



A New Day Solar, Inc.

Business Plan

Mission Statement:

A New Day Solar's mission is to facilitate the increased use and development of renewable energy in Louisiana and throughout the state. We strive to be a complete renewable energy firm that helps residential and commercial customers reduce their fossil fuel energy consumption and environmental impact through advanced, turn-key solar energy systems.

Vision Statement:

A New Day Solar envisions a New Orleans that is completely self-sufficient in its energy needs. As such, we will place solar photovoltaic arrays on businesses, government buildings, and residences throughout the greater metro area. This will accomplish two goals: creating viable paths for energy independence and creating a profitable enterprise that rewards its owners, shareholders, and employees.

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Executive Summary

On a global scale, the use of solar photovoltaics (PV) has been growing 40% annually for the past couple decades. Concerns over energy independence, climate change, and growing electricity costs have helped spur the adoption of new technologies that use renewable energies. While solar power is perhaps the most readily available renewable resource, is still largely untapped, although government incentives and the declining cost to produce PV panels are changing this. The International Energy Agency projects that solar PV – which accounted for just 0.1% of the global energy portfolio in 2010 – will grow to 5% by 2030 and 11% by 2050, with electrical grid cost parity reached in many countries by 2025.

A New Day Solar, LLC (“the Company”) is a start-up that will take full advantage of the robust incentive packages on a state and federal level to offer New Orleans-area businesses and residents a zero-capital-cost way to adopt solar photovoltaic technology. A New Day Solar will roll out what is known as “Solar as a Service,” where the Company installs solar arrays for free in return for a commitment from the client to buy power at locked-in rates. The Company will market first to commercial and government clients, eventually moving into the residential market as well. This initial focus on larger commercial clients will allow A New Day Solar to immediately install large-capacity solar arrays that generate substantial energy.

A New Day Solar will build, own, and operate all of the installed photovoltaic systems, providing customers with the opportunity to operate sustainably without the upfront costs, risks of ownership, or ongoing maintenance of the systems. In addition to potential energy independence, Solar as a Service offers customers clean energy at locked-in competitive rates for years of predictable pricing. From this, A New Day Solar generates predictable revenue from its power purchase agreements, and it also recoups all accompanying tax credits, carbon-offset credits, and other monetary incentives and benefits from promoting and facilitating the widespread adoption of solar-derived energy.

A New Day Solar is owned and operated by two engineers with more than 50 years of combined experience in private and public enterprises, as well as strong knowledge of the New Orleans commercial and residential markets. They include: David Moran, President and CEO, BSc Electrical Engineering, MSc (Duke University), with 28 years’ experience (U.S., International): Managing Director for Bayou Electric; and Chris Lemelle, CTO, MSc (University of Tennessee, Knoxville), 25 years of experience with organic and organic-inorganic solar cells.

Their plan is to take New Day Solar from a start-up to a large, thriving company and job creator in Louisiana. They are supported by a staff that includes an electrical engineer, two installation technicians, two salespeople, and a lean administrative staff. Together this team can design and install 10 40 kilowatt-capacity arrays per year, providing immediate and long-term revenue that will facilitate substantial profitability and sustained growth for several years.

A New Day Solar requires \$2.5 million in total financing for its first 10 installations, operating capital, purchase of assets, and marketing expenditures. This includes a \$500,000 loan and a \$2 million investment.

Objectives

- ❑ Capture 4% of the New Orleans solar market by 5th year of operations
- ❑ Show positive profit by month eight
- ❑ Launch new product division by the 3rd year of operations
- ❑ Grow to 14 40 kilowatt-capacity arrays by the 4th year of operations
- ❑ Sign deal with Bend Solar Manufacturing



Keys to Success

Achieving its mission will require multiple steps for New Day Solar:

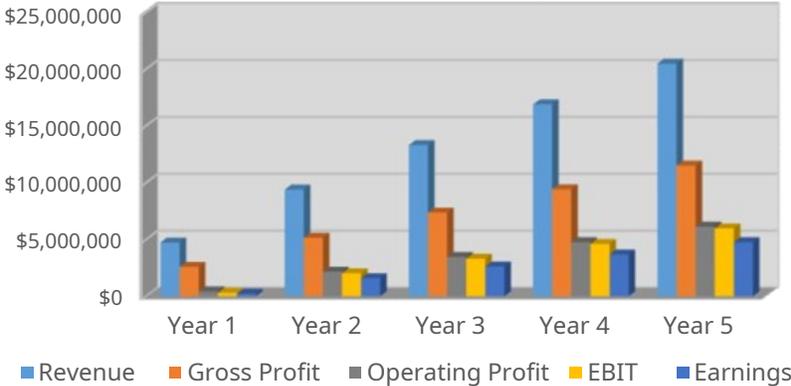
- ❑ Acquiring initial funding
- ❑ Placement of competent staff
- ❑ Marketing to potential clients
- ❑ Installing sufficient capacity to sustain operations and generate a return for investors
- ❑ Maintain forward-looking initiatives to continually grow the Company



Financial Highlights

Financial Highlights					
	Year 1	Year 2	Year 3	Year 4	Year 5
Gross Revenue	\$4,729,445	\$9,378,587	\$13,292,371	\$16,869,137	\$20,457,735
Gross Profit	\$2,573,866	\$5,145,936	\$7,352,204	\$9,404,472	\$11,493,853
Operating Profit	\$429,926	\$2,155,095	\$3,457,828	\$4,761,727	\$6,124,010
Earning Before Interest & Taxes	\$303,780	\$2,015,512	\$3,308,453	\$4,604,956	\$5,961,250
Earnings	\$234,579	\$1,582,184	\$2,620,947	\$3,662,972	\$4,753,282
Gross Profit Percentage	54.4%	54.9%	55.3%	55.7%	56.2%
Operating Profit Percentage	9.1%	23.0%	26.0%	28.2%	29.9%
EBIT Percentage	6.4%	21.5%	24.9%	27.3%	29.1%
Earnings Percentage	5.0%	16.9%	19.7%	21.7%	23.2%
Payroll Percentage of Revenue	28.9%	22.3%	21.6%	20.8%	20.2%
Net Cash Flow	(\$207,942)	\$1,225,380	\$2,358,887	\$3,403,758	\$4,551,378
Cash Balance	\$903,558	\$2,128,938	\$4,487,825	\$7,891,584	\$12,442,961

Financial Highlights

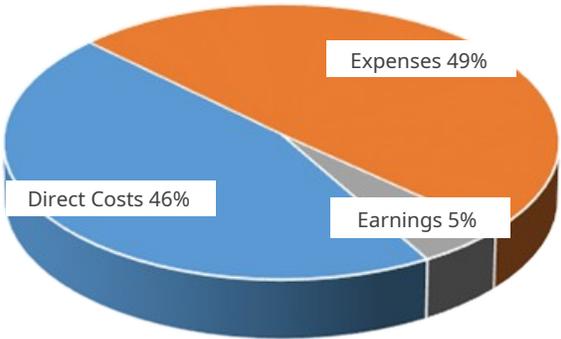


5 Year Accumulated Revenue
\$64,727,274

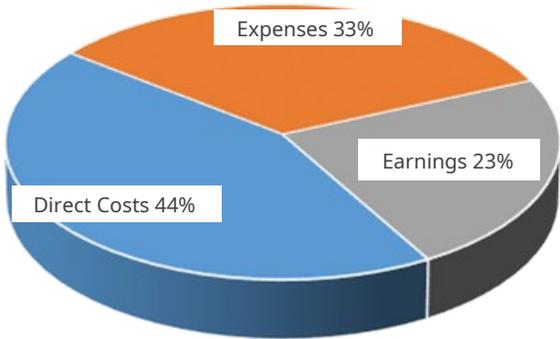
5 Year Accumulated Earnings
\$12,853,963

5 Year Earning Percentage
19.9%

Year 1



Year 5



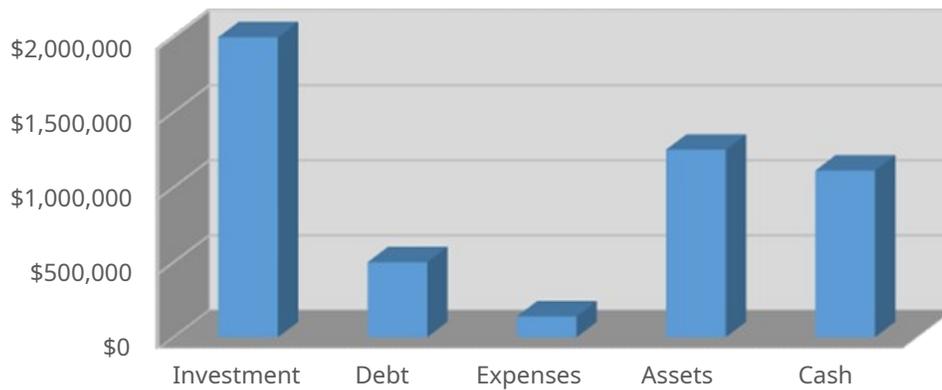
Pre-Operating Source and Use of Funds

Pre-Operating Use of Funds	
Expenses	
Marketing & Advertising	\$25,000
Travel & Entertainment	\$12,000
Professional Services	\$10,000
Rent Deposit	\$15,000
Research & Development	\$50,000
Staff/Payroll	\$20,000
Fees/Dues/Subscriptions	\$1,500
Office Supplies	\$5,000
Total Expenses	\$138,500
Assets	
Inventory	\$250,000
Property	\$0
Equipment	\$750,000
Other Long-Term Assets	\$250,000
Total Assets	\$1,250,000
Total Use of Funds	\$1,388,500

Pre-Operating Source of Funds	
Investment	
Owner	\$0
Investor	\$2,000,000
Total Investment	\$2,000,000
Debt	
Current Debt	\$0
Long-Term Debt	\$500,000
Total Debt	\$500,000
Total Source of Funds	\$2,500,000

Total Source & Use of Funds	
Total Source of Funds	\$2,500,000
Total Use of Funds	\$1,388,500
Month 1 Starting Cash	\$1,111,500

Source & Use of Funds



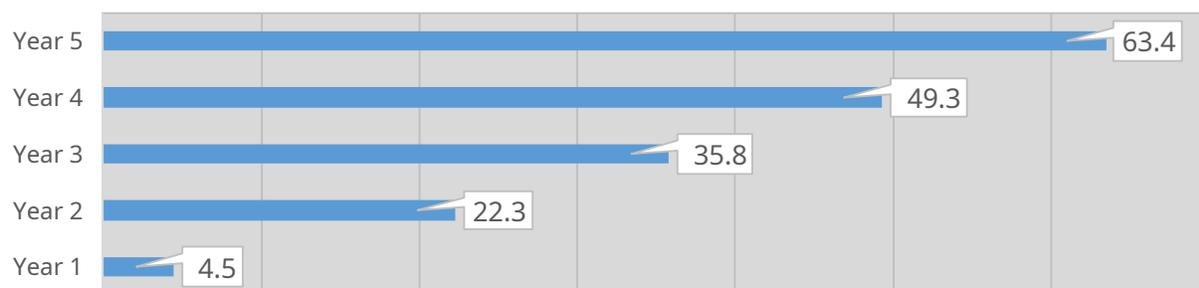
Investor Return & Debt Overview

The Investor Return section details the investor(s) initial investment, investment multiple, investment fifth year value, investor(s) share of the Company, the value of the Company in the fifth year, and internal rate of return for 3 different cases.

