EXTRAMUS FRANCHISE MODEL BUSINESS PLAN

PILOT LAUNCH & EXPANSION STRATEGY

Abstract

[Draw your reader in with an engaging abstract. It is typically a short summary of the document.
When you're ready to add your content, just click here and start typing.]

Anti

[Email address]

ABSTRACT

This business plan outlines the launch of the Extramus Franchise Model, designed to scale Erasmus+ internship and cultural immersion programs across underserved towns in Italy, such as Padova and Cosenza.

Drawing inspiration from successful global franchise models, Extramus will deliver a replicable framework powered by digital tools, local leadership, and standardized training. The plan includes a pilot phase, strategic benchmarks, financial projections, and a roadmap for national expansion.

Our goal is to decentralize access to high-quality Erasmus+ experiences while fostering community engagement and youth development.

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

CONTENTS

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

EXECUTIVE SUMMARY

MARKET ANALYSIS

This business plan proposes the launch of a franchise model that will allow Extramus to scale its training programs and intercultural experiences across underserved towns in Italy.

Inspired by proven international models such as Aflatoun International, Habitat for Humanity, Toastmasters International, and Franchise for Good, Extramus will deliver a similar strategy for cultural training, internship placement, and local event coordination.

According to the **Erasmus+ Annual Report 2023** and INDIRE, the program supported over 1.3 million participants across all sectors, namely education, youth, and sport. Now, while Italy hosted more than 50,000 Erasmus+ participants alone last year, only a fraction, estimated at 25,000, received internship placements with cultural and housing support. However, university demand is rising for turnkey models that combine cultural immersion, housing, and language support. Therefore, this is the precise gap Extramus wants to address. The company's objectives over three years are:

- Operate 1 franchise location
- Host at least 20-30 interns per location
- Achieve break-even by Year 3 for the first location
- Deliver 85%+ satisfaction rate

The initial pilot phase will launch in one carefully selected location, which will be chosen for its combination of university/Erasmus+ activity, available housing that can be leased or managed locally, and proximity to companies seeking international interns. Padova and Cosenza were identified as prime candidates, offering both immediate impact and long-term growth potential. The pilot will test operational feasibility, refine pricing, and validate market demand using a low-risk approach.

Extramus and franchise locations will be generate reliable revenue through three primary streams: per-intern licensing fees (€100 per intern), accommodation margins (€200/month per intern, varying based on housing ownership or leasing), and pickup service fees (€20 per intern). Franchisees will manage

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

housing, logistics, and local partnerships, while HQ will oversee brand management, training, and the intern-company matching platform. The pilot's success criteria will include placing 20–30 interns, achieving an 80% housing occupancy rate, and securing at least three recurring partners.

Extramus will gain a competitive advantage as a first mover, therefore appealing to universities seeking diverse placement options beyond major cities. If successful, the mode can be expanded to other identified towns, including Bari or Perugia.

MISSION & VISION STATEMENT

The Extramus Franchise model will offer a unique blend of "learning by doing" and "community living," providing Erasmus+ interns or university students not only practical experience but also deep cultural immersion in Italy's lesser-known towns, such as, Perugia, Padova, Trento, Bari or Cosenza.

Our mission therefore, is to decentralize access to quality Erasmus+ internships, support local development while giving interns meaningful, community-rooted experiences. This way, we address a growing concern among universities and students, which is the lack of high quality, locally grounded internship providers in non-metropolitan areas.

Now, if we combine structured training, cultural engagement, and peer-led learning, Extramus would empower young people to grow professionally while contributing to the revitalization and economy of smaller towns across Italy.

SUCCESS FACTORS & COMPETITIVE ADVANTAGE

Extramus will be able to offer the following advantage over their competition:

- Target of lesser-known and underserved towns in Italy.
- First mover with Erasmus+ delivery in most small towns in Italy.
- High-quality delivery by local operators.
- Creation of performance dashboards, gamified feedback, and self-onboarding tools for consistency between franchisees.
- A digital platform and a standardized onboarding process.

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

COMPANY SUMMARY

Who is Extramus?

Extramus is an Italian non-profit organization founded in 2019 in Terranova da Sibari, Calabria which Specializes in international mobility and connects higher education students with Erasmus+ internship experiences across Europe. The organization is committed to fostering global citizenship through hands-on training, cultural exchange, and personal development. Since its inception, Extramus has:

- Hosted over 500 students
- Partnered with 50+ universities and colleges across Europe
- More than 30,000 internship hours completed
- Diverse internship departments including Digital Marketing, IT, Law, Urban Design, Project Management, and HR
- Google for Non-Profits approved, affirming its credibility and digital outreach.

BENCHMARK ANALYSIS of RELEVANT FRANCHISES

We benchmarked similar organizations to Extramus to create a franchise model that would address the gap observed in underserved towns in Italy. Inspired by proven international models such as Aflatoun International, Habitat for Humanity, Toastmasters International, and Franchise for Good. Exhibit 1 shows the list of organizations we would focus on.

We will adopt and adapt the relevant strategies and avoid those that do not fit our model. For example, with Aflatoun International, we will adopt the creation of a standardized kit, which will be adapted to fit each local standard. Also taking inspiration from Habitat for Humanity, Extramus will adopt the presence of a standard manual for the franchisees to use as a handbook, which will offer them a framework of proven launching and management methods.

ORGANIZATION	DESCRIPTION	ADOPT	AVOID	ADAPT

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

Aflatoun international	Global network delivering social/financial education via partners	Standardized kits with local flexibility Peer educator model	Over-complex global governance	Starter kit logic tailored to erasmus+ immersion
Habitat for humanity	Decentralized affiliate model for housing with brand & toolkits	Clear manuals Strong brand identity	Rigid approval structures	Light-touch oversight + local autonomy- semi autonomous
Greenstar social franchise	Health franchise with standardized services across clinics	Protocol-based service delivery Partner toolkits	Clinical branding is not suited for youth	Audit methods adapted for student-friendly model
Toastmasters international	Peer-led leadership clubs with curriculum & community	Club-style hubs Recognition model	Non-standard quality across local clubs	Performance kpis to ensure consistency
Franchise for good	Consultancy helping nonprofits scale via franchise principles	Licensing model Impact roadmap	Overdependence on external consultants	Build an hq trainer team for long-term capacity
Aiesec	international exchanges and leadership experiences, primarily through short-term volunteer and internship programs.	Aiesec's model of empowering local chapters under a unified brand	decentralized model sometimes suffers from disorganization and lack of continuity. Avoid this by ensuring franchisees have clear accountability and support system	Focuses on 6–8 week experiences. Extramus can adapt this by offering longer, more immersive internships tailored to local needs.

