

OPTIUM ENERGY - FORTRISOL

BUSINESS PLAN

Tortosa, August 5, 2021

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OPTIUM ENERGY - FORTRISOL

EXECUTIVE SUMMARY

Tortosa, August 5, 2021

Executive Summary

a. The project

I. Sector.

This business plan sets out the strategy for the start-up of Optium Energy, an approved company dedicated to the supply, design and installation of photovoltaic equipment and its maintenance. Carrying out tailor-made projects for each client.

II. Business and product.

Our objective is to offer companies and public administrations the possibility of installing and maintaining a series of solar panels that allow the collection of solar radiation to produce electricity that can be used for own consumption or to be fed into the electricity grid, thereby achieving savings in electricity consumption and an economic benefit as generators of electricity.

III. Mission.

Our company installs and maintains photovoltaic energy equipment aimed mainly at companies. Indirectly favoring the reduction of the emission of pollutants into the atmosphere.

IV. Goals.

Next, we indicate the main objective for each year of activity contemplated in this 3-year business plan:

Year 1: Consolidate production and expansion.

Year 2: increased sales thanks to reinvestment in production capacity.

Year 3: achieve a turnover of 5 to 6 million euros.

b. The promoters

I. Promoters.

- **Marcos Agudo: Engineer with extensive experience in the construction and energy rehabilitation sector**
It will be in charge of the Technical Direction.

- **Susana Galvín: Commercial management and responsible for the coordination, organization of works and contracting. Commercial director.**
- **Silvia Exposito: Administrative department responsible for resolving all the administrative and accounting matters of the PV installations services. She will be the director of administration**

II. Advisors.

The Barcelona Chamber of Commerce and the Barcelona Activa Business Development Service have supervised us in the entrepreneurship process by putting their Business Creation Technicians at our disposal, who have advised and accompanied us.

c. Market and competitiveness

i. Potential market.

The European Union (EU) has a goal by 2030 that more than 32% of the total energy consumed is renewable. One of the energies that has to contribute the most to the cause in domestic consumption is "photovoltaic energy". In Spain, the use of solar energy grew by 94% in 2018 according to the Spanish Photovoltaic Union (UNEF). Growth that places it at the same level as Germany and other EU countries. This trend has caused a significant increase in efficient solar panel installations in our country in recent years.

II. Competitiveness

In our sector there are two types of companies; the large power generation and distribution companies (Endesa, Naturgy, etc.) that are very easy to follow and the small and medium-sized photovoltaic installation companies that are highly atomized, making it very difficult to carry out a general follow-up. Different types of companies with different levels of quality, specialization and competitiveness currently coexist in the market.

III. Key points.

- **The rhythm of growth of the economy, especially in Spain and the euro zone, in the coming years will be a determining factor in the increase in energy demand from its inhabitants residing in the main cities, as well as from the third sector.**

- That the private and public investments planned to be carried out according to the plans created for the extension of the renewable electricity grid.
- That the bet for renewable energy solutions and there are no political pressures at the business level to include energy produced by polluting products.
- That Public administration continue with your support and policy of decentralizing electricity production by making small generating groups and distributors throughout the country.
- The chain of distribution will be enlarged as teams adapt to new solutions, allowing better access to teams.
- The installers will gain specialization, which will favor the products and provide us with greater added value compared to the more generic offers currently available given the difference in fuel consumption value.

d. Marketing and sales

I. SWOT.

SWOT analysis

D	<u>Weaknesses</u>	F	<u>Strengths</u>
1	A new company	1	Knowledge of suppliers
2	Staff pick	2	Professional team
3	Financing Needs	3	A solid project
4	Room for maneuver	4	Specialization
5		5	Expansion
6		6	
A	<u>Threats</u>	O	<u>Opportunities</u>
1	Slowdown in the economy	1	Demand growth
2	Increased competition	2	Public support
3	Legal insecurity	3	Costs of "dirty" energy
4	Legislative change	4	Social demand
5		5	

II. Strategies.

Our sales strategy varies depending on the client we are targeting, as it is designed to make the most of the opportunities currently available and ensure a revenue stream from the beginning.

III. Policies.

To this end, we have designed a product strategy that is based on the aspects listed below:

- **Long-term planning: We currently have a 7-year product roadmap and we want to always continue working with this forecast margin in the future.**
- **Specialization: We focus on installation, repair and marketing of products related to the installation of photovoltaic electric energy elements.**
- **Quality providers: We will only work with a product that offers the maximum guarantees and a prompt response to problems that may arise.**

IV. Sales Forecasts.

2021 2,800,000 to 3,200,000.- MILLION EUROS

20223,500,000 to 4,000,000.- MILLION EUROS

2023 4,000,000 to 4,500,000.- MILLION EUROS

2024 5,000,000 to 6,000,000.- MILLION EUROS

In these next 3 years, we would have a good profit margin, apart from the bet of the partners with their own funds.

and. Human Resources

I. Management team.

- **Marcos Agudo: will be in charge of the Technical Direction.**
- **Susana Galvín: will be the commercial director.**
- **Silvia Exposito: our director of administration.**
- **Daniel Garcia: photovoltaic energy installation manager.**

II. Policies.

In order to ensure that only the best professionals join our company, we have designed a specific personnel selection plan based on the following aspects:

- **Rigor: all positions in the company are important. For that reason, we will not underestimate any selection process, even for a position considered not very strategic for the business.**
- **Training: The candidate must have the knowledge and experience necessary to carry out their activity independently and add value from their incorporation to the company.**
- **Leadership: We want the majority of positions of responsibility in the company to be filled through internal promotions, for which they must demonstrate leadership skills.**

F. Legal and corporate aspects

i. The company and the shareholders.

For the development of our activity, we have chosen to establish a limited liability company that we have called OPTIUM GESTION DOCUMENTAL, SL and which was registered in Barcelona, with a share capital of € 3,100.

Participations:

- **CARLOS HERNANDEZ BARRERA 100%**

II. Licenses and rights.

The current company has registered the following trademarks and domains:

L: in the Mercantile Registry of Barcelona, Sheet M-59466, Folio 12, Volume 13561, Section 2, CIF: B-15692561.

Internet domains: www.optiumenergy.com

III. Legal and fiscal obligations.

- a. We have established the parent company (OPTIUM GESTION DOCUMENTAL, SL)
- b. We have formalized the registration of the company in the Economic Activities Tax (IAE) and request for an intra-community operator.
- c. We have applied for the opening and activity license for the warehouse that will house the company's offices and production facilities.

IV. Contingencies and risks.

The main sales barriers we face are:

- Lack of brand awareness
- Lack of knowledge of the solution
- Mistrust in the product
- Competitors' movements
- Product price

As more specific or specific sales barriers are detected in dealing with customers, strategies will be developed to overcome them.

g. Investments

Investments in MATERIAL ASSETS	Guy of active	amount
Ground	Land, buildings and buildings	30,000 €
Furniture	Machinery, tooling and tools	20,000 €
Van	Transportation vehicles and items	15,000 €
Computers, printers, boxes and stands	Furniture and equipment ofidna	4,000 €
Various equipment	Computer equipment	5,000 €
Investments in INTANGIBLE ASSETS	Guy of active	amount
Web page	Computer applications	2,000 €
Standard software and e-commerce	Computer applications	3,500 €
Transfer		
Patents and trademark	Licenses, patents and	1,500 €
Other intangible assets		10,000,000 €
Deposits or bonds		15,000 €
New ESTABLISHMENT expenses		amount
Legal expenses of incorporation		2,000,00 €
Preparation costs		5,500,00 €
Launch costs		20,000,00 €
Preparation salaries		320,000,00 €
Consulting		3,500,00 €
Previous studies		2,000,00 €
Provision of funds (sinceb in progress)		300.000,000 €
Initial stock of material for sale		100.000,00 €
TOTAL funds needed		850.000,000 €

h. Results and returns

I. Results 3 years.

2021 PROFIT 290,000 EUROS. 2022
 PROFIT 335,000 EUROS. 2023
 BENEFIT..... 380,000 EUROS. 2024
 PROFIT 420,000 EUROS

h. Conclusions

I. Chance.

In light of all the above, we consider that our company is in a position to take advantage of the opportunities offered by this market today and in the future due to the following aspects:

- **Long-term business model:** With a constantly growing demand, a geographical location with more hours of sunshine throughout Europe, and a 25-year core product life, our business model has solid foundations to be able to establish itself as a company of the future.
- **We have the right structure:** We have designed a business organization totally focused on customer service. Our exclusively B2B orientation focuses us on specialization and therefore our organization is adapted to achieve the satisfaction of our clients throughout their relationship with us.
- **We have the perfect team:** Our staff combines all the necessary skills to successfully launch and consolidate a business of this type, without the typical bias towards the more technical component that ends up weighing down many companies.
- **Experience in the sector:** The promoters of the project have worked for more than a decade in the sector, so they have the contacts and experience necessary to succeed.

