E-Charge©

ELECTRIC CHARGING STATIONS

Business Plan

IE University

Faculty of Business Administration (BBA)

Business management 1st year

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1. Executive Summary

E-Charge is an innovative company which plans to develop the first solid infrastructure of electric charging stations in Spain. The future of private transportation is moving towards electric vehicles (EV) and although most developed countries are already prepared for the change from gasoline or diesel vehicles to electric ones, Spain is not ready yet. However, E-Charge is ready to revolutionize the industry of electric transportation charging stations starting up in 2020, Madrid, with three stations located in the main roads and entrances of the capital of the country. In this way when potential customers come back from work or tourists are driving around the city, they can easily charge their electric vehicles.

The management team which is in charge of developing E-Charge is constituted by six members of the Business Management 1st year class at IE University. Moreover, we are a company that collaborates with the environment, as our certificates show, we are concerned with the issue of global warming and are ready to make the change.

Our three stations are going to be built with the finests and highest quality materials plus a modern innovative design in order to transmit our values of high quality and innovation. Furthermore, in order to ensure that our customers enjoy the experience at our stations to the fullest, we made a partnership with Carrefour © so we offer a great shopping experience in our stations while the vehicle is being charged.

In order to start our business and deal with the first years costs such as start up costs or infrastructure costs, funds from private investors of 2.000.000 € are needed. However, E-Charge is expected to start making profits from the second year, around 500.000 €. So the invested money will be recovered around the 4th year of operations (2024).

When it comes to future projections, we are planning on expanding E-Charge towards other big cities such as Barcelona and Valencia by 2023, depending on the financial situation of the company and its performance to date. Furthermore, in the next few years after expanding to new cities, other stations in Madrid may be created.

In E-Charge we believe we are prepared for the future change and we know our customers are ready too.

2. Business Description

2.1. Problem

Electric cars are having a huge rise up nowadays, companies are presenting ideas for the mobility of the future, but they all come up with the same problem when charging cars. The huge problem of energy supplies in the cities. Electric companies are now making businesses with actual gas station suppliers to develop electric stations in the future; but currently, we have a big opportunity to create our well-positioned charging points at the cities with the biggest number of electric cars. Another problem from the new ways of mobility in modern cities, is the unprofitable electric supply for the car-sharing vehicles.

2.2 Business Description

Our business will be focused on the supply of electricity for electric cars, motorbikes, and other type of vehicles that might appear in the near future. We will have 3 stations in Madrid, situated in the entrances of the center of the city. This way we will be able to target also the small cities that border the actual city of Madrid, where the rent per capita is higher, and the development of electric cars is growing really fast. While people charge their car, we will also provide things to do in our establishments, such as buying food from supermarkets as Carrefour, or have something to eat, as well as the typical services of the actual gas stations; all this is made possible thanks to our agreements with the other companies.

2.2. Business Canvas

Exhibit 1.

2.3. Mission

To establish our company in a very competitive side of the market, and be an effective, and innovative way to charge the electric vehicles for our clients, offering a hole new experience of electric charging.

2.4. Vision

To be one of the most important suppliers in the biggest cities of Spain (Madrid, Barcelona, Valencia), to convert our company into the role model of other new emerging ones, and to boost up the development of electric car companies and reduction of gas contamination on cities.

2.5. Core Values

Client value creation (citizenship), preoccupied with the globalization and climate change, passion and integrity, good teamwork, quality offering best service and most efficient, sustainable.

3. Market Analysis

3.1. Market Size

The exponentially increasing demand for electric cars has boosted the number of electric stations in the world. This market is now starting to grow significantly, but there are studies that predict that for 2025 there will be a much greater amount of electric stations than now (Figure 4). This increase is also happening because of the growing awareness about the advantages of having an electric vehicle. They are everywhere: in the news, newspapers, internet, etc. This market therefore receives very interesting governmental policies. For example, the road tax exemption. Also, in some cities like Madrid, in a near future only electric or hybrid cars will be allowed inside the city centre, therefore it is a great opportunity for E-charge to succeed.

3.2. Customer Analysis

Our target segment divides into four types, which are: demographic, psychographic, environmental and behavioral. Demographically, we are looking for middle aged people with middle/high incomes. As explained above, we have researched this and concluded that it is the customer persona that best suits to our wants, as they are the ones who will invest more in our business. We have also determined that customers will care about how they are treated, as it is fundamental to achieve repeat purchase. Therefore, customer service will be a very important psychographic aspect, as we want our buyers to be happy with us. Obviously, another segment would be the people who care about the environment, as with these cars we reduce the amount of gases that are expelled into the atmosphere and therefore partially stop in some way the idea of Global Warming. Lastly, in a behavioral aspect, we are looking towards a customer that is willing to pay more for a better service, as we not only want our customers to charge their cars, but also buy other products we offer in the shop. Our employees will be looking forward to excellent customer relationships in order to have a mouth to mouth spread of information which hopefully will increase the number of clients and sales. This idea is fundamental for us.