EXHIBIT 1

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

BUSINESS MODEL CANVAS

This Canvas shows a sample strategy of how Extramus and its possible Franchisees will offer services and earn revenue.

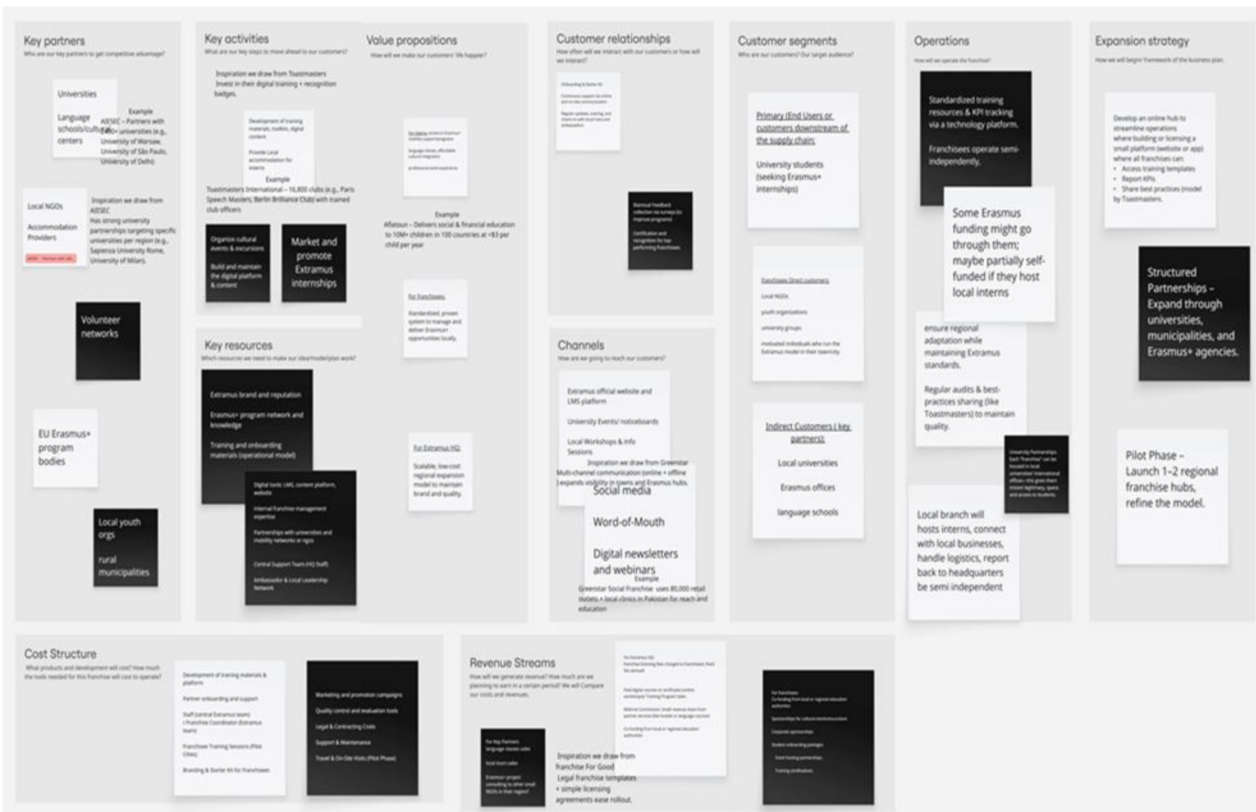


EXHIBIT 2

ANNEX 1: CUSTOMER SEGMENTS & VALUE PROPOSITION

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

Our customers are the most important segment in our model. They are our key stakeholders, who, when defined, we learn of their motivations and challenges, and therefore, we can offer them the best value propositions that meet their interests.

Therefore, we identified two customers: direct and indirect customers. Our direct customers, namely Franchisees, are those who will pay to use the Extramus brand, who could be local NGOS, municipalities, university groups, youth organizations or any motivated individual who is interested in running the model in their town.

For example, in Exhibit 3 with one of our customer profile, we meet Giulia, a university staff member deeply embedded in the Erasmus+ network. With a leadership degree in education and five years of experience, he is confident and resourceful but constantly stretched for time. However, he dreams of expanding international opportunities for youth in his region, yet struggles with limited funding and finding reliable partners. Here, Giulia represents the kind of change maker we aim to support: someone with passion and purpose, who just needs a trusted system to make things happen.

