

BUSINESS PLAN

iGaming License

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INTRODUCTION

iGaming refers to the activity of online betting and gambling platforms, which are digital environments, allowing users to wager real or virtual currencies on games of chance, skill, or

sports outcomes online. This includes a broad spectrum of offerings such as online casinos, live dealers, lotteries, bingo, sports betting, and virtual sports games.

Over the past decades, the iGaming industry has transformed significantly into a multibillion global sector. Some of the factors related to the growth of the iGaming industry are due to widespread internet and mobile access, advanced software development and user experience designs, and emerging technologies. Another factor that had a huge impact was the legalization and regulations in multiple jurisdictions, making this an attractive business to local and international parties.

The business plan is organized into eight sections whereby each section will give an explanation or provide overview on how Oyster Media will accomplish its mission and vision as an iGaming operator. Finally, any forecast or examples can be found under Annex.

1. Executive Summary
2. Company Overview
3. Business Description
4. Market Analysis
5. Operating Plan
6. Marketing & Sales Plan
7. Financial Plan
8. Annex

1. EXECUTIVE SUMMARY

Oyster Media N.V. has been incorporated with the objective to organize, market, promote, manage, support, and operate all types of remote gaming activities such as online casinos, bingos, lotteries, and other interactive games.

Oyster Media's mission is to become a leader in the online betting and gambling industry in Latin America and Canada, providing innovative and reliable platform to both local and international customers.

[To be completed once every other section is done]

2. COMPANY OVERVIEW

Oyster Media N.V. has been incorporated on the 9th of January 2017 and specializes in offering online betting and gambling platform services. With a commitment to offering tailored approach, Oyster Media can deliver high-quality, engaging, and secured gaming environment, including various betting and gambling games, user-friendly interface, and mobile compatibility, to all its customers.

[Currently in the process of negotiations with key suppliers, marketing partners, and payment & service providers. To be updated once negotiations are finalized.]

MISSION STATEMENT

Oyster Media N.V. is dedicated to supplying innovative and reliable platform to both local and international customer, providing a comprehensive online betting and gambling experience.

REGULATORY COMPLIANCE & LICENSING

Oyster Media N.V. is incorporated under the laws of Curaçao, with company number 157373, with its registered address at Groot Kwartierweg 10, Livestrong Building, Curaçao. Oyster Media has applied for a B2C license with the Curaçao Gaming Authority (CGA) under the license number **OGL/2-24/1745/0962**, which is currently in progress, to strictly adhere to the **National Ordinance on Games of Chance** (Landsverordening op de kansspelen, P.B. 2024, no. 157) and maintain compliance with international regulatory requirements.

3. BUSINESS DESCRIPTION

[Currently in the process of negotiations with key suppliers, marketing partners, and payment & service providers. Business Description regarding brand to be updated once negotiations are finalized.]

OPPORTUNITY

The Latin America iGaming market is constantly and rapidly evolving, driven by increased internet penetration, mobile adoption, and favorable regulatory changes. However, there are potential challenges such as complex fragmented regulatory landscape across countries, and high competition from local and grey market operators. As for Canada, particularly Ontario, represents one of the most mature and regulated iGaming markets in North America in terms of market size

and consumer protection. Canadian players demand trustworthy and locally compliant platforms, with a strong emphasis on responsible gaming and user experience. Nevertheless, there are strict regulatory oversight, high expectations of localized offerings, and potential high acquisition cost per player.

Unlike many providers that focus on scale, Oyster Media's platform will be built for performance, flexibility, and market compliance. Based on the scalable architecture, it is easier to adapt to different regulatory frameworks. Also, high uptime and security infrastructure ensures seamless gameplay and payment process, while localized designs for each market allows support of regional language(s), currency, and payment methods. Moreover, AI-driven personalization and built-in responsible gaming tools allows for dynamic content and real time analytics for a tailored experience, based on transparency and compliance. Furthermore, Oyster Media will leverage meticulously segmented audience data to develop precision marketing campaigns, allowing the delivery of targeted messaging and offers per user segment, the use of local influencer partnerships and affiliates to boost credibility, to maximize acquisition ROI and retention across emerging and mature markets, and to ensure higher lifetime value through customized Customer Relationship Management (CRM).

By combining a technologically superior platform with a deeply strategic and localized marketing approach, Oyster Media will position itself as a future market leader in Latin America and Canada. With the focus on adaptability, compliance, and customer centricity, Oyster Media is well-equipped to outperform less agile market players and drive sustainable growth.