Investor Return					
	Investment	Years Invested	Investment Multiple	5th Year Value	Company Share
Initial	\$2,000,000	5	2.5	\$5,000,000	21.0%
Total	\$2,000,000		2.5	\$5,000,000	21.0%
5th Year Company Earnings		5th Year Multiple		5th Year Company Value	
Company	\$4,753,282		5.0		\$23,766,410
Company IRR					
Normal Case	41.0%				
Best Case	53.4%				
Worst Case	27.7%				

Debt Overview					
	Year 1	Year 2	Year 3	Year 4	Year 5
Starting Balance	\$500,000	\$446,286	\$387,533	\$323,268	\$252,975
Yearly Interest	\$42,820	\$37,781	\$32,270	\$26,241	\$19,648
Yearly Principal	\$53,714	\$58,753	\$64,265	\$70,293	\$76,887
Total Payments	\$96,534	\$96,534	\$96,534	\$96,534	\$96,534
Ending Balance	\$446,286	\$387,533	\$323,268	\$252,975	\$176,088

Debt-Service Coverage Ratio (DSCR)

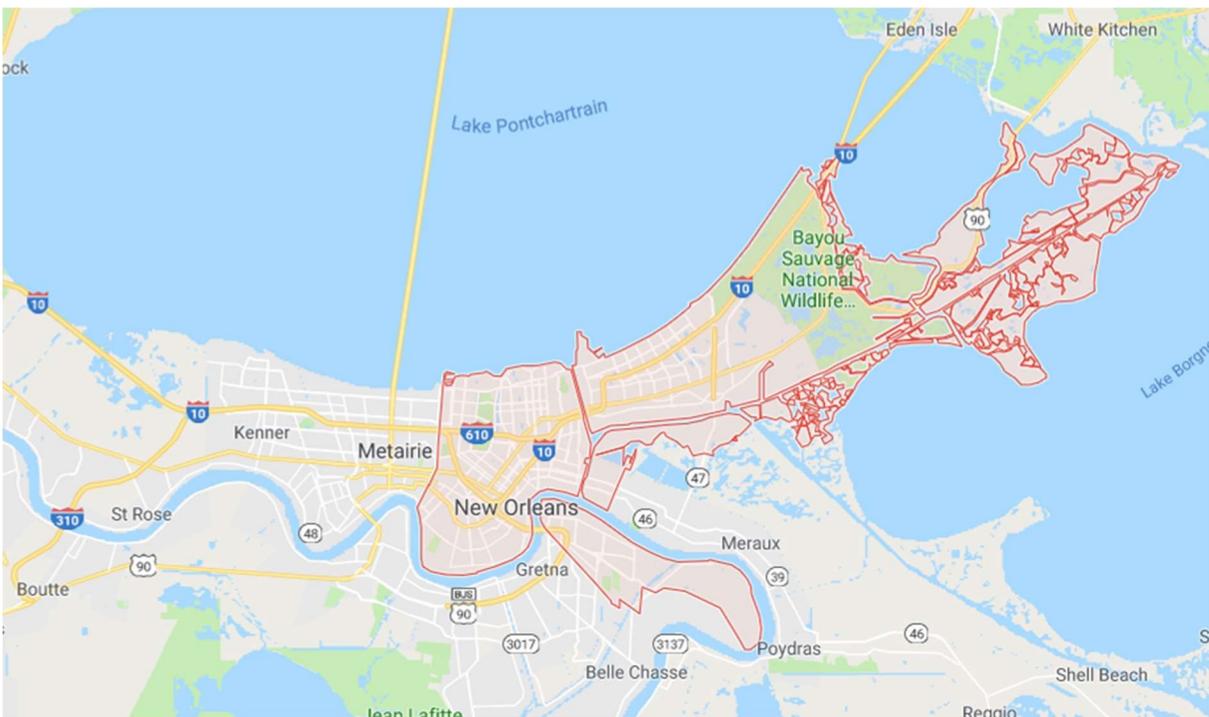


Company Summary

A New Day Solar is registered as a Limited Liability Company (LLC) in the state of Louisiana. The Company will operate from a 10,000-square-foot facility, which includes office space, a working shop, and storage.

Company Location

A New Day Solar operate from Metairie, Louisiana, a close-in suburb to New Orleans that has excellent access to the entire metro area and surrounding region.



Company Ownership

The Company is owned by Jim Smith (45%), Susan Miller (30%), David Moran (15%), and Chris Lemelle (10%).

Market Needs and Value Proposition

The need for clean, renewable energy and even off-grid power generation is vital for the environment as well as self-sufficiency. Residential buildings, for example, account for nearly 25% of energy consumption in the U.S. This is according to the American Council for an Energy-Efficient Economy (ACEEE), which states that about 80% of residential energy use is from single-family homes, 15% from multifamily properties, and 5% mobile homes.

Commercial buildings use another 20% of energy in the U.S., with more than half of the energy used in commercial buildings going to heating and lighting systems. The biggest users of energy are office and retail buildings, educational and healthcare buildings, and lodging.

For this reason alone, alternative-energy sources have rightly gained prominent attention in our nation's spotlight. Other factors, not the least of which include global warming and our dependence on foreign oil sources, make the situation even direr. However:

- The upfront costs associated with installing sufficient solar capacity are a deterrent for many would-be converts.
- Even smaller residential installations can cost \$20,000-30,000.
- For commercial and government customers, costs can easily escalate into the millions of dollars.

Solar as a Service breaks down the barriers to entry for customers. By shouldering the upfront costs to install solar systems, A New Day Solar will meet the market's needs on several fronts – creating sustainable businesses, lowering the region's carbon footprint, and facilitating increased public awareness of the benefits of solar – all while generating jobs in New Orleans and maintaining a green business with healthy profit margins.

Products and Services

A New Day Solar will provide the upfront financial outlay for distributed-power photovoltaic solar arrays that generate the energy needs for commercial and residential buildings in New Orleans and throughout Louisiana. As a Solar Service provider, the Company is responsible for all of the upfront and ongoing maintenance costs in exchange for essentially becoming the power company that receives the profits from its electricity generation. Customers that sign up for the Company's service are locked into a Power Purchase Agreement that guarantees a standard locked-in rate for a fixed period of time.

These rates are competitive with current energy prices, but with the benefit of being clean, green energy. And as oil- and coal-based energy prices continue their escalation, solar energy will become even more competitive. A New Day Solar will also own all corresponding tax

¹ ACEEE. "Commercial Sector" and "Consumer Tax Initiatives." Obtained at: <http://www.aceee.org/>

incentives, which in Louisiana, when coupled with federal tax incentives, allows for up to 80% of the initial cost outlay. A New Day Solar will also seek out any available carbon-offset credits. The Company's primary customers will include:

- Commercial properties
- Government buildings
- Municipal structures
- Schools and universities

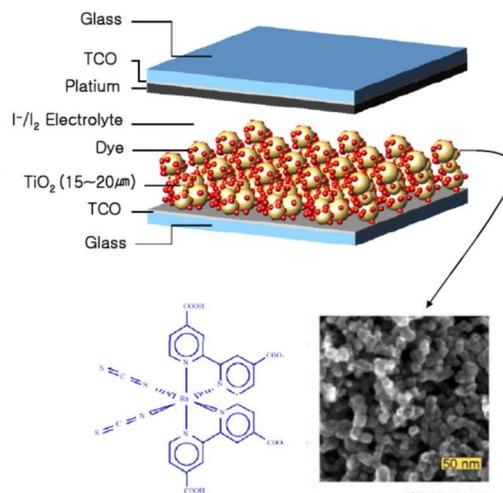
The most advantageous positions for the Company will be for entering into Power Purchase Agreements with large-scale energy buyers, such as commercial and government entities that have significant energy needs. As such, A New Day Solar will initially focus on obtaining these customers, because the resulting large-scale installations will generate substantial energy, allowing the Company to further benefit from its owned solar capacity. The final revenue-generating component of Solar as a Service is recouping costs through net-metering, where the local power company buys back any electricity generated in excess of the customer's needs. A New Day Solar intends to obtain 10 customers in its first year of operations, which should generate enough revenue to continue growing its business from cash flow while paying back investors.



Technology

The Company will be installing next-generation technology that costs one-third to one-fifth that of traditional solar cells, which makes it very attractive for mass production. Its new composite organic/inorganic process applies the photosynthesis principle and uses environmentally friendly materials, which furthers the growth potential of A New Day Solar. This solar cell structure and dye structure is illustrated here.

A New Day Solar, as noted, is also the first distributor/dealer of the Smartflower in Louisiana. In addition, such, the Company will market the innovative Ausonius-manufactured Smartflower to all potential residential, commercial and utility applications as a comprehensive solution for renewable-energy generation in urban, rural, and resort environments. A New Day Solar will also do marketing, sales, installations, and service for all units sold.



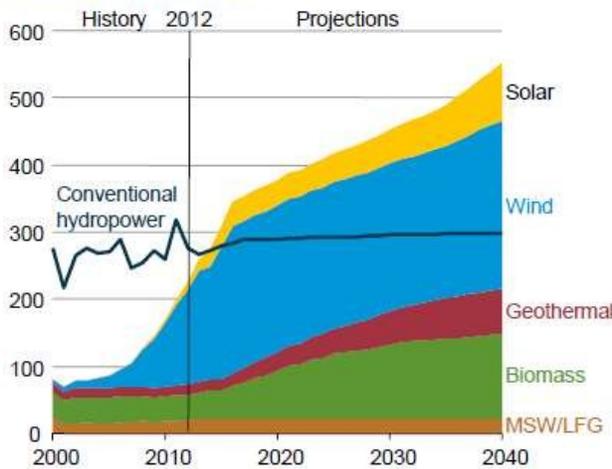
(Source: Fraunhofer Institut Solare Energiesysteme)

Market Analysis

The market for renewable energy in the U.S. is strong and growing. The U.S. Energy Information Association (EIA) in its most recent Energy Outlook states that U.S. consumption of non-hydroelectric renewable energy generation will more than double by 2040. At this point, it is expected that renewables will eclipse petroleum-based energy sources. As also shown in the graphs below, solar and wind power will be dominant renewable energy sources.

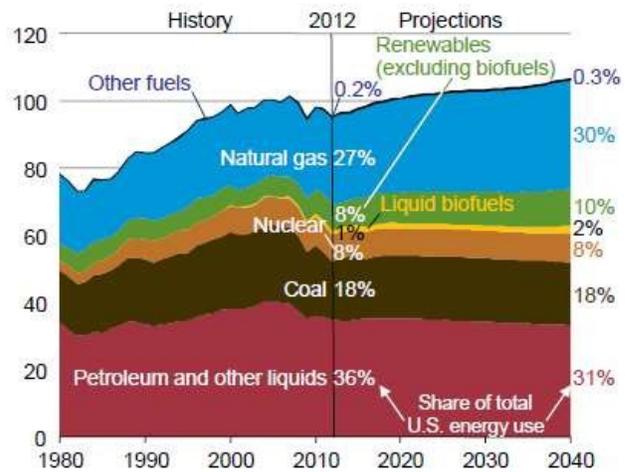
Total generation from wind, solar, and other renewables surpasses hydropower

Figure MT-37. Renewable electricity generation by type, all sectors, in the Reference case, 2000-40 (billion kilowatt-hours)



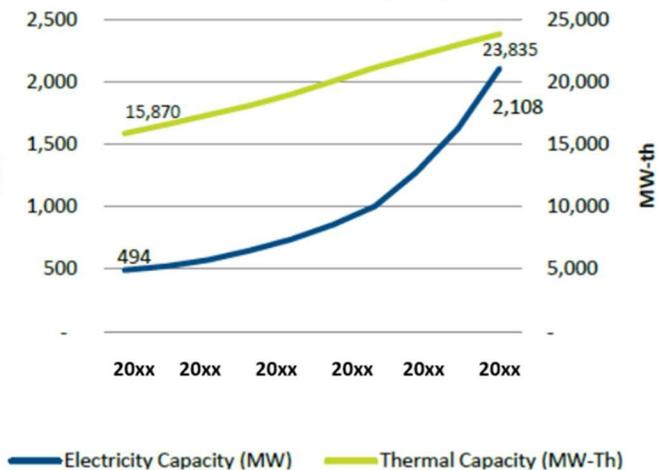
Renewables and natural gas lead rise in primary energy consumption

Figure MT-9. Primary energy use by fuel in the Reference case, 1980-2040 (quadrillion Btu)



The solar industry grew 62% within the past year, reaching total cumulative installed capacity of 23,800 megawatt (MW) in the United States, with another 30% of growth projected in 2024. Though growth slowed slightly this year, overall solar capacity (as illustrated in the graph below) continues an upward trajectory, in large part because of the increased efficiencies in polysilicon production. The resulting oversupply of solar panels has had downward price pressure on the market. While this has strained manufacturers, it has been a

