

Umurage Coffee House

Comprehensive Business Plan

March 10, 2026

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1. Executive Summary

1.1 The Problem & Solution

Rwanda produces some of the finest specialty coffee in the world, with the national coffee sector generating a record \$148.6 million in export revenues in 2025. Yet, despite the global acclaim for Rwandan beans, premium specialty coffee experiences within the country have historically been concentrated in a few specific neighborhoods of Kigali, such as Kacyiru or Kiyovu. The vibrant, rapidly growing neighborhood of Kimironko is home to an expanding demographic of local professionals, digital nomads, and expatriates, but lacks a dedicated, premium neighborhood coffee house. Residents often have to commute out of their district to find a space combining high-quality, locally sourced coffee with a productive work environment.

Umurage Coffee House solves this by bringing a world-class coffee experience directly to the heart of Kimironko. We offer a community-focused neighborhood retreat that serves exceptional coffee crafted from locally sourced Rwandan beans. By combining a welcoming aesthetic, reliable high-speed internet, and top-tier customer service, Umurage Coffee House bridges the gap between Rwanda's world-renowned coffee exports and local consumer accessibility.

1.2 Target Audience

Our primary target audience consists of young professionals, entrepreneurs, digital nomads, and diaspora returnees residing in or frequently visiting Gasabo District, specifically the Kimironko area. Secondary audiences include university students looking for reliable study spaces, weekend socializers seeking a relaxed brunch environment, and tourists staying in the growing number of local guesthouses and short-term rentals in Kimironko. These groups value quality, convenience, and an inspiring atmosphere, and they possess the disposable income to support a daily or weekly premium coffee habit.

1.3 Value Proposition

Umurage Coffee House offers the ultimate neighborhood retreat. Our value proposition is rooted in providing a sensory and communal experience: "Experience the vibrant heart of Kimironko." We do not just sell a cup of coffee; we provide a curated sanctuary for connection, work, and relaxation. By exclusively sourcing high-grade Arabica Bourbon beans from local cooperatives and pairing them with a culturally resonant, comfortable space featuring uninterrupted power and fiber-optic Wi-Fi, we offer an unparalleled local amenity that celebrates the heritage (Umurage) of Rwandan coffee.

1.4 Financial Highlights & Funding Ask

Umurage Coffee House projects a robust financial outlook, driven by strong initial unit sales for coffee and pastries contributing to a healthy gross profit margin of 70% before operating expenses. Initial capital expenditure of RWF 20,500,000, largely for premium interior fit-out and essential equipment, is fully funded by a RWF 20,000,000 founder equity injection and RWF 10,000,000 in commercial debt. Umurage Coffee House requires strategic management of operating costs, including RWF 800,000 monthly rent, and aggressive revenue growth strategies to achieve sustained profitability and deliver strong returns on investment, especially given the 28% tax rate.

- Year 1 Revenue: RWF 160.34M
- Year 1 Net Income: RWF 21.06M
- Year 5 Revenue: RWF 422.31M
- Year 5 Net Income: RWF 90.07M
- Total Funding Secured/Sought: RWF 30.00M
- Break-Even Revenue: RWF 87.19M

2. Company Overview

2.1 Mission, Vision, & Core Values

Mission: To craft exceptional coffee experiences using the finest locally sourced Rwandan beans, while cultivating a welcoming space in Kimironko that fosters community connection, productivity, and relaxation.

Vision: To become the premier coffee destination in Kigali's suburbs, driving the growth of Rwanda's domestic coffee culture and setting the standard for neighborhood hospitality.

Core Values:

- **Heritage (Umurage):** Honoring Rwanda's rich agricultural history and coffee excellence.
- **Community:** Creating an inclusive, vibrant hub for the Kimironko neighborhood.
- **Quality:** Uncompromising standards in every cup we brew and every pastry we serve.
- **Sustainability:** Supporting local farmers through ethical sourcing and implementing eco-friendly operational practices.

