

BUSINESS PLAN

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1. Overview of Business

The core business of BlackRock NV trading as “Vaidebob” will consist of providing games and sports betting products via an aggregator platform licensed from Global Software Solutions NV (“GSS”) which is a platform supplier duly incorporated, registered and licensed in Curacao, to the main target market of Brazil.

This business was previously managed from Global Software Solutions, however the intellectual property, the brand, the URL, as well as the business as a going concern shall be separated out from GSS which trades as Sportingtech and operates as a B2B platform supplier.

This is being done as has always been anticipated after an initial pilot phase has expired, in order to ensure ease of accounting and benchmarking of progress, management of P & L, and also to avoid any real or perceived conflict of interest with Sportingtech’s client base, which is also focusing on the target market of Brazil.

It is anticipated that the business shall apply for a local license in Brazil once these become available, and that business generated through this entity shall be wound down in favour of operating a fully regulated B2C business for the Brazil market.

The company does not expect that it will focus on any other markets, and that it shall offer all products and services that it is permitted under applicable laws in Brazil at the present moment, through any transitional regime, and then in accordance with the final laws once these have been properly finalised and enacted.

2. Company’s vision

Company’s mission is to provide an exciting brand to the Brazilian market and enhance the local product offerings, whilst leveraging the existing supplier relationships which the Sportingtech group enjoys with its own sports and games suppliers.

BlackRock will formally be onboarded as a customer of GSS and be offered terms and conditions as a customer of GSS which can offer the full suite of platform services required including Back Office for reporting purposes, management of the front end, as well as the use of games including live casino games, esports, sports products and sports betting capabilities.

3. Corporate Structure

The company, being BlackRock N.V. will be 100% owned by Mr Ahmet Altunar, holding Cypriot Passport Number 564416142 .

4. Funding

The business as a going concern shall be assigned over from GSS once the licence to operate has been issued, on terms and conditions and at a valuation which is agreed between parties at the relevant time (noting also that Mr Ahmet Altunar is already an owner of 10% of the overall business of GSS). Furthermore, preparations are underway for BlackRock to be assigned certain agreements from GSS to BlackRock to BlackRock is able to take on those costs relating to the ongoing business of Vaidebob.

The brand as a business is already profitable, and payments for software and gaming and betting products are normally based on Gross Gaming Revenues which are derived from activity generated by the players. Furthermore, any payables to GSS for the assignment of the business shall also be payable from these profits and/or from the shareholder as the parties may at the relevant time determine.

Marketing spend is the main expense of the company and this and other expenses will be paid from profits generated and if needed, supported further as the case may be from the shareholder.

5. Company's Business Structure

Listed below are the key positions we wish to start with:

- CEO shall be Alex Karaoulis from Perform CS.
- COO shall be Bulent Gulyiyen from Perform CS.
- Head of HR and Office shall be Gary Morris from Perform CS.

A compliance department with an AML Officer and a corresponding MLRO is expected to be hired on or around the date on which a licence is granted and delegations for other functions such as Responsible Gaming shall be employed at the relevant time.

Roles and Responsibilities

CEO:

- will be in charge of overseeing all other executives and staff within the organization;
- will be tasked with the board of directors to determine if the Company is by its goals and policies;
- will be charged with encouraging business investment;
- will promote economic development within communities;
- will be in charge of directing the Company's financial goals, objectives and budgets;
- will implement the organization's guidelines on a day-to-day basis;
- will preside over quality control;

- will be in charge of hiring, training, and terminating employees;
- will be in charge of developing and implementing strategies and setting the overall direction of a certain area of the Company;
- will provide visionary and strategic leadership for the Company;
- will collaborate with the board of directors to develop the policies and direction of the Company;
- will make sure that the members of the board of directors have the information necessary to perform their fiduciary duties and other governance responsibilities;
- will provide adequate and timely information to the board of directors to enable it to effectively execute its oversight role;
- will direct staff, including organizational structure, professional development, motivation, performance evaluation, discipline, compensation, personnel policies and procedures.

Marketing and Brand Manager:

- will be in charge of meeting the sales targets of the Company through effective planning and budgeting;
- will be in charge of deciding strategies and techniques necessary for achieving the sales targets. He will be the one who will decide the future course of action for his team members;
- will be in charge of mapping potential customers and generating leads for the Company as well as generating new opportunities;
- will be in charge of brand promotion;
- will be tasked with motivating team members;
- will be in charge of maintaining and improving relationships with the clients;
- will be in charge of keeping the necessary data and records for future reference.

6. Business Strategy

The company's mission is to offer customers a great customer experience when betting or gaming, and to act in a responsible manner in offering its betting and gaming services .

The strategic goal of the Company is to become a market leader in the Brazilian iGaming market, to be fully compliant with applicable laws, to generate profit and to be responsible towards its customers. Furthermore, it aims to build an engaging and exciting brand and customer experience, especially in terms of marketing and customer engagement with the brand.

7. Target Markets

The company is currently focusing on Brazil.

8. SWOT Analysis

<u>Strengths:</u> - Strong brand presence in Brazil. - A team formed of Brazilians. - Executives with 15+ years in the iGaming industry.	<u>Weaknesses:</u> - Data sync issues. - 2 payment methods. - No crypto processing.
<u>Opportunities:</u> - Esports market and new RNG options.	<u>Threats:</u> - Fierce competition in Brazil. - Regulation uncertainty.

