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Project Name: Richmond, VA over-the-air digital broadcast television expansion 2nd half 2020.

•Executive Summary

My name is Daniel Ward and I'm a resident of Richmond, Virginia. As a future small business owner, this will be my first business venture as sole owner of nine television station properties in my area: one full-power, multi-ethnic, English-language Independent station, one Religious Independent station, four low-power Spanish-language stations (two network-affiliated and two Spanish Independents), two low-power station repeaters (one low-power repeater of local primary full-power CW station and one low-power repeater of Independent station from a nearby television market) and one low-power Asian Multilingual station.

•Company History

My soon-to-be company has no prior history but previously, these television stations were either secular or religiously network-affiliated or Independent before going permanently dark.

-Current Goal: Hopefully, these stations will be brought back on the air in its entirety sometime after the FCC broadcast TV spectrum repack ends in late 2020/early 2021.

•Business Objective

My Business Objective is to offer an alternative voice on local broadcast TV to viewers in my area, create much needed job positions for potential qualified employees and work closely with small local businesses/companies to provide these businesses a platform using affordable marketing steps to get their product out to new customers.

•Project Amount Client is seeking: \$60,000,000.00-\$80,000,000.00

•Industry Survey

In 2017, the television industry is very profitable especially through the internet. It's a lot easier to understand industry decision-making if you understand how the business of local television works. Local TV, generally, gets its revenue from 6 sources: over-the-air advertising, online advertising, re-transmission fees, mobile advertising, network compensation and other (mostly production fees, events and miscellaneous income). That's the list, but from a more practical standpoint, here's where the money really comes from:

- ◆ on air advertising makes up about 85% of total revenue
- ◆ re-transmission fees comes in around 11%
- ◆ online revenue averages around 3%
- ◆ everything else totals around 1%

*For my English-language stations, on-air advertising, products & merchandise and said sponsors will be from around the local area, U.S. and Canada.

*For my Spanish-language stations, on-air advertising, products & merchandise and sponsors will mainly come from around the local broadcast area, top U.S. cities and territories with a huge Latino presence (Northern Virginia/D.C., Miami, New York City, Boston, Puerto Rico, Los Angeles, Phoenix, etc...), Dominican Republic, Mexico and certain South American countries.

With the ad revenue surplus from the above targets that my businesses will acquire, my business surplus assets will be used to pay back said loan through equity compensation.

•Detailed Business Description

-Television and Media.

- Opportunity & Challenges

- Opportunity: I want to offer more choices in quality, ultra low-budget, low-tier, family-oriented, health and wellness, educational, financial, lifestyle TV programming to viewers in the Richmond-Petersburg, VA designated market area (DMA)-television Market Area (TMA) #55.

- Challenges: Competing against high-rated major network affiliate television stations owned by media giants with popular local newscasts, high-dollar syndicated TV programming and network affiliation deals.

- Sustainable Competitive Advantage Presentation

- My potential Sustainable Competitive Advantage will be cost-conscious on programming for both individual stations and channel feeds which will bring in more revenue (surplus) while the competition spends more and bring in less revenue (deficit).

- Business Plan Timetable

- My goal looking forward is to have the station completely operational by the end of 2020 or sometime early 2021.

- Management Team Detail

- My future management team will consist of a Vice President/General Manager, General Sales Manager/Director of Sales, National Sales Manager, General Budget Manager, account executives and so forth.

- Market Differentiation Data

This is a grassroots effort to motivate promote small businesses and companies within the target market by using cost-effective methods and tactics. It is also geared to all audience regardless of ethnic background (multicultural), age or religion. This is a very ethnic diverse product I'm putting out.

- Detailed of how commercial funds will be used

--Nine television station FCC construction permits and broadcast licenses. Price around \$15,000.00.

--buying in full a 76-acre lot (\$6,500,000.00), construct a 40,000 sq. ft flex building for studio and production space to operate these stations, building insurance and cover first-year county property tax(es) at this location in Goochland, Virginia (\$2,000,000.00+).

-- purchasing cost-conscious television programming in English, Spanish, Chinese, Japanese, Korean, Cambodian, Vietnamese, etc... (price to be determined).

-- purchasing multiple station office furniture and several major equipment (i.e. satellite antenna dishes, multiple content delivery platform server boxes,multiple computer servers, multiple editing equipment and software, phone and internet services, commercial generator, nine Ultra-HDTV/SDTV broadcast automation playback systems and a 1200-to -1300ft guyed mast broadcast tower just to name a few) (\$2,000,000.00+).

-- costs in acquiring two local and/or state business, LLC licenses and trademark services (\$2246+).

-- hiring legal representation focusing on commercial television broadcasting for the stations.

-- to cover first-year county property tax(es) ...and so much more.

•Professional Advisers (Solicitor, CPA, etc.)

I have none currently. In the near future with the funds acquired, along with my General Budget Manager (accounting manager), I will hire a solicitor from a respectable national media law firm and this individual entire focus will be from his or her experience in the commercial television broadcasting representation under the banner of broadcast law. In addition, the hiring of a CPA official from a respectable and knowledgeable local CPA firm will be beneficial for the financial health of the business.

•Financial Plan (P&L, Balance Sheet, Statement Indicating Current Cash Position)

None at the moment.

•Supporting Documentation (Copies of Patents, Contracts, etc.)

None at the moment.

•Any and All Marketing Collateral

Not at this moment.