2.2 Legal Structure & Ownership

Umurage Coffee House will be registered as a Private Limited Company (Ltd) with the Rwanda Development Board (RDB). The company is currently 100% founder-owned. The total startup capital required is Rwf 30,000,000. The founder is injecting Rwf 20,000,000 in personal equity and is seeking a debt financing facility (commercial loan or SME grant) of Rwf 10,000,000 to cover the remaining capital expenditures, including high-end espresso machinery and custom interior fit-outs.

2.3 Location & Operating Regions

The business will operate exclusively in Rwanda, with its flagship brick-and-mortar location situated in Kimironko, Kigali. Kimironko is a strategic location due to its high foot traffic, vibrant local market, proximity to the Kigali Arena, and a surge in both residential development and short-term accommodations. The specific site will be selected based on accessibility, parking availability, and the potential for an outdoor seating area to capture Kigali's pleasant year-round climate.

2.4 Current Status & History

Umurage Coffee House is currently in the idea and early-planning stage. Extensive market research has been conducted, taking into account the recent macroeconomic shifts in Rwanda's coffee sector. The business plan is finalized, branding concepts are in development, and the founder has successfully secured the initial Rwf 20,000,000 in personal investment. The immediate next steps involve securing the Rwf 10,000,000 loan, signing a commercial lease in Kimironko, and initiating the architectural design and procurement process.

3. Market Analysis

3.1 Industry Overview & Regional Trends

Rwanda's coffee industry is experiencing unprecedented growth. In 2025, the sector generated a record \$148.6 million from the export of 23,860 tonnes of green coffee, a 65% surge in revenues compared to the previous year. Concurrently, there is a powerful shift in domestic consumption. According to the National Agricultural Export Development Board (NAEB), domestic coffee consumption in Rwanda grew from 2% in 2023 to 5% by late 2025, with an aggressive government target to reach 15% in the near future. As NAEB CEO Claude Bizimana noted, social habits are evolving: "In the past, people would say, 'let's meet for a beer,' but today it's common to hear, 'let's meet for coffee'". This cultural shift, combined with the rising purchasing power of Kigali's middle class, makes 2026 the ideal time to launch a local specialty coffee shop.

3.2 Target Market Sizing (TAM/SAM/SOM)

- Total Addressable Market (TAM): The entire coffee-drinking population of Kigali, including the city's 1.2+ million residents, expatriate community, and international tourists.
- Serviceable Available Market (SAM): Middle-to-upper-income residents, remote workers, and visitors located within the Gasabo District (specifically encompassing Kimironko, Remera, and parts of Nyarutarama), estimated at 50,000 to 70,000 individuals.
- Serviceable Obtainable Market (SOM): Capturing 300 to 500 loyal, repeat customers from the immediate Kimironko neighborhood within the first year of operation, translating to roughly 100-150 daily transactions.

3.3 Customer Personas

- The Remote Professional: Often a digital nomad or diaspora returnee in their late 20s to 40s. They require reliable, high-speed Wi-Fi, ample power outlets, and a quiet ambiance to conduct Zoom meetings while consuming multiple beverages over a 3-4 hour stay.
- The Local Connector: A Rwandan professional or entrepreneur who uses the coffee shop as a neutral, aesthetic meeting ground for business negotiations, interviews, or casual networking.
- The Weekend Resident: Families and young adults living in Kimironko who view the coffee house as a weekend leisure destination for premium pastries, iced lattes, and socializing.

3.4 Competitor Analysis & Market Positioning

The Kigali specialty coffee market features established players such as Question Coffee (renowned for its farm-to-cup model and barista training in Gishushu), Bourbon Coffee (a legacy brand with multiple corporate-style locations), and Inzora Rooftop Cafe (a boutique, eco-friendly space in

Kacyiru).

Positioning: Most premium competitors are clustered in Kacyiru, Kiyovu, or Gishushu. Umurage Coffee House differentiates itself through its geographic focus on Kimironko. While competitors cater heavily to tourists and NGO workers in the city center, Umurage positions itself as an authentic neighborhood retreat. We will offer the same rigorous specialty coffee standards (e.g., 80+ point grading) as the top-tier cafes, but within a highly accessible, community-integrated environment that saves Kimironko residents a commute across the city.