3.3. Customer Persona

For our customer persona, firstly we have determined that it has to be a person who is environmentally friendly. Nowadays we have a severe problem with global warming, and one of the strongest changes which is fighting against it are the usage of renewable energies, for example, electricity. Also, we´ve analyzed that 55% of our clients will be aged between 36-55 years old, as we think a big amount of youngsters use public transport as they don´t have money to buy their own car and public transport is relatively cheap. In addition, elderly people won't change their car as easily taking into account that they already have one. Our estimations suggest that 21% of our clients will have an income of 175,000€ or more a year. This is because the people with most money tend to buy electric cars due to the fact that in some time only electric cars will be permitted to be driven in the roads, and have sufficient money to be able to look into the future and have no problems in certain time to get them. Lastly, we will install in Madrid to start, as it is the most populated and polluted city in Spain. Consequently, the number of electric cars in Madrid will be the greatest in Spain.

4. Industry Analysis

4.1. Electric Charging Stations Industry

The industry of electricity supply for vehicles is now under construction, its developing at a really high speed due to the technological improvements on car batteries and electric car companies on the past years (Exhibit 6). The industry is experimenting a rapid change, and a big opportunity is being created for the actual gas companies to start providing electricity as well. In the center of the new cities fundamentally, the different car companies are starting to establish charge point that at the moment are capable of supplying enough energy for the demand, but they are mostly bad situated and not really suitable for a lot of people. Car Sharing companies also have their own charging points in big underground areas situated in the city, but this obligates them to have people picking up the cars and carrying them to the charging stations when they run out of battery, which makes this type of companies unprofitable or profitable in the very long run. They are trying to find new ways of charging their cars in order to make their companies profitable.. Companies such as Iberdrola and Avia have done business in order to develop some charging stations, and will create 27 new stations situated in strategic places. Also other companies such as Endesa, have said to put more that 600 charging points in the upcoming 3 years; or Gas Natural with 55 points of charge. All this makes the industry grow at a faster level, boosting the infrastructure and facilities.

4.2. Electric Vehicles Industry

Electric vehicles industry is experimenting a very rapid growth since the first ones were established in the market. China is the leading market on this type of vehicles and after it, a lot of european cities appear to be gaining power on this market. Spain is positioned in the 15 place on the Market EVI. This means that is implementing the electric car market in the country, but is far away from others, so the development of the market is going to be very big in the upcoming years. In Europe the industry grew a 96% from 2014 to 2015, but on 2016 it went down to a 7%; In the Chinese market also went down but in the United States it recovered to 37% in 2016.

The Spanish Ministry of economy, industry and competitivity said that they foresee, a rise to more that 110.000 electric cars in 2020, that is the triple of the finals of 2017 quantity. Spain, is in the electric car industry but not with the same numbers as other European countries, this is because the communication is not as good as it should be and the subsidies are not big in the sector. The government is trying to implement it more and more and it is expected to grow a 50% each year with the new expansion plans.

4.3. Competition

The direct competition of the electric charge companies is actually high, with charging points situated all around the city of Madrid, having almost 100 points. This places are situated on different places, such as underground parkins in the majority of them, on businesses such as El Corte Ingles, hotels, car company shops or retailers, places to repair cars, at some gas stations, etc, The direct competition of our company in that sense is pretty high. But our main difference, is not on what we do, is on how we do it, and in this sense, our competition gets very limited, almost nonexistent. The actual charge places for electric cars, are not well distributed, and above that, knowing where they are, gets really complicated, due to the lack of information provided by this companies. There is one that provides the info for most of the charging points of Madrid, that is called Electromaps. Another part of our idea that doesn't appear to have competition, is the shop, and time-spending places that we will have on our stations, none of the others have this type of 'entertainment' while charging their car.

4.4. Porter's 5 Forces

Threat of new entrants: New entrants to the industry might be arriving because of the last developments and boosts on the electric car market in our country, also because of the car sharing companies need to supply cheaper energy and in a more efficient way. This type of project involves a big investment and risk at first so some might not take it; although some companies are now starting to enter the electric business, like the past gas stations.

