

CONFIDENTIAL

A3 Sports Solutions B.V.

BUSINESS PLAN

March 2023

1. EXECUTIVE SUMMARY

1.1. Company Background & Outlook

A3 has the potential to be a major online gaming company with one of the best domain names in the business, focused on improving the experience of online betting and wagering for recreational customers in the primary demographic bracket aged between 21-40, who, on average, spend €500 a year on their betting activity.

A3 will primarily be marketed at the Brazilian market but it has the potential to the Latam market and to go global, subject to gaining all necessary licensing in any territory in which it seeks to accept bets. It will drive mobile focused technology and innovation to the forefront of its strategy, giving customers' tangible and truly personalised rewards and incentives.

A3 will be fair, honest and transparent with customers – firmly upholding, and indeed superseding, regulatory guidelines, standards and customer expectations in a modern gambling environment – setting a high benchmark standard for competitors to aim towards.

1.2. Online Gambling Market

The worldwide online gambling industry continues to grow, with estimates that the market will reach \$112 billion by 2025, around €100 billion, a growth of 12%.

Major casinos and sportsbooks in recent years have not focused enough on the mobile experience for customers, instead relying on historic brand reputation. Many have aligned their marketing efforts and strategy primarily towards driving customer acquisition as opposed to focusing on loyalty and retention. In addition, promotions and the overall experience have been generic for all customers, missing opportunities to engage directly with the player/customer on a truly personalized level.

Targeting growth markets with a mobile-focused product, offering rewards, and building loyalty will allow us to grow and subsequently retain market share, providing a seamless and engaging customer experience whilst increasing average value per customer and driving down the cost per acquisition.

A3 will continually analyse key competitors and commit to working with partners and suppliers to deliver an industry leading product, putting the user experience at the forefront of its strategy.

Moreover, A3 will monitor industry trends and keep open of regulation in markets across the world and position itself to be scalable into jurisdictions when new regulatory frameworks are introduced.

1.3. 2022 Launch – Our Brand

We plan to launch the following brand in 2023:

- Betx77

- Marjobet.com

A3 will primarily be focused on the Brazilian market, with a secondary focus on LATAM territories. The domain name is strong and will utilize the leverage that the 'Bet' connotation provides, being famous worldwide and synonymous with gambling. With strong marketing and the strength of the A3 domain name, it will allow us to bring in traffic from the outset, generating revenues immediately – being a highly cash generative brand ripe for industry acquisition or potential IPO.

We will continue to evaluate the opportunities and be proactive with plans and will consider launching additional brands with products if the demand is there or if there is a gap in the market to do so.

1.4. Business Aims

A3 has a range of short-term and long-term aims. Short-term, it plans to launch two brands in 2023.

A3 hopes to acquire more than 20,000 customers by the end of 2023 and turnover reaching over € 50,000 per month by the end of 2023.

1.5. Financial Summary – Funding

A3 is privately funded and should receive a substantial cash injection in 2023. We will search for investors from gambling backgrounds with previous experience as operators or suppliers.

A3 brands will have significant marketing budgets. The company will spend money on the brand in the first. We expect turnover of A3 to reach more than € 600,000 in the first year of trading post launch.

Ultimately it is our aim to be sufficiently big as to be listed. As such as well as being profitable the management are very clear that the company will always adhere to the very strictest ethical and legal standards.

2. OPPORTUNITY

2.1. What Do Customers Need?

The young demographic, aged 21-40, are a key audience for a gambling operator. They are the mobile generation with disposable income to spend on gambling.

The customer should have control and feel as if the product is catered for them. The user experience is critical, from seamless loading times of pages and games to a structured and simple to use site across verticals – whether it is on mobile, tablet, desktop or via an app.

The products should be catered towards the individual and not the collective. The customers need to have control of how they are betting and interacting with the

brand. They should have control of when they interact and, most importantly, with how much they do. Gambling should be a responsible, social, and fun pursuit.

Each customer will have varying needs, so whilst the brand and experience need to be simple and easy to navigate, it also needs to cater for the wide-ranging demands of the modern gambler. The offering needs to have a breadth of games, a huge sportsbook of events from across the world alongside functionality ranging to cash out facilities to bespoke incentives and promotions which are tailored and truly personalised towards the individual.

2.2. Target Markets

We aim to target players in Latam, mostly Brazil, once it is the world's most dynamic market, through the A3 brands.

But we have big ambitions, and we also intend to gain significant market share with brands in Worldwide, using brands in addition to betnacional.com – subject to gaining any necessary licensing.