II. Strengths.

- **Market knowledge:** Thanks to our contacts we have the knowledge of the geographical area and the commercial network of this category of products.
- **Expansive phase sector:** Renewable energy is in the sights of governments, companies and citizens because its global cost, not only economic, generates much less impact in the medium and long term.
- **Quality and reliability:** The systems we offer are characterized by high quality and reliability, which includes a 5-year technical guarantee and a support service.
- **Energy abundance:** We work in a sector in which energy sources are totally free and accessible.

OPTIUM ENERGY - FORTRISOL

1.- Project and objectives

1. Project and objectives

a. The business.

This business plan sets out the strategy for the start-up of OPTIUMENERGY, an approved company dedicated to the supply, design and installation of photovoltaic equipment and its maintenance. Carrying out tailor-made projects for each client.

Our specialty is to offer companies and public administrations, tailor-made projects for the installation of a series of solar collectors that allow the collection of solar radiation and produce electricity that can be used for own consumption or to feed into the electricity grid, thereby achieving savings in electricity consumption and an economic benefit as generators of electricity.

Solar self-consumption in companies is suitable and viable for any type of company or industry. The economic benefit is more significant in those that concentrate the highest cost of electrical energy during the day. The installation of solar panels for self-consumption brings benefits to both small and large companies, hotels and restaurants, farms, ranches, as well as schools, business centers and offices.

Why tailor-made projects? Depending on the customer's needs, it is necessary to direct the efficiency of the installation to self-consumption and connection to the grid or to isolated self-consumption. In the first case, economic profitability will prevail, but in the second it is possible that there are other reasons of greater weight that make profitability not the main reason for a PV unit, but the assured power supply.

Optium Energy, provides comprehensive and personalized solutions by certified technicians as required by law, so that the customer only has to worry about using the generated energy as best suits him.

b. Why this business?

The development of clean energy is essential to combat climate change and limit its most devastating effects. 2018 was the warmest year since there are records. The Earth has undergone a warming of 0.85°C on average since the end of the 19th century, National Geographic points out in its special issue of Climate Change of January 2019.

Renewable energies, such as photovoltaic solar, are clean, inexhaustible and increasingly competitive sources of energy. They differ from

fossil fuels mainly in their diversity, abundance and potential for use in any part of the planet, but above all in that they do not produce greenhouse gases -causes of climate change- or polluting emissions. In addition, their costs evolve steadily downward, while the general trend in fossil fuel costs is the opposite, regardless of their current volatility.

The growth of clean energies is unstoppable, as reflected in the statistics provided in 2017 by the International Energy Agency (IEA): they represent about half of the new electricity generation capacity installed in 2015, since they have been constituted in the second global source of electricity, only surpassed by coal.

The Unión Española Fotovoltaica, an association that represents 85% of the national PV sector, has just presented its 2018 Balance. According to data recorded by UNEF, last year 261.7 megawatts of new photovoltaic power were installed in Spain, which represents a 94% increase with respect to the 135 megawatts installed in 2017 and almost 500% with respect to the photovoltaic power (PV) installed in 2016 (55 megawatts). Self-consumption accounted for 90% of the total.

In addition, at the end of 2018 the Government decided to repeal the so-called 'sun tax', which hindered and discouraged the development of photovoltaic solar energy and electricity self-consumption in Spain. The right to shared self-consumption by one or more consumers is recognized, which will make it possible to take advantage of economies of scale; as well as to self consume electrical energy without tolls or charges.

Therefore, the charge that was imposed on the consumer car for the energy generated and consumed in its own installation is repealed.

For all these reasons we believe that there is a large market to be exploited for photovoltaic energy, especially in company installations.

c. The promoters.

The project that presents this business plan is promoted and led by several professionals with perfectly complementary knowledge and experiences:

- **Marcos Agudo: Engineer with extensive experience in the construction and energy rehabilitation sector**
It will be in charge of the Technical Direction.

- **Susana Galvín: Commercial management and responsible for the coordination, organization of works and contracting. Commercial director.**

- **Silvia Exposito: Administrative department responsible for resolving all the administrative and accounting matters of the PV installations services. She will be the Director of Administration**

This team has been working on the project design for about a year and covers the main professional profiles required for its implementation.

d. Mission.

Our company designs, installs and maintains photovoltaic energy equipment aimed mainly at companies. Indirectly favoring the reduction of the emission of pollutants into the atmosphere.

e. View.

We want to become the leading company in photovoltaic energy installations in Catalonia in the next 5 years.

f. Success factors.

The main elements that we believe will facilitate us to meet the business objectives indicated above are:

- **Market knowledge:** Thanks to our contacts we have the knowledge of the geographical area and the commercial network of this category of products.
- **Expansive phase sector:** The solar market is growing at a rate never seen before. We have entered a new era, with record growth figures. According to the latest report from the International Energy Agency (IEA), the photovoltaic sector will drive the renewable energy market in the coming years.
- **Quality and reliability:** The systems we offer are characterized by high quality and reliability, which includes a 5-year technical guarantee and a support service.
- **Energy abundance:** We work in a sector in which energy sources are totally free and accessible.

- **Cost reduction: the price of photovoltaic solar panels has fallen between 65% and 75% between 2009 and 2013, and the price of energy has fallen by 80% since 2008, with a downward trend in the coming years.**

g. Risks

We have also carefully assessed the main risks we face, which we summarize in the following points:

- **Lack of demand: the perception by consumers of the advantages of alternative technologies is still limited, so we will have to carry out an awareness-raising task about them.**
- **Proliferation of supply: We are in a sector with great growth potential, so we anticipate the entry of new competitors and their products and services.**
- **Mistakes: We are talking about specialized technologies, so we must be very attentive to possible technical or design errors that generate a bad image with our clients.**
- **Lack of funding: Entities are wary of financing projects related to new technologies, although we believe that our business model is solid.**
- **Management errors: We have carried out detailed planning of all aspects of the business, we have experience in business management and we propose a viable and realistic development scheme.**

i. Financing needs.

The company was founded with an initial share capital of € 3,100, soon expanding to the € 150,000 contributed by the promoters, as well as the purchase of 8 rustic properties worth 240,000 euros, for the assets of the company and to be able to provide the corresponding guarantees, in our future financial operations.

However, to complete product and service development and start manufacturing requires funding of 750,000 € that we hope to obtain from financial institutions, grants from the EU and the Government of Spain, venture capital funds or private investors.

OPTIUM ENERGY - FORTRISOL

2 - Analysis of the sector

2. Product and service

a. Overview.

The core of our company's activity consists of buying, installing and maintaining the elements necessary to be able to carry out photovoltaic energy installations in Catalonia.

Our target audience are small and large companies, hotels, farms, ranches, business centers, etc.. As well as public administrations; schools, municipal sports facilities, buildings, etc.

There is a big difference between Solar thermal and photovoltaic energy, the design to be carried out, the facilities, the operation and the objectives are totally different. So we only focus on the latter.

