

Business plan Media 21 BV

1. Products and services.

Our business is focusing on games of chance based on Random Number generated games, casino, cards, dice etc., both virtual and live dealer. We are solely using third party game providers.

We have our own proprietary Player account management system, built, maintained and run by our own inhouse teams.

We are using third party payment providers.

It has been our focus since inception to be independent of bigger platform suppliers, this gives us the needed flexibility to build and implement initiatives we feel is necessary for us to obtain competitive advantage in a highly competitive market.

We only use external suppliers to ensure our players have the same offerings as a baseline as our competitors.

We compete not only on our overall game offerings, but also on our ability to create unique user journeys; onboarding, deposit, withdrawal as well as in-game experiences, this can be achieved as we control the full flow via our proprietary platforms.

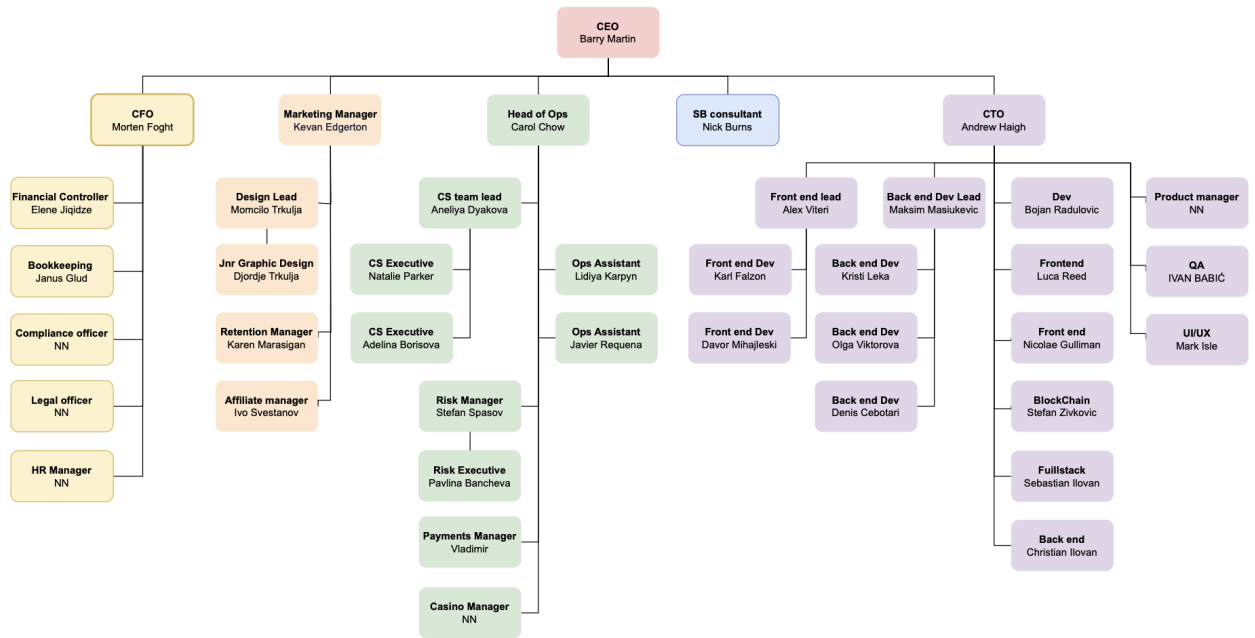
2. Management structure.

UBO

Nikhil Nanda has over 15 years of experience in the marketing industry. Nikhil graduated from Boston University with a Computer Science Degree and pursued a career in marketing. Nikhil started working with Fomo Digital Limited as a sole director where he specialized in search engine optimization for the iGaming Industry. Alongside his marketing activities Nikhil has also actively and very successfully invested in Crypto and Real Estate.. Nikhil has a stake in FreeBitco.in, one of the largest cryptocurrency gambling websites with a player base of over 60 million users. Nikhil has worked within the iGaming industry for over 10 years.

Please find our organogram below. It is a traditional hierarchy with a CEO managing the overall organization.

Our Legal/Compliance officer recently received a health diagnosis which has prevented her from continuing her work life, we have started the recruitment process for her replacement, we expect to complete this search within Q2 of 2024.



3. Financial forecast 3 years.

Below we illustrate the highlevel 3 year forecast.

We assume a GGR of around 10% on average, we payout 10% of GGR to bonus and the rest of the marketing spend is based on Affiliate listing fees, Revshare, Display and search ads.

SEO will be a major component of our acquisition strategy.

We are a young casino so we do expect aggressive growth in 2024 and 2025 slowing down somewhat in 2026.

The marketing spend is increasing throughout the period as we need overtime to cover a larger geographical territory.

Moderate increase in HC over the period, mainly in Ops and Customer Support.