MARKET FOCUS

In pursuit of market dominance, Oyster Media have meticulously segmented their target audience based on various demographic factors and devised tailored marketing strategies to effectively engage the targeted customers. The demographic segmentation consists of the following:

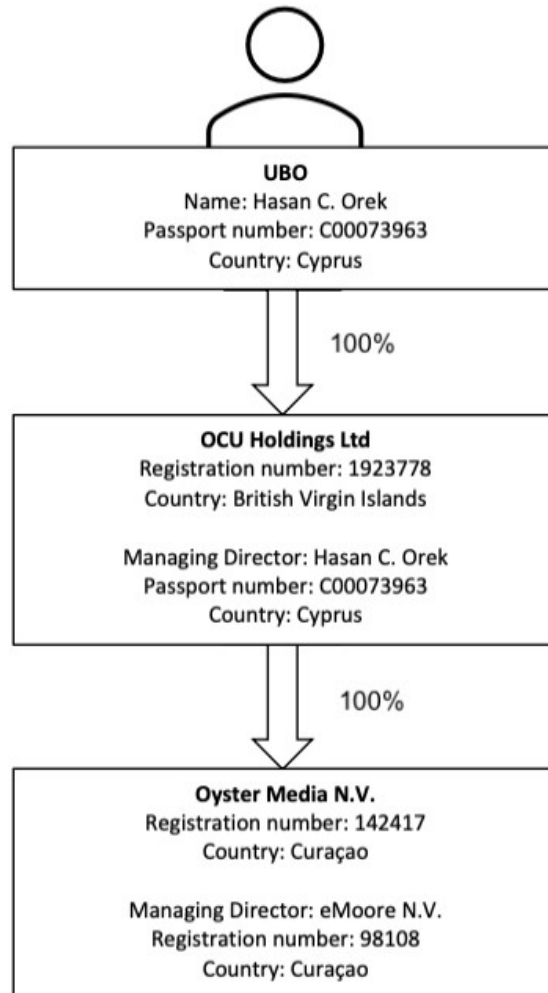
- Age
- Gender
- Occupational Status & Educational Level
- Family Structure
- Income Level

COMPANY MANAGEMENT STRUCTURE

The below structure represents the key management roles and reporting lines. Oyster Media is solely owned by OCU Holdings Ltd, a company incorporated in the British Virgin Islands, who is ultimately fully owned by Hasan C. Orek of Turkish Cypriot nationality. Furthermore, Mr. Orek is

also the Managing Director for OCU Holdings Ltd and acting CEO of Oyster Media N.V., whom is the driving the business. Additionally, eMoore N.V. is the Statutory Director of Oyster Media N.V., and Deborah Mc Kenzie is the Compliance Officer.

[Currently in the process of negotiations with key suppliers, marketing partners, and payment & service providers. Key Personnel section to be updated once negotiations are finalized.]



4. MARKET ANALYSIS

Oyster Media N.V. will be focused on the Latin America (excluding Venezuela and Mexico) and Canadian market.

Canada's iGaming industry is growing rapidly thanks to technological advancements, shifting regulations, improved accessibility, and booming demand from players. It is expected that by the end of 2025, iGaming revenue will generate more than 5 billion Canadian Dollars. Furthermore, the demographic of players in Canada is diverse which aligns with the marketing strategy of Oyster, allowing them to optimize user interaction.

The Latin America's iGaming industry is driven by rapid development of internet infrastructure, broader digital access, and ongoing regulatory reforms. As governments are strengthening and standardizing regulations, the iGaming sector will become more structured and safer, attracting both operators and players, which will help boost industry growth. Furthermore, the iGaming market in Latin America is expected to reach a projected revenue of 16 billion US Dollars by 2030.

In pursuit of market dominance within the competitive iGaming landscape, Oyster Media will conduct an in-depth audience segmentation process grounded in key demographic, geographic, behavioral, and psychographic factors. This data-driven approach enables us to define distinct player personas across markets, ranging from casual bettors to high-value VIPs, from mobile friendly users to traditional desktop users, and from sports enthusiasts to casino enthusiasts.

For each segment, crafted tailored marketing strategies will be used that speaks directly to their preferences, motivations, and engagement patterns. These include region-specific promotions, localized content (language, payment methods, cultural references), personalized CRM campaigns, and performance-based affiliate partnerships. In addition, Oyster Media will integrate AI-driven analytics to continuously refine their segmentation and optimize campaigns for acquisition, retention, and lifetime value.

This strategic precision not only increases marketing ROI but also supports compliance, responsible gaming, and long-term brand equity in diverse regulatory environments such as Canada and Latin America.

SWOT ANALYSIS

Oyster Media's segmentation and tailored marketing strategy is a core competitive differentiator, enabling smarter growth, deeper customer relationships, and more efficient marketing spend. Nevertheless, success depends on maintaining a high level of data quality, technological agility, and cultural sensitivity in execution.

Strengths

- Deep understanding of customer segments increases engagement
- Higher marketing ROI due to precision targeting
- Enables effective personalization and retention strategies

- Strengthens competitive advantage through customer-centric approach

Weaknesses

- Complex segmentation models can be resource intensive to manage
- Flawed data can lead to missed opportunities or waste
- Requires ongoing data cleansing and cross-channel integration
- May struggle to scale if not fully automated or optimized by AI

Opportunities

- Leverage artificial intelligence to further refine segmentation and predict player behavior
- Improve cross sell and upsell using segment specific journeys
- Partner with influencers and/or affiliates who appeal to targeted personas

Threats

- Competitors may adopt similar personalization strategies
- Privacy laws can limit data collection and profiling
- Economic shifts or cultural missteps can alienate specific segments
- Over targeting may lead to perception of manipulation or fatigue

5. OPERATING PLAN

RISK EVALUATION AND MANAGEMENT

Oyster Media N.V. have a dedicated external compliance officer named Deborah Mc Kenzie, who ensures that all the policies and procedures are followed as required by the regulators.