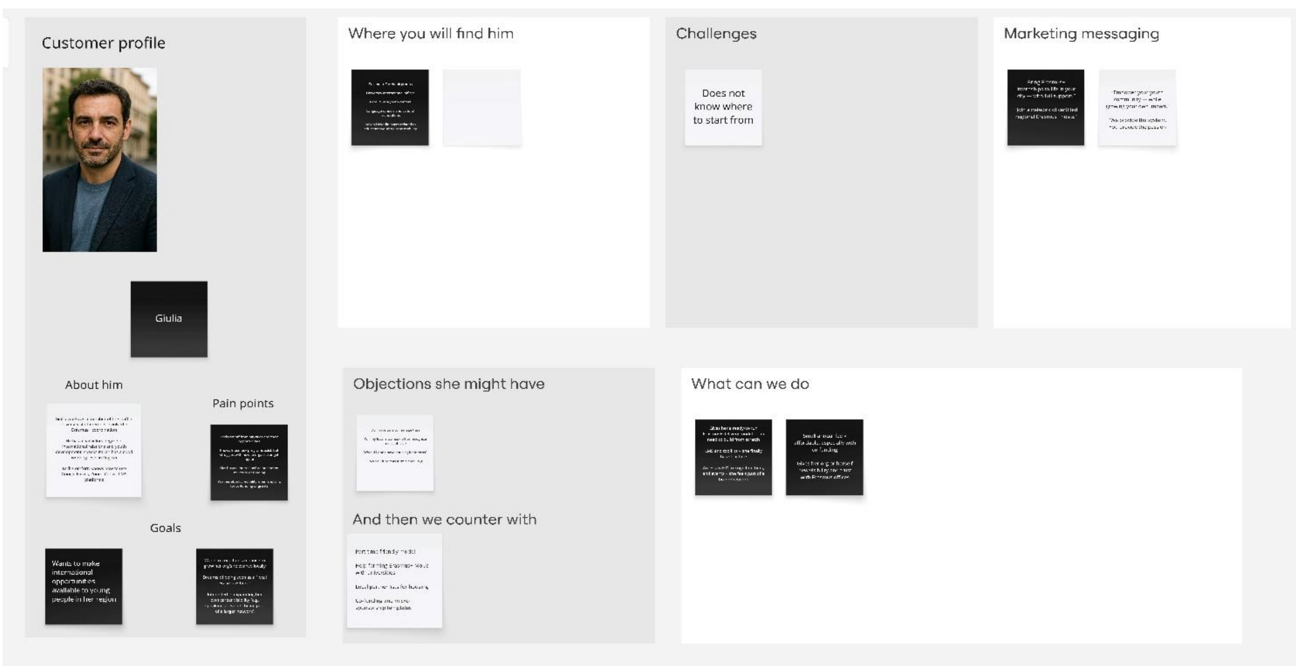


EXHIBIT 3

Again, take Luca, who runs a small youth-focused NGO in southern Italy. Passionate about empowering local teens through education and mobility, he is constantly seeking new opportunities but lacks the

 NB: Extramus, HQ, Company are used interchangeably.   NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

infrastructure and funding to host Erasmus+ interns. Despite being active in local events and online communities, Luca often feels disconnected from larger networks.

His colleague, Elena, works in a small municipality where youth engagement is low and international exposure is rare. She is not an Erasmus+ expert, but she sees the potential in bringing internships and training programs to her town. Her challenge? She does not know where to start. Therefore, with the Extramus franchise model, Luca or Elena can become a regional Erasmus+ host with minimal effort. They will gain access to templates, partner lists, and have a support system that will help them transform their respective towns into a hub of opportunity.

With our indirect customers, such as university students seeking Erasmus+ internships, though not direct, we mentioned because they are key beneficiaries of our model; therefore, their interests are important for our strategy to succeed.

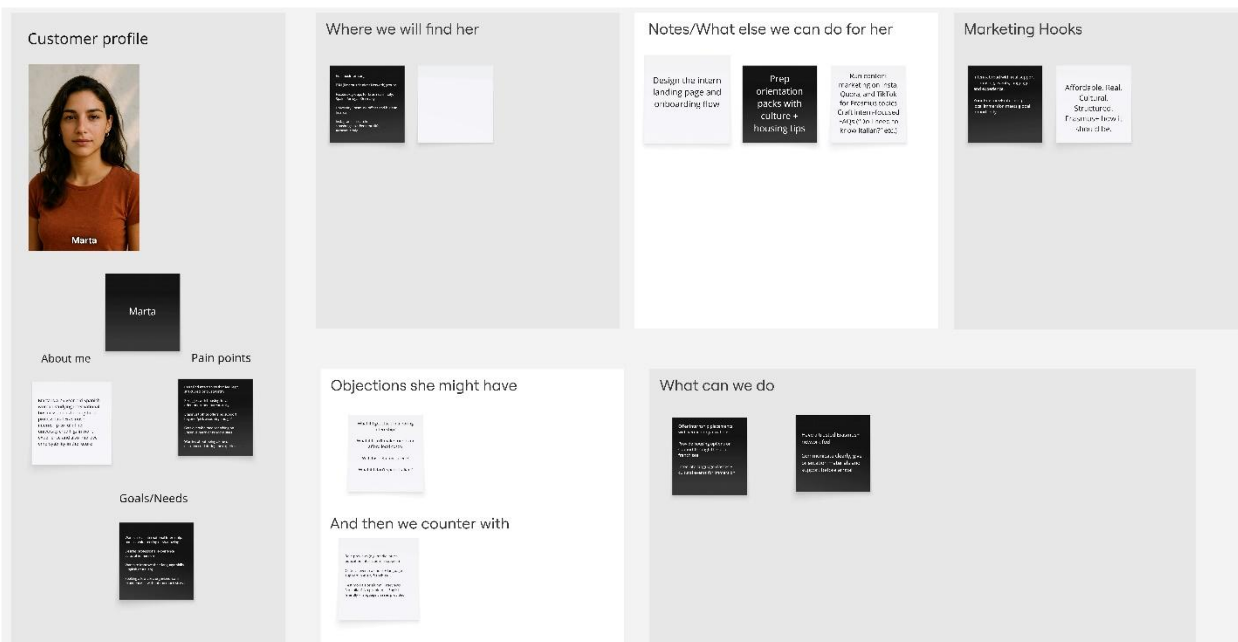


EXHIBIT 4

ANNEX 2: KEY RESOURCES

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

Identifying our resources is the first step in our franchise model expansion strategy. Without the full scope of our key resources, we would not be able to support the successful launch of Extramus franchise hubs during the pilot phase. Therefore, we selected these resources to ensure operational readiness, brand consistency, and quality delivery of services to franchisees.

Here, the company will adopt a phased resource deployment strategy. For example, during the pilot, we will provide franchisees with a starter kit that includes training materials, access to the LMS platform, and branding assets. As the network grows, additional resources such as CRM tools and ambassador networks will be activated.