4. Products & Services

4.1 Detailed Product Description

Umurage Coffee House will offer a meticulously crafted menu centered around high-quality Rwandan coffee.

- **Beverages:** Classic espresso-based drinks (lattes, cappuccinos, flat whites, macchiatos), manual pour-overs highlighting specific flavor profiles of local beans (e.g., citrus and stone fruit notes typical of Rwandan Red Bourbon), and modern favorites like cold brews and iced flavored lattes. Non-coffee options will include local organic teas, fresh juices, and signature hot chocolates.
- **Food:** A curated selection of fresh, locally baked goods including croissants, pain au chocolat, muffins, and cookies. We will also offer a light savory menu consisting of gourmet sandwiches, avocado toast, and healthy salads suitable for quick business lunches.

4.2 The Problem Solved / Use Cases

Customers currently face a trade-off: travel 20-30 minutes through Kigali traffic to reach a premium cafe with a conducive working environment, or settle for substandard instant coffee at a local neighborhood bar. Umurage solves this by offering a "third space" (a place outside of home and work) right in Kimironko. Use cases include morning coffee runs before commuting, mid-day remote work sessions requiring reliable infrastructure, afternoon casual business meetings, and weekend relaxation.

4.3 Sourcing & Production

We are committed to ethical and local sourcing. In 2026, the Rwandan farm-gate price for coffee cherries was raised to Rwf 750/kg to better support farmers. Umurage will partner directly with highly-rated local washing stations and roasters who pay fair wages and practice climate-smart agriculture. By sourcing roasted beans locally, we ensure maximum freshness while keeping capital within the Rwandan economy. Food items will be sourced daily from certified artisanal bakeries in Kigali to minimize in-house kitchen overhead and ensure consistent quality.

4.4 Future Product Roadmap

- **Year 1:** Launch with a core menu of premium beverages and outsourced baked goods/light snacks. Focus on perfecting coffee quality and customer service.
- **Year 2:** Introduce a proprietary "Umurage Blend" of roasted coffee beans packaged for retail sale, allowing customers to brew our coffee at home. Expand the food menu to include an in-house hot brunch on weekends.
- **Year 3:** Launch B2B catering services for offices in the Gasabo district and introduce community

barista masterclasses to further consumer education and engagement.

5. Marketing & Sales Strategy

5.1 Pricing Strategy

Umurage will employ a value-based premium pricing strategy. Prices will be positioned to reflect the high quality of the specialty coffee and the premium ambiance, matching the standard rates of Kigali's top-tier cafes, while remaining accessible to the local middle class. For example, standard espresso drinks will range from Rwf 3,000 to Rwf 4,500. This margin allows for the absorption of high-quality bean costs and robust staff compensation while achieving profitability.

5.2 Customer Acquisition & Distribution Channels

- **Digital Marketing:** Heavy reliance on visually driven platforms like Instagram and TikTok, which are highly popular among Kigali's youth and digital nomads. We will showcase latte art, our aesthetic interior, and behind-the-scenes sourcing.
- **Local SEO & Discovery:** Registering on Google My Business and TripAdvisor to ensure that anyone searching for "coffee near me" or "cafes in Kimironko" finds Umurage instantly.
- **Community Engagement:** Partnering with Airbnb hosts and boutique guesthouses in Kimironko to provide discount cards for their guests, establishing Umurage as the default morning destination for visitors.

5.3 Sales Process & Cycle

The primary sales process is an over-the-counter POS (Point of Sale) transaction. To encourage repeat business and shorten the sales cycle for returning customers, we will implement a digital loyalty program (e.g., "Buy 9 coffees, get the 10th free"). Additionally, we will integrate with local delivery aggregators like Vuba Vuba to capture the at-home and office-delivery market within the Kimironko and Remera areas.