In addition, there are several types of photovoltaic installations:

Isolated

Classic isolated installations consist of a group of panels that generate electricity to store it in batteries. This stored energy is what we use when there is demand for consumption, normally through an inverter and it is not installed on the grid.

Self-consumption

They are installations of solar panels for self-consumption that are connected to the interior of a consumption network, but they are also connected to a physical electrical connection with the transmission or distribution network. The accumulation or storage of energy is not essential in this type of solar self-consumption facilities since the electricity grid is used in cases of low or no generation of green energy by the solar panels. In some cases, batteries are used to consume more solar energy than that coming from the electricity grid.

Solar pumping

They are systems that take advantage of the large amount of solar radiation to supply water to farms.

Large solar parks on the ground

Installations on large land intended to generate electricity for sale to the electricity grid.

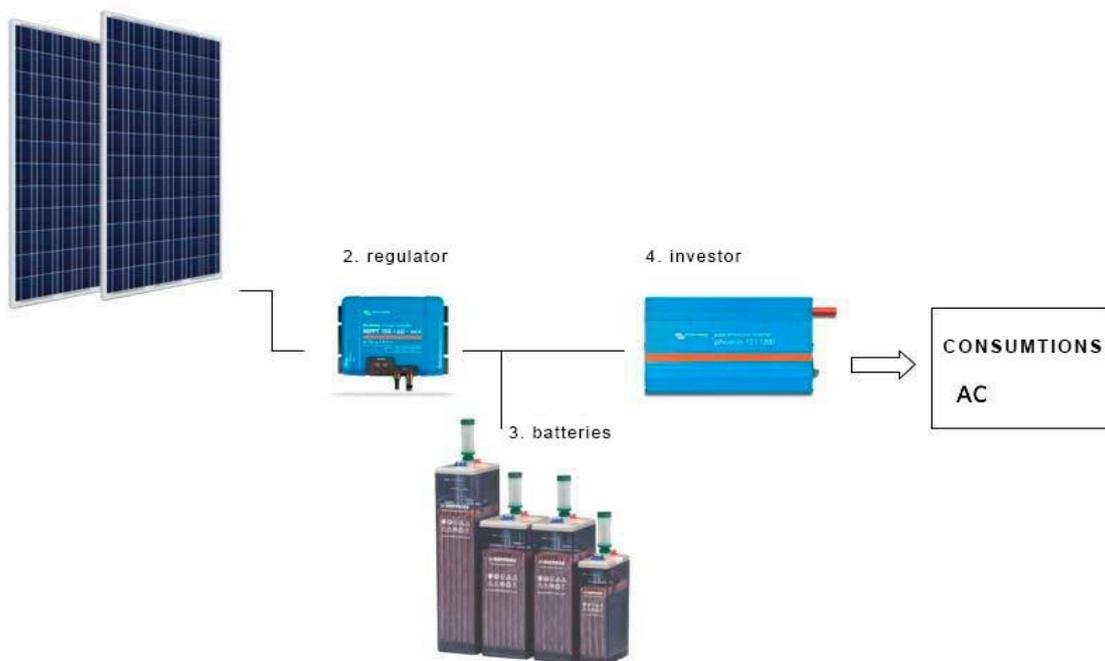
We will specialize in isolated installations, self-consumption and solar pumping.

b. Our products.

We have a range of top quality products from prestigious brands on the market; LG, Samsung, SunPower or ECOMESH FMAX.

Isolated

The panels are responsible for generating electricity in direct current. The regulator is in charge of regulating the charging process and taking care of the state of the battery. The energy generated by the solar panels will be stored in the battery system. When the inverter detects consumption, it will take the necessary energy from the batteries, transform it into alternating current (AC) and supply the needs.



Self-consumption

The Direct Self-consumption Kit 3000W 15400Whdia Solax is a system of direct self-consumption without batteries, very economical and quickly amortized. Through this set of materials we can generate electricity in the hours of sun and we will save that amount of electricity billing. This type of installation is highly recommended when consumption is generated during daylight hours, since it will be when the system is generating electricity. We will have a performance monitoring of our system both on mobile and through the web. Does not require maintenance in any of

its components and the average duration of these facilities is over 25 years.



Pumping water

The large number of hours of sunshine in territories of extensive agricultural areas such as Andalusia, La Mancha or the Valencian Community, although also in much of Spain, has allowed farmers to have photovoltaic solar pumping systems.

These systems take advantage of this large amount of solar radiation to supply water to farms.

They consist of:

Photovoltaic modules



Pumping system



Irrigation pump



a. Our services

The products that we will sell and install are mainly incorporated into companies (agricultural, livestock or industrial farms). Therefore, the customer expects them to last for a long time in perfect operating conditions. In this sense, operational reliability is one of the key requirements of our products, which is why we work with top-quality brands. For this we will offer technical support and integration support services.

Draft

A technical project will be carried out tailored to the client's needs, where costs, returns and amortization periods will be shown. As well as the processing of subsidies that exist at that time.

Sale

Optium Energy works with the best brands to be able to offer a wide catalog of ranges and properties with which to cover the needs of its customers. These products are worked with authorized distributors with whom we have favorable discounts for professionals.

Facilities

We carry out photovoltaic solar energy installations aimed at companies and public administrations whose objective may be the self-sufficiency of electrical energy or the sale of electricity from energy to the grid.

Technical support

Our company will offer customers a complete technical support service. Initially we will give a limited five-year warranty on component failures that are not attributable to improper installation or use of the product. This guarantee consists of replacing the defective unit with a new one at no cost to the end customer. From that period on, we will start billing for repairs.

Periodic maintenance

On the other hand, periodic maintenance of the equipment will be carried out to review its status and check the correct operation of all systems.

b. Competitive advantages

Below, we summarize the main competitive advantages that we have identified in our product and that we believe will promote its success.

- **0 emissions technology:** we are facing a clean energy, and that will bring us great savings from the energy point of view, and consequently economic.
- **Reliability:** We attach special importance to reliability because a malfunction of this type of product would mean a lack of energy in some of the areas where it is installed, for this reason we emphasize an after-sales service that is as efficient as possible.
- **Amortization:** Photovoltaic solar energy installations pay for themselves in a short space of time, depending on the size of the installation (between 5 and 10 years), and are easily adapted to existing conventional installations. Finally, indicate that the useful life of photovoltaic systems is 25 years.
- **Product planning:** we have perfectly defined the "roadmap" of our products for the next five years, which will allow us to remain fully competitive and pioneers when other competitors have caught up with us.
- **Price quality:** the cost of our product is above average, but on the contrary, they do not usually give problems and have a perfect performance. However, thanks to our commercial contacts, we will have an advantage in obtaining good discounts on the purchase of products.

c. Property rights

As we are not manufacturers, we do not have a patent on any element. We do have a registered trade name and logo in the patent and trademark registry.

The documentation on the trademark application is included in the annexes

OPTIUM ENERGY - FORTRISOL

3 - The market

3. Market

a. The client.

Our products and services are oriented to satisfy the energy needs of electricity consumption and also to the sale of surplus in the production of electrical energy. Therefore, the products we install are designed for business use. That is why we have identified 2 types of clients:

- a. The main one is the companies. Owners of industrial buildings or industrial land in which to place high-performance solar panels with which to supply their electricity needs, agricultural or livestock farms with networks far from the electricity supply, business centers or polygons with surfaces for installation of solar panels, etc.
- b. On the other hand, we have public administrations, mainly municipalities that own schools, public buildings and sports centers. Interested in using clean energy generation sources, demanded by the inhabitants of the territory.

Therefore, our clients are differentiated into two clear groups depending on the objective for which our product is intended.

c. Customer distribution.

The profile of our clients is framed in the retail market, depending on the type of client they will have different characteristics.

Business sector

- Person aged between 30 and 55 years.
- You are interested in saving costs and generating profits.
- It has a medium level of use of technology.
- It has a medium-high economic level.
- You are the owner of a company, farm or property.