RESOURCE	DESCRIPTION	NEEDED FOR PILOT?	ACTIVATION PHASE
Extramus Digital Platform	LMS, website, franchise portal, resource libraries	Yes	Pilot Phase
Training Materials & Manuals	Franchisee handbook, onboarding guides, cultural event templates	Yes	Pilot Phase
Brand Identity Toolkit	Logos, visual guidelines, tone of voice, event banners	Yes	Pilot Phase
University & NGO Partnerships	Erasmus offices, language schools, volunteer networks	Yes	Pilot Phase
Central Support Team (HQ Staff)	Franchise coordinator, trainer, marketing support	Yes	Pilot Phase
Ambassador & Local Leadership Network	Trained Erasmus alumni promoting and leading local events	No	Post-Pilot
CRM System & Reporting Tools	Automated newsletters, franchisee performance dashboard	No	Post-Pilot
Advanced LMS Features	Certification modules, gamification, analytics	No	Post-Pilot
Legal & Compliance Framework	Franchise agreements, GDPR compliance, audit protocols	Yes	Pilot Phase
Marketing Collateral	Flyers, posters, social media templates	Yes	Pilot Phase

EXHIBIT 5

ANNEX 3: KEY ACTIVITIES

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

The company will maintain a dual-activity structure with the core activities that both HQ and franchisees will carry out to support intern onboarding, maintain quality standards, and build strong local engagement.

For example, HQ will focus on the training, platform management, and branding, while franchisees will handle local outreach, intern support, partner outreach and event coordination. Exhibit 6 shows the key activities required to operate and grow the franchise model.

ACTIVITY OWNER	KEY ACTIVITY	PURPOSE	NOTES
Extramus	Training & Toolkit Development	Ensure franchisee readiness	Includes LMS modules, playbooks, and onboarding kits
Extramus	Platform & CRM Management	Centralized intern tracking	Supports reporting, analytics, and communication
Extramus	Brand Oversight & Quality Control	Maintain consistency across hubs	Includes audits, feedback loops, and updates
Franchisee	Local Outreach & Recruitment	Attract Erasmus+ interns and partner organizations	Via university fairs, social media, and peer ambassadors
Franchisee	Intern Onboarding & Support	Deliver local experience and services	Includes housing, pickup, orientation, and cultural events
Franchisee	Event Coordination & Sponsorship Activation	Build community and generate revenue	Co-hosted with local partners and sponsors

EXHIBIT 6

ANNEX 4: CHANNELS

We identified the channels that will support Extramus and its franchise's outreach, recruitment, and engagement to their respective customers and partners. Now, these channels were selected based on their relevance to the franchise model and their effectiveness in similar social franchise models.

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

Here, we will adopt a multi-channel approach that includes both digital and physical touchpoints. For example, franchisees will leverage university career fairs and Erasmus+ networks to attract interns, use social media, and peer ambassadors to build local visibility. While, Extramus will create a central portal for franchises to handle intern registration, cultural offers, their training and reporting.

In Exhibit 7, we have outlined the channels we will prioritize, along with their purpose, who handles it, the audience and sample cost.

CHANNEL TYPE	**DESCRIPTION**	**ACTIVITY OWNER**	**TARGET AUDIENCE**	**FUNNEL STAGE**	**SAMPLE COST**
Extramus website & lms	Central portal for intern registration, cultural offers, franchisee training & reporting	Hq franchisees	interns Franchisees	Conversion & delivery	€300/year (hosting & updates)
University fairs & erasmus+ events	Physical presence at erasmus orientation sessions, career fairs, and student mobility expos	Hq franchisees	Interns Erasmus offices	Awareness & lead generation	€200–€500/ Event
Local workshops & info sessions	Franchisees host erasmus info events in universities, youth centres, and cafés	Franchisees	Interns & local partners	Engagement & sign-up	€100–€250/ Session
Social media campaigns	Localised content on instagram, linkedin, facebook, erasmus groups, whatsapp	Hq Franchisees	Interns operators	Awareness & engagement	€50–€150/month

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

Peer ambassadors	Trained erasmus alumni promote extramus via word-of-mouth and campus outreach	Alumni interns	Interns	Referral & trust	Incentives: €20–€50 /referral
Email campaigns & newsletters	Regular updates to erasmus offices, past participants, and partner schools	Hq Franchisees	Erasmus offices & partners	Retention & re-engagement	€0–€50/month (crm tools)
Troubleshooting	Ticketing system or whatsapp hotline for urgent disruptions	Franchisees	Hq support team	As needed	Whatsapp, Ticketing form

EXHIBIT 7

FUNNEL OF OUTREACH FOR BOTH FRANCHISEES AND EXTRAMUS

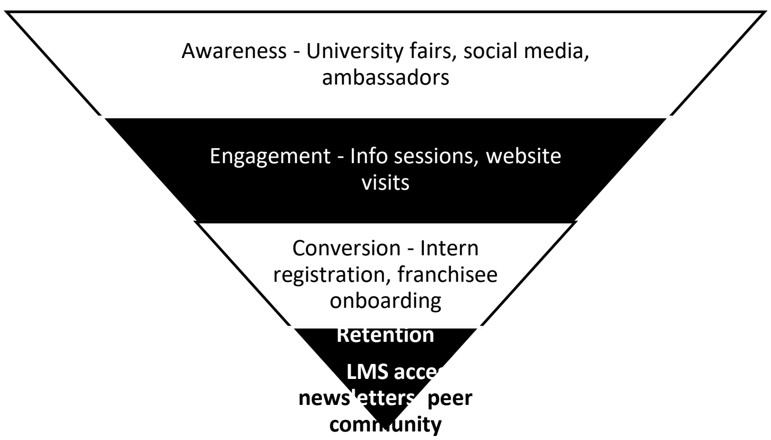


EXHIBIT 8

ANNEX 5: CUSTOMER RELATIONSHIP

Extramus will have a long-term engagement with both interns and its franchises; this way, we can implement a customer relationship strategy focused on trust and responsiveness. Our goal here is to

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

create a supportive experience that extends beyond onboarding, which means turning users into advocates and partners.

Therefore, we will adopt a hybrid approach that combines digital tools with human touchpoints. For example, franchisees will receive ongoing support through WhatsApp groups, in turn they will engage with interns through the Extramus LMS website and cultural events.

In Exhibit 9, we have outlined the relationship-building methods Extramus HQ and its franchisees will use to maintain satisfaction and loyalty across their network.

