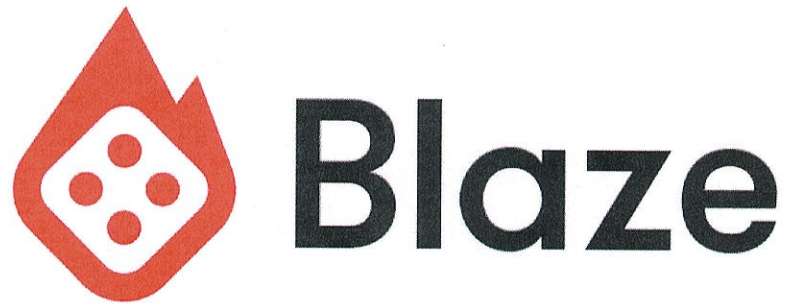




Business Plan

2020

Private & Confidential

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Executive Summary

Blaze's ambition is to be a global leader in casino and sports betting, with player safety, product innovation, pioneering payment solutions and a thriving community as key features of the business.

Blaze will be built by casino and sports fans for casino and sports fans. It will be fully licensed, offering players peace of mind and giving Blaze the opportunity to access markets globally.

As well as a love of casino and sports, the team behind Blaze boasts decades of experience in the gambling sector, across all areas of operations. While adopting technology and methods at the forefront of the industry, Blaze will be built to be highly and rapidly scalable.

Unlike many casino and sports betting platforms, Blaze will comply with the highest levels of regulation, safeguarding players, the future of the business and the interests of the community. This high-level compliance also means Blaze can be the first operator to genuinely reach out to casino and sports fans across the globe.

Unlike many established gambling operators which have attempted to enter the casino and sports space, Blaze has been built by a team possessing a wealth of casino and sports knowledge and enthusiasm.

The Problem

There is rapid growth in the casino and sports sector but it is underserved when it comes to gambling platforms. Some existing platforms are operating without being properly regulated - some outright illegal - while traditional bookmakers who are compliant have not fully embraced casino and sports. Lack of compliance also prevents entry to app stores and payment processors, meaning very limited access to players on mobile and limited ability to offer popular payment options.

What is needed is a platform that offers borderless, frictionless transactions, so that it can serve a worldwide customers base. The world is moving at a fast pace. This is especially true for the internet and in this day and age people who want to gamble on matches don't want to wait until their bank wires clear, which often takes days with high costs for international transfers.

People that are underbanked or don't have a lot of money to spend currently have a hard time finding online platforms where they can bet on casino and sports.

Meanwhile the casino and sports market is currently underserved and much of the market is occupied by unlicensed actors with unsustainable business practices. While legitimate operators have enjoyed success, arguably no one has yet fully capitalized on the opportunities available.

One of the reasons for this is people are often skeptical and cautious of a platform handling their funds, in other words counter-party risk. A platform that would give people fast access to their own funds would solve this issue.



With the casino and sports gambling space lacking serious business practices, there is a huge gap in the market that can be filled by a legitimate operator with a forward-leaning, innovative mindset.

The Solution

Blaze will offer a fully licensed gambling solution on a global scale with a broad range of payment solutions. The variety of payment solutions means access for players in regions where gambling is permitted but banks prove an obstacle.

Compliance with the highest levels of regulation will enable Blaze to penetrate markets across the globe, as well as access to app stores, such as Google Play and Apple.

Blaze has built a team of executives, with a combined 10-plus years' experience managing gambling and/or casino and sports projects. The team represents a broad spectrum of specialization, across management, technology, product, design, licensing, regulatory affairs, operations and marketing.

Part of this picture is scaling. To grow into a big business, marketing and consumer adoption has to be at the center of everything Blaze does.

By creating a great player experience, offering a fully legal and safe place to play, Blaze not only ensures that players want to come back, but that we are able to work with big, compliant, B2B partners (marketing, app stores, game developers etc).

The Blaze team knows that success depends on very significant investments and reinvestments into marketing and consumer adoption, and a great product.