Threat of substitute services: There are actually not a lot of potential substitutes to our type of business because it's something necessary that at the moment, can't be solved in another way than establishing this type of charge stations.

Bargaining power of buyers: Bargaining power of buyers is medium, they have other ways to supply their own electricity, but none of them is so simple, efficient and sustainable than ours.

Bargaining power of suppliers: The actual suppliers of our business don't have lots of options to sell their energy, because there is not enough competition, but there are a lot of suppliers, and because of that, we have more control over their selling prices, so low at the moment, In the future, when more companies enter the electric supply market, they will gain more power.

Intensity of competition: At the moment we have competitors such as tesla for their cars, that establish charging points on the underground parkins, also other charging points can be found in some parkins, in establishments such as el corte ingles, some hotels that have their charging points available, car shops, or some gas stations. The intensity rate is high but with our type of company and the way we do it, it gets really low.

4.5. PEST

Political: The actual political party established in the capital city of Spain, Community of Madrid, is Partido Popular. Spain is a democratic state, with the Head of State being Felipe VI, and the prime minister Mariano Rajoy. There is an actual problem with one of the states of Spain, Catalunya, that has a part of them that wants to emancipate from the country. Spain is a member of the European Union so it follows their rules.

Economic: Spain is at the final stage of the recovery od the crisis of 2008, The economy has grown a lot in the past years. The economic situation of ther electric car industry has also grown at a very fast level and it will continue doing it in the following years. More that 20 million of euros of alternative energy companies have been spent to improve the funds for the electric car industry with the plan Movalt.

Social-cultural: There has been a general issue in our city, that has been the contamination. In the past years people have started to take it more seriously and the government has established better ways of controlling it and of policies for people to follow. The Plan A recently established in the city, controls even more the entry of cars in the city center and the mobility in it. People are starting to have in mind ways to make the world cleaner and respect the planet, and thats an opportunity we will have with our proposal, fully eco-friendly.

Technological: Latest technological advances have been made in the car industry, more than in the electric supply sector. But the changes have been very big in the electric cars, now we can see things that we thought we would never see before. Faster, less energy consuming, and more economic. This technologies, as well as being very innovative, are starting to get more economic, so people that weren't able to buy it will now be able to afford it. In the next years with the advances, the sector will be more affordable for people and it will grow more and in different levels of the society, and not only on the higher level.

4.6. SWOT

Strengths: New way of charging electric car, provide faster, easier way. Situated in the entrances of the city, main points where people from the outside and inside of the main center can access. Shop and partners for waiting meanwhile the car charges. Technology and a web available for customers to know, where we are, and what is the state of our stations.	***Weaknesses:*** New in the market and not well established, not past contact with suppliers, starting with few electric stations, and hard to get to know the company with big competitors.
Opportunities: Gap in the electric market, hard to companies and people to charge the cars, Madrid city getting more and more restrictive and more electric cars appearing in the following years. Non well established in the city, and not a lot of information of the electric charge stations.	***Threats:*** Non having enough experience to overcome competitors. Competitors establishing a good communicated line of electric stations in the city, with better deals with suppliers.

5. Marketing Plan

5.1. Customer Challenge

Our company has a very specific marketing plan, as we think it is fundamental for success in such a competitive world. E-charge is entering a barely new market which needs vast amounts of time and investigation in order to succeed and acquire the knowledge needed to start from scratch. We know that we will have it complicated to compete with the big companies in the long-run, but we are trying our best to have a competitive marketing plan to be as efficient as possible and know what will we aim in the future.

5.2. Marketing Mix

5.2.1. Product

Our environmentally friendly product, which is more likely a service, consists in a platform to charge electric vehicles in order to combat pollution and increasing fuel prices. Also, we will provide all kind of fast-food and daily life products in our shops just next to our platforms. As we all know, the world of renewable energies is starting to wake up, so our question is. Is it a good idea to begin a business like ours? What we think is that it is a very good-looking project with long-term visions, as electric vehicles have just started to be sold. We will make a great effort at the start so that in a short future we will be able to be really successful.

5.2.2. Price

In order to be able to get a full charge of your electric car, the average price for it will be of 12€. This price will vary in small amounts depending on the car the customer possesses. The payment will be able to be done by credit card, prepaid cards or cash. As we can see, it is significantly cheaper than a full oil charge, which makes our service very attractive for the majority of the population.

5.2.3. Place

Our stations are located near to the roads A1, A2 and A6. We chose these places because we think they are strategic positions where customers going in and out of Madrid might want to charge their electric cars. When these reach our station, there will be one of our employees who will charge the vehicle whilst the customer is in the shop buying or

watching television. When the car is fully charged, the employee will inform the customer that his vehicle is ready and then the customer will leave, hopefully happy for our service.