RELATIONSHIP TYPE	DESCRIPTION	ACTIVITY OWNER	CADENCE	TOOLS USED	KPI
Onboarding & Starter Kit	Digital + physical welcome kit with manuals, branding guide, LMS access, and onboarding call	HQ	Once per franchisee (at launch)	LMS, Google Drive, Zoom	100% onboarding kit delivery within 7 days
Real-Time Support	WhatsApp/Slack group for Q&A, peer sharing, and urgent issues	HQ	Ongoing (daily monitoring)	WhatsApp, Slack	Avg. response time <48 hrs
Quarterly Training Webinars	Online workshops on Erasmus+ trends, cultural activity ideas, and operations best practices	HQ	Quarterly	Zoom, LMS	≥80% franchisee attendance
Biannual Feedback & Survey	Online survey + optional video call to gather feedback and improvement ideas	HQ	Twice per year	Google Forms, Typeform, Zoom	≥70% response rate
Performance Recognition	Digital certificates, "Franchisee of the Quarter" badges, newsletter features	HQ Marketing Lead	Quarterly	Canva, Newsletter CRM	≥1 franchisee spotlight per quarter

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

EXHIBIT 9

ANNEX 6: KEY PARTNERS

We will adopt a collaborative partnership strategy, with our partners whose involvement will enhance Extramus's credibility, expand reach, and provide operational support to ensure the long-term success of the franchise model. For example, the company will work with Erasmus+ universities for intern recruitment, local municipalities for venue access, and youth organizations for community engagement.

In Exhibit 10, we categorized our possible partners according to priorities, their roles, and the value they will bring to the franchise model.

PARTNERS	SAMPLE ORGANIZATIONS	ROLE	PRIORITY	SAMPLE STATUS
Universities	Sapienza University University of Bologna University of Milan	Provide Erasmus+ students with legitimacy, event spaces, and promotion support.	Core	Sapienza – meeting scheduled (June) Bologna – email sent (May)
Language Schools	Scuola Leonardo da Vinci Dilit International House Linguaviva	Deliver language training, host cultural workshops, and co-branding	Core	Dilit – partnership proposal drafted Linguaviva – contact pending
Volunteer Networks	AIESEC Local Chapters Caritas Italia Local youth centres	Organise student volunteering, support cultural integration	Optional	AIESEC Rome – informal contact via alumni Caritas – outreach planned
Accommodation Providers	Spotahome Uniplaces Ostello Bello hostels Local Erasmus-friendly dorms	Offer affordable housing, potential referral commissions	Core	Spotahome – affiliate program active Ostello Bello – call scheduled

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

Local Sponsors	Cafés, coworking spaces, bookstores	Fund or co-host cultural events, provide visibility	Optional	Cosenza coworking – sponsor interest confirmed

EXHIBIT 10

RISK & MITIGATION

In Exhibit 11, we see to this franchise strategy is grounded in a core strength: its ability to offer a scalable and high-quality Erasmus+ internship system that can be delivered by local operators with minimal central oversight. This decentralized model allows the company to expand into underserved towns without owning physical space or hiring new staff. The strength is powered by a combination of low-cost delivery, playbooks, and an existing track record as a trusted Erasmus+ host. Its potential lies in its scalability meaning, the ability to maintain quality while multiplying its reach.

However, this same strength gives rise to an inside threat: the autonomy of franchisees could result in inconsistent execution and quality. If one local operator underperforms, whether by mishandling interns or failing to maintain standards, the brand as a whole could suffer reputational damage. The strength (local ownership and low-cost replication) becomes a weakness if HQ lacks a system to monitor, train, and correct franchisees in real-time. This threat opens a strategic opportunity: to develop a lightweight, scalable performance dashboard and self-audit tools that will allow HQ to maintain oversight without micromanagement. Adding a tiered reward structure or gamified feedback system could incentivize quality without central enforcement.

At the same time, the core weakness in this model is the limited capacity of Extramus HQ to support a growing franchise network. The current team is small, with limited funding and no formal training infrastructure. This restricts growth and increases the risk of burnout or management failure. Yet this weakness is also, what drives the need for scalable innovation. It forces the creation of tools like self-onboarding kits, training videos, template contracts, and support channels and tools that could eventually become revenue-generating assets. This constraint, in exchange, becomes a long-term strength if leveraged correctly.

The core opportunity is rooted in the unmet demand across smaller Italian cities and towns. Many municipalities, NGOs, and schools are eager to receive Erasmus+ interns but lack a trusted, structured plan to do so. Big cities are saturated; small towns are invisible. By positioning franchisees in these underserved areas, Extramus fills a real gap, offering cultural immersion for interns, affordable housing, and meaningful work experiences. These towns also have less bureaucracy and are more open to

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

experimentation. That openness, combined with the company's existing Erasmus+ credibility, positions the franchise to become the go-to local delivery engine in Italy.

The external risks, such as competition from larger international internship providers like AIESEC, potential policy changes within Erasmus+ or HQ's limited national visibility remain outside our control. But, they can be mitigated by focusing on reputation, quality, and network effects. The more consistent the intern experience across towns, the harder it becomes for competitors to replicate the model.

Altogether, the company's strength is its ability to replicate. Its threat is inconsistency. Its weakness is capacity. But, its opportunity is to be the first player in small-towns with Erasmus+ delivery. So, the next step is not to grow fast, but to grow smart with systems set in place.

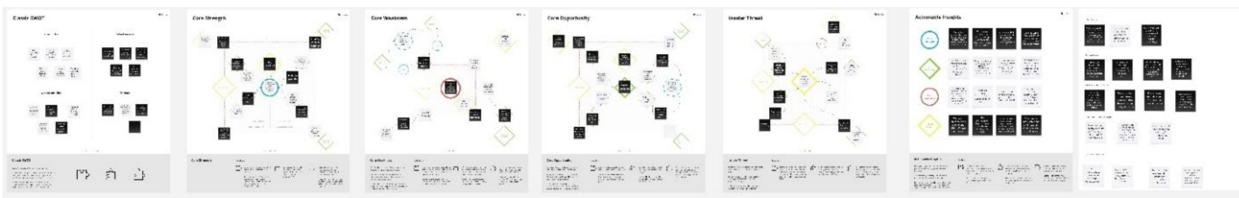


EXHIBIT 11

ANNEX 7: COST STRUCTURE

We developed a cost structure that will support the launch of one pilot hub while also remaining lean and scalable. The goal is to test the model in real conditions without over-investing, while also ensuring franchisees have the tools and support needed to succeed.