U.S. Cumulative Solar Capacity Growth



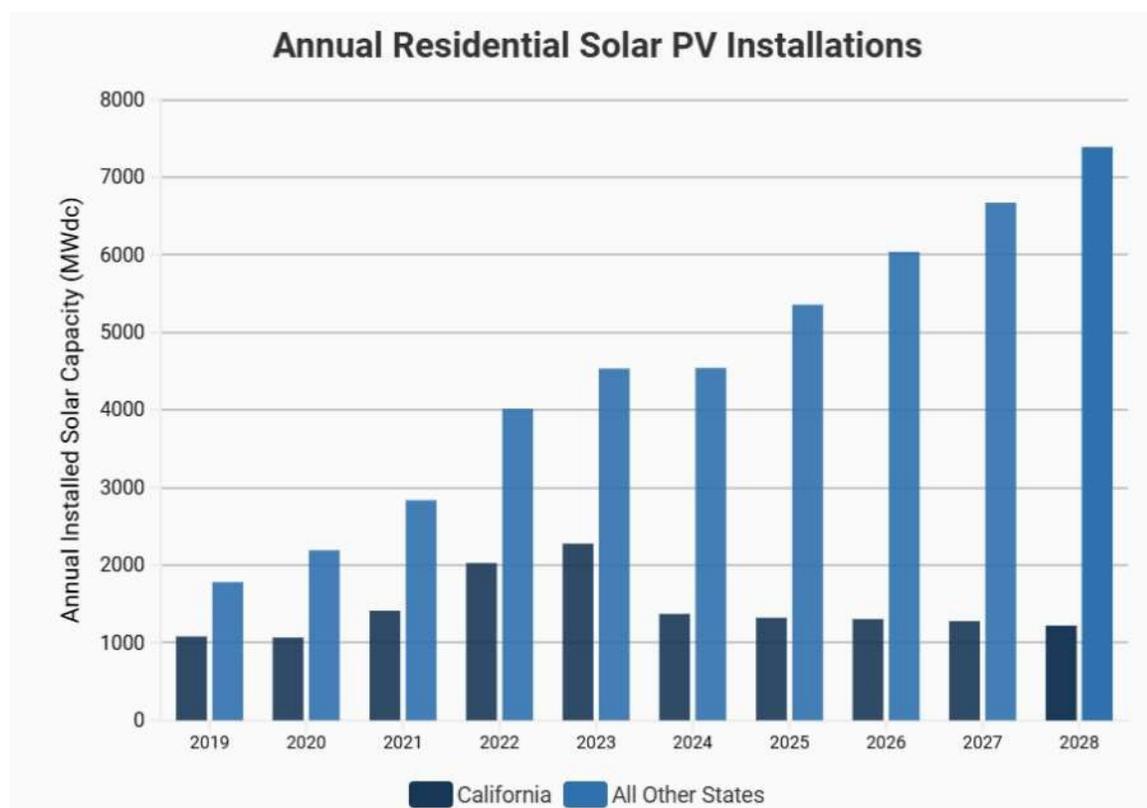
² EIA. "Annual Energy Outlook." <http://www.eia.gov/>

³ Solar Energy Industries Association. "Solar Industries Year in Review." Obtained at: <http://seia.org>

boon for companies installing and developing solar projects, which can pass on the cost savings to their customers.

“We’re entering a period that we’ve talked about – the end to supply-constrained pricing,” says Arno Harris, CEO of Solar as a Service industry pioneer Recurrent Energy. “As module prices come down, we can deliver at lower prices and the market potential expands dramatically.” This, combined with stronger tax credits and increasing government mandates for renewable energy, has led to what Harris calls a “promised land” for solar providers.

The market is projected to continue its historic growth in the coming years, with total installed PV capacity expected to more than double to over 15 GW of PV capacity installed annually by 2028. As shown here, utility will remain the primary segment by volume through 2028, though residential and non-residential will also have strong growth.



The market specifically for solar-power providers in the United States consists of companies that amass large arrays of PV panels and concentrated solar dishes and sell the energy directly to customers or to the grid. Solar-power providers generated approximately \$7.5 billion in revenue in 2023, with an astounding 49.9% compound annual growth since 2018.

⁴Red Herring. “Solar 2.0: After the bubble.”

⁵ SEIA. “U.S. Solar Market Adds 10.6 GW of PV.” <https://www.seia.org/>

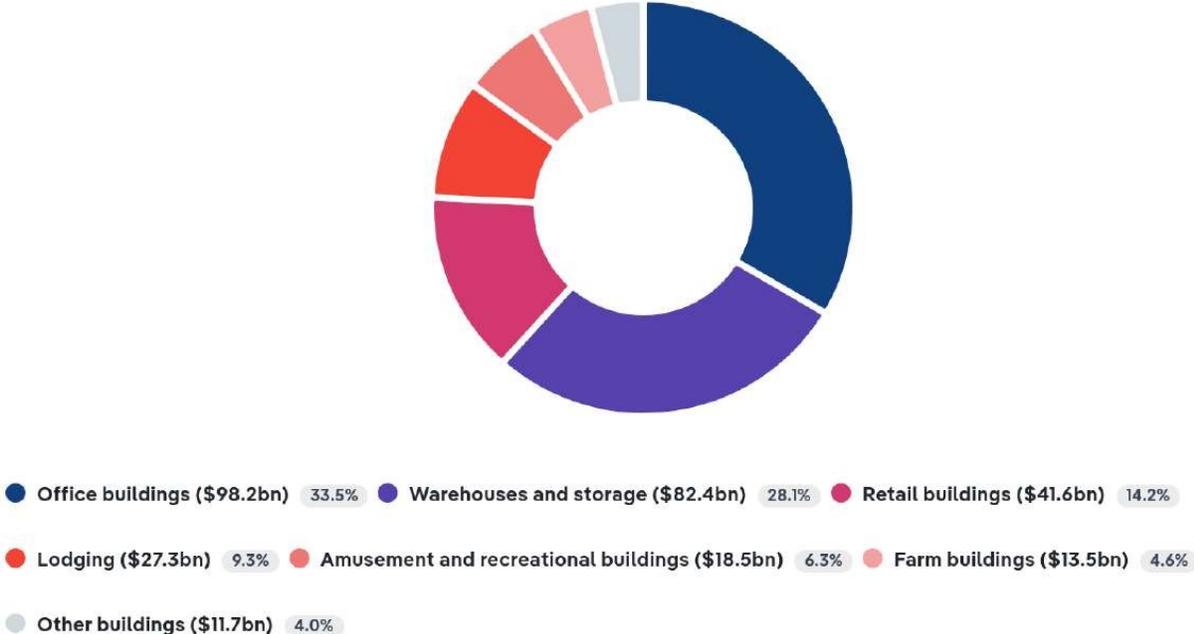
⁶ IBISWorld. “Solar Power in the U.S.” April. IBISWorld.com

Market Segmentation

The Company's Solar as a Service will initially be marketed to commercial and government entities. The major target markets are outlined below:

Major Market Segmentation

Industry revenue in 2024 broken down by key markets



Additional products such as standalone off-grid products will be aimed at national and international companies, aid organizations, governments, NGOs and more.

Driving the market are cost factors, environmental concerns, and the ability to receive government-funded tax breaks. Customers include residential homeowners and commercial property owners. The to-market strategy involves identifying potential customer segments and marketing directly to them. This will include:

- Selling the systems to existing homeowners directly.
- Market the systems as standalone – the homeowner would never be without electricity even after the power is off due to storms and other events.
- Selling the Smartflower systems to new home builders as a way to increase the value and marketability of the new home.
- Market the systems as environmentally friendly, capturing the “green” market.

Location and Demographics Summary

Being located in New Orleans will provide the Company with an excellent environment for its business. The city proper is home to over 340,000 people and the metro area includes more than 1.1 million residents. This growing market has a strong business environment as well and has been recognized through numerous accolades, including:

- New Orleans was named the #1 Metro for IT Job Growth in the USA [Forbes]
- New Orleans demonstrated 3rd Fastest Wage-growth in the USA [CareerBuilder.com]
Greater New Orleans was ranking a Top 20 Strongest Performing economy in the USA [Brookings Inst.]
- New Orleans was ranked #1 on the list of “America's Biggest Brain Magnets” for attracting people under 25 with college degrees [Forbes]
- New Orleans MSA was named the #2 Best Big City for a Job [Forbes]
- New Orleans was ranked #2 Employment Market in the Country [Manpower]

In just Orleans Parish, as shown below with select demographics, the population is over 364,000. There are nearly 196,000 housing units, as well as more than 9,900 businesses in the Parish⁸.

U.S. Census Bureau American Communities Survey	
Facts	Orleans Parish, LA
Population estimates, 2023	364,136
Persons under 18 years, percent	19.30%
Persons 65 years and over, percent	17.40%
Housing units, 2022	195,627
Owner-occupied housing unit rate, 2018-2022	49.30%
Median value of owner-occupied housing units, 2018-2022	\$281,500
Median selected monthly owner costs -with a mortgage, 2018-2022	\$1,948
Median selected monthly owner costs -without a mortgage, 2018-2022	\$021
Median gross rent, 2018-2022	\$1,162
Building permits, 2022	1,622
Households, 2018-2022	155,669
Median household income (in 2022 dollars), 2018-2022	\$51,116
Persons in poverty, percent	22.60%
Total employer establishments, 2021	9,909
Total employment, 2021	154,352

⁷ Compiled by the City of New Orleans Department of Economic Development
⁸ U.S. Census Bureau. Census.gov

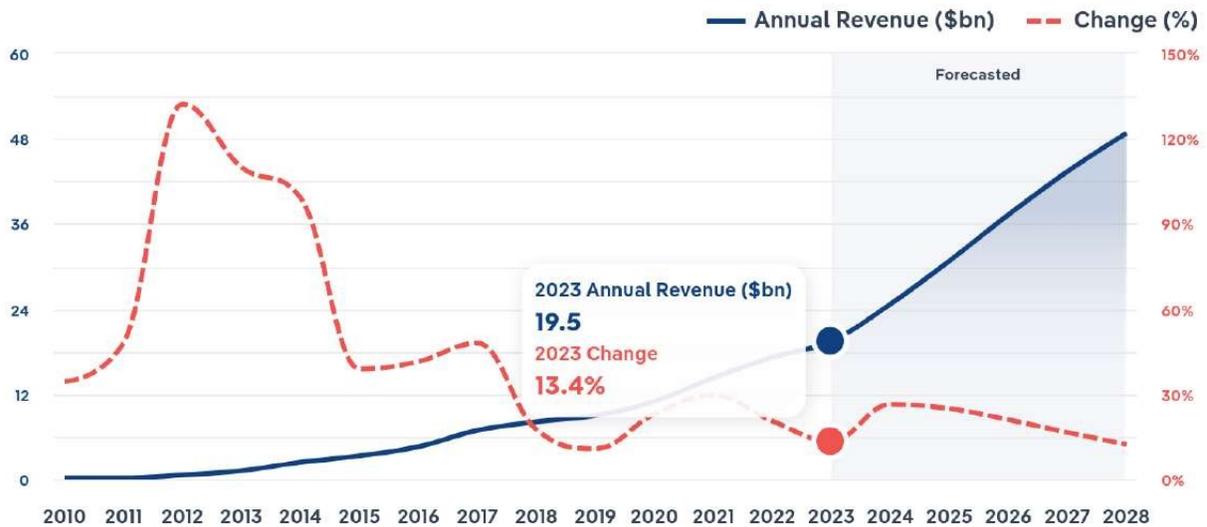
Industry Summary

Operators in this industry own and operate solar-power-generating facilities in the form of either photovoltaic panels or solar thermal power stations that make use of mirrors or lenses to concentrate the sun's energy. This industry covers utility-scale solar and does not include distributed energy.

Revenue \$19.5bn '18-'23 ↑ 19.3 % '23-'28 ↑ 20.1 %	Employees 6,829 '18-'23 ↑ 19.7 % '23-'28 ↑ 21.3 %	Businesses 514 '18-'23 ↑ 22.8 % '23-'28 ↑ 22.6 %
Profit \$5.2bn '18-'23 ↑ 23.5 %	Profit Margin 26.8% '18-'23 ↑ 4.3 pp	Wages \$975.0m '18-'23 ↑ 22.2 % '23-'28 ↑ 21.0 %

Revenue

Total value (\$) and annual change from 2010 - 2028. Includes 5-year outlook.

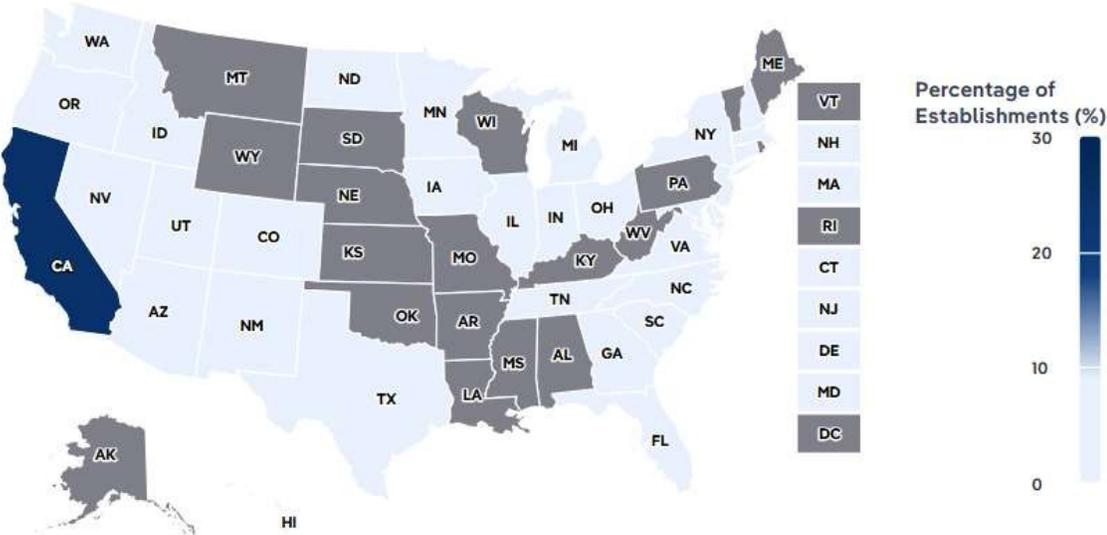


⁹ IBISWorld. "Solar Power in the United States." April. IBISWorld.com.