5.2.4. Promotion

The way we are going to promote E-charge have several parts. Firstly, we will have public relations advertising our service in diverse social medias like Instagram, Facebook and Twitter. Also, we will implant some billboards in the roads we mentioned before near where our stations are located in order to facilitate the future consumer how to reach us. We will also have many other billboards in roads like the A3, A42, M23 and Avenida Portugal so that everyone who travels in and out of Madrid is aware about our business. Lastly, we will try to be in as many vehicle trade fairs and exhibitions as possible giving information about E-charge so that it is better known in the first years. Our costs of advertising the first years will be high as we want to be well known in order to succeed in the near future.

5.2.5. Processes

When customers arrive to our stations, our employees in charge of charging the electric vehicles will approach to them and will offer themselves to charge the car, whilst the customer will be able to go to the shop to read or watch television for 20-30 minutes. Also, employees in the shop will be really helpful with everything the customer desires, as one of our main objectives is creating customer relationships in order to achieve repeat purchase. When the electric car is fully charged, the employee will go into the shop and will inform the customer that his car is ready to go.

5.2.6. Physical Evidence

Due to the fact that we will be starting just in Madrid, the areas of major interest will be in the roads A1, A2 and A6 (Exhibit 2). This is because customers will need charging their cars before going to work or after work to go home. Imagine at the end of the day, going back home. The customers will have really good accessibility to one of our three stations, where they will be able to charge their car in the most comfortable way. Moreover we have the Carrefour mini shops in which our customers will be able to buy the utils they need, a refreshing drink for their long trip or even a snack after a long working day. In an unclear future, we will investigate the possibility of moving to more important cities in Spain like Barcelona, Valencia or Seville.

5.2.7. People

In E-charge there is a clear organisational structure which is not too complex. There is a financial, marketing and IT sector where the three of them are formed by three employees. Pablo Herrán, Antonio Lleó and Eduardo Díez will be in charge of these three groups, each one in their respective sector. Lastly, we will also have nine station employees, three in each station. These are the ones in charge of the real service of the business and are crucial to gain customers, especially in the first years as we are not so known.

6. Operational Plan

6.1. Customer Service:

The main purpose of E-charge is to create a comfortable place and an innovative, fast and cheap way to recharge an electric vehicle, to satisfy the customer's need and with the goal of making the client repeat the experience. For this reason, our stations will be open 24 hours the whole year, with staff to facilitate and help users to charge their car and answer questions and concerns of customers throughout the day. Moreover, any question clients may have, they can phone the Call Center from 8.00 am to 9:00 pm from Monday to Friday, or also text a message, both of them will be attended by the Operations Department as helpful and as soon as they can.

6.2. Stations:

E-charge offers three different charging points (A-1, A-2, A-6). Our stations are located in entrances and exits of Madrid, as mentioned before, strategic locations in which our clients will recharge their car when entering or leaving the city center. Customers can enjoy two different services. Firstly, the charging points, each of the stations will be composed of ten charging points, so that people will not have to wait to charge their car (We think it is the optimal number for setting up the business, but if the demand is too high, there is the possibility of expanding this points). And secondly, we also offer a place where our customers can spend time while their car is getting charged, in which there will be a Carrefour shop to buy whatever they like, and a small sitting room.

6.3. Uniform

The employees of the stations are going to be the first impression and the image that the client will have in mind of E-charge. For this reason we think it is very important the clothing the staff will wear. See uniform attached in **Exhibit 7**.

6.4. Necessary Equipment

OFFICE EQUIPMENT	➢ 2 Sheet boxes (30€) ➢ 2 Office desks (280€) ➢ 4 Office chairs (240€) ➢ 1 Paper Shredder (43€) ➢ 1 Multifunction printer (65€) ➢ 20 Pens (10€) ➢ 4 Folders (8€) ➢ 5 Clips Boxes (6€) ➢ 1 Calculator (20€) ➢ 2 Computers and Software (2050€) ➢ **Total=2752€**
OTHER EQUIPMENT	➢ 50 Toilet paper rolls (360€) ➢ 5L Hand soap (7€) ➢ 3000u.Paper Hand Towels (17€) ➢ 1 Toolbox (47€) ➢ Devices: 1 payment terminal+2 phones (336€) ➢ 5 Fire extinguishing (210€) ➢ **Total=977€**

6.5. Suppliers

E-charge will mainly have two key partners. Firstly Endesa, which will be the electricity supplier and secondly, the three shops of our stations are going to be Carrefour, they will pay us a 7% of their total revenues as a commission because of using our locations.