Public administrations sector

- Public position (mayor, councilor or alderman).

- **Municipal scope of action circumscribed in departments of industry, energy, environment and education**
- **You are interested in cost savings and the implementation of environmentally responsible technologies.**

b. Targets / target market.

The sector's value chain includes these four levels:

1. **Manufacturers: They are the companies that design, develop and produce the equipment for the energy systems installed by our firm. As they are suppliers, they are not part of our target market.**
2. **Distributors: They are the companies that distribute the products of the manufacturers of the previous level, in addition to offering technical advice and training to the professionals who install them. They are not within the retail market, so being suppliers they are not a target audience.**
3. **Integrators: they are the companies that design the energy installations and are often responsible for their maintenance. They are our competence.**
4. **Installers: they are the companies that physically install the energy systems designed by the integrators and those that maintain direct contact with the end customer. They are our competence.**
5. **Clients: As we have mentioned previously, they can be companies or administrations that want to make an investment in solar thermal energy.**

In this sense, we have defined appropriate strategies to reach our target markets in the most efficient way possible.

c. Current market.

After years of debate, on Friday, October 5, 2018, the Government settled the sun tax with Royal Decree-Law 15/2018 on urgent measures for the energy transition and consumer protection. Thus, the charge imposed on the consumer car for the energy generated and consumed in its own installation was repealed, in addition to schedule the end of the nuclear park to 2028.

The reactivation of the national photovoltaic solar sector is dizzying: 55 megawatts in 2016; 135 in 2017; and 261.7 in 2018. Of these -explain from

UNEF-, 90% (235.7 megawatts) correspond to energy self-consumption and 26 megawatts to photovoltaic solar plants on the ground (in the self-consumption segment, 25% of the total were installations for agricultural use connected to the network). The Spanish Photovoltaic Union (UNEF) clarifies, however: "despite this growth, the number of new installed power in Spain represents only 3% of the new installed power in Europe in 2018, estimated at 8,500 megawatts, with Germany and The Netherlands as the areas with the greatest development of new photovoltaic power ". In other words, Spain still has a long way to go, because if a solar installation is already profitable in those latitudes, it will be much more profitable here, where there are many more hours of sunshine per year.

For UNEF the main reasons for this growth are:

1. The growth inertia of the sector in view of its competitiveness, given the reduction in production costs of 80% in the last 10 years.
2. The ability of self-consumption to influence the competitiveness of companies; energy saving and financial optimization of energy efficiency.
3. The boost given to the sector by the approval of the European Renewable Energy Directive, which provides security and stability to the regulatory framework for self-consumption.
4. The change in the trend in terms of renewables and support for the photovoltaic sector that has marked the official speech of the new Executive and, above all, the repeal of the Sun tax, which the Government of Pedro Sánchez decreed last October, barely three months after he arrived at La Moncloa, a repeal that has been an incentive for the market.
5. Finally, the support of the autonomous communities for renewable generation through subsidies for self-consumption, both industrial and residential.

d. Evolution of demand until 2030

The European Union (EU) is clear about it, as a goal for 2030 it establishes that more than 32% of the total energy consumed is renewable. One of the energies that has to contribute the most to the cause in domestic consumption is the solar energy or "photovoltaic energy".

In Spain, use of solar energy grew 94% in 2018 according to the Spanish Photovoltaic Union (UNEF). Growth that places it at the same level as Germany and other EU countries. This trend has caused a significant increase in efficient solar panel installations in our country in recent years.

The The rise of photovoltaic solar energy has been one of the most decisive events in the energy industry in the last five years, and it's helping to redefine the future of power generation around the world. Costs have been reduced between 70% and 80% during this time, and they keep falling. According to some reports, photovoltaic technology will reach grid parity in 80% of the world, and it even already exceeds prices in the wholesale market such as Chile and the Middle East.

And it seems that the cost falls will continue. Canadian Solar, one of the world's big three solar photovoltaic manufacturers, this week delivered a detailed update on its outlook, including some interesting forecasts on the future of solar photovoltaic costs. In summary, Canadian Solar says the cost of PV modules will likely fall 25% over the next three years, from 47 cents / watt at the end of 2014 to 36 cents / watt at the end of 2014.

2017.

But the rise of solar PV, as Canadian Solar warns in its report, has only just begun. If one looks at the graph of the company (see graph 2), it can be seen that solar photovoltaic has a testimonial presence in the world energy industry, since, despite the apparent boom, it barely represents 0.5 percent of the electricity generated in 2014, despite having reached 183 GW of installed photovoltaic power.

But In the next 15 years, the photovoltaic solar energy market will grow 10 times more, with an accumulated capacity that will reach 1,835 GW, according to Canadian Solar. That's already big words, as it accounts for more than 10% of the total electricity generated worldwide today.

e. Keys to the future

Next, we point out the main keys for the future that we estimate will condition the evolution of our sector:

- The rhythm of growth of the economy, especially in Spain and the euro zone, in the coming years will be a determining factor in the increase in energy demand from its inhabitants residing in the main cities, as well as from the third sector.
- That the private and public investments planned to be carried out according to the plans created for the extension of the renewable electricity grid.

- That the bet for renewable energy solutions and there are no political pressures at the business level to include energy produced by polluting products.
- That Public administration continue with your support and policy of decentralizing electricity production by making small generating groups and distributors throughout the country.
- The chain of distribution will be enlarged as teams adapt to new solutions, allowing better access to teams.
- The installers They will gain specialization, which will favor the products and provide us with greater added value compared to the more generic offers currently available given the difference in the value of fuel consumption.

f.Internal keys

As we have seen in this point, the ideal conditions exist for our project to be successful. The opportunities offered by the market today and its future growth projections make us optimistic. These are the keys:

- **Long-term business model:** With a constantly growing demand, a geographical location with more hours of sunshine throughout Europe, and a 25-year core product life, our business model has solid foundations to be able to establish itself as a company of the future.
- **We have the right structure:** We have designed a business organization totally focused on customer service. Our exclusively B2B orientation focuses us on specialization and therefore our organization is adapted to achieve the satisfaction of our clients throughout their relationship with us.
- **We have the perfect team:** Our staff combines all the necessary skills to successfully launch and consolidate a business of this type, without the typical bias towards the more technical component that ends up weighing down many companies.
- **Experience in the sector:** The promoters of the project have worked for more than a decade in the sector, so they have the contacts and experience necessary to succeed.

OPTIUM ENERGY - FORTRISOL

4 - Competitiveness

4. Market and competition

a. Competence.

In our sector there are two types of companies; the large power generation and distribution companies (Endesa, Naturgy, etc.) that are very easy to follow and the small and medium-sized photovoltaic installation companies that are highly atomized, making it very difficult to carry out a general follow-up. Different types of companies with different levels of quality, specialization and competitiveness currently coexist in the market.

For the purposes of the market analysis that we carry out in this business plan, we have divided them into two large groups:

1. **Large installers:** In this category we place the large companies that generate and distribute energy in our country, they have obviously seen the cake that opens and are creating photovoltaic energy divisions. They are aimed mainly at other large companies, also offering comprehensive services on a large scale, Endesa, Iberdrola or Naturgy are some of their exponents.
2. **Small and medium installers:** our company is included in this group. We are companies of different sizes that operate in specific geographic areas that are not excessively large. We serve small and medium-sized companies and the business fabric of our area. We also have a direct deal with the public administrations of the populations of our geographical area.

b. Main competitors

Following the previous classification, below are the main competitors that we face in the market:

1. Great installers:

to. **Naturgy:** Naturgy, whose legal name is Naturgy Energy Group, SA, is a Spanish company that operates in the electricity and gas sectors. Its operational headquarters is in

Barcelona, while its headquarters are in Madrid. They work with large companies and construction companies. They provide a comprehensive service oriented to large constructions

- b. **Endesa**: Like Naturgy, it is a large company dedicated to the generation and distribution of energy and aimed at the same public
- c. **Iberdrola**: is a Spanish company that is headquartered in the Biscayan town of Bilbao, in the Basque Country. It is a business group dedicated to the production, distribution and commercialization of energy. Your target audience is very similar to the previous ones.

