



BUSINESS PLAN

2025

PRIVATE & CONFIDENTIAL

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Executive Summary

Our company strives to deliver a safe, friendly, and entertaining online gaming platform to suit the growing demand in the Brazilian market. Taking advantage of the country's shift toward online gaming and the recent legalization of sports betting, we will offer a full platform that includes casino, sports betting. The Blaze crew has decades of gaming industry experience, and they use cutting-edge technologies and procedures in all operational areas. Our primary focus will be on the user, offering the best experience while maintaining the highest standards of regulation, protecting players, the business's future, and the community's interests.

The Problem

The Brazilian online gambling market is undervalued, with few options for players, high levels of bureaucracy, and a lack of transparency. Currently, operators prioritize profits over user experience, leading to dissatisfied customers and a lack of trust. The market requires a platform that provides cross-border transactions without barriers and can serve a worldwide client base. The world is rapidly evolving, especially on the internet, where people who want to bet on sports don't want to wait days for their bank transfers to be completed, often with high fees for international transfers.

The legalization of sports betting presents an opportunity for a new participant to disrupt the market and provide a better experience for Brazilian players.

The Solution

- Blaze will always prioritize its users, thus we'll provide the greatest market solutions to fulfill the highest levels of demand.
- A user-friendly platform with a modern UI, simple navigation, and strong security features.
- A diverse product offering that includes casino games, sports betting.
- Competitive odds and appealing promotions will improve the user experience.
- Transparent and responsible gaming methods.
- Specialized client care.
- A highly qualified and trained workforce with more than a decade of market experience.
- A wide selection of payment options.

Key Product Features

- **Casino:** More than 500 games from leading suppliers, including slots, table games, and live dealer games.
- **Sports Betting:** Pre-match and live betting on popular sports like football, basketball, and tennis.
- **Mobile Optimization:** A fully responsive design ensures a seamless mobile gaming experience.
- **Payment Options:** A variety of payment methods, including bank transfers, credit cards, and e-wallets.
- **Loyalty Program:** A rewards plan that includes cashback, bonuses, and special offers.
- **Odds Integration:** We will integrate betting suppliers (Betradar).
- **Availability:** Available on smartphones, tablets, and computers.
- **Third-Party Games:** Games that have been integrated with the SoftSwiss API.
- **User monies Protection:** User monies are fully protected.
- **Transparency:** Complete transparency.

Casino and Sports Market Analysis

The Brazilian online gambling market is undergoing substantial growth. In the first four months of 2024, Brazilian bettors contributed \$3.7 billion to international betting platforms, reflecting a notable 32.14% increase from the \$2.8 billion recorded during the same period in 2023.

This surge in betting activity has positively impacted the profits of these platforms. In 2023, operators generated \$768 million, and this figure is projected to exceed \$1 billion in 2024, indicating a growth rate of 30.20%. This upward trend underscores the expanding opportunities within the Brazilian online gambling sector.

Go-to-Market Strategy

Acquisition

We will use all of the marketing pillars accessible in the market to connect with Brazil's recent legalization. Our solution prioritizes user experience, allowing us to acquire a large number of users organically through friend recommendations.

Blaze will use:

- Content marketing
- Social Media
- PPC (Pay Per Click)
- Search Engine Optimization (SEO)
- Influencers

- Email
- Affiliates

Social media display

- The campaign tone will be:
- Safe and legitimate.
- Fun and clear.

Responsible and protected.

Our user acquisition strategy begins at a lesser cost and increases as the market requires more expenditure. Therefore, we forecast:

- \$50 increases to \$75.
- \$75 increases to \$100.
- \$100 increases to \$115.

Content Marketing

Objective: Create, produce, and distribute premium content on a large scale.

We will generate a variety of material (video, infographics, text/posts) and disseminate it through our social channels and blog. Blog postings will concentrate on a mix of more general high search volume and high intent long-tail keywords. In addition, we will use technologies like Buzzsumo to create viral and relevant content.

We will have social media specialists who understand every aspect of the Brazilian customer. We're talking about a country with 220 million people and diverse habits and customs across its areas.

Objective: Storytell 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 shareable 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.

Following that, we will employ social listening to evaluate and refine the methodology, benchmark owned media performance and monitor earned media sentiment, analyze discussions with key terms, and spot changing subjects, trends, or user behavior. This increases efficiency and develops the proof of concept.

Social media marketing is most effective when it is integrated across platforms and focused on moving the needle in digital marketing.

Our social strategy will include:

Paid Social

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

Organic Social

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

SEO and PPC (Search Marketing)

Objective: Create long-term business value by strategically bidding on sponsored keywords while earning organic ranks.

In today's digital marketing ecosystem, channels and platforms can only be successful if you have a technical understanding of products and feeds within search. Search engine marketing is a data-driven discipline that directly affects our business. Empirical data, together with ongoing testing and re-testing of program modules, are critical for continuous program development.

Our team lives and breathes search data in relation to iGaming, market developments, and evolution based on consumer demand and industry updates.

With our legacy and backbone in data and technology, paired with competence in complicated paid search marketing techniques, we have effectively grown worldwide companies only through SEO and PPC. With experience ranging from the days when you could consistently rank sites using blackhat spam link building strategies to the more recent content-first approaches to SEO, we believe we have earned the right to call ourselves SEM veterans.

Our search engine marketing plan will include:

- Keyword Research
- Content research
- Whitehat link building.
- High-quality content development.

- 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.