6.6. Gantt Chart

Data - **Exhibit 8.**

Timeline - **Exhibit 9**.

7. Expansion Strategy

7.1. Barcelona and Valencia

According to a recent study the number of electric vehicles in Spain will boost in the next few years. By 2020 there would be 100.000 more electric vehicles (Exhibit 5). We estimated around 5% mk share of the new electric vehicles users, plus a 2% mk share of current electric vehicles users. Taking into consideration the social capital as well as the subsidies that the Government provides and, that we would start being profitable in the second year, if our data estimations are right and the profit obtained is sufficient to allow us, we would drive our business to expansion to other cities of Spain from the third year of profit. First, we would expand to Barcelona in 2023, due to its large population and the large number of people with high income willing to purchase an electric vehicle. Not to mention another remarkable and significant factor like the transition of cars. Secondly, if we succeed in the expansion of Barcelona and sales increase, we would consider the possibility of expanding to other cities like Valencia in 2024 and maybe Seville as well, due to the same factors.

7.2. New Stations in Madrid

After having established three initial charging stations (A-6, A-1, A-2) in Madrid in 2020, having increased the number of visits per day per charging station, having increased sales and profit and, having expanded to Barcelona and Valencia in 2023 and 2024, we plan to extend infrastructure to a wider range of places of Madrid. These new electric charging stations would be built in 2025 and would take place in strategic locations so visitors can find it easier and more comfortable.

8. Risk and Uncertainties

8.1. Risks and Uncertainties

The EV industry is not quite developed and we need a more develop business plan to bring in more private investors. This new idea of vanishing gas stations to incorporate the new generation of electric vehicles in the future will generate great problems for power grids, the fragmentation of the market will have to change in order for the new market to fit in. An electric vehicle at the moment, can travel up to 200 Km without having to be charged, this will generate a lot of problems for people that want to make a long trip; they wouldn't want to stop in an electric car station to wait 65 minutes till their car is fully charged. Contingency planning is one of the main risk that most of companies face such as preparing for the loss of data, customers, employees, suppliers and distribution companies.

Entering a market where there are other companies established is very risky. It will already be complicated for our company to become known and to make effective contracts with the suppliers, that already have deals with older companies that have biggest accordances and projects.

When it comes to uncertainties there will be a great development of electric vehicles in Madrid but during the last years there has been a lot of ups and downs. There is a great estimation of a big development of electric vehicles but you never really know with certainty.

One of the most extremely important risk factors for EV charging stations is having problems with the electricity, such as problems with the short circuit current. This is the main and most important part of our company without electricity cars won't be able to come in and charge their vehicles which could seriously damage our image and create a negative impact in our customers.

When it comes to developing this product we face many uncertainties such as managing the electricity storage and stabilizing the charging price. There are three main uncertainties that many companies face such as the voltage electricity price, intermittent renewable energy generation, and the EV charging demand. A lot of the electric vehicle charging stations are facing the uncertainty of the load growth specially the price that should be established and the acces of PHEV.