5.4 Strategic Partnerships

Success relies on robust local partnerships:

- **Roasting Partners:** Collaborating with established local roasteries (e.g., Rubia Coffee Roasters or local women-led cooperatives) to secure an exclusive Umurage bean profile.
- **Tech & Delivery:** Liquid Intelligent Technologies or Canalbox for commercial-grade internet, and Vuba Vuba for last-mile delivery.
- **Local Creatives:** Partnering with Rwandan artists and creatives to display artwork in the cafe, creating an authentic, culturally rich environment that draws in the arts community.

6. Operations Plan

6.1 Day-to-Day Operations

Umurage Coffee House will operate 7 days a week, from 7:00 AM to 9:00 PM. Operations will be split into two main shifts (morning and afternoon/evening). Daily operations will be governed by strict Standard Operating Procedures (SOPs) including opening prep (calibrating the espresso machine, dialing in the grind), mid-day inventory checks, maintaining pristine cleanliness of the customer and restroom areas, and closing reconciliations of the cash register and POS system.

6.2 Supply Chain & Logistics

Inventory management will be conducted on a weekly basis for non-perishables (cups, lids, syrups, cleaning supplies) and coffee beans, ensuring we hold no more than a 14-day supply of roasted beans to guarantee peak freshness. Perishables (milk, fresh produce for sandwiches, pastries) will be delivered daily. We will maintain relationships with at least two alternative suppliers for critical items like milk and beans to mitigate supply chain disruptions.

6.3 Technology Infrastructure & Tools

The cafe will utilize a cloud-based POS system (such as Square or a localized equivalent integrated with MomoPay) to process cash, credit cards, and mobile money payments seamlessly. This system will also track real-time inventory and generate sales analytics to identify peak hours and popular items. A robust, load-balanced Wi-Fi network will be installed, supported by a backup battery inverter system to ensure zero downtime during sporadic municipal power fluctuations.

6.4 Regulatory Compliance & Licenses

The business will strictly adhere to all Rwandan regulations. This includes maintaining our RDB company registration, securing the mandatory trading license (Patente) from the local Umurenge (Sector) office, and obtaining a hygiene and food safety certificate from the Rwanda Food and Drugs Authority (Rwanda FDA). We will also ensure compliance with the Rwanda Revenue Authority (RRA) by installing an EBM (Electronic Billing Machine) for tax tracking, and adhere to national fire and safety regulations for commercial premises.

7. Management & Organization

7.1 Founders & Key Management

The Founder will act as the General Manager during the first year of operations, overseeing all administrative, financial, and strategic aspects of the business, as well as local marketing efforts. To ensure product excellence, a highly experienced Head Barista will be recruited. This individual will have specialty coffee training (ideally SCA certified or a graduate of local programs like those run by Question Coffee) and will be responsible for quality control, menu development, and training junior staff.

7.2 Organizational Chart

- General Manager (Founder)
- * Head Barista / Shift Supervisor
 - * Junior Baristas (2)
 - * Front-of-House Waitstaff / Cashiers (2)
- * Operations Support
 - * Cleaning & Maintenance Staff (1)
 - * Security Personnel (outsourced to a local firm)

7.3 Hiring Plan & Personnel Gaps

With the Founder handling management, the immediate hiring needs prior to launch include 1 Head Barista, 2 Junior Baristas, 2 Waitstaff, and 1 dedicated Cleaner. We have a personnel gap in accounting and financial compliance; rather than hiring a full-time CFO, we will outsource monthly bookkeeping and tax filing to a certified local accounting firm in Kigali. We will prioritize hiring staff from the local Kimironko community to foster goodwill and support local employment.

7.4 Board of Directors / Advisors

While Umurage Coffee House will not have a formal Board of Directors in its initial phase, the Founder will establish an informal Advisory Board. This will consist of:

- A local real estate and property management expert to assist with lease negotiations and facility management.
- A financial advisor with experience in Rwandan SME lending to guide the utilization of the Rwf 10,000,000 loan.
- A veteran in the Rwandan hospitality and tourism sector to provide mentorship on customer service standards and scaling operations.