2. Small and medium installers:

- to. **Santos brothers**: Montcada i Reixac company, specialized in the installation of photovoltaic panels. It outsources the creation of the technical project and does not perform administrative work for clients.
- b. **Martí Solar**: Badalona company, specialized in the commercialization and installation of photovoltaic energy components. They perform administrative work such as grants and permits, and they carry out the technical projects themselves.

c. Indirect competitors.

Any power generation offering, be it dirty or clean non-solar, is an indirect competitor.

d. Competitor analysis

Sun Tech, SL

Competitor analysis

Naturgy	
<i>Weaknesses</i>	<i>Strengths</i>
1 High prices	1 Multinational
2 High structural costs Low flexibility	2 Large manufacturing network
3 They only serve large companies	3 Large distribution network
4	4 Large R&D department
5	5

Endesa	
<i>Weaknesses</i>	<i>Strengths</i>
1 High prices	1 Multinational
2 High structural costs Low flexibility	2 Large manufacturing network
3 They only serve large companies	3 Ability to work with large volumes Large production capacity
4	4
5	5

Iberdrola	
<i>Weaknesses</i>	<i>Strengths</i>
1 Low specialization	1 Multinational
2 Mistrust in the market	2 Large production capacity
3 High structure costs They only serve large companies	3 Moderate prices
4	4
5	5

Santos brothers	
<i>Weaknesses</i>	<i>Strengths</i>
1 Low quality	1 Very low prices
2 No after-sales service	2 Flexibility
3 They do not perform administrative care	3 Low production costs
4 Elements of Chinese origin Outsource the realization of the project	4
5	5

Martí Solar	
<i>Weaknesses</i>	<i>Strengths</i>
1 Low quality	1 Very low prices
2 Limited warranty	2 They perform tasks
3 Company of Spanish origin	3 Flexibility
4 Unqualified personnel	4 Low production costs
5	5

Our strengths to be competitive lie in:

- **Dimension: Optium Energy is a small company and therefore very flexible and dynamic.**
- **Costs: our company works at low costs thanks to our dealings with distributors and our business dimension.**
- **Theoretical and practical industrial knowledge: The people who make up Fortrisol Energy have a great knowledge of the market and the products that are going to be introduced into it.**

- **Quality / Price ratio: We use state-of-the-art technologies manufactured by recognized companies, so we control the quality of our products directly.**

e. Selection factors

Faced with this competition, it is appropriate to summarize the main aspects for which we consider that customers can choose us to the detriment of any of these other offers with which we compete:

- **Dimension: Large multinationals only accept large installations that allow them to obtain benefits by volume of work. We reach those small and medium-sized companies with a comprehensive service that large companies ignore.**
- **Quality: We work with leading brands and therefore with a range of high quality products and top factory support.**
- **Warranty: We will offer a European type guarantee in environments where no guarantee is offered at this time, in addition to having an after-sales technical service capable of quickly resolving any incident.**
- **Price: our preferential treatment with distributors and specialized warehouses allows us to work with margins above our competitors, allowing us to expand services and making very competitive packs.**

OPTIUM ENERGY - FORTRISOL

5 - Marketing plan

5. Marketing plan

a. SWOT analysis

To present the marketing strategy, First, we perform a SWOT analysis (Weaknesses, Threats, Strengths and Opportunities) of our project, which allows us to know the starting situation, define our positioning and present the rest of the aspects that make up our marketing and sales policies, which are detailed in the following sections. At the end of the chapter, the marketing and sales positioning, policies and strategy are reflected in an action plan for the first year.

Weaknesses

- **A new company:** Every new organization needs a period of adaptation for its members and the rest of the actors with whom it interacts.
- **Staff pick:** We work with people and technology, so hiring the right person for a specific position should focus our full attention.
- **Financing needs:** We require external financing to make investments, bear the first 6 months of costs and cover the necessary contracts until we begin to enter the first facilities.
- **Room for maneuver:** our response must be quick and effective. Any problem that arises with the facilities and products requires agility and effectiveness to avoid a bad image and an increase in costs.

STRENGTHS

- **Knowledge of the distributors:** We have a team with extensive experience and contacts in the sector.
- **Professional team:** the promoters of the company have perfectly complementary skills, which we are going to strengthen by hiring a team made up of the best professionals in each field. The human factor will be a key to our success.
- **A solid project:** We have been preparing this business plan for a year, we have carried out a survey of the sector and we have

with a detailed strategy and a 10-year product planning. We believe that we have thoroughly prepared this release.

- **Specialization:** we have focused on a technological activity that requires great specialization and knowledge.
- **National expansion:** We believe that the products and services that we are going to offer may have acceptance in other national markets. This offers us a great opportunity to expand our reach and diversify sources of income in order to be more stable.

THREATS

- **Slowdown in the economy:** the trade wars waged by the US in the last two years could lead to an economic contraction or slowdown. This could cause our claim to be withdrawn.
- **Increased competition:** new rivals will appear in this growing sector in the coming years, some of which may be large and powerful.
- **Legal uncertainty:** Although it is highly unlikely, regulatory changes could arise that hinder our professional activity.
- **Legislative change:** although a change of government is unlikely, it could produce a change in future energy strategies already planned and launched.

OPPORTUNITIES

- **Demand growth:** We foresee that in the short term the expansion of the solar energy quota will go from 30 to 60% in 5 years. Driven by the policies of the Government and the EU, which represents a great opportunity for sustained growth in this sector that we must try to take advantage of.
- **Public support:** Administrations promote the installation of these energy-generating technologies without polluting emissions due to the advantages they offer in relation to aspects such as energy savings, the absence of polluting waste, and the possibility of taking this technology to remote sites.
- **Non-clean energy costs:** the unstoppable rise in the price of fossil fuels makes our product an 80% cheaper option.

- **Social demand:** In a globalized world there is an increasing awareness of clean energy generation, both among consumers and governments.

b. Positioning

Our entire marketing and communication strategy is aimed at being able to transmit, through our business partners and directly, the following idea to the end users of our products:

"Optium Energy helps you create a better future."

If we can get this basic message across, we will attract demand.

c. Differential value.

We want the products that we are going to sell to be differentiated in the market before the consumer by the following aspects:

- **Benefits:** our equipment stands out for its quality, far removed from the low-performance products manufactured by second-tier Chinese brands by some installers.
- **Response time:** Trust is essential for us and we keep our word regarding response times to breakdowns or any other problem that may arise.
- **Quality:** our elements are manufactured by renowned brands.
- **Reliability:** we are the only company in the industry to offer a five-year limited replacement warranty.
- **Performance:** our products incorporate the latest technology and perform well above average. Resulting much shorter repayment terms.

These are the aspects that we are going to emphasize in the communication that we direct to end customers through our distributors and installers, as well as in the direct interactions that we have with consumers and in the marketing and communication actions that we carry out.

d. Marketing line.

In our marketing strategy the name of the company will always be in the foreground. The brand that we want to position in the mind of the consumer is the name of the company, as it will guarantee the penetration of new related products.

Therefore, all the marketing actions and communications that we carry out in all the markets in which we operate will always focus on the Optium Energy brand, a policy that we wish to maintain in the long term.

e. Marketing Plan - Summary.

The following table shows the marketing actions planned for the first fiscal year of the company, as described above.

Customer benefits

The benefits that the client obtains when installing our products are the following:

- **Maximum performance:** the product we sell allows you to enjoy the highest level of performance currently available.
- **Maximum reliability:** our product is state-of-the-art, has been manufactured with the highest quality and offers a 5-year warranty.
- **Easy to use:** the user interface is very simple, anyone can use it.
- **Interoperability:** Thanks to the open approach of our technology, our product integrates with components from different manufacturers.
- **Affordable price:** In exchange for a price in the industry average, the end customer gets much more than what any competitor offers.
- **Environmental care:** our products benefit the future of our planet and the people and animals that live on it.