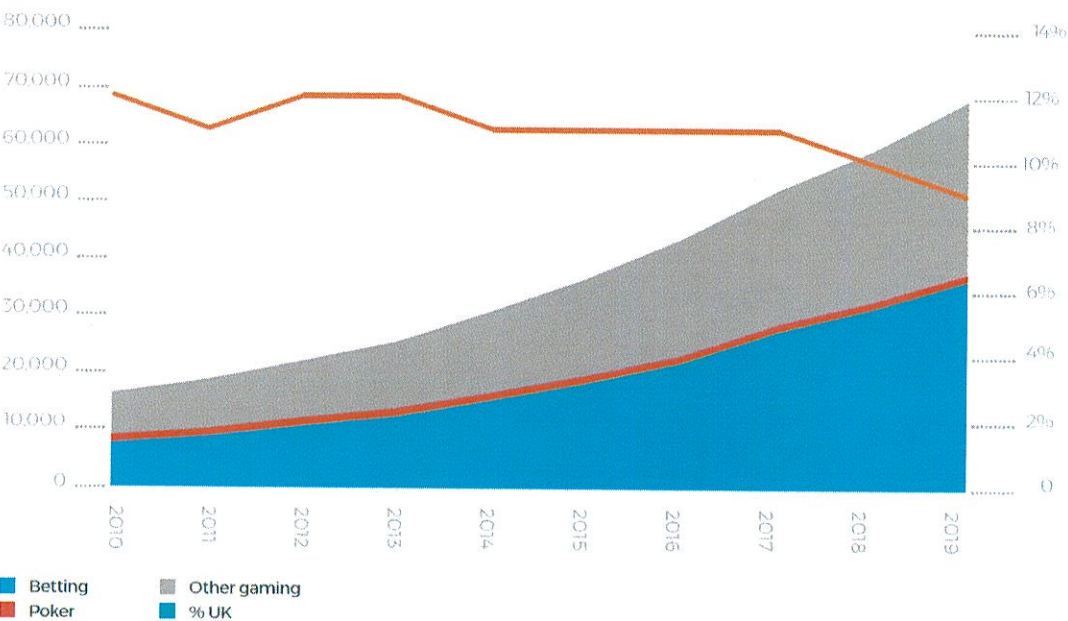
Key Product Features

- Dedicated to making casino and sports fans feel at home
- Proprietary iGaming platform (PAM) focused on automation & compliance
- Custom built Blaze original casino games
- Third-party casino games through SoftSwiss aggregation API
- An engaging environment for fans and players of a wide variety of games
- Regulated for player safety to operate in all key territories globally
- Android and iOS app (PWA)
- Focused on building thriving community
- The highest levels of player protection
- Casino and sportsbook
- Integrating with odds providers to allow for In-play betting (Betradar)
- Casino and sports-themed casino
- Available on desktop, tablet and mobile
- Support for grassroots casino and sports
- Development of casino and sports training academy
- Exclusive content, including videos, interviews and insight
- Business built to be agile and highly scalable quickly
- Operated by a team with vast experience in gambling and casino and sports sectors
- Built by a skilled and experienced team of developers with a strong background in delivering innovative products
- Development of in-house games
- Engaging player experience based on behavioral analytics, including Blaze rewards, achievements, VIP system, and more
- Protecting 100% of player funds
- Allowing players to receive their true winnings
- Identifying and protecting the vulnerable and ensuring children cannot gamble.



Casino and Sports Market

Global remote gambling market (€m)



Go-To Market Strategy

Acquisition

Customer acquisition via casino and sports is an area not well understood by traditional operators, while being underutilized and undervalued by companies already in the space. At this stage, we are keen not to divulge the specifics of our marketing plan. By creating a superior and more engaging product than the competition, we will acquire a significant number of users organically; by word of mouth and friend-to-friend recommendations.

Blaze will use:

- Content marketing
- Social Media
- PPC
- SEO
- Influencers
- Email
- Affiliate
- Social Media
- Display

The brand message will focus primarily on the elements that make us stand out:

- Safe, legitimate
- Fun, playful
- Energetic, exciting
- Social, community-driven

At present, the acquisition cost per user in the space is low as there are no real competitors in the casino and sports market. We believe this is not sustainable as we and emerging competition saturate the

market, but that costs will remain below the costs seen in the gambling space for years to come.

Thus, we forecast:

- \$50 increasing to \$75
- \$75 increasing to \$100
- \$100 increasing to \$115

Content Marketing

Objective: Create, produce, and distribute premium content at scale.