Industry Analysis

Year	Revenue (\$ Million)	IVA (\$ Million)	Establishments (Units)	Enterprises (Units)	Employment (Units)	Wages (\$ Million)
2018	8,085.7	5,758.4	245	184	2,777	357.2
2019	8,961.4	5,684.4	270	198	2,953	406.2
2020	11,021.1	7,936.3	333	257	3,169	456.7
2021	14,286.5	9,846.0	460	349	4,811	692.0
2022	17,220.0	11,554.9	562	427	5,845	839.4
2023	19,530.3	13,366.0	675	514	6,829	975.0
2024	24,691.8	17,093.9	844	642	8,587	1,227.4
2025	30,831.1	21,529.4	1,041	792	10,638	1,523.0
2026	37,290.3	25,659.9	1,273	969	12,916	1,847.7
2027	43,440.4	29,749.6	1,548	1,182	15,373	2,189.7
2028	48,777.4	32,898.1	1,853	1,421	17,903	2,532.0
2029	53,963.8	36,115.7	2,177	1,676	20,412	2,869.6

Solar power companies need open space and sunlight. This makes southern states a prime location to base operations. States that offer incentives for solar power facilities see an influx in companies. State legislation plays a major role in entering the solar power market, allowing companies to reduce entry costs and create a need for solar energy.



State	Establishments Units	Establishments %	Revenue \$	Revenue %	Wages \$	Employment Units
California	168	24.9	5,880,212,992.0	30.1	289,510,144.0	1,559
Georgia	13	1.9	2,550,423,808.0	13.1	11,316,297.0	93
North Carolina	56	8.3	295,135,520.0	1.5	72,504,856.0	536
Texas	51	7.6	873,863,424.0	4.5	95,867,576.0	554
North Dakota	14	2.1	1,964,744,448.0	10.1	11,714,440.0	92
New Jersey	26	3.9	1,502,984,064.0	7.7	32,309,966.0	319
Florida	37	5.5	223,480,128.0	1.1	16,457,075.0	241
New York	29	4.3	1,126,746,496.0	5.8	55,432,312.0	200
Arizona	29	4.3	251,851,872.0	1.3	34,159,740.0	247
Utah	20	3.0	930,917,888.0	4.8	18,098,802.0	193
South Carolina	14	2.1	61,165,176.0	0.3	15,701,628.0	244
Virginia	27	4.0	84,488,800.0	0.4	25,138,652.0	146
Minnesota	20	3.0	847,877,696.0	4.3	29,391,510.0	193
Michigan	17	2.5	629,296,256.0	3.2	28,142,586.0	189
Colorado	16	2.4	746,667,072.0	3.8	23,456,814.0	101
Nevada	23	3.4	146,636,928.0	0.8	12,426,068.0	114
Maryland	16	2.4	669,791,552.0	3.4	25,548,618.0	77
Illinois	20	3.0	332,126,272.0	1.7	25,303,910.0	129
Massachusetts	19	2.8	150,286,080.0	0.8	16,993,838.0	181
New Mexico	13	1.9	78,044,664.0	0.4	7,557,263.0	151
Connecticut	12	1.8	201,913,920.0	1.0	18,364,348.0	147
Ohio	11	1.6	195,838,096.0	1.0	11,535,648.0	115
Oregon	14	2.1	73,848,672.0	0.4	7,759,036.0	63
Delaware	8	1.2	188,053,312.0	1.0	9,667,491.0	78
Iowa	11	1.6	152,740,496.0	0.8	11,689,698.0	95
Washington	13	1.9	48,190,416.0	0.2	12,088,225.0	62
Indiana	11	1.6	113,712,480.0	0.6	7,291,784.5	98

Competitive Landscape

As mentioned, the solar industry, particularly Solar as a Service, is really still in its infancy; this is doubly true in New Orleans, where until recently solar providers were virtually nonexistent. As IBISWorld states, “The Solar Power industry has a low level of concentration.” The top 3 companies nationally hold less than 10% combined market share in 2024. However, the dawn of Solar 2.0 is just around the corner, and companies that hit the ground early are poised for rapid growth, especially in Louisiana’s tax-incentive-rich environment.



Solar as a Service is being viewed as a viable business form in these times when many business owners may want to go green but are hesitant about the upfront capital costs. This has led to a boon for early-movers in this market. Solar Power Partners, for example, is a San Francisco Bay Area firm that just closed a \$100 million equity-and-debt financing round. Elsewhere, Borrego Solar Systems doubled its revenue to \$60 million and expects it to reach at least \$70 million this year. These all point to a market that is ripe for an experienced company that provides all the benefits of solar without the hassles of ownership. New Orleans, and the Southeast as a whole, is ripe for growth.

A New Day Solar has a unique business model that has no current equal in New Orleans or the surrounding region. The Company will further differentiate itself through:

- Experience and knowledge of the owners and management team
- The scope and quality of products
- Next-level system design expertise
- Newer entrant in industry with amazing growth potential
- An overriding focus on customer service
- Customer-education initiatives
- Aggressive marketing campaign

Marketing Strategy & Implementation

The marketing goal for New Day Solar is to establish its presence regionally and then continually grow market penetration and expand. In each location, beginning with the first site in Louisiana, New Day Solar will familiarize local business leaders, economic development groups, large commercial property owners, and others with its new operations. The Company will also utilize federal government and state bidding processes. The marketing goal is initially to establish market share in key target markets, including:

- Residential/Commercial
- Utilities
- Coal plants
- Utility-scale renewable developers
- Power generation facilities
- Manufacturing
- Government
- Industrial

Marketing efforts will then include a combination of web-based and traditional marketing, as well as networking with key businesses in New Orleans and regionally in Louisiana that are potential customers. This includes contacting decision-makers at manufacturers, municipalities, property management companies, commercial/residential building owners, and small businesses, etc. They can benefit from lower energy costs and other incentives through New Day Solar's services and also can benefit from the marketing credibility for their "green" energy. These and other efforts are further outlined below:

Internet marketing:

- SEO: A New Day Solar will use search engine optimization (SEO) to draw traffic to its website through search engines. When someone in New Orleans or Louisiana searches for "solar panels," "solar PV," "solar farm projects," etc., a link to New Day Solar will ideally appear. New Day Solar will also be featured on the websites of its retail and distribution partners as well as on the sites of accessory products it sells.
- Social media: A New Day Solar will have social media links, e.g. Facebook, Instagram, and others, where consumers can share the Company's info within their social networks. The quality of the products, its innovative services, and its reputation will be leveraged through social media platforms as a means to attain brand recognition and high-quality leads.
- SMO: Social media optimization (SMO) will include maintaining various social media sites for mobile and local search.
- E-mail marketing: New Day Solar has developed and will continue to develop an extensive list of leads for potential customers. This will continually grow and will be used for targeting interested individuals/companies and their network of friends and colleagues.

- PPC/CPM: A New Day Solar will potentially use a pay-per-click (PPC) and CPM (cost-per-thousand impressions) campaign that advertises the Company and its services along the sidebars of search engines and on relevant websites with text and banner ads for the above-mentioned terms and other pertinent searches.
- Google My Business: The Company will set up a free business page on Google. This is a simple and effective way to increase online visibility. The tool makes it possible for A New Day Solar to advertise hours of operation, reviews, location, and contact information.
- Geofence Marketing: The Company will use geo-fencing, which markets to customers who physically go through a pre-determined location-based “fence” area. When a person goes through this “fenced” area their mobile device is triggered, and they are sent incentives or information about A New Day Solar. This will include individuals in New Orleans as well as those residing in smaller outlying towns.

Traditional Marketing:

- Print Media: Purchasing ads in appropriate newspapers and other publications is a cost-effective way of marketing to reach consumers in towns all across the target demo.
- Print Collateral: New Day Solar will use product catalogs, brochures, flyers, and business cards, as well as direct mail postcards that will be sent to potential residential and business customers in the region.
- Public Relations: Free publicity can often be generated by creating and sending out press releases to newspapers, TV news stations, magazines, and websites. These can generate awareness of A New Day Solar and its innovative solar PV panels and systems. Targeted media throughout the greater New Orleans, including popular news shows, newspapers, lifestyle magazines, and construction/home-focused websites will be provided with newsworthy press releases, features, stories, briefs, and visual material for briefs and stories about A New Day Solar.
- Conferences and trade shows: Face-to-face contact for gaining contracts with large companies and government entities, and getting exposure to the public, will also help create sales results. A New Day Solar will attend solar events, building-industry trade shows, alternative energy conferences, and local and regional community events and fairs that showcase green building technologies, construction goods, and other complementary businesses.
- Market Visibility: In addition to essential participation in industry trade shows and clean-tech trade shows and conferences, it will be vital for A New Day Solar to have a presence at various community events in the region that have substantial solar needs. The Company will also host and/or participate in educational events in these areas, alerting potential customers, strategic partners, and end-users of the importance of its solar-energy initiatives. These events will feature promotional incentives for attracting new customers and referring others.

Web Summary

A New Day Solar will also develop an informational website, complete with a splash page and all pertinent details that potential clients need to know.

A New Day Solar will hire a professional website development company that stands for quality, clean website development and outstanding customer support.

Additionally, the website will emphasize the Company's industry leading technology and services. The website will feature informational content such as a full description of the Company's services, benefits, goals, and market solutions to industries for which the services are tailored. The website is professionally designed and maintained, presenting customers with a dynamic face for A New Day Solar.



Company Milestones

- 0-6 Months: Hiring well-connected salespeople to establish immediate sales pipeline
 - Establishing full operations in New Orleans region
 - Expanding into the entire Southern Louisiana region
 - Establish a brick-and-mortar location and office for sales and warehouse
- 6 Months – 1 Year: Increasing sales and install team sizes annually to reach minimum of 5 sales/month
- Years 1-2: The company plans to sign a national deal with the leading service provider of solar electronics.
- Years 3-5: The company expects to pay back its loan, allowing cash reserves to be met in year 5 to pay back investors.

SWOT Analysis

The following is a summary of the Company's strengths, weaknesses, opportunities, & threats.



STRENGTHS

- ☐ Solar systems custom designed for large-scale installation
- ☐ Great attention paid to both performance and aesthetics
- ☐ Management dedicated to promoting green energy movement
- ☐ Location near major regional population center



WEAKNESSES

- ☐ Limited capital – require substantial funding for startup
- ☐ Owners are new to solar installations
- ☐ Staff has limited experience



OPPORTUNITIES

- ☐ Huge national market with fast growth
- ☐ Limited direct competition in the region
- ☐ Business model is highly scalable w/ national expansion goals



THREATS

- ☐ Solar install companies are sprouting up all the time
- ☐ Changes in regulations and tax credits could impact industry
- ☐ Continuing tight credit markets make funding difficult

Management Summary

Note: The management section is for Butler Consultants, showing an example of what the section would have for your business.

Brian Butler, President & Lead Financial Modeler

Brian Butler is the founder of Butler Consultants. He is the lead financial modeler and consultant, leveraging a background in business and financial analysis. His many qualifications and experience make him a sound leader and extraordinary financial modeler. He excels at preparing financial projections for start-up and existing businesses, including the creation of income statements, cash flows, balance sheets, sales forecasts, personnel rollouts, and more. Brian has extensive experience creating financial models for just about any industry there.



Brian holds a Concordia University, Harvard case-based Master's of Business Administration with a focus in Entrepreneurship. He also holds three separate Bachelor's Degrees in Information Systems, Business with a focus in Finance, and Economics.

Brian is also an avid classic car collector, having spent the past couple decades buying old cars and restoring them beyond their previous glory. A husband, and a father of 3 boys, he also spends his spare time building a great life and ensuring there's always something fun going on.