F. Shareholder benefits

For shareholders who invest in the project, the benefits we provide include the following aspects:

- **Cost effectiveness:** our business model proposes a high return on investment maintained over time.
- **Guarantee:** We have the technology, the team, the business strategy and the technological planning necessary for success.
- **Nationalization:** Our project has a national vocation that ensures long growth until we achieve our objectives.
- **Innovation:** the investor has the possibility to participate in a winning project in a sector called to star in the future.
- **Simplicity:** the business model and the sector in which we operate are advanced, but at the same time easily understandable.
- **Communication:** Our communication policy with shareholders ensures that they will be permanently informed and updated.

g. Employee benefits

Although we are a technology company, we are very clear that the main asset of our project is not the products or technologies that we commercialize, but the human team behind and that makes them possible. Therefore, we want to create a team that includes the best professionals in each field and that offers the possibility of developing a long-term professional career.

These are the main benefits that employees will get:

- **Participate in a successful project:** we have all the necessary factors to achieve our objectives and succeed in the market.
- **Collaborate with the best:** We will have a small but very select staff, in which only the best will have room.
- **Enter a sector of the future:** we are dedicated to an innovative activity that will have great relevance in the future.
- **Develop a national career:** the goal of our company is to become a leading national player.

- **Work in a company of "people":** we will implement an advanced conciliation policy, professional development, etc.
- **Training:** We will organize regular on-site training activities so that our staff can better understand our products.

h. Product policy

Our company's product policy will focus on installing and marketing the best photovoltaic power products.

To this end, we have designed a product strategy that is based on the aspects listed below:

- **Long-term planning:** We currently have a 7-year product roadmap and we want to always continue working with this forecast margin in the future.
- **Specialization:** We focus on marketing, projection, installation and repair of products related to the installation of photovoltaic electrical energy elements.
- **Quality providers:** We will only work with a product that offers the maximum guarantees and a prompt response to problems that may arise.

i. Customer service policy

Our company is not directly related to the manufacture of products, but markets them through our own sales team.

This customer service policy will be based on the following elements:

- **Transparent information:** Our intention is to be understandable to people who have no idea about solar energy, so in our commercial visits, web or in our marketing materials, we will give clear and concise information about what we do.
- **Expert advice:** the client has the possibility to clarify any doubts by phone or e-mail through a 24-hour customer service center with qualified personnel.
- **Follow-up:** We will periodically contact customers to monitor their facilities and their satisfaction.

In conclusion, it is about making the client feel cared for, cared for and respected by our company. This will help us to gain your trust and make our product and service the preferred choice in your projects, by perceiving the support that our company gives you.

j. Advertising and promotion strategy

Our advertising and promotion strategy is based on properly communicating and promoting our products and services between two major targets:

1. **Companies:** are those companies that require electricity for their activity. To this end, we must introduce them to the company and convince them that our photovoltaic solutions are the most suitable for their facilities using the following tools:
 - **Web page:** It will be the main business card of our company, so we are going to develop a website that will initially be available in three languages: Spanish, German and English. Detailed information about the company and products will be offered on this website, with the possibility of downloading products and making technical support inquiries. There will also be a private area to place orders, by registration. The website will be made by a specialized company and we will invest an annual budget for its promotion and positioning.
 - **Product brochures:** All of our products will have various marketing materials, including a presentation brochure, a product sheet with technical specifications, and pluses. They will be prepared by a company specialized in commercial documentation.
 - **Product Videos:** On the web you can also access informative videos that describe the benefits of our products.
 - **Fairs:** We will participate as exhibitors in the main national and international fairs of the sector. In all of them we will have our own stand to carry out exclusive product demonstrations and establish contacts.

2. **Public administrations:** we are interested in maintaining a constant flow of communication with administrations to publicize our products and the possibilities of public facilities, position the brand and make us the first purchase option.

To this end, we will use the tools listed below:

- **Advertising:** We will have a periodic advertising participation in the informative specials on energy that the print and audiovisual media of the country carry out periodically. The idea is that consumers see our brand whenever they talk about the energy future, in order to penetrate their minds.
- **Sales force:** commercial visits and tenders.

All these materials and actions will be developed and implemented by an external marketing and advertising agency hired for this purpose.

L. Communication and public relations strategy

Communication and public relations activities will be the other main axis of our company's marketing strategy. In this case, it is about achieving a presence in the media without the need for direct economic consideration, in order to reach our audiences.

For this, we plan to use the following tools:

- **Press releases:** The news of the company and the evolution of the projects will be notified by means of communications to the media to obtain coverage in the news sections.
- **Reports:** we will offer the media the possibility of writing reports about the company and about the elements and objective of reduction of emission of polluting products.
- **Articles:** We will propose articles of popular science, etc. to the specialized general media. Y

These activities will be carried out by a communication agency specialized in the dissemination of new technologies that we will hire for this purpose. The objective is to achieve a continuous presence of our brand in the media whenever they deal with these issues.

OPTIUM ENERGY - FORTRISOL

6 - Sales plan

6. Sales plan

a. The sales process.

Our company will market and install the products manufactured by our suppliers through two main channels:

1. **Commercial visits:** It is the sales channel par excellence, clients (companies or administrations) are contacted by our commercial department, they are made a study of the possibilities of their business and they are told that they could win by installing our products.
2. **Prescribers:** This category includes other professionals who choose or influence the products that are part of a solution of this type, such as real estate developers, property managers, architects, engineers, etc.

b. Sales strategy.

Our sales strategy varies depending on the market we are targeting, as it is designed to make the most of the opportunities currently available and ensure a revenue stream from the beginning. Next, we detail the sales strategy in each region.

- **Autonomous community:** It is the initial market of our company and in which we are going to develop the entire structure. Future environmental programs will allow an easy penetration of our products in the local market.
- **Spain:** by proximity and affinity it will be the future expansion market.

c. The sales force.

Our company will have a specialized sales force that will be divided into two teams:

- **Public administration:** This group will be in charge of establishing relations with city councils to present projects on

public facilities that save money and conserve the environment.

- **Companies:** This group will be in charge of establishing relationships with target customers and their prescribers, for which it will have specialized profiles in the distribution channel, relationships with integrators and large accounts.

The main figures of the commercial organization chart are defined below:

- **Sales manager:** Reporting to the General Management, he will be responsible for defining the sales strategy and signing agreements with the established sales channels.
- **Area Manager:** Reporting to the Sales Director, he will be responsible for the commercialization of the product in a specific area, being the permanent interlocutor with the authorized channels for said area.
- **Commercial Technician:** Reporting to the Area Manager, they will be in charge of providing support and training to the authorized sales channels.
- **Representatives:** They will be those companies already existing and dedicated to the distribution of equipment and machinery in the areas of implementation.

d. Sales force management.

The management of the sales force will be based on the following basic aspects:

- **Work for objectives:** the remuneration of the members of the commercial department will have a fixed part and a variable component, linked to the achievement of the established objectives.
- **Sales quality:** At all times, the sales team will be obliged to follow the procedures determined by the company and to maintain the quality standards dictated by the Management. To this end, an evaluation of the quality of the service offered will be permanently carried out through elements such as customer surveys, commercial reviews and others.
- **Continuous training:** All members of the sales force will be required to attend the training provided by the company. In addition, they will be encouraged and supported to expand their

training in aspects that contribute to the improvement of their preparation for the job they perform in the company.

- **Continuous monitoring:** All members of the sales force will promptly inform their managers and must submit a weekly report that justifies the result of the actions and tasks carried out in the last days.
- **Promotion of competitiveness:** Through variable remuneration and the awards that will be established to reward vendors who demonstrate higher performance (both in results and in customer service), we want to promote healthy competition among the members of this department.

e. Organization of the sales force.

The sales force will be organized and work based on a schedule of weekly, monthly, quarterly and annual activities.