Therefore, we will adopt a modular approach. For example, the pilot location will receive a starter kit, full training, and coordination support from HQ. Extramus will allocate **€**3,000 for the pilot phase, covering one-time CAPEX costs (equipment, training, and marketing) and modest OPEX costs (platform maintenance).

With the pilot hub hosting 25–30 interns during the trial period and paying HQ €100 per intern in licensing fees, HQ can expect €2,500–€3,000 in direct revenue, while the franchisee earns from housing, pickup services, and optional extras. This will create a strong early proof of concept without placing heavy upfront fees on the franchisee.

Year 1 will be about investing in setup and building awareness, think of it as our prototype phase. By Year 3, operations will be streamlined, partnerships will be in place, and setup costs will drop

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

significantly, making break-even realistic for both HQ and the franchisee. Once validated, the franchisee will take over their own costs, funded by intern-related income, while HQ continues earning through licensing fees creating a sustainable, scalable model.

HQ COST STRUCTURE (PILOT PHASE)

COST ITEM	DESCRIPTION	SAMPLE COST (€)	TYPE
Training & Onboarding Materials	Manuals, video guides, templates	1,000 (one-time)	CAPEX
Digital Platform (Portal/LMS)	Hosting, updates, basic SaaS tools	600/yr	OPEX
Marketing for Franchisees	Digital campaigns, outreach	600 (pilot only)	CAPEX
Legal & Contracting Costs	Franchise agreements, legal review	500	CAPEX
Branding & Starter Kit	Logos, templates, banners, brochures	300/franchisee	CAPEX

EXHIBIT 12

TOTAL COSTS

Category	Amount (€)
CAPEX (one-time setup)	2,400
OPEX (annual recurring)	600
Total Pilot Cost (Year 1)	**3,000**

EXHIBIT 13

FRANCHISEE COST STRUCTURE (PILOT PHASE)

COST ITEM	DESCRIPTION	SAMPLE COST (€)	TYPE
Housing Lease	Rent to landlords (€1000–€150/ mnth)	12,000/yr	OPEX
Utilities & Maintenance	Electricity, internet, cleaning	5,400/yr	OPEX
Transport & Pickup	Fuel/taxi cost for airport/train pickup(€125–250 total)	1,200/yr	OPEX
Local Marketing & Partnerships	Flyers, student groups, events	400/yr	OPEX

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

Events (optional)	Cultural immersion trips, excursions	0-300	OPEX

CALCULATION	RESULT (€)
12,000 + 5,400 + 1,200 + 400	**19,000 / yr**

EXHIBIT 14

ANNEX 8: REVENUE STREAMS

In Exhibit 15, we developed a diversified revenue strategy that balances affordability for interns with sustainability for franchises and Extramus. However, not every source of revenue is reliable, because interns are usually funded through EU mobility grants, they do not pay directly for internship placement services.

Revenue stream	Description	Who earns it	Sample annual value (per hub)	Reliability
Franchise Licensing Fee	One-time per intern fee paid to HQ for brand use, platform access, and training	HQ	100/per intern	Reliable
Accommodation Margin	Interns pay for housing arranged by franchisee	Franchisee	€6,000–€20,000	Reliable
Pickup / Onboarding Fee	Fee charged to interns for pickup or onboarding services	Franchisee	€500–€1,500	Reliable
Event Sponsorships	Local businesses sponsor cultural events	Franchisee	€500–€1,200	Optional
Partner Referral Commissions	Language schools or housing platforms pay for referrals	Franchisee (optional HQ share)	€300–€600	Optional

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

Training Program Sales	Certified courses via LMS	HQ (+ franchisee % if promoted)	€200–€800	Optional

EXHIBIT 15

So instead, Extramus will generate reliable revenue through franchise licensing fees while franchisees will generate reliable revenue through housing for interns. For example, housing fees are typically €200 per intern per month. If the franchisee owns the apartment, the full amount is profit. If they lease from a property owner, they still earn a margin, usually between €50 and €100 monthly, depending on the rental cost. Additionally, franchisees can offer a pickup service from the airport or train station for a one-time fee of €20 per intern. This will be a pure service charge that can be fulfilled using a personal car, local taxi, or Uber, making it a straightforward way to earn extra income with minimal overhead.

Franchisees will then pay a one-time licensing fee per intern hosted, set at €100, regardless of the duration of stay. This will ensure they keep more of their housing profit while HQ earns predictable revenue linked directly to performance. For example, a pilot franchisee hosting 25 interns in for 4 months would contribute €2,500 to HQ.

This system will keep the barrier to entry low, ensuring franchisees only pay when they are actually generating revenue, and align with Erasmus+ mobility patterns, where most interns are funded through grants and do not directly pay for placements. Reliable revenue projections will therefore be based only on these core income streams: housing, pickup service, and licensing fees, while other revenue options (training courses, sponsorships, intern connection to organizations, referral commissions) will remain optional and less predictable.

SCENARIO 1 – OWNED HOUSING

In an owned housing scenario, the franchisee will retain the full accommodation income, generating €20,000 over four months, plus, €500 in pickup service fees, before paying a €100 per-intern licensing fee to HQ. This will result in €18,000 net revenue for them and €2,500 stable income for HQ.

Item	Calculation	Result (€)
Accommodation Revenue	25 interns × €200 × 4 months	20,000
Pickup Fees	25 × €20	500
Franchisee Revenue (before HQ payout)	20,000 + 500	**20,500**
Licensing Fee to HQ	25 × €100	-2,500

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

Franchisee Net (after HQ payout)	20,500 – 2,500	**18,000**
HQ Revenue	25 × €100	**2,500**

EXHIBIT 16

SCENARIO 2 – LOW-RENT LEASE

Next, in a low-rent lease scenario, rental costs of €100/month per intern will reduce the accommodation margin to €10,000, which will lower franchisee net revenue to €8,000, while HQ revenue will remain unchanged at €2,500.