We will create various forms of media (video, infographics, text/posts) and distribute it across our social channels and blog. Blog posts will be focused on a combination of more generic high search volume and high intent long tail keywords. We will also create viral and relevant content using tools like Buzzsumo.

Social Media



Objective: Story tell across multiple social platforms to create an authentic connection with our audience.

Using shared mutual interests with our existing and target social media audiences, we will develop sharable and rewarding experiences about those interests – motivating, cultivating, and emotionally connecting with audiences. Taking a full-funnel strategic approach – from generating meaningful consideration to integrating with customized experiences.

We will constantly analyze cross-platform data to evaluate our and competitor audiences and the content they want to consume, when that content should be served, and at what frequency. This strategy will be tailored to specific objectives, charting the course for a strong social media presence.

Thereafter, we will conduct social listening to test and iterate the approach, benchmark owned media performance and measure earned media sentiment, analyze conversations with key terms, and identify changing topics, trends, or user behavior. This drives efficiency and advances proof of concept.

Social media marketing performs best when it is integrated across channels and focuses on pushing the needle in digital marketing.

Our social strategy will consist of:

Paid Social

- Acquisition ad creative/copy testing
- Landing page testing
- Remarketing pixels
- Geo-site research
- Affinity-based targeting taxonomies for Facebook, Instagram, YouTube, Twitter

Organic Social:

- Content strategy
- Keyword research
- Content social shares
- Network of connectors
- Internal search
- Shares from site
- YouTube and Twitter SERP

SEO & PPC (Search Marketing)

Objective: Strategically bid on paid keywords while gaining organic rankings to create long-term business value.

In today's digital marketing landscape, channels and platforms are only successful when you apply a technical understanding of products and feeds within search. Search engine marketing is a data-driven discipline that has a direct impact on our business. Empirical results, mixed with continual testing and re-testing of program elements is vital for continuous program growth.



Our team lives and breathes search data within the context of iGaming, changes in the marketplace, and evolution around customer demand and industry updates.

With our heritage and backbone in data and technology, combined with expertise in complex paid search marketing strategies, we have successfully grown global brands purely from SEO and PPC. With knowledge all the way back to the days when you could reliably rank sites using blackhat spam link building tactics, to the now more modern content-first approaches to SEO, we would like to say we earned the rights to consider ourselves veterans at SEM.

Our search engine marketing strategy will consist of:

- Keyword research
- Content research
- Whitehat link building
- High quality content creation
- Content syndication
- Data-driven programmatic keyword bidding

Display & Media Buying

Objective: Use data to programmatically buy media across digital platforms to drive measurable business outcomes.

The exponential growth of data-driven marketing has spawned far-reaching innovation. Now, the data landscape is infinitely more varied and complex than anything marketers envisioned a decade ago. While marketers feel the impact of this transformation, many lack the tools and market expertise needed to execute a sound data strategy.

There are more automated media buying platforms today than ever before, and yet very few can provide the desired inventory scale and breadth of data integrations across all channels combined – social, video, mobile, and display.

As marketers continue to embrace platform-based audience buying, the need to leverage multiple platforms becomes an effort in managing efficiency.

When it comes to selecting a buying technology, whether that be a pure play video, mobile or social platform or a full- scale, cross-channel demand-side platform, we have to determine which capabilities will provide the greatest impact to our marketing efforts in balance with the required investment of time and resources.



We rely on these four principles to craft a long-term data-driven programmatic media buying strategy:



Market Agnostic

To find the best data, one must have ready access to the entire market



Performance Driven

A robust framework is needed to test data and pick winners



People Based

Only data tied to individuals or households can support accountable marketing



All Channel

Any data of value should be used across all consumer touchpoints

Influencer

Objective: Coordinate influencer programs to create tastefully-branded assets that pass equity from their passionate audiences to our brand.

We aim to build and executes holistically-informed strategies where influencers produce and share branded assets, passing equity from their passionate, opt-in audiences to our brand. Using paid tools and in-house proprietary software we insure our influencers reach the right audiences. Our influencer choices are justified through a proprietary tech stack. We analyze the audiences of our influencers, ensuring their audiences line up with our target audience as closely as possible.