Weekly activities

Weekly activities are designed to organize each week's tasks and ensure that each salesperson maintains a high level of activity during the work week. They include:

- **Weekly planning meeting:** On Monday mornings there will be a brief meeting with the person in charge of each specific area to schedule the activities for the week. In this meeting the objectives, the list of clients to contact, the priority of the tasks to be carried out, etc. will be established.
- **Weekly report:** On Fridays, each vendor must submit a report that justifies the results of the actions and tasks carried out during the week. At the same time, each person in charge will inform the Sales Director about the results achieved in their area and the latter will submit a global summary to the Management.

Monthly activities

The monthly activities pursue the objective of facilitating the planning of the medium-term strategy and solving the difficulties that sellers encounter in their activity. They include:

- **Orientation day:** These are working days dedicated to the preparation and monitoring of the operational plan aimed at achieving the monthly and quarterly objectives.

- **Tutorials:** They are personalized meetings between the seller and his manager, to deal with complex issues related to the client or the professional's career.

Quarterly activities

The quarterly activities define the strategy and the medium-term monitoring of the results of each seller and include:

- **Planning meeting:** A meeting with all vendors will be held at the beginning of each quarter to establish the objectives and operational plan for the quarter.
- **Closure meeting:** At the end of each quarter, a new meeting will be organized to evaluate the degree of fulfillment of the objectives established in the operational plan.
- **Training:** Each quarter a variable number of hours will be allocated to technical, commercial and market training. Attendance at these trainings will be mandatory for everyone.

Annual activities

These activities are scheduled to be held at least once a year in order to unite and encourage the team. Include

- **Trade conventions:** These are events that will be organized once a year and will combine work with entertainment. The objective is to celebrate a day of coexistence that will include training, information on the evolution of the company and leisure activities.
- **Extraordinary business meetings:** In the launching of campaigns and opportunities that justify it, it is planned to organize specific meetings and work sessions with the vendors.

F. Control of the sales force.

Based on the work methodology described above, the activity of control and monitoring of the sales force will be based on the following categories of instruments:

- **Active control:** There will be support for the seller in all phases of the sale, from the telephone contact to the visits. This includes aspects such as the preparation of the material, the simulation of the visits and even the accompaniment by your manager in the meetings with important clients that require it.

- **Passive control:** Each seller will periodically hold tutorials with their manager in order to facilitate a qualitative return of their impressions and expectations. These tutorials will be individual and private, will deal with topics such as objectives, planning, evolution and results and will have control, motivational, informative and educational purposes.
- **Quantitative control:** The management applications that are implemented in the company (ERP, CRM, etc.) will allow at all times to maintain a quantitative control over the results, activities, turnover volume and profitability of each seller, in order to complement the monitoring tasks that those responsible and offer global visibility to the management of the company on the performance of the vendors.

-

g. Sales tools.

The sales force will have for its activity a wide range of commercial instruments developed by the company to support its activity. These sales tools include:

- **Product documentation:** brochures, product sheets, technical documents, videos and other materials designed to facilitate the exposure of the benefits of our products to the potential customers that each vendor deals with.
- **Documentation commercial:** further the seller You will have specific documents for your commercial task such as product briefs, answers to frequently asked questions, cards to qualify customers, etc.
- **Merchandising:** In addition to business documentation, we will produce a small assortment of promotional items for clients such as pens, calendars, note pads, etc.

h. Sale barriers.

Due to our experience and knowledge of the market, we are aware of the obstacles that any company encounters in its commercial activity, especially if it is a new company. For this reason, we have foreseen the main “sales barriers” that our salespeople may encounter in their activity and we will give them specific training to overcome them.

The main sales barriers we face are:

- **Brand unknown:** Faced with the customer's mistrust of a brand that they have not heard of or that has only been on the market for a short time, we will refer to the experience of the founding team and the strengths of the technology we offer.
- **Ignorance of the solution:** Given the ignorance of how our technology works, we will rely on training and information on equipment, making the use of these systems closer.
- **Distrust in the product:** Given the mistrust of the reliability of the components, we will offer a warranty time that is longer than the rest of the brands in the specific areas in which we market them.
- **Competitors' movements:** It is foreseeable that in large clients and projects we will face the main competitors, for which our vendors must know how to better communicate the advantages of installing our products.
- **Price of the product:** The price of our product is in the average for the sector, however, it can be perceived as "expensive" by the client if we do not know how to adequately communicate all the features and benefits it offers.

As more specific or specific sales barriers are detected in dealing with customers, strategies will be developed to overcome them.

i. Terms of sale.

The basic conditions of sale are reflected in the model of the Supply Contract that the client must sign at the beginning of the commercial relationship and which is included as an annex to this business plan.

OPTIUM ENERGY - FORTRISOL

7 - Servuction and purchases

7. Service and purchases

a. The servuction process.

In the process of serving our products, the external purchase of the components is combined with the installation in buildings.

Summarized in a very schematic way, the manufacturing process of our products is as follows:

1. The sales team contacts the customer.
2. Make a commercial visit where you explain in detail the product, service, advantage and prices.
3. The contract with the installation term is closed.
4. Installation is done.
5. The warranty period is established with the mandatory periodic reviews.

b. Production facilities.

For the location of our offices and production activities, we will lease an industrial warehouse of 1,000 m² located in the Industrial Estate located in Tortosa, Tarragona.

These facilities are divided as follows:

- 100 m² for offices.
- 200 m² for work area.
- 700 m² for storage.

c. Logistic and distribution process.

Logistics is a fundamental aspect in the activity of any industrial company that wishes to be competitive, since it determines both the production capacity and the possibility of serving the products to the clients within the agreed deadlines. Therefore, we have allocated an important space for the start of the activity.

d. Purchase management.

The purchasing policy will be a key element for the competitiveness of our company, therefore, a specific department will be responsible for it. Basically, the purchasing process will follow the following phases:

1. **Definition of needs:** In collaboration with the management and sales areas, the Purchasing Department will establish the characteristics of the component or input to be acquired.
2. **Search for suppliers:** An investigation will be carried out to identify the suppliers that can supply the demanded article through databases and directories.
3. **Request for offers:** The next step will be to contact these suppliers to present the characteristics of the order and request that they prepare a detailed offer.
4. **Tabulation of offers:** A comparative analysis of the offers received will be carried out, initially discarding those that do not meet the required conditions.
5. **Choice of provider:** Once the winning bid has been determined, the decision will be communicated to the selected supplier.
6. **Negotiation:** A process of conversations will be opened with the selected supplier to adjust the different sales and purchase policies in the most favorable way to our interests. Once closed, it will be communicated to the rest of the participants in the process
7. **Order and contract:** Once an agreement is reached, the relevant supply contract will be completed and the order will be formalized in the required volume.
8. **Order tracking:** The Purchasing Department will also be in charge of monitoring the order to ensure that it is delivered within the agreed term and conditions.
9. **Reception:** The Purchasing task ends when the product arrives at our facilities, is correctly received and the documentation of the operation is transferred to Finance.

e. Inventory management

The basic principles that will govern the stock management policy of our company are detailed below:

- **Just in time:** the ideal approach in such a business would be a “just-in-time” policy, in which components are delivered just when required by Production. Unfortunately, in a company of our size and depending on global suppliers, it is not possible to achieve this goal, although we will try to get as close as possible.
- **Tense logistics flow:** in the same way, we are going to try that the assembled elements leave our work area directly to go to the installation. This will minimize the need and cost of stocking and we believe this is possible as a minimum for domestic market orders.
- **Stock rotation and coverage:** We will properly adjust the inventory turnover and coverage rates to ensure that we utilize our storage spaces in the most optimal way. This includes maintaining an adequate safety stock in order to prevent the assembly plant from having to stop.
- **Warehouse management:** To properly manage the stock in our warehouses, we will initially use a barcode-based control software application. This application is designed to make the leap to radio frequency when our suppliers and distributors are ready.
-

a. Providers

We are currently finishing recruiting the Purchasing Department team, which will immediately proceed to initiate the definitive selection of the suppliers with which we will start the production of our company.

b. Quality control program

The quality of the products will be one of the most distinctive factors of our company, so we will have a protocol in the reception of components.