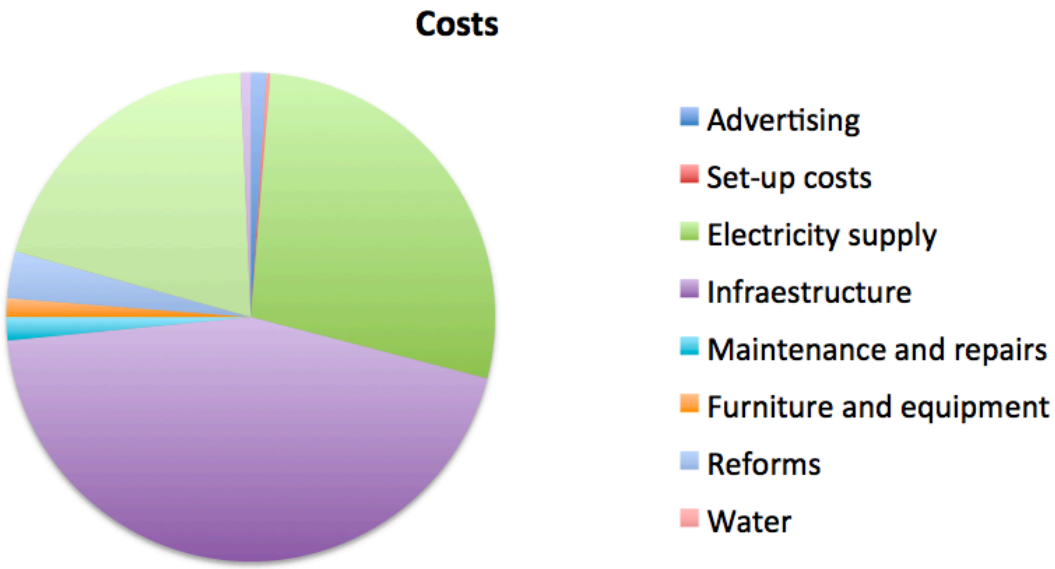
9. Management Team and Talent Plan

9.1. Company Structure & Job Description and Requirements

The management team will be composed by the former first investors of our Company, and also the ones who have developed the idea. Firstly we will have a CEO, Mar Conesa, who will supervise all the actions of the company, make future decisions, and also the roles of the other managers. Antonio Lleó will be the financial manager, CFO, who will deal with our company's investments, funds, financial reports, analyze market trends, and supervise the employees of the financial part. Pablo Herran will continue with the marketing management CMO, controlling marketing materials, employees, funds, campaigns and marketing strategy. Eduardo Díez will be the technological manager CTO, a really important role in our company, that will deal with the technological developments that will make our company able to innovate, and stay up to date with the new market trends that may appear. Leire Knörr will be the operations manager, COO. Finally, Marieta Lanseros will be in charge of the human resources department, CIO, so all the recruiting and staffing, as well as handling with the issues of the workers, firing, compensating, counseling etc. will be on her hands.

10. Financial projections

10.1. Revenues & Costs



The previous chart shows how costs are distributed in total costs. We will now analyze each one of them:

Start-Up Costs

E-Charge will start with 3 stations located in Madrid (Exhibit 2), which costs will be:

- **240.000** € – A-6 Avda. Coruña – Las Rozas de Madrid – 432 m^2
- **260.000 €** – A-1 Avda. Pirineos – San Sebastián de los Reyes – 490 m^2
- **220.000 €** – A-2 Autovía del Nordeste – Coslada – 410 m^2

The company will buy the three territories so there would be no rent costs in the future. Some reforms will take place during the previous year to the launch (launch will be in 2020):

- Expected reforms, furniture costs and cost of charging points: **95.000 €**

Therefore, during 2019 the company will incurred total infrastructure costs of **820.000 €.**

Wages and salaries per year

- Chief Executive Officer (CEO) – **26.667 €**
- Marketing Department (CMO + employee) – **53.333 €**
- Finance Department (CFO + employee) – **53.333 €**
- IT Department (CTO + employee) – **53.333€ €**
- Human Resources Department (COO) – **26.667 €**
- Operations Department – **26.667 €**
- 3 workers per station (8h/day each) – 9 workers – **126.000 €**

Therefore, in 2020 the company will incurred total wages and salaries costs of **366.000 €.**

Electricity & Water

The cost of electricity wasted in the stations 250 kwh per m^2 - average consumption per stations 25.000 kwh, one kwh costs 0,147€. Therefore total costs **11.025 €** per year. The cost of electricity of charging the electric vehicles - average consumption every 100km is 13,3 kwh. As some electric cars will buy a complete charge and others just a short charge, it is estimated that as an average 300 complete charges per day (between full charges and short ones) in any of our 3 stations. The cost per full charge is 5,87 €. The total costs per year would be **642.765 €.** However, as we will buy lots of electricity supplies, *Endesa*, our partner, will make us a **30%** discount, saving us **192.829,5 €**. Therefore **449.936 €** costs on electricity supply will be incurred in year 1 (2020). Plus, estimated costs of water per year around **100 €**.

Billboards

Billboards - the rent of one billboard is **5.400 €**, we will have 3 billboards. Furthermore there is a cost in designing and fixation of **790 €**. Therefore the total cost per year of billboards will be **16.990 €**.

Funds

E-charge will be constituted as with a social capital of **2.000.000 €.** This capital will be divided in both: * E-Charge S.L will always have the majority of shares *

- Social Promoters: *Administrative part.*

7% of social capital if results after taxes higher than **20%** of social capital

12% of social capital if results after taxes higher than **40%** of social capital

- Social Investors: *Dividends.*

10% of social capital if results after taxes higher than **20%** of social capital

20% of social capital if results after taxes higher than **40%** of social capital

Moreover as we are a company that collaborates with the environment we will be receiving subsidies from the government of **200.000 €** at least for the first 3 years.

Revenue Streams

We estimated for 2020 an average of 100 day visits/station at a media of 10 € per charge, making a total of **1.095.000 €** revenues in charging electric vehicles. Plus 7% of Carrefour´s total revenues per shop which makes around **84.000 €** for the first year.