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 execute holistically-informed strategies where influencers produce and share branded assets, passing equity from their passionate, opt-in audiences to our brand. Brazil is in the top 3 countries globally for consuming products and services offered by influencers, making this strategy particularly impactful. Using paid tools and in-house proprietary software, we ensure 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, Twitch, 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 may achieve excellent results. Blaze is based on the principle of quality over quantity. Unlike previous iGaming companies, which threw humans at every hurdle, Blaze uses automation to eliminate business redundancies. We believe that humans function best when they are creative and can delegate tedious chores 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 engines 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.

Other services and applications we 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.

With regulation now in place in Brazil, Blaze will obtain all the necessary licenses and permits to operate in the market. We will implement responsible gambling and age verification.

Blaze's 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.

Risk Management

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

It is crucial for any business, but particularly an operator in a heavily regulated space, to look at risk from a wide perspective and create strong procedures to quickly identify, evaluate, and resolve unforeseen events with grace. Implementing robust risk management policies and procedures is a key part of this process. We monitor and mitigate potential risks, including fraud, money laundering, and problem gambling. Regular security audits and penetration testing are conducted to ensure the integrity and security of our operations.

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, such as:

- Site security breach
- Fraud
- Money laundering
- Match fixing

- Problem gambling

Any business is exposed to problems such as these. Banks, gambling operators, 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. Exercising sufficient due diligence from the start 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 the 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

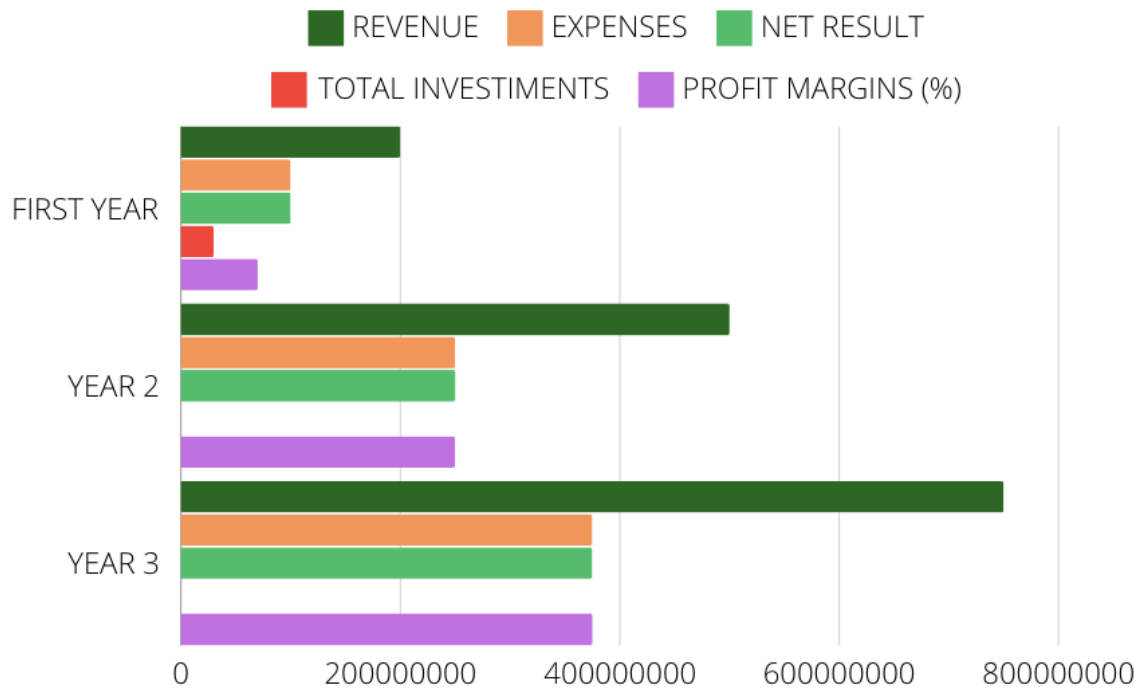
External change will be handled in large part by our ability to pivot and adapt Blaze's product and market strategy. For example:

- 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 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. The company core values of innovation, integrity, transparency, and "doing what's right" will play directly into our ability to successfully handle external risks.

Financial Projections

We are quite confident in Brazil's market performance, the quality of service we will provide, and the project team. Based on the sum of all these components, we have the following projections:



*Financial estimation of the coming three years.

** Currency: € (EURO)

- Revenue: €200 million in year one, increasing to €500 million in year three..
- Gross margin is 25% in year one, increasing to 90% by year three.
- Breakeven point: six months after debut.

Management Team

- **CEO:** Experienced gaming executive with a proven track record in online gaming and sports betting.
- **CMO:** Seasoned marketing professional with expertise in digital marketing and customer acquisition.
- **CTO:** Technical expert with experience in platform development and integration.

Budget Allocation

The majority of our budget is dedicated to marketing. We have a highly extensive approach that includes several distinct pillars to reach as many consumers as possible while maximizing our ROI.

Our primary focus will always be on technology, innovation, and user experience, which is why we will allocate a substantial portion of our budget to these two pillars.

- Marketing: 30%
- Product Development: 25%
- Technology and infrastructure: 20%

- Operations and Management: 15%
- Regulatory and Compliance: 10%.

Conclusion

Blaze is well-positioned to capitalize on Brazil's booming demand for online gambling by providing a superior user experience, competitive odds, and appealing incentives. With a strong management team, a solid platform, and a complete go-to-market strategy, we are confident in gaining a sizable market share and driving growth in the Brazilian online gaming sector.