Item	**Calculation**	**Result (€)**
Accommodation Revenue	25 interns × €200 × 4 months	20,000
Landlord Rent	25 interns × €100 × 4 months	-10,000
Net Accommodation Margin	20,000 – 10,000	**10,000**
Pickup Fees	25 × €20	500
Franchisee Revenue(before HQ payout)	10,000 + 500	**10,500**
Licensing Fee to HQ	25 × €100	-2,500
Franchisee Net (after HQ payout)	10,500 – 2,500	**8,000**
HQ Revenue	25 × €100	**2,500**

EXHIBIT 17

SCENARIO 3 – HIGH-RENT LEASE

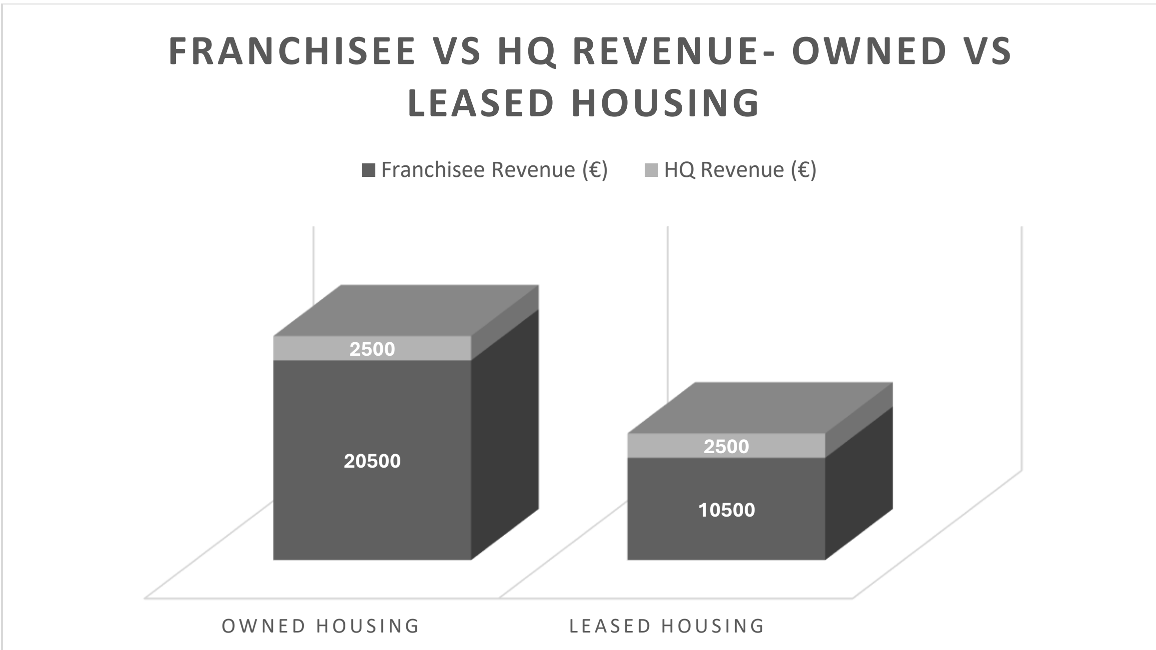
And in a high-rent lease scenario interns will pay a higher intern rent (€250/month) and higher landlord rent (€150/month), which will result in the same €10,000 accommodation margin as the low-rent lease but with the possibility of testing market willingness to pay. Therefore, Franchisee net revenue will stay €8,000 and HQ €2,500.

Item	**Calculation**	**Value (€)**
Rent Charged to Interns	€250 × 25 × 4	25,000
Landlord Rent	€150 × 25 × 4	15,000
Net Accommodation Margin	25,000 – 15,000	10,000
Pickup Fees	25 × €20	500
Licensing Fee to HQ	25 × €100	-2,500
Franchisee Revenue before HQ Payout	10,000 + 500	**10,500**

 NB: Extramus, HQ, Company are used interchangeably.   NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

Franchisee Net (after HQ payout)	10,500 – 2,500	**8,000**
HQ Revenue		**2,500**

EXHIBIT 18



Scenario	Franchisee Revenue (€)	HQ Revenue (€)
Owned Housing	20500	2500
Leased Housing	10500	2500

EXHIBIT 19

PILOT LOCATIONS

Our pilot phase will focus on launching the franchise model in a single underserved Italian town to test operational feasibility, validate market demand, and refine pricing. This approach will reduce financial risk while providing real-world data to guide the company's future expansion. Therefore, we will choose the location based on three key factors: the presence of a university or Erasmus+ activity, availability of

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

housing that can be leased or managed locally, and proximity to companies seeking international interns (local franchisees can connect interns as a service).

Extramus will adopt a low-barrier financial model to attract strong franchisee candidates and quickly test the model. Hence, there will be no upfront flat licensing fee, which will keep the entry barrier low and make it easier to recruit franchisees. Instead, they will pay a one-time, per-intern licensing fee, only when they actually host an intern. This will prevent resentment over paying for “nothing”-in quieter months and will align their actual costs directly with their revenue. With this one-time licensing fee (not monthly), franchisees will retain more housing profit while still seeing clear value in HQ’s brand, platform, and training support. This way, we create a win–win: HQ will secure predictable revenue with each placement, while franchisees will maximize profit potential from accommodation and local services.

Therefore, HQ will focus on brand management, operational training, and providing the digital platform to match interns with local partner companies, while franchisees will manage housing, local logistics, and relationships with companies

Reliable revenue will be generated through licensing fees paid to HQ (€100 per intern), accommodation fees (€200/month per intern, retained by the franchisee) and pickup/onboarding service fees (€20 per intern).

The first four months Franchisees will aim to place 20–30 interns, achieve an 80% housing occupancy rate, and secure at least three recurring company partners. Success will be measured by the franchisee’s ability to break even within 3 years, HQ maintaining a 20% net margin on licensing fees, and satisfaction scores above 85% from both interns and partner companies. Once the pilot concludes, HQ will review pilot performance to determine whether the model should scale to additional towns, with adjustments made to improve housing profitability and streamline operational costs. Therefore:

- **Year 1:** Focus on pilot + proof of concept (low revenue, higher setup costs).
- **Year 2:** Early expansion, but still not full franchise adoption.
- **Year 3**: Reach full operational efficiency, break-even achieved.

Now, one of the possible pilot locations identified is Padova. It is a medium-sized city, which is connected to Venice, the northern hubs and home to the University of Padua. This university is one of Italy’s top Erasmus+ institutions, with over 60,000 international student population and has a strong academic infrastructure with moderate competition from existing operators. This makes it ideal for

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

internship placements outside major metropolises as it also offers strong cultural appeal with manageable city size.