10.2. Set up costs

Exhibit 3.

10.3. Income statement

Exhibit 4.

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Annex

Exhibit 1 - Business Canvas

<table>
<tr>
<td rowspan="2">Key Partners

Endesa
Government
Carrefour
IT maintenance
Cleaning
EV companies</td>
<td>Key Activities

Electricity supply EV
Charging service
Shopping</td>
<td rowspan="2">Value Proposition

High quality service
Kind staff
Innovative-fast charge (cards)
Comfort</td>
<td>Customer Relationships

After-sales service
Web page
Phone</td>
<td rowspan="2">Customer Segments

EV users
Environmentally friendly people
Madrid
Age +18 & drivers
People who want to save transportation costs
Innovative</td>
</tr>
<tr>
<td>Key Resources

Electricity
Equipment
Supermarket supplies
Employees
Administrators</td>
<td>Channels

Stations
Social Networks
Billboards
EV companies</td>
</tr>
<tr>
<td colspan="2">Cost Structure

Buying the stations (start-up costs)
Marketing
Supplies
Wages</td>
<td colspan="3">Revenue Streams

Charging electric vehicles (EV)
Carrefour sales</td>
</tr>
</table>

Exhibit 2 - Stations Location (green stars)

Exhibit 3 - Set up Costs

Setting up Business	
Licence (Electric Charging Station)	1.000
Lawyer's Fee	2.000
Business Registracion Licence	3.000
Net costs	**4.000**

Setting up Premises	
Deposit	1.000
Acquisition cost (infraestructure)	720.000
Furniture	10.000
Other equipment (computers, wifi…)	2.000
Buildings and reforms	50.000
Uniforms	300
Charging points	8.000
Utilities	500
Net costs	**791.800**

Setting up Operations	
Advertising (billboards)	450
Electricity supply	37.500
Montly salaries & wages	26.100
Net costs	**64.050**

Start up Capital	
Equity investment	2.000.000
Subsidies	200.000
Net costs	**2.200.000**

TOTAL	
Total set up costs	859.850
Surplus Funds	1.140.150
Borrowing required	-

Exhibit 4 - Income statement

Revenue	**2020**	**2021**	**2022**	**2023**
Sales revenue	1.095.000	1.171.650	1.253.666	1.341.423
Service revenue	84.000	89.880	96.172	102.904
Subsidies	200.000	200.000	200.000	
Total Revenues	**1.379.000**	**1.461.530**	**1.549.837**	**1.444.327**
Expenses				
Advertising	16.990	16.990	16.990	16.990
Set-up costs	4.000			
Electricity supply	449.936	481.431	515.131	551.190
Infraestructure	720.000			
Maintenance and repairs	25.000	5.000	5.000	5.000
Furniture and equipment	20.000	1.000	1.000	1.000
Reforms	50.000			
Water	100	100	100	100
Salaries and wages	324.000	324.000	324.000	324.000
Electricity	11.025	11.025	11.025	11.025
Total Expenses	**1.621.051**	**839.546**	**873.246**	**909.305**
Net Income Before Taxes	(242.051)	621.984	676.591	535.022
Income tax expense	-	63.854	69.879	46.488
Net Income	**(242.051)**	**558.130**	**606.712**	**488.534**
Savings				
Funds from investors	2.000.000			
Savings from previous year		1.553.009	1.914.851	2.311.917
Savings of the company	**1.757.950**	**2.111.139**	**2.521.563**	**2.800.451**