Jon Rossitto, VP of Operations & Lead Researcher

Jon has been writing market analysis and business plans for over a decade. With thousands of plans under his belt, there almost nothing he hasn't written about. Past jobs included early stints in retail, agriculture, facilities management, the restaurant industry, and public service, though a passion was found in golf course management, working at multiple facilities. He then settled into writing as a career, utilizing a degree in journalism from the University of Oregon while often combining real-world interests with the journalism field, covering sports, golf course management and the business of golf while at a newspaper in Oregon and then at a golf magazine in Florida.

In addition to having written about nearly any industry on the planet, he's an aficionado in varied topics that revolve around combining creativity and practicality: Architecture, construction, landscaping, furniture making, brewing, winemaking, and green technology. Traveling to see the world is also always on his mind, getting to know where people live and how that shapes their lives. In addition to having lived in all four corners of the U.S., he's visited over 40 states and 12 countries.

Jon is an avid woodworker, wine-taster and beer enthusiast. His woodwork takes cues from the American Craftsman and British Arts and Crafts movements. His passions for wine and beer often couple with a love of travel, though he still hasn't reached his goal of hitting both Oktoberfest in Germany and Pilsner Fest in the Czech Republic in the same trip. Maybe this year!

Management Gaps

At this point, there are no gaps in the current management. At such a point where additional business expertise is needed, then the Company will consult with executive-placement firms that will help position a CEO that can lead the Company forward. An Operations Manager will also be hired to run the multifaceted business.

CEO

Responsible for the short and long-term profitability and growth of the Company. Organizes leadership and staff to meet strategic goals. Ensures appropriate governance and controls. Identifies and delivers value to stakeholders. May require an advanced degree or its equivalent. Responsible for the development of functional or business unit strategy for the entire organization. Defines corporate vision and strategy, establishes company direction and focus. Executes multiple high impact initiatives to achieve overall corporate goals. Typically requires 15+ years of related experience.

Operations Manager

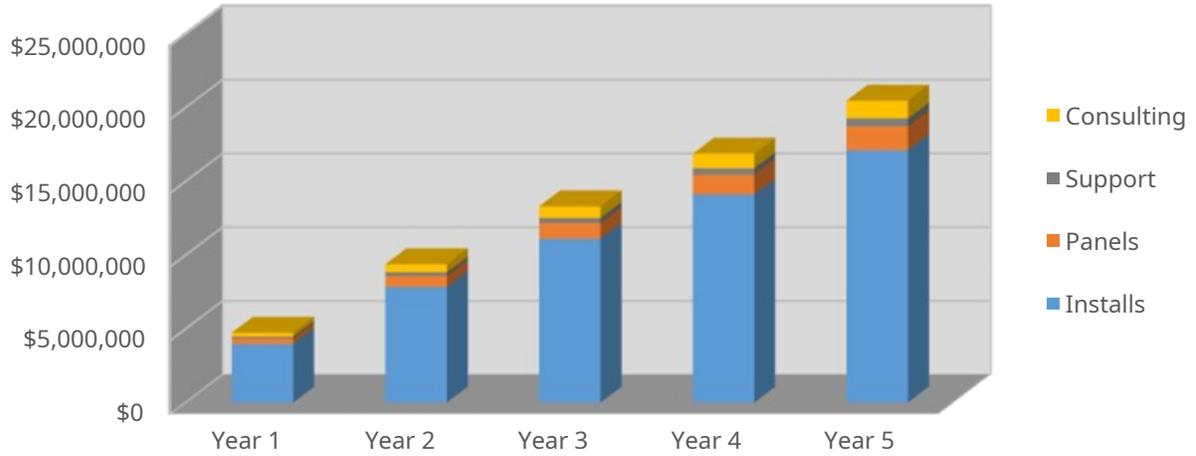
Manages general activities of the Company's operations. Develops and implements company policies and procedures as well as ensures compliance with these procedures. Evaluates and enhances current operational systems. Prepares reports and audits to monitor and improve operations effectiveness. May coordinate communication between different functions. Requires a bachelor's degree or its equivalent. Typically reports to a senior manager or head of unit/department. Manages subordinate staff in the day-to-day performance of their jobs. Ensures that project/department milestones/goals are met and adhering to approved budgets. Typically requires 5 years' experience in the related area as an individual contributor. 1 to 3 years supervisory experience may be required.

Financial Summary

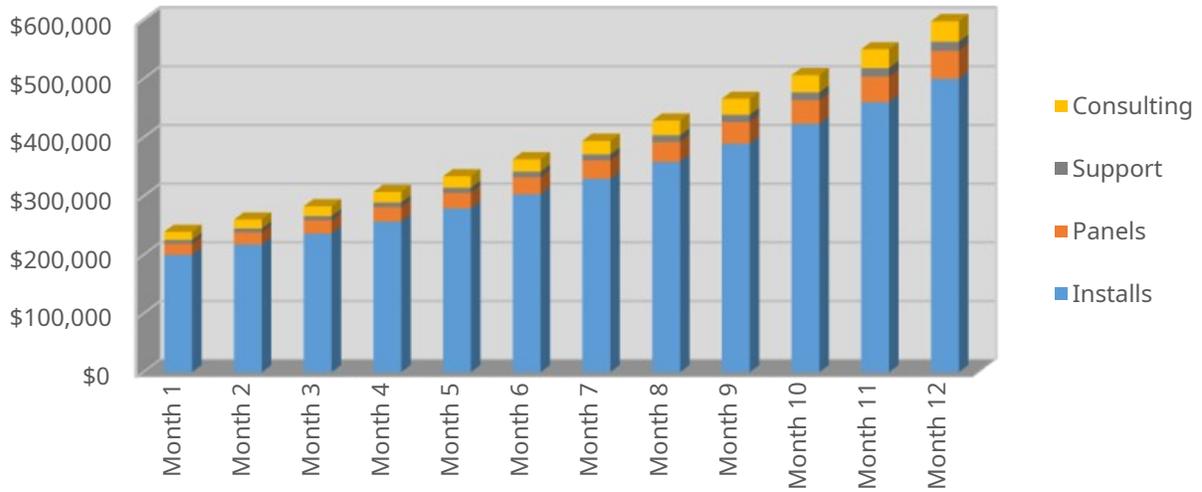
Revenue Forecast

Yearly Revenue					
	Year 1	Year 2	Year 3	Year 4	Year 5
Units					
Installs	158	307	427	532	632
Panels	99	192	267	332	395
Support	494	961	1,335	1,661	1,975
Consulting	791	1,537	2,136	2,658	3,160
Unit Price					
Installs	\$25,000.00	\$25,500.00	\$26,010.00	\$26,530.20	\$27,060.80
Panels	\$3,800.00	\$3,876.00	\$3,953.52	\$4,032.59	\$4,113.24
Support	\$250.00	\$255.00	\$260.10	\$265.30	\$270.61
Consulting	\$350.00	\$357.00	\$364.14	\$371.42	\$378.85
Revenue					
Installs	\$3,953,559	\$7,839,989	\$11,111,699	\$14,101,682	\$17,101,555
Panels	\$375,588	\$744,799	\$1,055,611	\$1,339,660	\$1,624,648
Support	\$123,549	\$245,000	\$347,241	\$440,678	\$534,424
Consulting	\$276,749	\$548,799	\$777,819	\$987,118	\$1,197,109
Gross Revenue	\$4,729,445	\$9,378,587	\$13,292,371	\$16,869,137	\$20,457,735
Unit Cost					
Installs	\$12,500.00	\$12,625.00	\$12,751.25	\$12,878.76	\$13,007.55
Panels	\$1,600.00	\$1,616.00	\$1,632.16	\$1,648.48	\$1,664.97
Support	\$13.00	\$13.13	\$13.26	\$13.39	\$13.53
Consulting	\$18.00	\$18.18	\$18.36	\$18.55	\$18.73
Direct Costs					
Installs	\$1,976,780	\$3,881,563	\$5,447,446	\$6,845,490	\$8,220,352
Panels	\$158,142	\$310,525	\$435,796	\$547,639	\$657,628
Support	\$6,425	\$12,615	\$17,704	\$22,248	\$26,716
Consulting	\$14,233	\$27,947	\$39,222	\$49,288	\$59,187
Direct Cost of Revenue	\$2,155,579	\$4,232,651	\$5,940,167	\$7,464,664	\$8,963,883

Yearly Revenue



Year 1 Revenue



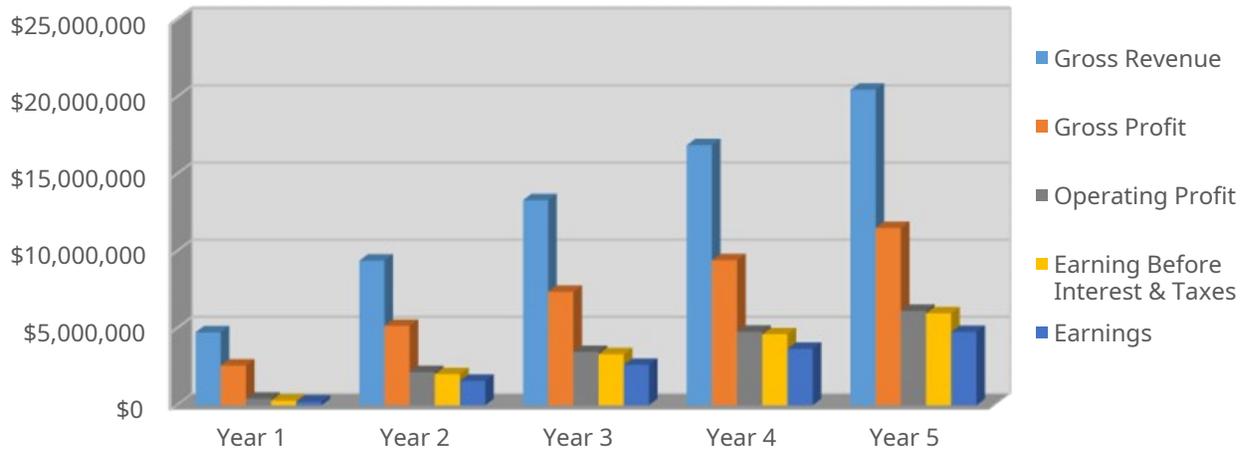
Personnel Forecast

Yearly Personnel					
	Year 1	Year 2	Year 3	Year 4	Year 5
Headcount					
Executives	2	2	3	3	3
Managers	2	3	3	4	4
Forman/Lead Installer	1	2	3	3	4
Installers	6	12	18	21	24
Sales	4	5	5	6	7
Office Staff	8	10	10	11	11
Total Headcount	23	34	42	48	53
Compensation					
Executives	\$150,000	\$180,000	\$216,000	\$259,200	\$311,040
Managers	\$85,000	\$93,500	\$102,850	\$113,135	\$124,449
Forman/Lead Installer	\$65,000	\$68,250	\$71,663	\$75,246	\$79,008
Installers	\$48,000	\$50,400	\$52,920	\$55,566	\$58,344
Sales	\$40,000	\$42,000	\$44,100	\$46,305	\$48,620
Office Staff	\$48,000	\$50,400	\$52,920	\$55,566	\$58,344
Payroll					
Executives	\$300,000	\$360,000	\$648,000	\$777,600	\$933,120
Managers	\$170,000	\$280,500	\$308,550	\$452,540	\$497,794
Forman/Lead Installer	\$65,000	\$136,500	\$214,988	\$225,737	\$316,032
Installers	\$288,000	\$604,800	\$952,560	\$1,166,886	\$1,400,263
Sales	\$160,000	\$210,000	\$220,500	\$277,830	\$340,342
Office Staff	\$384,000	\$504,000	\$529,200	\$611,226	\$641,787
Total Payroll	\$1,367,000	\$2,095,800	\$2,873,798	\$3,511,819	\$4,129,338

