euros, costs in zloty: a stronger zloty cuts the margin**: from beyond the limit to major, reduced, owned by **Finance director**; **The German chain's food safety audit finds a fault**: from major to moderate, reduced, owned by **Quality manager**; **The one engineer who knows the new line leaves**: from moderate to minor, reduced, owned by **Plant manager**.

Signposts: **2 of 2 with an owner, reviewed with the register every month.**

What this may mean

Every risk that could still hurt has an owner, a treatment and a date, and none could cost more than the business will accept.

Investigate next

Commit, and review the signposts and the register together every month. At 12 months and three years, compare the actual cash flows with stage 3's forecast.

Sales in euros, costs in zloty: a stronger zloty cuts the margin could cost more than the limit untreated; it is approved only with its treatment in place.

Treatments: avoid (don't do what carries the risk), reduce (lower the chance or the cost), transfer (a contract, a hedge or insurance carries it), accept (carry it on purpose, inside the limit).

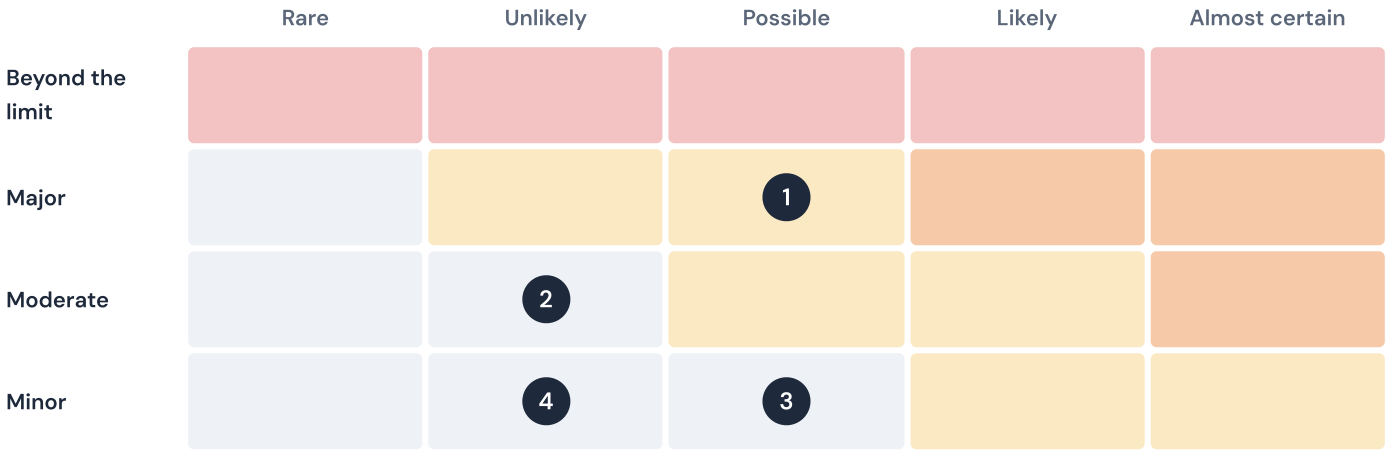
The register, biggest first

A. New line · limit PLN 3 million · reviewed every month

#	RISK	HOW LIKELY	COULD COST	ONCE TREATED	TREATMENT AND ACTION	OWNER, BY WHEN
1	Sales in euros, costs in zloty: a stronger zloty cuts the margin	Possible	Beyond the limit	Major	**Reduce:** fix the exchange rate for half of each year's sales in advance	Finance director Before signing
2	The German chain's food safety audit finds a fault	Unlikely	Major	Moderate	**Reduce:** A practice audit by an outside inspector first	Quality manager Two months before the first deliveries
3	The one engineer who knows the new line leaves	Possible	Moderate	Minor	**Reduce:** the maker trains two more	Plant manager Within three months of start-up
4	The line is installed late and misses the first orders	Unlikely	Moderate	Minor	**Transfer:** A late-delivery penalty in the maker's contract	Operations manager In the contract, before signing

Highlighted: could have cost more than the limit untreated.

Where each risk sits



Each number is a risk in the register, where it sits once treated. The top row is beyond the limit of PLN 3 million: a risk there changes the decision.

Signposts and reviews

- **Tonnes sold each month, against the forecast**, for whether the chain renews the contract at full volume; arriving when below 79 tonnes a month for two months running, halfway to the worst case: Sales director
- **The variable cost per kg each month**, for meat prices; arriving when above PLN 8.90 a kg for two months running, halfway to the worst case: Purchasing manager

The register and the signposts are reviewed together every month, led by the managing director.

The checks

✓ **A limit set first**	The most the business will accept losing: PLN 3 million (the reserve the owners keep).
✓ **The worst future inside it**	Double hit loses PLN 1.66 million, inside the limit.
✓ **Every risk inside it as treated**	1 risk could cost more than the limit untreated, and is approved only with the treatment in place.
✓ **One owner each**	Every risk has one owner.
✓ **An action and a date**	Every treatment has an action and a date.
✓ **Signposts watched**	Each signpost from stage 5 has an owner.
✓ **A review rhythm**	The register and the signposts reviewed together every month, led by the managing director.

Results are estimates to support a decision, not financial advice. Tax rules vary by country: check yours with an accountant.

DECISION POINT

Commit to New line, inside a limit of PLN 3 million

4 risks with owners and dates; sales in euros, costs in zloty: a stronger zloty cuts the margin is approved only with its treatment in place. Review the register and the signposts together every month.

not proven causes.