2.3. Our Solution – Product & Services

In preparation for the launch, we have spent months researching and analysing competitors looking at features which work well and others that do not work so well. Every stage of the user journey has been analysed, including registration, ease of deposit and withdrawal, transparent information regarding profit and loss and games returns, speed of the site to functionality across different devices.

A3 has defined a roadmap of functionality and areas of importance which will define and make the user experience, in what is hoped, a truly industry leading one.

We will work closely to build bespoke products, with granular personalisation and bespoke loyalty mechanics – including levels, leader boards, incentives and aspirational targets that are behavioural driven.

3. Operations

3.1. Licences

A3 will not accept any bets or traffic from any territories where gambling is illegal.

3.2. Technology & Software

We are already employing personnel in technical roles directly and will also outsource technical expertise from the outset.

We will take obligations from a fraud, risk, and AML perspective extremely seriously and will put in place all safeguards against illegal activity. We will work with third party providers, platform suppliers and the relevant regulatory bodies to ensure that all the obligations which are expected of an online gambling business are met and exceeded.

We intend to invest heavily in technology, for both user experience and for security purposes.

Also we will integrate into the relevant agreements with reputable providers: Sportradar, Microgaming, Pragmatic.

3.3. Payments

We will enter into the relevant agreements with reputable payment processors including Paybrokers, Pagfast, Astropay and Directa24.

We will integrate with platform suppliers who have the necessary and legitimate payment processing offerings in territories where payment methods and preferences are different to those predominately offered and used in Europe.

4. Marketing

4.1. Acquisition Strategy

We will use a variety of verticals to acquire new customers for the brand, whilst avoiding any underhand techniques and bad practices. We have conducted significant research into its prospective target markets and acknowledge that the acquisition strategy might need to have differences owing to certain regulations.

We will work collaboratively with carefully selected marketing agencies to define and thereafter deliver a market leading PPC and SEO strategy, using solely white hat techniques for the latter.

Where applicable, we will seek to form partnerships with clients in other industries with the aim of leveraging and activating those sponsorships in mutually beneficial partnerships, in turn supporting the local economies.

Also, where applicable, we will have a robust and measurable advertising strategy via different channels such as TV and radio.

We will also look to form partnerships with trustworthy and professional affiliate networks who can deliver new, relevant, and interested custom to us. The affiliate will then be rewarded for their efforts in the form of a revenue share, based on the activity of the customers / players that the affiliate sends through to us.

We will work with partners and agencies using the most current and advanced technology stacks to create a seamless, transparent, and exceptional product for

customers. We will ensure that the customers' stay on the sites will be enjoyable, safe, and responsible.

4.2. Retention Strategy, Loyalty & Personalisation

A crucial part of business for us will be the retention strategy. What will set us apart from rivals is the on-going dedication and review of the retention offering. A3 will reward customers in new and innovative ways and bring ideas and technology from other industries to the digital gaming sphere.

The offering will be a truly personalised one for the customer, no generic promotions that are sent out in masse without due consideration for the individual customers' needs or past exhibited behaviours.

We will develop sophisticated retention strategies across brands, with complex and intuitive bonus and reward systems, but crucially keeping it simple and usable for the customer in question.

We will be the point of call for the recreational punter, the go-to operator, who is fair, transparent, safe, and enjoyable. We will prove that loyalty should be a two-way street.

We will utilise the very best in data warehouses and analytics to drive the retention strategy and enhance the experience for the customer. Data will be at the forefront of our strategy.

We will work with technology providers, creative agencies and platform providers to build innovative, new and sophisticated loyalty mechanisms and offer the best in class loyalty offering in the digital gambling space.

Personalisation will be a fundamental aspect of the retention strategy and we plan to fill the gap left here by incumbents who fail to recognise the potential of personalisation and interacting with a customer on an individual level. In support of this we will incorporate non-invasive aspects of localisation, providing the customer has explicitly identified their preferences to us.

5. Company

5.1. Overview

We are in the process of registering the company Curacao and will then apply for a Curacao gaming license.

We plan to become a world-renowned industry leading operator and has ambitions to become a Tier 1 online betting and casino operator by 2025.

5.2. Personnel – Growth & Team Structure

We already recruited for positions such as department heads for customer service, technology, regulation, compliance, data analytics, marketing, and design. We will be recruiting quickly for further positions in customer service, marketing, data, technology and finance and plan to have a team of around 20 by the end of 2023.

We will be recruiting a Chief Finance Officer and Chief Technology Officer to complete the Executive Team by the end of 2023.

By 2025, we expect to have more than 150 staff, with the vast majority based at the company's office in Brazil.

We will review accordingly and look to have subsidiary and satellite offices in other jurisdictions as the needs and requirements of the business change.