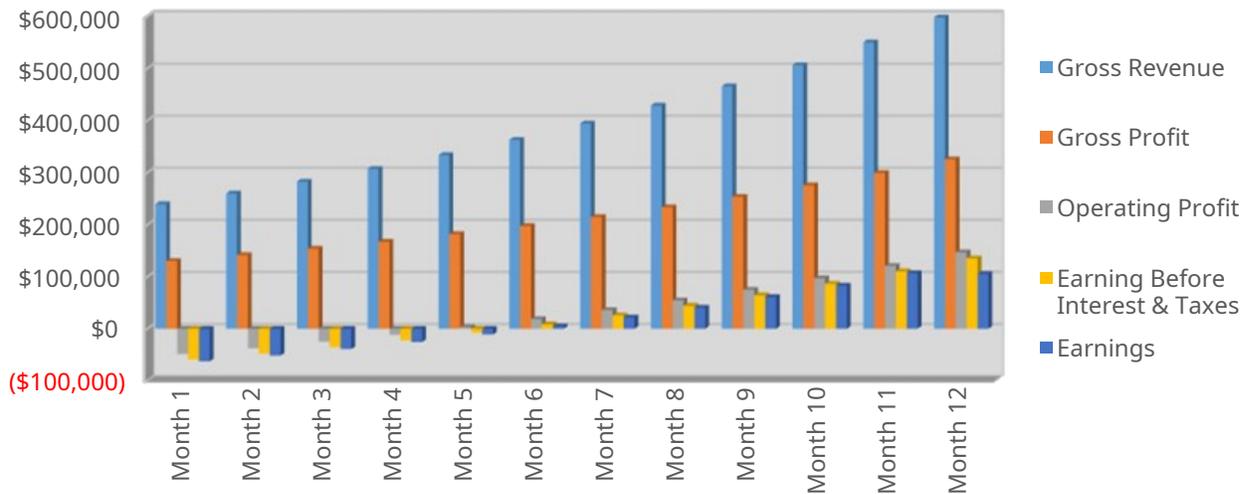
Income Statement

Yearly Income Statement					
	Year 1	Year 2	Year 3	Year 4	Year 5
Gross Revenue	\$4,729,445	\$9,378,587	\$13,292,371	\$16,869,137	\$20,457,735
Direct Cost of Revenue	\$2,155,579	\$4,232,651	\$5,940,167	\$7,464,664	\$8,963,883
Other Direct Costs	\$0	\$0	\$0	\$0	\$0
Total Cost of Revenue	\$2,155,579	\$4,232,651	\$5,940,167	\$7,464,664	\$8,963,883
Gross Profit	\$2,573,866	\$5,145,936	\$7,352,204	\$9,404,472	\$11,493,853
Gross Profit Percentage	54.4%	54.9%	55.3%	55.7%	56.2%
Operating Expenses					
Marketing & Advertising	\$180,000	\$189,000	\$198,450	\$208,373	\$218,791
Travel & Entertainment	\$144,000	\$151,200	\$158,760	\$166,698	\$175,033
Rent	\$90,000	\$94,500	\$99,225	\$104,186	\$109,396
Utilities	\$24,000	\$25,200	\$26,460	\$27,783	\$29,172
Insurance	\$18,000	\$18,900	\$19,845	\$20,837	\$21,879
Legal/Accounting	\$5,400	\$5,670	\$5,954	\$6,251	\$6,564
Professional Fees	\$3,000	\$3,150	\$3,308	\$3,473	\$3,647
Office Supplies	\$7,200	\$7,560	\$7,938	\$8,335	\$8,752
Dues & Subscriptions	\$1,800	\$1,890	\$1,985	\$2,084	\$2,188
Auto	\$72,000	\$75,600	\$79,380	\$83,349	\$87,516
Web Hosting/Internet	\$300	\$315	\$331	\$347	\$365
Repair & Maintenance	\$5,400	\$5,670	\$5,954	\$6,251	\$6,564
Research & Development	\$60,000	\$63,000	\$66,150	\$69,458	\$72,930
Telephones	\$1,800	\$1,890	\$1,985	\$2,084	\$2,188
Total Payroll	\$1,367,000	\$2,095,800	\$2,873,798	\$3,511,819	\$4,129,338
Payroll Taxes	\$136,700	\$209,580	\$287,380	\$351,182	\$412,934
Payroll Benefits	\$27,340	\$41,916	\$57,476	\$70,236	\$82,587
Total Operating Expenses	\$2,143,940	\$2,990,841	\$3,894,375	\$4,642,746	\$5,369,842
Operating Profit	\$429,926	\$2,155,095	\$3,457,828	\$4,761,727	\$6,124,010
Operating Profit Percentage	9.1%	23.0%	26.0%	28.2%	29.9%
Depreciation					
Depreciation	\$126,146	\$139,583	\$149,375	\$156,771	\$162,760
Earning Before Interest & Taxes	\$303,780	\$2,015,512	\$3,308,453	\$4,604,956	\$5,961,250
EBIT Percentage	6.4%	21.5%	24.9%	27.3%	29.1%
Interest Expense					
Interest Expense	\$42,820	\$37,781	\$32,270	\$26,241	\$19,648
Taxes Accrued					
Taxes Accrued	\$26,381	\$395,546	\$655,237	\$915,743	\$1,188,320
Earnings	\$234,579	\$1,582,184	\$2,620,947	\$3,662,972	\$4,753,282
Earnings Percentage	5.0%	16.9%	19.7%	21.7%	23.2%

Yearly Income Statement



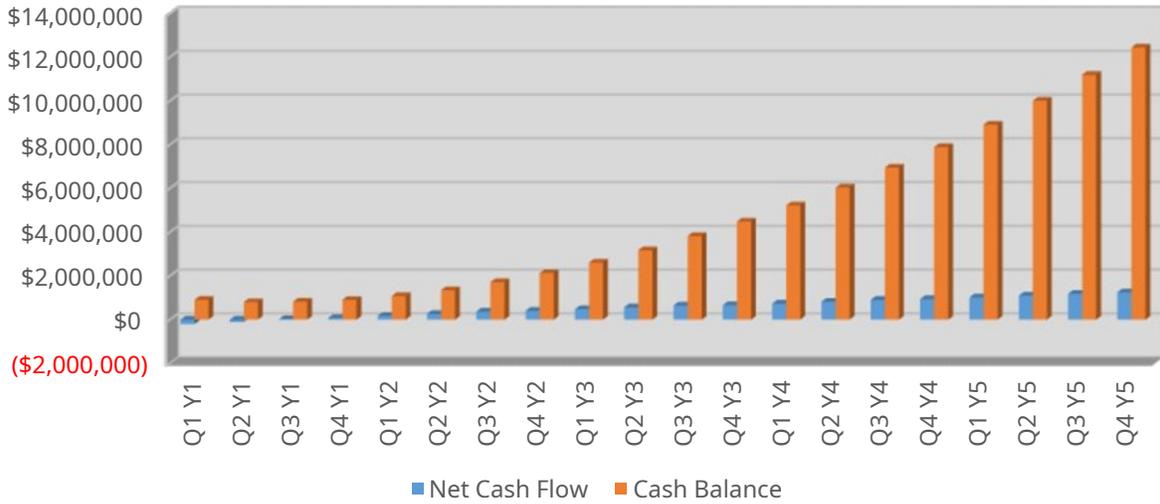
Year 1 Income Statement



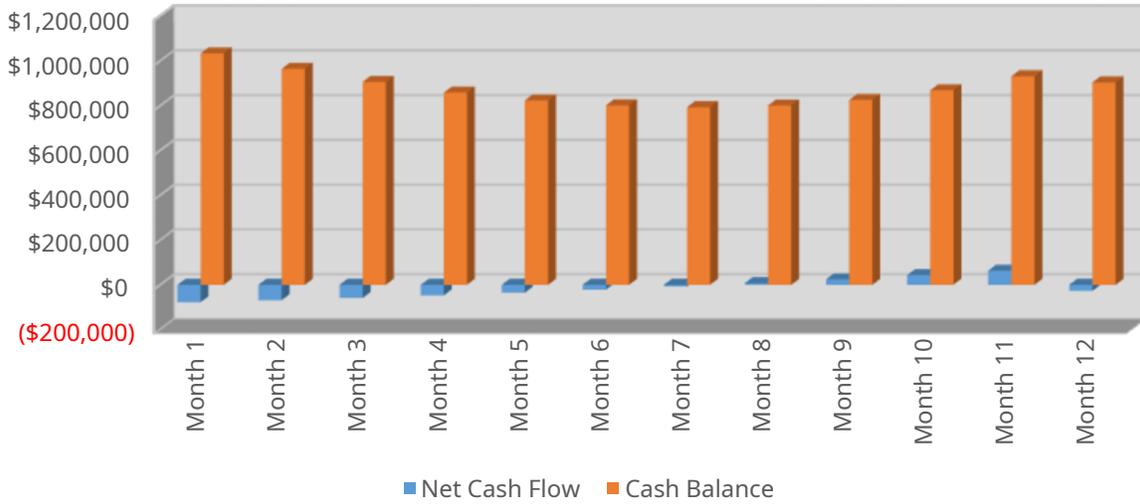
Statement of Cash Flow

Yearly Statement of Cash Flow					
	Year 1	Year 2	Year 3	Year 4	Year 5
<u>Operating Activities</u>					
Cash Received					
Gross Revenue	\$4,729,445	\$9,378,587	\$13,292,371	\$16,869,137	\$20,457,735
Total Cash Received	\$4,729,445	\$9,378,587	\$13,292,371	\$16,869,137	\$20,457,735
Cash Used					
Cost of Revenue	\$2,155,579	\$4,232,651	\$5,940,167	\$7,464,664	\$8,963,883
Payroll/Taxes/Benefits	\$1,531,040	\$2,347,296	\$3,218,653	\$3,933,237	\$4,624,858
Other Operating Expenses	\$612,900	\$643,545	\$675,722	\$709,508	\$744,984
Additional Inventory	\$404,952	\$357,635	\$287,170	\$295,691	\$262,778
Interest Expense	\$42,820	\$37,781	\$32,270	\$26,241	\$19,648
Taxes Accrued	\$26,381	\$395,546	\$655,237	\$915,743	\$1,188,320
Total Cash Used	\$4,773,673	\$8,014,454	\$10,809,219	\$13,345,085	\$15,804,471
Net Cash From/(Used By) Operating	(\$44,228)	\$1,364,133	\$2,483,152	\$3,524,051	\$4,653,265
<u>Investing Activities</u>					
Cash Received					
Proceeds from Property/Land	\$0	\$0	\$0	\$0	\$0
Proceeds from Equipment	\$0	\$0	\$0	\$0	\$0
Total Cash Received	\$0	\$0	\$0	\$0	\$0
Cash Used					
Purchase of Property/Land	\$0	\$0	\$0	\$0	\$0
Purchase of Equipment	\$110,000	\$80,000	\$60,000	\$50,000	\$25,000
Total Cash Used	\$110,000	\$80,000	\$60,000	\$50,000	\$25,000
Net Cash From/(Used By) Investing	(\$110,000)	(\$80,000)	(\$60,000)	(\$50,000)	(\$25,000)
<u>Financing Activities</u>					
Cash Received					
Proceeds from Investors	\$0	\$0	\$0	\$0	\$0
Proceeds from Long-Term Debt	\$0	\$0	\$0	\$0	\$0
Total Cash Received	\$0	\$0	\$0	\$0	\$0
Cash Used					
Dividends Paid	\$0	\$0	\$0	\$0	\$0
Repayment of Long-Term Debt	\$53,714	\$58,753	\$64,265	\$70,293	\$76,887
Total Cash Used	\$53,714	\$58,753	\$64,265	\$70,293	\$76,887
Net Cash From/(Used By) Financing	(\$53,714)	(\$58,753)	(\$64,265)	(\$70,293)	(\$76,887)
Net Cash Flow	(\$207,942)	\$1,225,380	\$2,358,887	\$3,403,758	\$4,551,378
Cash Balance	\$903,558	\$2,128,938	\$4,487,825	\$7,891,584	\$12,442,961