9. Marketing

Vaidebob will position itself with a strong online presence using channels such as Social Media Marketing (Organic and Paid), Programmatic, SEO and PPC, Affiliate Marketing, Casino Streamers, CRM, Content Marketing, OOH Advertising and a tailored Promotional Strategy for the Brazilian Market.

Affiliate Marketing is used as a means of acquiring new customers and increase the traffic to our website. Main platform here is Smartico and also key tool here is Google Tag Manager which enables us to check the whole user journey of our players, thus ending up in promoting products, features and offers that are popular to them.

Additionally, social media marketing strategy is implemented using popular Tiktok, Twitter, Facebook and Instagram accounts to improve our brand awareness, retention and bring new players to our website.

Furthermore, part of our acquisition strategy includes SEO and PPC, Casino Streamers and Programmatic. Casino Streamers: they have a community on discord and telegram channels where they advertise the offers of the sites that they work with and they share a list of the sites that they trust. They do live streams on Twitch and YouTube where they promote Vaidebob as they play.

SEO Strategy: we will creating new sites to target the most searched keywords on Google to divert more traffic to Vaidebob, we will also do Link Building for Vaidebob

to improve our Google rankings. We will also do Content Creation for Vaidebob to increase the visibility of the search queries in Google.

Channels of our Brand Awareness strategy are the following: Influencers and OOH Advertising.

The channel mix of our Retention and Engagement strategy includes Email Marketing, SMS Marketing, WhatsApp Marketing, Social Media Marketing and Content Marketing to create strong bonds with existing customers. Main tools like Smartico are used to ensure a solid CRM Strategy and retain and engage our existing players. Social media competitions and content creation is also part of our organic social media strategy.

Strong acquisition and retention Sportsbook, Casino and Cross-Selling Promotions are part of our strategy as well. VIP Promotional Strategy is also in place to incentivise our top staking accounts to increase their average spend with Vaidebob brand.

Particular emphasis is given on the mobile product as more than 80% of our players come from mobile. We will launch our IOS and Android Apps in the second quarter.

We will also advertise in the following channels.

1) Livescore apps (365Scores & BeSoccer).

365Scores, the leading Livescore app in Brazil with over 3 million monthly active users, along with BeSoccer, another highly relevant app, offer an excellent opportunity to connect with a highly targeted audience in Brazil. These apps provide two advertising options: Display Media (banners) and Odds Integration (a unique placement that showcases match odds from bookmakers).

2) Influencers campaigns.

The influencer network in Brazil boasts an impressive following of over 20 million across various social media platforms, with a primary focus on Instagram. These profiles cover a wide range of interests, including sports, betting, and gaming. Bot - Crash games (Aviator and others): We found an agency that has developed a robot that sends 'signals' in a Telegram group about the Aviator game. Basically, they created a Telegram channel from scratch and promote it through paid campaigns on social media. Members access the channel and receive daily signals. This Bot is exclusive, requiring users to register and make a deposit on your website.

3) Connected TV.

In Brazil, there is a vast audience accessing Smart TVs, offering an excellent opportunity for targeted segmentation in the sports and gaming sectors. Our reach extends across various free channels available on popular apps such as Pluto,

Samsung TV Plus, Dailymotion, Rakuten TV, Roku TV, and more. By utilizing these platforms, we can ensure our brand reaches the right audience effectively.

- 4) Fans Portals and Websites for Sports/Footbal -Somos Fanáticos, BolaVip & Antenados no Futebol, Coluna do Flá and Meu Timão.

We will run campaigns on high-traffic websites with approximately 20 million unique users per month in the sports niche. These campaigns include odds widgets, display ads, content promotion, and social media advertising.

- 5) DOOH

This channel encompasses trains, metro stations, airports, urban furniture across several cities, digital newsstands, commercial and residential buildings, malls etc, all featuring digital formats. This ensures maximum visibility and engagement for our brand across various high-traffic locations.

- 6) Metropoles Portal

Metropoles.com is one of the most popular news websites in the country, with 60 million users and 274 million pageviews per month. We have secured an excellent agency discount package, which includes a mix of impressions through banner display, an evergreen subeditorial article, great exposure on their home and internals, and also posts on their social media feeds (reaching 2 million on Facebook and 4.5 million followers on TikTok). This would be great for coverage/awareness.

- 7) Brand Ambassador.

In our list to discuss with Entourage to sign Gilberto Silva which will help a lot our brand awareness.

10. Financial Plan

Source of Capital

The expected monthly budget is 150,000 Euros per month (salaries, marketing, software).

Financial Estimations

The estimated GGR for the 1st/2nd/3rd year is as follows:

- 1st year (2024) - 350,000 EUR GGR per month until December 2024.
- 2nd year (2025) - 700,000 EUR GGR per month until December 2025.
- 3rd year (2026) - 1,500,000 EUR GGR per month until December 2026.

GGR is a pure gross profit derived from wagering activities from new and existing customers.

Payment Options

We currently offer the main deposit methods for Brazil: Pix via pay4fun and paybrokers, as well as bank transfers via paybrokers. Astropay will be integrated soon as well and Payment IQ integration is in the pipeline as well.