Exhibit 5 - Forecast of number of electric vehicles in Spain

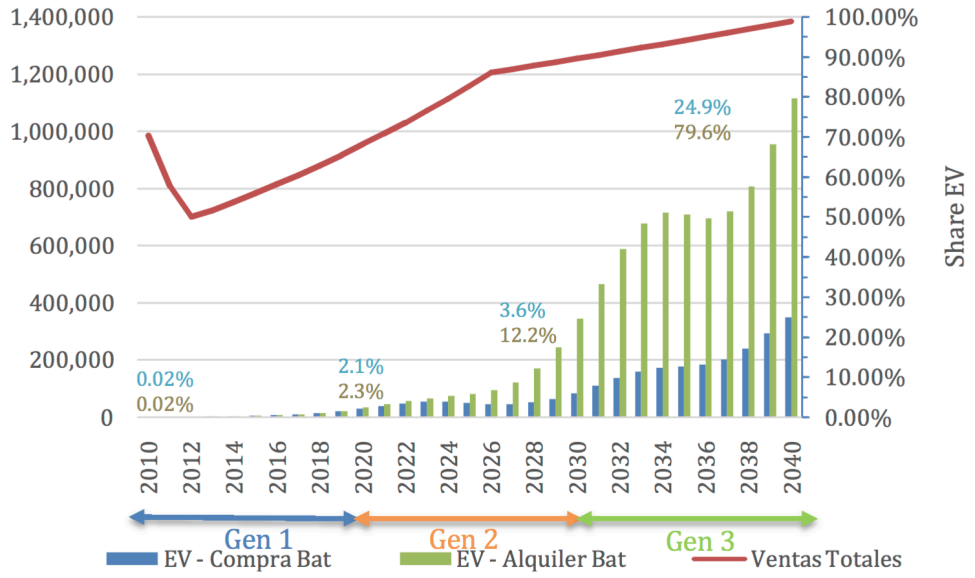

Exhibit 6 - North America electric vehicle charging infrastructure market

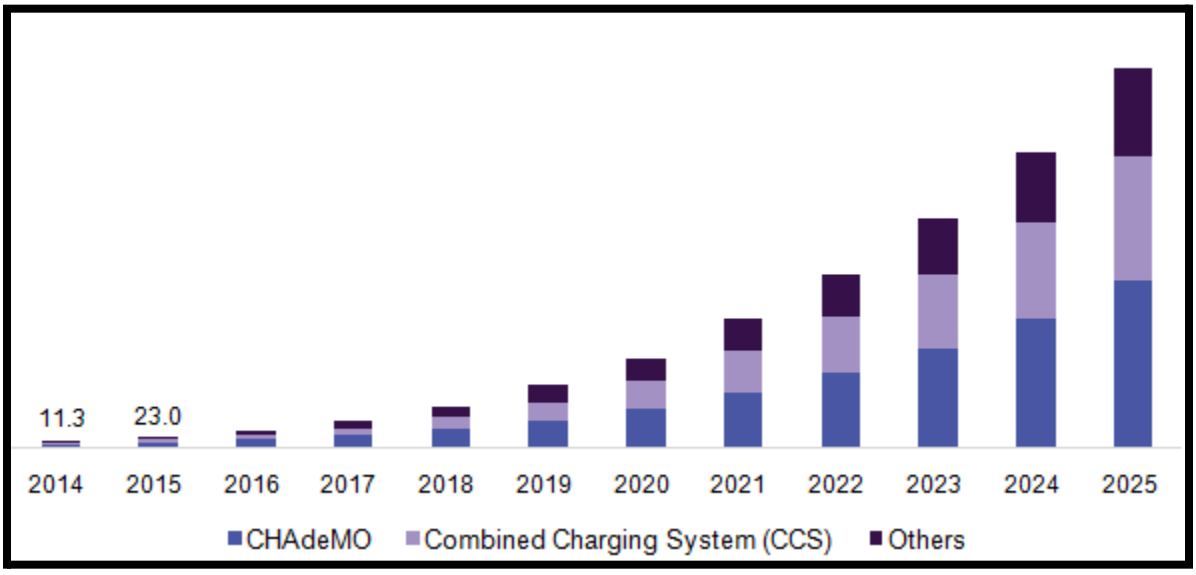

Exhibit 7- Employee´s uniform

Exhibit 8 - Gantt Chart Data

Phase	Task Name	Start Date	End Date	Duration
Project Planning	Industry analysis	1/1/18	1/2/18	31
	Resources planning	15/1/18	1/2/18	17
	Working plans	1/2/18	10/2/18	9
	Final decisions of the service	5/2/18	28/2/18	23
	Market Research	25/2/18	20/3/18	23
	Differentiation planning	15/3/18	30/3/18	15
	Strategy decisions	1/3/18	1/4/18	31
	Infraestructure plan	1/4/18	20/4/18	19
	Employees planning	15/4/18	25/4/18	10
	Partnership plan	25/4/18	10/5/18	15
Development	Partnership contact	1/5/18	1/7/18	61
	Station buying	15/5/18	1/7/18	47
	Engineers recruitment	15/6/18	15/7/18	30
	Station modifications	15/6/18	1/10/18	108
	Partnership contract	1/7/18	31/10/18	122
	Employees recruitment	1/9/18	30/9/18	29
	Offices control	1/10/18	31/10/18	30
Tasting	Tasting phase	1/11/18	1/2/19	92
	Analysis	1/2/19	1/3/19	28
	Improvements	1/3/19	1/5/19	61
	Final Launch	1/5/19		

Exhibit 9 - Gantt Chart Timeline