The deficit will be funded by the UBO.

Club Riches 2024 - 26			
EUR			
Description	2024 - YTD	2025 - YTD	2026 - YTD
NGR	2,152,475	9,690,572	22,311,932
Result after staff cost	952,475	8,250,572	20,631,932
Result after running cost	850,475	8,148,572	20,529,932
Result after Marketing	(499,451)	5,734,420	17,450,845
EBITDA	(561,451)	5,684,420	17,402,845
EBIT	(561,451)	5,684,420	17,402,845
EBT	(561,451)	5,684,420	17,402,845

4. Balances.

a. Player accounts

The total wallet content of all players is as of 26 Mar 2024 103 083 EUR.

We do not have any funds under dispute at the time of this report.

b. Bank/gateway balances as of 21 Mar 24

Combined in payment gateways we are in EUR holding 445 860 EUR.

Bank balances are 54 285 EUR

c. Crypto wallets

We do not have crypto wallets outside the payment gateway cryptopay this amount is reported under gateways above, cryptopay 31 008 EUR.

5. Business Strategy.

Our strategy is to enter markets where we can see we will have a strategic and a cost advantage. Markets with lower CPA and where we can offer a return to players which can only be matched by other operators on proprietary software, our strategy is volume based.

We focus on economies where Gambling is a tradition, we are focusing on Africa, South Americas and Asia pacific. We are already present in Canada, Australia, Brazil, India just to name a few and from there we will expand our foothold.

A lot of these markets are currently moving from a retail based business model into online gaming, our software can run on phones with lower technical specifications which are tailored for those markets.

Marketing channels are very focused on influencers / affiliates on Social media on one side and on a model based on referrals (agents) who find other business minded individuals who themselves can acquire users and from them attract a commission from their gaming activities, this will become a hierarchy of agents, super agents and master agents. This model is highly cost effective and scalable.

As the brand is relatively small we expect to be able to grow 20% MoM in the first year, 10% in second and 5% in 2026. With the right team, marketing and product offerings this is internally considered conservative.

Our control of our front end enables us to tailor make our user experience from the traditionally content rich African taste to the lighter version seen in Australia.

From a marketing perspective the UBO has affiliate sites which can be used to direct traffic to our site, these affiliates range from smaller local boutique sites to mastodon sites with more than 60 m users in the database. We will leverage these affiliates to reach broad and fast wherever we enter.

6. Key Suppliers.

Our key suppliers are game suppliers, tech suppliers and financial suppliers.

a. Game suppliers

We are working with all the main game suppliers;

BGAMING, 3 Oaks, Betsoft, Wazdan, Pragmatic Play, Redgenn, Yggdrasil, Playtech, OnlyPlay, Play'n GO etc.

All game suppliers are integrated via Softswiss, the aggregator, should softswiss's service be disrupted we will lose service, this is a calculated risk we have taken and due to the size and historical uptime with them we see the risk as minimal.

b. Tech suppliers

As we have our own proprietary Player account management system our main tech suppliers are;

AWS, Digital Ocean, CloudFlare, Atlassian, Google, SendGrid ...

These suppliers are the gold standard within their field and the risk management is left to them; like our services with AWS are protected by the worldwide AWS raid setup.

c. Financial suppliers

Our financial suppliers are split into two categories; Banks and Payment Gateways.

i. Banks

We work with Virtual banks; Kingdom Bank, Jeton Bank, Private3Bank, Capital Bank and Narvi (being onboarded)

This mix of banks gives us both on and off ramp opportunities as well as the best virtual banking experience at the moment. In terms of risk we keep our funds spread across FIAT and Crypto, FIAT across our banks and Crypto in hot as well as cold wallets.

ii. Payment gateways

Our strategy in respect to Payment gateways follow our geographical target areas, we have historically focused on Canada, parts of Europe

and parts of Asia and our choice of gateways have been tailored to those regions.

The gateways we have chosen to work with are;

- Kluwp
- Cryptopay
- Directa24
- Interac
- NeoSurf
- Payup
- Skrill
- Jeton

Our risk is mitigated based on the number of gateways we are working with, should one gateway be unresponsive we will take it off the site until it is back online and the other gateways will take the traffic.

7. Risk evaluation and management.

Elements of risk come from two angles, external and internal.

External Risk.

The external risk is for us down to competition and international legislative frameworks.

Competition.

We curb the risk from competition by having a technical advantage and hiring only the best candidates.

As mentioned above, the fact that we have our own proprietary platform allows us to implement new ideas at our own pace, we can catch up to developments in the market based only on the time it takes to reverse engineer and build a similar solution if we find it needed to keep our competitive edge.

By hiring only the best talent and investing in our teams is what gives us the long term advantage, our ability to analyze trends and implement initiatives to take advantage of them is something our competitors cannot easily copy.