The work of this quality protocol will focus on five axes:

- 1. Design:** ensure that the products are adjusted to the needs and demands of customers, as well as make the necessary adjustments in this regard to adapt to the new requirements that are detected among users.
- 2. Compliance:** ensure compliance with various regulations laws that affect our activity, so that our products be approved Y certificates to can be marketed.
- 3. Performance:** verify that the products we make really offer the features and functionalities for which they have been designed in all operating conditions, so that customers are fully satisfied with the purchase.
- 4. Production control:** ensure the optimal operation of the assembly chain, as well as that external suppliers maintain the high levels of quality and conformity for which they have been chosen to supply our company.
- 5. Warranty:** analyze the veracity of the returns that we receive in application of our guarantee and determine the causes of the failures in order to propose to R&D, Production or whoever corresponds the necessary corrective measures to avoid their repetition.

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8 - Human Resources

8. Human resources

a. Key people.

The three professionals who promote this project also assume the main managerial functions of the company. In addition, a professional with extensive experience in sales in the sector joins the management:

- **Marcos Agudo: Engineer with extensive experience in the construction and energy rehabilitation sector**
It will be in charge of the Technical Direction.
- **Susana Galvín: Commercial management and responsible for the coordination, organization of works and contracting.**
Commercial director.
- **Silvia Exposito: Administrative department responsible for resolving all the administrative and accounting matters of the PV installations services.** It will be the Director of Administration
- **Daniel Garcia: Sales professional with 15 years of experience in the clean energy installation sector.**

This team has been working on the project design for about a year and covers the main professional profiles required for its implementation.

b. Conditions of work and remuneration.

Our objective in terms of human resources is to attract and retain a properly dimensioned staff, which constitutes the core of the company and gives continuity and stability to the project. For this we will look for the most suitable professionals, not only from the training point of view, but also in its human dimension and teamwork.

In this sense, we have established the following working conditions:

- **Remuneration:** the remuneration of the personal hired Directly by the company, it will be adjusted to the standards of the sector, in a way that is appropriate to the profile and value that each candidate contributes.

- **Variable:** a part of the salary of all employees will be variable, 50% linked to the results obtained by the company in each quarter and another 50% to the fulfillment of their personal objectives.
- **Career plan:** Upon joining the company and after passing the trial period, each employee will be proposed a career plan based on their personal capabilities and expectations.
- **Training:** Continuous training is one of the main sources of motivation and increased performance. For this reason, the company will offer specific training to employees.
- **Social benefits:** a basic package will be established for all employees, consisting of food and health insurance checks. Additional incentives will be offered in managerial positions.
- **Stock options:** Employees in key positions who have been with the company for three years will have the possibility of receiving a package of stock options.

c. Staff selection.

In order to ensure that only the best professionals join our company, we have designed a specific personnel selection plan based on the following aspects:

- **Rigor:** all positions in the company are important. For that reason, we will not underestimate any selection process, even for a position considered not very strategic for the business.
- **Training:** The candidate must have the knowledge and experience necessary to carry out their activity independently and add value from their incorporation to the company.
- **Leadership:** We want the majority of positions of responsibility in the company to be filled through internal promotions, for which they must demonstrate leadership skills.
- **Overcoming:** We strongly believe in equal opportunity, so only those who prove themselves to be the best will advance the company and reach managerial positions.
- **Performance:** We compete in a global market where we must all be able to offer maximum productivity and quality in order to help achieve the company's objectives.

- **Teamwork:** All employees must have the ability to collaborate with their colleagues, be involved with the principles and values of the company and contribute to creating a good work environment.
- **Balance:** our company is in the 21st century and therefore will have a balanced composition of men, women and ages (in the logic of the sector and in accordance with the previous criteria).
- **Internal communication:** To create a true team, we must implement continuous internal communication policies that create strong ties between employees and the company.

The selection of personnel will be carried out mainly through the insertion of job offers in specialized job boards, as well as in the employment supplements of the main national newspapers. When looking for a very specific profile, the option of resorting to recruitment and talent hunting companies is also considered.

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9 - Legal and corporate aspects

9. Legal and corporate aspects

a. The society.

The main data of the company are detailed below:

- Name: OPTIUM GESTION DOCUMENTAL, SL
- Address / Offices: AVDA.CATALUNYA, 58, BAJO - 43500 TORTOSA (TARRAGONA)
- Social capital: 3,100.- euros, SOON IN 150,000 EUROS.
- Object: Installation and commercialization of photovoltaic elements.
- Constitution date: 3/5/2005

b. Licenses and rights.

The current company has registered the following trademarks and domains:

Sun Tech, SL: in the Mercantile Registry of Barcelona, Sheet M-59466, Folio 12, Volume 13561, Section 2, CIF: B-15692561.

Internet domains:

www.optiumenergy.com

c. Legal obligations.

We are in the process of completing the processing of all the necessary requirements to carry out the activity of approved installers in Spain:

1. We have established the parent company (Sun Tech)
2. We have formalized the registration of the company in the Economic Activities Tax (IAE) and request for an intra-community operator.
3. We have applied for the opening and activity license for the warehouse that will house the company's offices and production facilities.
4. We will proceed to carry out environmental impact studies related to the assembly activity that we carry out in Spain.
5. We will have all the personnel hired and registered with Social Security, as a prerequisite for their incorporation.

- 6. We will provide the staff with all the required training regarding the Occupational Risk Prevention Law and other regulations.**
- 7. We are in the process of contracting the compulsory and optional insurances that provide coverage due to our activity.**

In addition, we will adopt the necessary measures to comply with all the rules and regulations that affect our activity. For instance:

- Royal Decree 842/2002, of August 2, which approves the Electrotechnical Regulation for low voltage.**
- Royal Decree 314/2006, of March 17, approving the Technical Building Code.**
- Wiring regulations in force from CENELEC, European Committee for Electrotechnical Standardization.**
- Frequency and compatibility regulations of the FCC, Federal Communications Commission of the United States (as well as the other markets in which we will sell).**

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10 - Results forecast

10. Forecast of results

to. Important premises.

Below are some premises that must be taken into account when consulting or evaluating the financial data and forecasts included in this business plan, especially in the next chapters.

Document confidentiality

The information contained in this document is confidential and the property of our company, which has been provided exclusively to you for your personal use. You are not authorized to disclose, copy or reproduce this document, or to discuss the information it contains with anyone else, unless you obtain prior written permission. By accepting the delivery of this document, you agree to maintain the confidentiality of the contents and not to reveal them to third parties.

Projections and forecasts

This document contains projections and forward-looking statements that are based on assumptions regarding future events that are uncertain and subjective. Our company does not guarantee in any case that the projected results will be obtained, since these projections and forecasts are based on subjective assumptions and estimates, and the final results could differ materially from those expected.

Before investing or deciding any action based on the information contained in this document, you should conduct your own research on the company and the forecasts made in order to determine the risks and consequences of your decision.

d. Financing plan

Membership Contribution: € 150,000

Grants: € 0

Loans: € 700,000

TOTAL ESTIMATED FINANCING: € 850,000

FINANCING				Total	850.000,00 €	100,00%	
1- Own funds: share capital and subsidies				Total	100.000,00 €	11,80%	
Total share capital	100.000,00 €	January		Total grants		February	
2- Loans from financial entities				Total	750.000,00 €	88,20%	
1- Short-term loans (maximum 2 years)							
Denomination	Amount	Years	Interest	Payment fee	Expenses. In	CONCESSION	
2- Long-ter loans (more than 2 years)							
Denomination	Amount	Years	Interest	Payment fee	Expenses. In	CONCESSION	LACK
lco Loan	750.000,00 €	7	5,00%	each MONTH	1.000,00 €	January	24 MONTHS