Quarterly Statement of Cash Flow



Year 1 Statement of Cash Flow



Balance Sheet

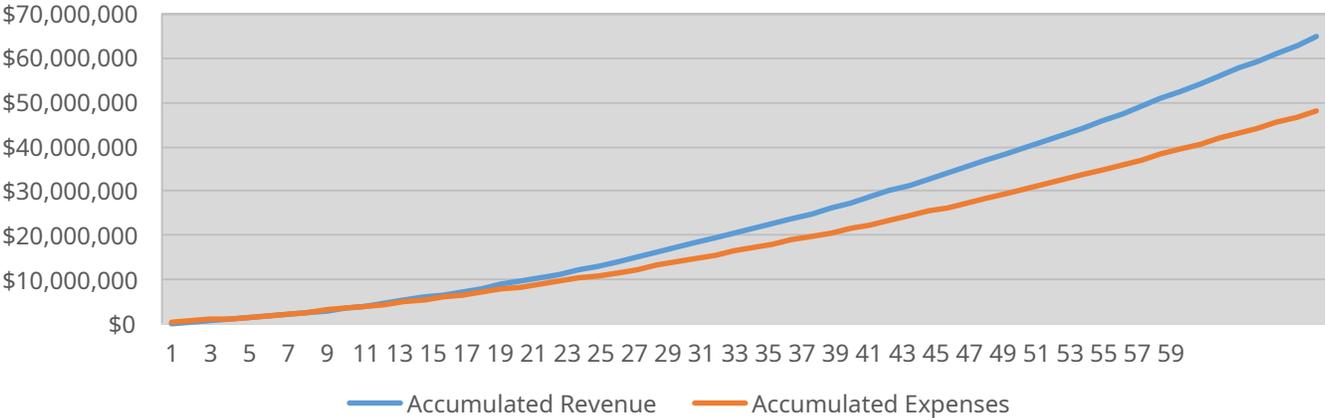
Yearly Balance Sheet					
	Year 1	Year 2	Year 3	Year 4	Year 5
<u>Assets</u>					
Current Assets					
Cash	\$903,558	\$2,128,938	\$4,487,825	\$7,891,584	\$12,442,961
Inventory	\$654,952	\$1,012,587	\$1,299,757	\$1,595,448	\$1,858,226
Other Current Assets	\$0	\$0	\$0	\$0	\$0
Total Current Assets	\$1,558,510	\$3,141,525	\$5,787,582	\$9,487,031	\$14,301,187
Long-Term Assets					
Property	\$0	\$0	\$0	\$0	\$0
Equipment	\$860,000	\$940,000	\$1,000,000	\$1,050,000	\$1,075,000
Other Long-Term Assets	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Accumulated Depreciation	(\$126,146)	(\$265,729)	(\$415,104)	(\$571,875)	(\$734,635)
Total Long-Term Assets	\$983,854	\$924,271	\$834,896	\$728,125	\$590,365
Total Assets	\$2,542,364	\$4,065,796	\$6,622,478	\$10,215,156	\$14,891,551
<u>Liabilities</u>					
Current Liabilities					
Current Debt	\$0	\$0	\$0	\$0	\$0
Total Current Liabilities	\$0	\$0	\$0	\$0	\$0
Long-Term Liabilities					
Long-Term Debt	\$446,286	\$387,533	\$323,268	\$252,975	\$176,088
New Long-Term Debt	\$0	\$0	\$0	\$0	\$0
Total Long-Term Liabilities	\$446,286	\$387,533	\$323,268	\$252,975	\$176,088
Total Liabilities	\$446,286	\$387,533	\$323,268	\$252,975	\$176,088
<u>Shareholders' Equity</u>					
Paid-in Capital					
Owner	\$0	\$0	\$0	\$0	\$0
Investor	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
New Paid-in Capital	\$0	\$0	\$0	\$0	\$0
Total Paid-in Capital	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
Retained Earnings					
Previous Retained Earnings	(\$138,500)	\$96,079	\$1,678,263	\$4,299,210	\$7,962,181
Current Earnings	\$234,579	\$1,582,184	\$2,620,947	\$3,662,972	\$4,753,282
Total Retained Earnings	\$96,079	\$1,678,263	\$4,299,210	\$7,962,181	\$12,715,463
Total Shareholders' Equity	\$2,096,079	\$3,678,263	\$6,299,210	\$9,962,181	\$14,715,463
Total Liabilities & Equity	\$2,542,364	\$4,065,796	\$6,622,478	\$10,215,156	\$14,891,551

Break-Even Analysis

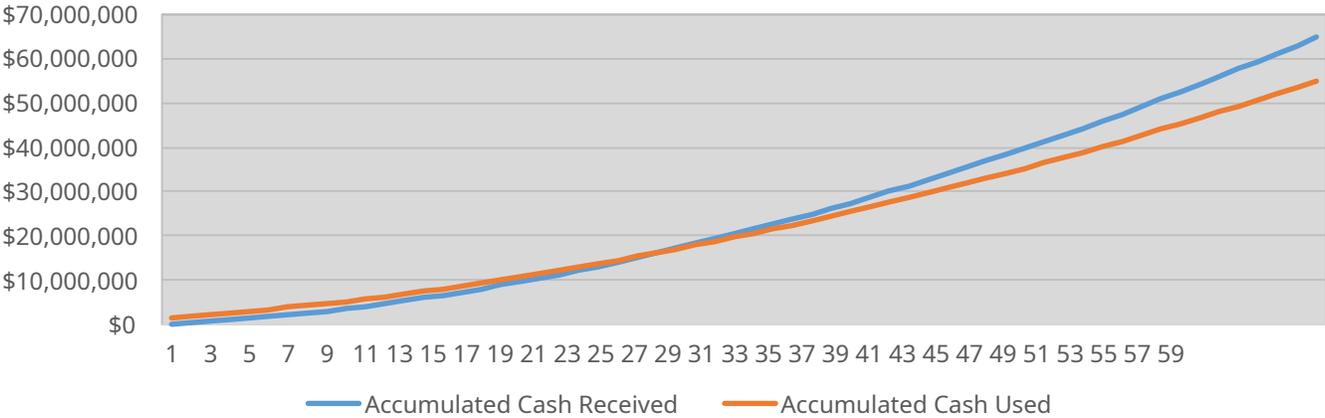
The Break-Even Analysis details two different break-even points. The Operating Break-Even accounts for the Company’s revenue and expenses on the Income Statement. The Investment Cash Flow Break-Even takes the Operating Break-Even one step further by including the inflow and outflows of the Cash Flow. The Investment Cash Flow Break-Even looks at all transfers of money except investments.

Break-Even	
Analysis	Month
Operating Break-Even	10
Investment Cash Flow Break-Even	27

Operating Break-Even



Investment Cash Flow Break-Even



Best & Worst Case

The Best and Worst Case analysis illustrates what the Company's financial statements might look like with an increase or decrease in Revenue.

Best Case -- Revenue Increase By: 10%					
	Year 1	Year 2	Year 3	Year 4	Year 5
Gross Revenue	\$5,202,390	\$10,316,445	\$14,621,608	\$18,556,050	\$22,503,509
Total Cost of Revenue	\$2,371,137	\$4,655,916	\$6,534,184	\$8,211,131	\$9,860,271
Gross Profit	\$2,831,252	\$5,660,530	\$8,087,424	\$10,344,920	\$12,643,238
Gross Profit Percentage	54.4%	54.9%	55.3%	55.7%	56.2%
Total Operating Expenses	\$2,143,940	\$2,990,841	\$3,894,375	\$4,642,746	\$5,369,842
Operating Profit	\$687,312	\$2,669,689	\$4,193,048	\$5,702,174	\$7,273,396
Operating Profit Percentage	13.2%	25.9%	28.7%	30.7%	32.3%
Earning Before Interest & Taxes	\$561,167	\$2,530,105	\$4,043,673	\$5,545,403	\$7,110,635
EBIT Percentage	10.8%	24.5%	27.7%	29.9%	31.6%
Interest Expense	\$42,820	\$37,781	\$32,270	\$26,241	\$19,648
Taxes Accrued	\$82,399	\$498,465	\$802,281	\$1,103,832	\$1,418,198
Earnings	\$435,948	\$1,993,859	\$3,209,123	\$4,415,330	\$5,672,790
Earnings Percentage	8.4%	19.3%	21.9%	23.8%	25.2%
Net Cash Flow	(\$6,573)	\$1,637,055	\$2,947,064	\$4,156,116	\$5,470,886
Cash Balance	\$1,104,927	\$2,741,982	\$5,689,046	\$9,845,162	\$15,316,047

Worst Case -- Revenue Decrease By: 10%					
	Year 1	Year 2	Year 3	Year 4	Year 5
Gross Revenue	\$4,256,501	\$8,440,728	\$11,963,133	\$15,182,223	\$18,411,962
Total Cost of Revenue	\$1,940,021	\$3,809,385	\$5,346,150	\$6,718,198	\$8,067,495
Gross Profit	\$2,316,479	\$4,631,343	\$6,616,983	\$8,464,025	\$10,344,467
Gross Profit Percentage	54.4%	54.9%	55.3%	55.7%	56.2%
Total Operating Expenses	\$2,143,940	\$2,990,841	\$3,894,375	\$4,642,746	\$5,369,842
Operating Profit	\$172,539	\$1,640,502	\$2,722,608	\$3,821,280	\$4,974,625
Operating Profit Percentage	4.1%	19.4%	22.8%	25.2%	27.0%
Earning Before Interest & Taxes	\$46,393	\$1,500,918	\$2,573,233	\$3,664,509	\$4,811,865
EBIT Percentage	1.1%	17.8%	21.5%	24.1%	26.1%
Interest Expense	\$42,820	\$37,781	\$32,270	\$26,241	\$19,648
Taxes Accrued	\$0	\$270,897	\$508,193	\$727,653	\$958,443
Earnings	\$3,573	\$1,192,240	\$2,032,770	\$2,910,614	\$3,833,774
Earnings Percentage	0.1%	14.1%	17.0%	19.2%	20.8%
Net Cash Flow	(\$438,947)	\$835,436	\$1,770,711	\$2,651,400	\$3,631,869
Cash Balance	\$672,553	\$1,507,988	\$3,278,699	\$5,930,100	\$9,561,969

Appendix A – Year 1 Financials

Year 1 Monthly Forecast illustrates the Company's first 12 months after the Pre-Operating stage.

		Year 1 Revenue										
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11
Units												
Ins talls		8	9	9	10	11	12	13	14	16	17	
Panels		5	5	6	6	7	8	8	9	10	11	
Support		25	27	30	32	35	38	41	45	49	53	
Consulting		40	43	47	51	56	61	66	72	78	85	
Unit Price												
Ins talls		\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$
Panels		\$3,800	\$3,800	\$3,800	\$3,800	\$3,800	\$3,800	\$3,800	\$3,800	\$3,800	\$3,800	\$
Support		\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$
Consulting		\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$
Revenue												
Ins talls		\$200,000	\$217,373	\$236,256	\$256,779	\$279,084	\$303,328	\$329,677	\$358,315	\$389,440	\$423,270	\$460,000
Panels		\$19,000	\$20,650	\$22,444	\$24,394	\$26,513	\$28,816	\$31,319	\$34,040	\$36,997	\$40,211	\$43,600
Support		\$6,250	\$6,793	\$7,383	\$8,024	\$8,721	\$9,479	\$10,302	\$11,197	\$12,170	\$13,227	\$14,360
Consulting		\$14,000	\$15,216	\$16,538	\$17,975	\$19,536	\$21,233	\$23,077	\$25,082	\$27,261	\$29,629	\$32,160
Gross Revenue		\$239,250	\$260,033	\$282,621	\$307,172	\$333,855	\$362,856	\$394,376	\$428,634	\$465,868	\$506,336	\$545,940
Unit Cost												
Ins talls		\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$
Panels		\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$
Support		\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$
Consulting		\$18	\$18	\$18	\$18	\$18	\$18	\$18	\$18	\$18	\$18	\$
Direct Costs												
Ins talls		\$100,000	\$108,687	\$118,128	\$128,389	\$139,542	\$151,664	\$164,838	\$179,157	\$194,720	\$211,635	\$229,600
Panels		\$8,000	\$8,695	\$9,450	\$10,271	\$11,163	\$12,133	\$13,187	\$14,333	\$15,578	\$16,931	\$18,380
Support		\$325	\$353	\$384	\$417	\$454	\$493	\$536	\$582	\$633	\$688	\$745
Consulting		\$720	\$783	\$851	\$924	\$1,005	\$1,092	\$1,187	\$1,290	\$1,402	\$1,524	\$1,650
Direct Cost of Revenue		\$109,045	\$118,517	\$128,813	\$140,002	\$152,164	\$165,382	\$179,748	\$195,362	\$212,333	\$230,777	\$250,375

Year 1 Personnel										
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10
Headcount										
Executives	2	2	2	2	2	2	2	2	2	2
Managers	2	2	2	2	2	2	2	2	2	2
Forman/Lead Installer	1	1	1	1	1	1	1	1	1	1
Ins tallers	6	6	6	6	6	6	6	6	6	6
Sales	4	4	4	4	4	4	4	4	4	4
Office Staff	8	8	8	8	8	8	8	8	8	8
Total Headcount	23									
Compensation										
Executives	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
Managers	\$7,083	\$7,083	\$7,083	\$7,083	\$7,083	\$7,083	\$7,083	\$7,083	\$7,083	\$7,083
Forman/Lead Installer	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417
Ins tallers	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Sales	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333
Office Staff	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Payroll										
Executives	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Managers	\$14,167	\$14,167	\$14,167	\$14,167	\$14,167	\$14,167	\$14,167	\$14,167	\$14,167	\$14,167
Forman/Lead Installer	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417
Ins tallers	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Sales	\$13,333	\$13,333	\$13,333	\$13,333	\$13,333	\$13,333	\$13,333	\$13,333	\$13,333	\$13,333
Office Staff	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000
Total Payroll	\$113,917									