8. Financials

The following section presents the financial assumptions, inputs, and five-year projections for Umurage Coffee House.

8.1 General Assumptions

Parameter	Value
Base Currency	RWF
Tax Rate	28%
Inflation Rate	7.9%
Start Date	2026-04

Umurage Coffee House will commence operations in April 2026, navigating a business landscape with a significant 28% corporate tax rate and a notable 7.9% inflation rate. These economic factors will significantly influence Umurage Coffee House's profitability and cost management strategies over time. Careful financial planning will be crucial to mitigate the impact of inflation on operational expenses and consumer purchasing power.

8.2 Revenue Projections

Revenue Stream	Type	Unit Price	Sales Volume
Standard Espresso Drinks & Coffee	Product	RWF 3.8K	2,250
Fresh Pastries & Savory Menu	Product	RWF 3.0K	1,200

Projected Compound Annual Growth Rate (CAGR)

Year 1	Year 2	Year 3	Year 4	Year 5
25%	20%	18%	15%	15%

Umurage Coffee House's initial revenue model heavily relies on two primary streams: Standard Espresso Drinks & Coffee, projected at 2,250 units per period at RWF 3,750 each, and Fresh Pastries & Savory Menu, anticipating 1,200 units at RWF 3,000. While the defined unit prices and volumes provide a clear starting point, the undefined growth rates indicate a need for robust marketing and operational strategies to scale Umurage Coffee House's sales beyond initial projections. The assumption of 0% churn suggests a strong focus on customer retention from the outset.

8.3 Direct Costs & Operating Expenses

Direct Costs (COGS)

Cost Item	% of Revenue
Coffee Beans & Beverage Supplies	30%
Food Ingredients & Pastries	30%

Operating Expenses (OPEX)

Expense	Monthly Amount
Commercial Rent (Kimironko)	RWF 800.0K
Utilities & Commercial Internet	RWF 350.0K
Outsourced Accounting & Bookkeeping	RWF 150.0K
Outsourced Security	RWF 100.0K
Digital Marketing & Local SEO	RWF 200.0K

Umurage Coffee House is set to maintain a consistent direct cost of goods sold (COGS) at 30% for both its coffee beverages and food items, suggesting a healthy gross margin across its product offerings. Fixed operating expenses include a significant RWF 800,000 monthly outlay for commercial rent in Kimironko, alongside RWF 350,000 for utilities and internet, forming substantial fixed costs for Umurage Coffee House. The strategic decision to outsource accounting (RWF 150,000) and security (RWF 100,000) aims to streamline operations and manage specialized service costs efficiently, complemented by a RWF 200,000 digital marketing budget to drive customer acquisition.

8.4 Personnel Plan

Role / Position	Monthly Salary	Headcount	Total Monthly
General Manager	RWF 273.0K	1	RWF 273.0K
Head Barista / Shift Supervisor	RWF 125.0K	1	RWF 125.0K
Junior Barista	RWF 107.1K	2	RWF 214.3K
Front-of-House Waitstaff / Cashiers	RWF 92.9K	2	RWF 185.8K
Cleaning & Maintenance Staff	RWF 80.0K	1	RWF 80.0K
Total Monthly Payroll			RWF 878.0K
Total Annual Payroll			RWF 10.54M

- Statutory & Related Expenses: 8.3% of gross salary

Umurage Coffee House plans for a lean operational team, with the General Manager earning RWF 273,000 annually, supported by a Head Barista at RWF 124,999, Junior Barista at RWF 107,125, Waitstaff at RWF 92,883, and Cleaning Staff at RWF 80,000 per year. These annual salaries suggest a highly efficient or potentially part-time staffing model for Umurage Coffee House, aiming to keep labor costs manageable in its initial phase. This structure emphasizes maximizing productivity from each team member to ensure operational efficiency.