International legislative frameworks.

It is a common risk in our business that a given geographical location changes the legislative framework when it comes to gambling. More jurisdictions are implementing their own requirements for us operators to be allowed to sell our products in their countries. We have adopted a multi-country strategy focusing on a range of markets where we can operate based on our curacao license, a list we keep expanding to curb the vulnerability toward individual markets.

Internal risk.

Succession planning, good internal opportunities along with great working conditions is our tool to limit our staff churn. We cannot eliminate staff churn but we can ensure that all key positions are run as a master apprentice system, there is at all times a younger less experienced team member under training for each key position.

We go to great lengths to ensure our processes are documented and easily understood. As owner of our own platform we have to ensure we apply coding and documentation standards that will enable subsequent software engineers to be able to read and understand the code written, we use commonly known coding languages to ensure the pool of good engineers are as big as possible for the situation of us having to source specific skills in the external market.

8. Legal and governance framework.

Our corporate governance is based on a high degree of delegation. When the annual budget is agreed, the budget is presented along with a strategy document; Product, Marketing and Organizational, to the UBO and when agreed it forms the basis for funding as well as monitoring, as long as the key metrics are met the C Level have full autonomy to execute the plan.

There are monthly meetings between the C Level and the UBO where performance is evaluated and corrective actions if needed are discussed and agreed.

The board take directions from the UBO, as there is only one UBO, a situation where a decision is deadlocked cannot occur.

Board meetings are held annually and the main agenda is approval of the annual accounts, present is the UBO, the two directors, CEO and CFO.

Day to day the C level has full autonomy as mentioned above, but certain decisions are brought up on the monthly meetings; increase in budget, new hires, terminations, geographical expansion are matters which require UBO involvement.

Ethics is important in our way of doing business, responsible gaming measures and tools to help our users to use our online casinos in a manner suited to their financial solidity.

We try our best to use suppliers who have the global environment as part of their mission statement.

Even though we do not have a stated ESG policy our actions and the vision of our UBO is very aligned with the guarding principles underlying the ESG framework.

9. KPIs and business objectives

As we continue to drive growth and innovation in the online gaming industry, it is crucial to define clear Key Performance Indicators (KPIs) and business objectives. These metrics will help us measure our progress, make informed decisions, and stay aligned with our long-term goals.

Target KPIs:

- **User Acquisition:** Measure the number of new users acquired through marketing efforts, partnerships, and organic growth.
 - **User Engagement:** Track metrics such as daily active users (DAU), monthly active users (MAU), session length, and retention rate to gauge user engagement.
 - **Monetization:** Monitor average revenue per user (ARPU), conversion rate, and lifetime value (LTV) to ensure effective monetization strategies.
 - **Content Performance:** Evaluate the performance of new content releases, including player feedback, engagement metrics, and revenue generated.
 - **Customer Satisfaction:** Use surveys, reviews, and support interactions to measure customer satisfaction and loyalty.
 - **Market Share:** Monitor our market share compared to competitors, focusing on key regions and demographics.
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Business Objectives:

- **Revenue Growth:** Achieve sustained revenue growth through effective monetization strategies and user acquisition.
- **User Retention:** Increase user retention by providing engaging content, regular updates, and excellent customer support.
- **Market Expansion:** Expand into new markets and demographics to increase our user base and revenue streams.
- **Product Innovation:** Continuously innovate our products and services to stay ahead of trends and meet evolving user needs.
- **Brand Building:** Build a strong brand presence through marketing campaigns, partnerships, and community engagement.

Measuring Success:

Success in the online gaming industry will be measured by achieving the following long-term objectives:

- **Financial Sustainability:** Maintain a healthy revenue stream and profitability to ensure long-term viability.
- **Market Leadership:** Establish ourselves as a market leader in the online gaming industry, known for innovation and quality.
- **Customer Satisfaction:** Maintain high levels of customer satisfaction and loyalty, as reflected in user reviews and feedback.
- **Employee Engagement:** Foster a culture of innovation, collaboration, and employee growth to attract and retain top talent.

By focusing on these KPIs and business objectives, we will be able to drive growth, enhance user experience, and position ourselves as a leader in the online gaming industry.

10. Policies and Procedures

All our policies and procedures are written internally, the reason is that we are of the opinion that our way of conducting must be a reflection of our culture and ethics and only by having our highly dedicated staff, who are responsible for enacting the policies and procedures, write them, can we have a set of regulations who truly reflect who we are and how we would like to be perceived by our stakeholders, this being in terms of Compliance procedures, KYC, Fraud measures, risk management, supplier management, staff handbook, payment, bookkeeping etc.

Any policy or procedure is going through a process of review before finalized, the review board is set based on which document is being written, this is to ensure a broad view on what our conducts are in any individual area or operation.