PAYMENT

[Currently in the process of negotiations with key suppliers, marketing partners, and payment & service providers. Payment section to be updated once negotiations are finalized.]

TECHNOLOGY

[Currently in the process of negotiations with key suppliers, marketing partners, and payment & service providers. Technology section to be updated once negotiations are finalized.]

KEY CUSTOMERS

Oyster Media N.V. does not have any customers that contributes to more than 10% of the company's revenue. As a result, there is no specific key customer, but are dependent on the huge volume of customers from the Latin America and Canadian market.

KEY EMPLOYEES AND ORGANIZATION

The ultimate beneficial owner of the company is Hasan C. Örek whom is the acting CEO and is responsible for the daily operations. Oyster Media and eMoore N.V. has entered a mutual agreement whereby eMoore will serve as the managing director of Oyster Media.

TARGET KPIS AND BUSINESS OBJECTIVES

[Currently in the process of negotiations with key suppliers, marketing partners, and payment & service providers. Target KPIS & Objectives section to be updated once negotiations are finalized.]

FACILITIES

Oyster Media N.V. is registered and have a local office in Curaçao, whereby the staff is supplied by the EM Group.

POLICIES AND PROCEDURES

B2C Anti-Money Laundering Policy:

[Oyster Media NV - B2C AML Policy - May 2025.pdf](#)

Responsible Gaming Policy:

[Oyster Media NV - Responsible GamingPolicy.pdf](#)

Player Complaints Policy:

[Oyster Media NV - Player Complaint Handling Procedures_Final.pdf](#)

6. MARKETING & SALES PLAN

KEY MESSAGE

To elevate iGaming services across Latin America and Canada, Oyster Media is committed to providing an innovative and reliable platform that prioritizes localized innovation, culturally relevant player experiences, and regulatory compliance to deliver a secure, immersive, and responsible gaming tailored to each market's unique expectations.

MARKETING ACTIVITIES

In pursuit of market dominance, Oyster Media have meticulously segmented the target audience based on various demographic factors and devised tailored marketing strategies to effectively engage them. For a better overview of the demographic segmentation and marketing approaches, please see below.

- Age
 - Targeting young adults (18-24 years) through social media campaigns and influential marketing strategies focusing on entertainment and excitement.
 - Captivating middle-aged adults (25-40 years) interested in sports and e-sports with personalized promotions and VIP programs.
- Gender
 - Tailoring marketing efforts towards male users interested in sports betting and competitive gaming, while emphasizing social interaction and community engagement for female users in games such as slots and bingo.
- Occupational Status
 - Offering premium services, higher betting limits, and specialized customer supports for highly educated professionals.
- Educational Level
 - Providing college students and recent graduates with affordable betting options and educational resources.
- Family Structure
 - Targeting singles with social gaming experiences and promotions based on events, while focusing on security and responsible gaming for family heads.
- Income Level
 - Offering promotions and bonuses tailored to the middle-income group, and personalized services and elevated betting limits for high-income individuals.

SALES STRATEGY

Oyster Media's offerings encompass a diverse array of betting and gambling games, all presented through a user-friendly interface with seamless mobile compatibility. We employ a multi-faceted approach, combining tailored marketing campaigns, influencer collaborations, and event-based promotions to effectively reach our target demographics.

7. FINANCIAL PLAN

Oyster Media have meticulously mapped out their financial trajectory, encompassing initial capital and investment requirements, revenue forecasts, expense projections, and comprehensive cash flow and profitability analyses.

Projected Income Statement (EUR)

EUR	Year 1	Year 2	Year 3
Revenue	150,000	320,000	550,000
Cost of Goods Sold	(45,000)	(96,000)	(165,000)
Gross Profit	105,000	224,000	385,000
Operating Expenses			
Salaries & Wages	(90,000)	(110,000)	(140,000)
Marketing	(25,000)	(30,000)	(45,000)
Rent & Utilities	(18,000)	(20,000)	(24,000)
Professional Fees	(20,000)	(18,000)	(20,000)
Other Expenses	(32,000)	(18,000)	(25,000)
Total Opex	(185,000)	(196,000)	(254,000)
Net Profit (Loss)	(80,000)	28,000	131,000

Updated Narrative

The company anticipates an initial net loss of approximately €80,000 in Year 1, reflecting upfront investments in personnel, marketing, and operational infrastructure. This investment phase is critical to establishing a strong market presence and building a scalable foundation. The business is expected to transition to profitability in Year 2, with continued growth and margin improvement in Year 3 as revenues increase and operating efficiencies are realized.