8.5 Capital Expenditure & Startup Costs

Equipment / Hardware

Item	Cost	Lifespan (Years)
Commercial Espresso Machinery (Imported)	RWF 3.75M	7
POS Hardware & EBM Receipt Printer	RWF 250.0K	4
Custom Interior Fit-out & Furniture	RWF 15.00M	10
Backup Battery Inverter System	RWF 1.50M	5
Total Equipment	RWF 20.50M	

Other Startup Costs

Cost Item	Amount	Amortization (Years)
RDB Registration & Legal Compliance	RWF 500.0K	3
Initial Branding & Marketing Launch	RWF 800.0K	3
Total Startup Costs	RWF 1.30M	

- Working Capital Need (Inventory): 1 months

Umurage Coffee House commits a substantial initial capital expenditure totaling RWF 20,500,000, with a significant RWF 15,000,000 allocated to custom interior fit-out and furniture, underscoring a strong focus on creating an inviting customer experience. Essential operational investments for Umurage Coffee House include RWF 3,750,000 for imported commercial espresso machinery and RWF 1,500,000 for a backup battery inverter system, ensuring high-quality beverages and uninterrupted service. The RWF 250,000 for POS hardware highlights a commitment to modern transaction processing.

8.6 Financing & Funding

Source	Type	Amount	Interest Rate	Duration	Start Date
Founder Personal Equity	Investment	RWF 20.00M	N/A	N/A	2026-03-10
SME Commercial Debt Facility	Long term Loan	RWF 10.00M	15.72%	48 months	2026-03-10
Total Funding		RWF 30.00M			

Umurage Coffee House secures initial funding totaling RWF 30,000,000, comprising a substantial RWF 20,000,000 in founder personal equity, demonstrating strong owner commitment and belief in the venture. This significant equity contribution for Umurage Coffee House is complemented by a RWF 10,000,000 SME commercial debt facility, providing a balanced funding structure. This blend of personal investment and external financing positions Umurage Coffee House with the necessary capital to cover its initial capital expenditures and operating costs.

8.7 Income Statement

Metric	Year 1	Year 2	Year 3	Year 4	Year 5
Total Revenue	RWF 160.34M	RWF 211.38M	RWF 271.15M	RWF 340.34M	RWF 422.31M
Total COGS	RWF 96.20M	RWF 126.83M	RWF 162.69M	RWF 204.20M	RWF 253.38M
Gross Profit	RWF 64.13M	RWF 84.55M	RWF 108.46M	RWF 136.13M	RWF 168.92M
Total Payroll	RWF 11.41M	RWF 12.31M	RWF 13.28M	RWF 14.33M	RWF 15.47M
Total OPEX	RWF 30.61M	RWF 33.03M	RWF 35.64M	RWF 38.45M	RWF 41.49M
EBITDA	RWF 33.52M	RWF 51.52M	RWF 72.82M	RWF 97.68M	RWF 127.43M
EBIT	RWF 30.69M	RWF 48.69M	RWF 69.99M	RWF 95.28M	RWF 125.10M
EBT	RWF 29.26M	RWF 47.58M	RWF 69.27M	RWF 95.01M	RWF 125.10M
Net Income	RWF 21.06M	RWF 34.26M	RWF 49.87M	RWF 68.41M	RWF 90.07M

Umurage Coffee House projects a robust increase in net income, rising from 21,064,517 RWF in Year 1 to 90,068,640 RWF by Year 5. This consistent upward trend signifies strong and growing profitability for Umurage Coffee House over the projection period. It indicates effective revenue generation and cost management, leading to significant earnings growth.

8.8 Cash Flow Statement

Metric	Year 1	Year 2	Year 3	Year 4	Year 5
Cash from Operations	RWF 15.03M	RWF 34.48M	RWF 49.57M	RWF 67.29M	RWF 88.04M
Cash from Investing	-RWF 21.80M	RWF 0	RWF 0	RWF 0	RWF 0
Cash from Financing	RWF 28.05M	-RWF 2.28M	-RWF 2.66M	-RWF 3.11M	RWF 0
Net Cash Flow	RWF 21.29M	RWF 32.20M	RWF 46.91M	RWF 64.18M	RWF 88.04M
Ending Cash	RWF 21.29M	RWF 53.49M	RWF 100.40M	RWF 164.57M	RWF 252.61M

Umurage Coffee House's ending cash balance demonstrates exceptional growth, escalating from 21,286,218 RWF in Year 1 to a substantial 252,609,350 RWF by Year 5. This strong cash accumulation indicates that Umurage Coffee House is generating significant operational cash flow and maintaining excellent liquidity. The growing cash reserves provide Umurage Coffee House with ample financial flexibility for future investments and unexpected needs.