Year 1 Income Statement

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10
Gross Revenue	\$239,250	\$260,033	\$282,621	\$307,172	\$333,855	\$362,856	\$394,376	\$428,634	\$465,868	\$506,336
Direct Cost of Revenue	\$109,045	\$118,517	\$128,813	\$140,002	\$152,164	\$165,382	\$179,748	\$195,362	\$212,333	\$230,777
Other Direct Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cost of Revenue	\$109,045	\$118,517	\$128,813	\$140,002	\$152,164	\$165,382	\$179,748	\$195,362	\$212,333	\$230,777
Gross Profit	\$130,205	\$141,516	\$153,809	\$167,169	\$181,691	\$197,474	\$214,628	\$233,272	\$253,535	\$275,559
Gross Profit Percentage	54.4%	54.4%	54.4%	54.4%	54.4%	54.4%	54.4%	54.4%	54.4%	54.4%
Operating Expenses										
Marketing & Advertising	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Travel & Entertainment	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Rent	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Utilities	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Insurance	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Legal/Accounting	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$450
Professional Fees	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250
Office Supplies	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600
Dues & Subscriptions	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150
Auto	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Web Hosting/Internet	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25
Repair & Maintenance	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$450
Research & Development	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Telephones	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150
Total Payroll	\$113,917	\$113,917	\$113,917	\$113,917	\$113,917	\$113,917	\$113,917	\$113,917	\$113,917	\$113,917
Payroll Taxes	\$11,392	\$11,392	\$11,392	\$11,392	\$11,392	\$11,392	\$11,392	\$11,392	\$11,392	\$11,392
Payroll Benefits	\$2,278	\$2,278	\$2,278	\$2,278	\$2,278	\$2,278	\$2,278	\$2,278	\$2,278	\$2,278
Total Operating Expenses	\$178,662	\$178,662	\$178,662	\$178,662	\$178,662	\$178,662	\$178,662	\$178,662	\$178,662	\$178,662
Operating Profit	(\$48,457)	(\$37,146)	(\$24,853)	(\$11,492)	\$3,029	\$18,812	\$35,966	\$54,610	\$74,874	\$96,898
Operating Profit Percentage	-20.3%	-14.3%	-8.8%	-3.7%	0.9%	5.2%	9.1%	12.7%	16.1%	19.1%
Depreciation										
Depreciation	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417
Earning Before Interest & Taxes	(\$58,873)	(\$47,563)	(\$35,270)	(\$21,909)	(\$7,387)	\$8,395	\$25,549	\$44,193	\$64,457	\$86,485
EBIT Percentage	-24.6%	-18.3%	-12.5%	-7.1%	-2.2%	2.3%	6.5%	10.3%	13.8%	17.1%
Interest Expense										
Interest Expense	\$3,750	\$3,718	\$3,685	\$3,653	\$3,620	\$3,587	\$3,553	\$3,519	\$3,485	\$3,451
Taxes Accrued										
Taxes Accrued	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Earnings	(\$62,623)	(\$51,281)	(\$38,955)	(\$25,562)	(\$11,007)	\$4,809	\$21,996	\$40,674	\$60,972	\$83,036
Earnings Percentage	-26.2%	-19.7%	-13.8%	-8.3%	-3.3%	1.3%	5.6%	9.5%	13.1%	16.4%

Year 1 Statement of Cash Flow

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10
Operating Activities										
Cash Received										
Gross Revenue	\$239,250	\$260,033	\$282,621	\$307,172	\$333,855	\$362,856	\$394,376	\$428,634	\$465,868	\$506,336
Total Cash Received	\$239,250	\$260,033	\$282,621	\$307,172	\$333,855	\$362,856	\$394,376	\$428,634	\$465,868	\$506,336
Cash Used										
Cost of Revenue	\$109,045	\$118,517	\$128,813	\$140,002	\$152,164	\$165,382	\$179,748	\$195,362	\$212,333	\$230,777
Payroll/Taxes/Benefits	\$127,587	\$127,587	\$127,587	\$127,587	\$127,587	\$127,587	\$127,587	\$127,587	\$127,587	\$127,587
Other Operating Expenses	\$51,075	\$51,075	\$51,075	\$51,075	\$51,075	\$51,075	\$51,075	\$51,075	\$51,075	\$51,075
Additional Inventory	\$21,717	\$23,603	\$25,654	\$27,882	\$30,304	\$32,936	\$35,797	\$38,907	\$42,287	\$45,960
Interest Expense	\$3,750	\$3,718	\$3,685	\$3,653	\$3,620	\$3,587	\$3,553	\$3,519	\$3,485	\$3,451
Taxes Accrued	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cash Used	\$313,173	\$324,500	\$336,813	\$350,198	\$364,749	\$380,566	\$397,760	\$416,450	\$436,767	\$458,850
Net Cash From/(Used By) Operating	(\$73,923)	(\$64,467)	(\$54,192)	(\$43,027)	(\$30,894)	(\$17,711)	(\$3,385)	\$12,184	\$29,101	\$47,486
Investing Activities										
Cash Received										
Proceeds from Property/Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cash Received	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash Used										
Purchase of Property/Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cash Used	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Cash From/(Used By) Investing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Financing Activities										
Cash Received										
Proceeds from Investors	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Long-Term Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cash Received	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash Used										
Dividends Paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Repayment of Long-Term Debt	\$4,295	\$4,327	\$4,359	\$4,392	\$4,425	\$4,458	\$4,491	\$4,525	\$4,559	\$4,593
Total Cash Used	\$4,295	\$4,327	\$4,359	\$4,392	\$4,425	\$4,458	\$4,491	\$4,525	\$4,559	\$4,593
Net Cash From/(Used By) Financing	(\$4,295)	(\$4,327)	(\$4,359)	(\$4,392)	(\$4,425)	(\$4,458)	(\$4,491)	(\$4,525)	(\$4,559)	(\$4,593)
Net Cash Flow	(\$78,218)	(\$68,794)	(\$58,551)	(\$47,419)	(\$35,319)	(\$22,169)	(\$7,876)	\$7,658	\$24,542	\$42,893
Cash Balance	\$1,033,282	\$964,488	\$905,937	\$858,518	\$823,199	\$801,030	\$793,154	\$800,813	\$825,355	\$868,248

Year 1 Balance Sheet

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10
Assets										
Current Assets										
Cash	\$1,033,282	\$964,488	\$905,937	\$858,518	\$823,199	\$801,030	\$793,154	\$800,813	\$825,355	\$860,000
Inventory	\$271,717	\$295,320	\$320,973	\$348,855	\$379,159	\$412,096	\$447,893	\$486,800	\$529,087	\$570,000
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Assets	\$1,304,999	\$1,259,808	\$1,226,910	\$1,207,374	\$1,202,358	\$1,213,126	\$1,241,047	\$1,287,613	\$1,354,442	\$1,430,000
Long-Term Assets										
Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
Other Long-Term Assets	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Accumulated Depreciation	(\$10,417)	(\$20,833)	(\$31,250)	(\$41,667)	(\$52,083)	(\$62,500)	(\$72,917)	(\$83,333)	(\$93,750)	(\$104,167)
Total Long-Term Assets	\$989,583	\$979,167	\$968,750	\$958,333	\$947,917	\$937,500	\$927,083	\$916,667	\$906,250	\$895,833
Total Assets	\$2,294,582	\$2,238,975	\$2,195,660	\$2,165,707	\$2,150,275	\$2,150,626	\$2,168,131	\$2,204,280	\$2,260,692	\$2,325,833
Liabilities										
Current Liabilities										
Current Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Liabilities	\$0									
Long-Term Liabilities										
Long-Term Debt	\$495,705	\$491,379	\$487,020	\$482,628	\$478,203	\$473,745	\$469,253	\$464,728	\$460,169	\$455,705
New Long-Term Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Long-Term Liabilities	\$495,705	\$491,379	\$487,020	\$482,628	\$478,203	\$473,745	\$469,253	\$464,728	\$460,169	\$455,705
Total Liabilities	\$495,705	\$491,379	\$487,020	\$482,628	\$478,203	\$473,745	\$469,253	\$464,728	\$460,169	\$455,705
Shareholders' Equity										
Paid-in Capital										
Owner	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investor	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
New Paid-in Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Paid-in Capital	\$2,000,000									
Retained Earnings										
Previous Retained Earnings	(\$138,500)	(\$201,123)	(\$252,404)	(\$291,359)	(\$316,921)	(\$327,928)	(\$323,119)	(\$301,123)	(\$260,449)	(\$199,477)
Current Earnings	(\$62,623)	(\$51,281)	(\$38,955)	(\$25,562)	(\$11,007)	\$4,809	\$21,996	\$40,674	\$60,972	\$81,667
Total Retained Earnings	(\$201,123)	(\$252,404)	(\$291,359)	(\$316,921)	(\$327,928)	(\$323,119)	(\$301,123)	(\$260,449)	(\$199,477)	(\$117,810)
Total Shareholders' Equity	\$1,798,877	\$1,747,596	\$1,708,641	\$1,683,079	\$1,672,072	\$1,676,881	\$1,698,877	\$1,739,551	\$1,800,523	\$1,887,190
Total Liabilities & Equity	\$2,294,582	\$2,238,975	\$2,195,660	\$2,165,707	\$2,150,275	\$2,150,626	\$2,168,131	\$2,204,280	\$2,260,692	\$2,325,833

Loan Amortization Schedule

Long-Term Debt	Interest Rate 9.00%			Term 7.0							
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11
Balance	\$500,000	\$495,705	\$491,379	\$487,020	\$482,628	\$478,203	\$473,745	\$469,253	\$464,728	\$460,169	\$455,586
Interest	\$3,750	\$3,718	\$3,685	\$3,653	\$3,620	\$3,587	\$3,553	\$3,519	\$3,485	\$3,451	\$3,417
Principal	\$4,295	\$4,327	\$4,359	\$4,392	\$4,425	\$4,458	\$4,491	\$4,525	\$4,559	\$4,593	\$4,626
	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23
Balance	\$446,286	\$441,588	\$436,856	\$432,088	\$427,284	\$422,444	\$417,568	\$412,655	\$407,705	\$402,718	\$397,696
Interest	\$3,347	\$3,312	\$3,276	\$3,241	\$3,205	\$3,168	\$3,132	\$3,095	\$3,058	\$3,020	\$2,983
Principal	\$4,697	\$4,733	\$4,768	\$4,804	\$4,840	\$4,876	\$4,913	\$4,950	\$4,987	\$5,024	\$5,060
	Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34	Month 35
Balance	\$387,533	\$382,395	\$377,218	\$372,003	\$366,748	\$361,454	\$356,120	\$350,747	\$345,333	\$339,878	\$334,383
Interest	\$2,906	\$2,868	\$2,829	\$2,790	\$2,751	\$2,711	\$2,671	\$2,631	\$2,590	\$2,549	\$2,508
Principal	\$5,138	\$5,177	\$5,215	\$5,255	\$5,294	\$5,334	\$5,374	\$5,414	\$5,455	\$5,495	\$5,534
	Month 37	Month 38	Month 39	Month 40	Month 41	Month 42	Month 43	Month 44	Month 45	Month 46	Month 47
Balance	\$323,268	\$317,648	\$311,986	\$306,281	\$300,534	\$294,743	\$288,909	\$283,032	\$277,110	\$271,144	\$265,133
Interest	\$2,425	\$2,382	\$2,340	\$2,297	\$2,254	\$2,211	\$2,167	\$2,123	\$2,078	\$2,034	\$1,989
Principal	\$5,620	\$5,662	\$5,705	\$5,747	\$5,791	\$5,834	\$5,878	\$5,922	\$5,966	\$6,011	\$6,054
	Month 49	Month 50	Month 51	Month 52	Month 53	Month 54	Month 55	Month 56	Month 57	Month 58	Month 59
Balance	\$252,975	\$246,828	\$240,634	\$234,395	\$228,108	\$221,774	\$215,393	\$208,964	\$202,487	\$195,961	\$189,386
Interest	\$1,897	\$1,851	\$1,805	\$1,758	\$1,711	\$1,663	\$1,615	\$1,567	\$1,519	\$1,470	\$1,421
Principal	\$6,147	\$6,193	\$6,240	\$6,287	\$6,334	\$6,381	\$6,429	\$6,477	\$6,526	\$6,575	\$6,622