Our Platform-agnostic approach reaches the right consumer where they are most attentive. We activate across many different platforms (Instagram, YouTube, Twitter, etc.) depending upon who and how we want to communicate with our target.

In addition to working with those with larger followings, we have a workflow for activating influencers with small yet passionate followings in mass. This allows us to manage hundreds of influencers concurrently.

We have an obsession with evaluating the value of influencer context and distribution. The communication from influencers to their audiences is threaded with social context not evident in traditional media campaigns. We are committed to evaluating the value of these premium impressions relative to the rest of the media mix.

Human Resources

We believe that a small, highly motivated, and experienced team can accomplish great things. Blaze is built on a philosophy of quality over quantity. Where iGaming operations of the past have thrown personnel at every obstacle, Blaze employs automation to eliminate company redundancies. Our belief is that human's perform best when they can be creative and are able to leave repetitive tasks to an automated platform.



Technology

Using proven gambling-grade technology, trusted third-party services, and building upon years of industry experience, the Blaze team can focus development efforts within its areas of expertise.

Blaze will work with reputable and renowned services that provide game and transactional engine featuring all major functionality required by regulators, while proven to be flexible, secure and scalable. We will work with the leading provider of casino and sports betting services that also offers casino and sports markets for all major games and events, including in-play betting.

Tech-stack

It is our deliberate policy to make use of widely used, well known software frameworks and tools to enable us to recruit quality staff and reduce training times. These include:

- Debian 9: A mature and stable operating system
- Docker: A resource management tool to enable clustering and rapid scalability
- Node.js runtime environment to ensure our users encounter low response times
- PostgreSQL database server for industry-standard security, reliability and fine-tuned performance
- Socket.io: Real-time engine enabling bi-directional communications between web clients and servers.
- Redis: an open-source in-memory database project implementing a distributed, in-memory key-value store with optional durability.

Other services and applications in use for development purposes include Rollbar to monitor and report on application issues and GitHub, a code repository and software development support tool designed to ensure that fine-grained control is exercised over the versions of our software, and to manage deployments to test and production environments.

We have made use of RAID 1 disk storage technology to allow us to hot-swap hard drives, thereby reducing downtime and increasing system reliability. This is used in association with live database replication by means of real-time incremental data backups.

This is an industry-standard approach which is designed to completely prevent data loss. Should the unlikely event of a system failure occur, our high-frequency scheduled backups policy in conjunction with automated recovery procedures would help us recover services in accordance with generally accepted timescales for high-volume, online operations. To maintain compliance with OGRA a detailed disaster recovery plan is in place.

Regulation

Regulation is a tool used to achieve social, political, environmental and economic outcomes that would otherwise not be achieved within the market. Regulation does heighten barriers to entry and, unfortunately, stifles innovation in many cases. However, it is still necessary to ensure a fair



and honest operation within the market.

In the case of online gambling, regulation is focused on keeping the industry crime-free, to ensure that the services offered by license holders are fair and that players receive their true winnings and to protect the young and vulnerable.

The UK Gambling Commission (UKGC) was one of the first to introduce a local licensing framework and many jurisdictions have followed. More are following also. There are numerous top-tier European regulators that approve licenses to companies that comply with their requirements.

Platforms that are regulated have gone through a stringent process of due diligence on the business model, relationships with third parties and the owners/operators. Being properly licensed offers peace of mind for customers, contributors and connected businesses.

A gambling site without a license may never achieve credibility, or legal market access and the proceeds are likely to be deemed derived from a criminal enterprise. If a site does not have a reputable regulatory seal of approval, they are demonstrating a total lack of respect for solid business practices and customers can expect to be treated accordingly.

The Blaze philosophy determines the business will operate in a regulated framework, which will help mitigate a lot of potential risks. Regulation also ensures the stability and security of investments made in the company.

Licensing

Blaze aims to be one of the most licensed online gaming companies in the world.

We aim to secure licenses or related approvals to operate from jurisdictions and work with governments around the world to promote smart and sensible regulation that protects consumers, encourages responsible gaming, ensures efficient taxation and rewards responsible operators. We believe this creates sustainable gaming markets that will benefit governments, citizens, players and the industry. We strongly believe in a compliance-first approach and will strive to be among the first licensed operators to enter newly regulated markets.