8.9 Balance Sheet

Metric	Year 1	Year 2	Year 3	Year 4	Year 5
Total Assets	RWF 49.12M	RWF 81.10M	RWF 128.31M	RWF 193.61M	RWF 283.67M
Total Liabilities	RWF 8.05M	RWF 5.77M	RWF 3.11M	RWF 0	RWF 0
Total Equity	RWF 41.06M	RWF 75.33M	RWF 125.20M	RWF 193.61M	RWF 283.67M

The balance sheet projections for Umurage Coffee House show remarkable expansion in both total assets and total equity. Total assets are projected to grow from 49,116,466 RWF in Year 1 to 283,674,766 RWF by Year 5, indicating significant growth in operational scale. Importantly, total equity closely mirrors this growth, reaching 283,674,766 RWF by Year 5, which suggests Umurage Coffee House is primarily funding its asset expansion through retained earnings and owner investment, rather than excessive debt.

8.10 Break-Even Analysis

- Break-Even Revenue: RWF 87.19M
- Contribution Margin Ratio: 40.0%
- Total Fixed Costs (Y1): RWF 34.88M
- Margin of Safety: 45.6%

8.11 Key Financial Ratios

Ratio	Year 1	Year 2	Year 3	Year 4	Year 5
ROA	42.9%	42.2%	38.9%	35.3%	31.8%
ROE	51.3%	45.5%	39.8%	35.3%	31.8%
ROI	70.2%	114.2%	166.2%	228.0%	300.2%

- NPV: RWF 133.71M
- IRR: 98.1%

9. Exit Strategy

Umurage Coffee House's long-term exit strategy is primarily focused on building a strong, profitable, and reputable brand within the Rwandan coffee market, making it an attractive acquisition target for larger hospitality groups or individual investors seeking a turn-key operation. Key to this will be consistent revenue growth, strong customer loyalty cultivated through exceptional service and product quality, and robust financial performance characterized by positive cash flow and healthy profit margins. Establishing strong operational procedures and a scalable business model will further enhance its attractiveness.

Alternatively, a management buyout (MBO) by key employees, possibly including the current management team, could be a viable option, providing continuity and leveraging existing operational knowledge. This would involve structuring a deal where the management team secures financing to acquire ownership of Umurage Coffee House, ensuring a smooth transition. The third option would involve a gradual transfer of ownership to a new owner, leveraging a business broker or direct negotiation, with the goal of maximizing shareholder value. Regardless of the path, maintaining impeccable financial records, a strong brand presence, and a clear market position will be paramount for Umurage Coffee House to execute a successful exit.

10. Conclusion

Umurage Coffee House is poised to enter the vibrant Rwandan hospitality market in April 2026, offering a compelling blend of high-quality espresso drinks and fresh culinary delights. The business plan outlines a clear strategy for revenue generation, underpinned by a significant RWF 20,500,000 capital investment in a premium customer experience and essential operational infrastructure, supported by a robust RWF 30,000,000 funding package from founder equity and commercial debt. While facing a 28% tax rate and 7.9% inflation, Umurage Coffee House's lean personnel plan and disciplined cost management aim to drive profitability.

The detailed financial assumptions provide a solid foundation for Umurage Coffee House's journey, emphasizing strategic decisions in outsourcing certain services and allocating a significant budget to digital marketing. Success hinges on effectively managing fixed costs like the RWF 800,000 monthly rent and consistently growing its customer base beyond initial projections. With a clear vision and a well-defined financial roadmap, Umurage Coffee House is positioned to become a beloved community hub and a financially sound venture within the competitive Rwandan market.