Risk Management

The purpose of risk management is to minimize, avert and/or mitigate risks with potential to harm the business. Over time it has become clear that unlicensed operators carry significant risks not only to its customers, but also to its investors, management and staff.

It is crucial for any business, but particularly an operator in a heavily regulated space, to look at risk in a wide perspective and create strong procedures to quickly identify, evaluate and resolve unforeseen events with grace.

One of the most effective tools of ensuring crises are handled well is having strong core values. To us, doing what is right is more important than short-term greed, leading to decisions such as



aiming to acquire licenses in all top-tier jurisdictions.

Player-Related Risks

There are many player-related risks:

- Site security breach
- Fraud
- Money laundering
- Match Fixing
- Problem gamblers

Any business is exposed to problems such as these. Banks, gambling operations and others holding significant value are especially vulnerable. We will mitigate these risks with practices outlined in the technology section of this paper.

Business-Related Risks

Currency/value volatility/manipulation: When it comes to currency instability either due to changing legal status, manipulation or other reasons, the proper way to handle it is to create a risk-averse currency portfolio. The purpose of company funds is not to speculate in currencies, but to have an operating budget that can handle our product offering.

Badly structured deals: Structuring deals well is an art. Requiring exercises such as formal cost/benefit analysis may be time-consuming and come at a cost, but performing sufficient due diligence ensures better understanding of what exactly we intend to accomplish and forms basis for deals that are in full alignment with company objectives.

Scaling: Scaling is a critical issue for a company intending to grow as quickly as we are. To ensure this will not be an issue we have sourced core infrastructure components that have already been tested at scale. The design is modular from the bottom up, ensuring we can add new products with ease, replace components where required, etc.

External Risks

External change will be handled in large part by our ability to pivot and adapt Blaze's product and market strategy, for example:

- Market share is threatened by competitors (e.g. big operators entering the market, or other operators becoming better/more efficient.)
- The overall market is threatened by bad and/or unlicensed operators, either due to direct scams or threatening the confidence in the overall market.
- Legal ramifications

Blaze's dedication to being properly regulated and a market leader when it comes to licensing will help us mitigate the damage and impact of bad and/or unlicensed operators. To mitigate further risk in a changing legal environment it is important to go beyond the current limits of licensing and industry standards in order to have a working business strategy in place prior to the fact. Thus the company core



values of innovation, integrity, transparency and “doing what’s right” will play directly into our ability to successfully handle external risks.

Risk Management Summary

The Blaze philosophy establishes the context for risk management. It helps guide the company’s iterative process of continuously identifying, analyzing, and evaluating risk in the organization.

It will also help the business handle unforeseen circumstances in a consistent manner, as well as delegating the handling of emergencies lower down in the organization, thereby making decisions as close to the incidents as possible.

By creating a framework based on values coupled with a framework of internal policies and procedures, the organization is equipped to identify, assess and act on potential risks, often before they materialize, while having detailed action lists for scenarios that have been identified.



Financial Projections

Assumptions			
Quarterly Average Revenue Per User (ARPU)	\$200	\$200	\$200
Customer Lifetime Value (LTV)	\$300	\$300	\$300
Customer Acquisition Cost (CAC)	\$50 to \$75	\$75 to \$100	\$100 to \$115
New Real Money Users	100000	300000	500000

Comparisons	Kindred Group	32red (casino)	Betfair
Quarterly ARPU	\$212	\$486	\$256
Customer Acquisition Cost	\$120	\$252	N/A

Market Share	Year 1	Year 2	Year 3
Online Gambling	0.05%	0.2%	0.35%
Casino and sports Gambling	10%	20%	30%

Financials	Year 1	Year 2	Year 3
Gaming Revenue	5,000,000	20,000,000	50,000,000
Salaries + Product Development	1,000,000	4,000,000	10,000,000
Operations	1,000,000	2,000,000	3,000,000
Marketing	1,000,000	5,000,000	15,000,000
License Fees	100,000	1,000,000	3,000,000
Payment & Fraud	500,000	2,000,000	5,000,000
Total Expenses:	(3,600,000)	(14,000,000)	(36,000,000)
Bottom Line:	1,400,000	6,000,000	14,000,000