However, the town itself has ESN network, which though not a direct internship provider, still enhances the student experience and collaborates with local organizations. There is also the presence of AGIMUS Padova, who host international competitions and cultural programs that attracts Erasmus+ participants, especially in arts and music. Extramus can see these groups as competition because they may offer informal internships or volunteer opportunities.

However, Extramus can differentiate itself by offering multi-disciplinary placements, language support, and cultural immersion, especially for students seeking more than just academic credit.

The second possible pilot location we identified is Cosenza. Which though, is a much smaller and more remote city; it is affordable, well connected regionally and home to the University of Calabria. This University houses over 35,000 students, who are mostly regional, but is gaining traction with international students too.

Cosenza holds a high opportunity due to low competition and untapped Erasmus+ engagement. Its affordability and regional influence make it a strategic growth location. While smaller and less saturated, it provides a first-mover advantage for Extramus in a region with untapped potential, particularly in cultural, administrative, and tourism-related internships. Therefore, Padova will offer immediate impact and prestige, while Cosenza will enable low-risk expansion and long-term growth in emerging markets, together these towns will offer a balanced pilot strategy.

Other towns that could be considered are Perugia, Trento and Bari. Perugia is a city that has a vibrant student population, offers an international atmosphere in a smaller setting and has a low saturation of franchise operations making it an attractive, first-mover opportunity.

Trento also supports a significant student population and is known for its innovation and environmental projects, providing diverse internship opportunities. The ESN network in Trento is also highly active.

And Bari which is located in the south, balances tradition with growing international presence. With local universities involved in Erasmus+ mobility, it is positioned to attract cultural, administrative, and tourism-related internships, especially in less saturated markets.

In other to be strategic, Padova would provide immediate prestige and visibility, while Cosenza will offer a low-risk expansion and long-term growth potential. Perugia, Trento, and Bari will present strong secondary options for later stages. Together, these locations balance market impact, operational feasibility, and brand growth potential for Extramus.

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

FINANCIAL PROJECTIONS

Our model will use a 4-month scenario as the standard projection because in reality, Erasmus interns typically stay for 2–6 months. However, even with a shorter stay, for example 2 months, the revenue and cost structure will remain valid, only adjusting volumes accordingly.

For this 4-month pilot, we will base the revenue projections on 25 interns placed in a chosen location reflecting the most common Erasmus+ internship duration. Accommodation will be primary profitability driver for franchisees: owning housing will generate higher margins than leasing. Even in the case of a low-rent leasing scenario, franchisees will retain a positive net return, although at a much smaller scale. Pickup service or onboarding fees would also provide a small but stable revenue stream.

For HQ, revenue will be stable regardless of the housing scenario, as it will be tied to the fixed per-intern licensing fee, which is €100. This will ensure a predictable income, allowing HQ to cover operational support costs, brand management, and digital platform maintenance. However, if internships extend to 6 months, franchisees revenues could increase by 50%, creating a scalable upside for the model without changing the operational structure.

This projection will remain viable across different small and medium-sized towns, regardless of local cost variations. In locations like Padova, higher housing demand and university prestige may drive rapid adoption, while in locations such as Cosenza or Bari, lower rental costs and less competition will create higher long-term margins. Because housing, utilities, and logistics will scale directly with the number of interns hosted, franchisee expenses could remain flexible and proportional to revenue. At the same time, Extramus's revenue from per-intern licensing fees will ensure a reliable income stream independent of local cost fluctuations.

ASSUMPTION (YEAR 1)

Assuming the 2nd cycle attracts 60% of the pilot, making it 15 interns for another 4 months.

Item	Calculation	Value (€)
Cycle 1 (Pilot, 25 interns)	€200 × 4 months × 25	20,000
Cycle 2 (15 interns, 60% of pilot)	€200 × 4 × 15	12,000
Total Housing Revenue	20,000 + 12,000	**32,000**
Pickup Fees (40 interns × €20)	40 × 20	800
Housing + Pickup Revenue	32,000 + 800	**32,800**
Franchisee Annual Costs	Fixed	19,000

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

HQ Licensing Fee	40 × €100	4,000
Franchisee Net (after HQ)	32,800 − 19,000 − 4,000	**9,800**
HQ Revenue	Licensing fees	**4,000**

EXHIBIT 20

ASSUMPTION (YEAR 2)

Let us assume franchise gradually grows to 20 interns per cycle, which will be;

Item	Calculation	Value (€)
Interns per cycle	20 × 2 cycles	40
Housing Revenue	€200 × 4 × 40	32,000
Pickup Fees	40 × €20	800
Housing + Pickup Revenue	32,000 + 800	**32,800**
Franchisee Annual Costs	Fixed	19,000
HQ Licensing Fee	40 × €100	4,000
Franchisee Net (after HQ)	32,800 − 19,000 − 4,000	**9,800**
HQ Revenue	Licensing fees	**4,000**

EXHIBIT 21

ASSUMPTION (YEAR 3)

Item	Calculation	Value (€)
Interns per cycle	22 × 2 cycles	44
Housing Revenue	€200 × 4 × 44	35,200
Pickup Fees	44 × €20	880
Housing + Pickup Revenue	35,200 + 880	**36,080**
Franchisee Annual Costs	Fixed	19,000
HQ Licensing Fee	44 × €100	4,400
Franchisee Net (after HQ)	36,080 − 19,000 − 4,400	**12,680**
HQ Revenue	Licensing fees	**4,400**

EXHIBIT 22

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

SUMMARY OF FRANCHISEE AND HQ RESULTS (YEARS 1–3

Year	Projected Interns	Franchisee Revenue (housing + pickup)	Franchisee Cost	HQ Payment	Franchisee Net	HQ Revenue	HQ Cost	HQ Net
1	40	€32,800	€19,000	€4,000	€9,800	€4,000	€3,000	€1,000
2	40	€32,800	€19,000	€4,000	€9,800	€4,000	€900	€3,100
3	44	€36,080	€19,000	€4,400	€12,680	€4,400	€900	€3,500

EXHIBIT 23

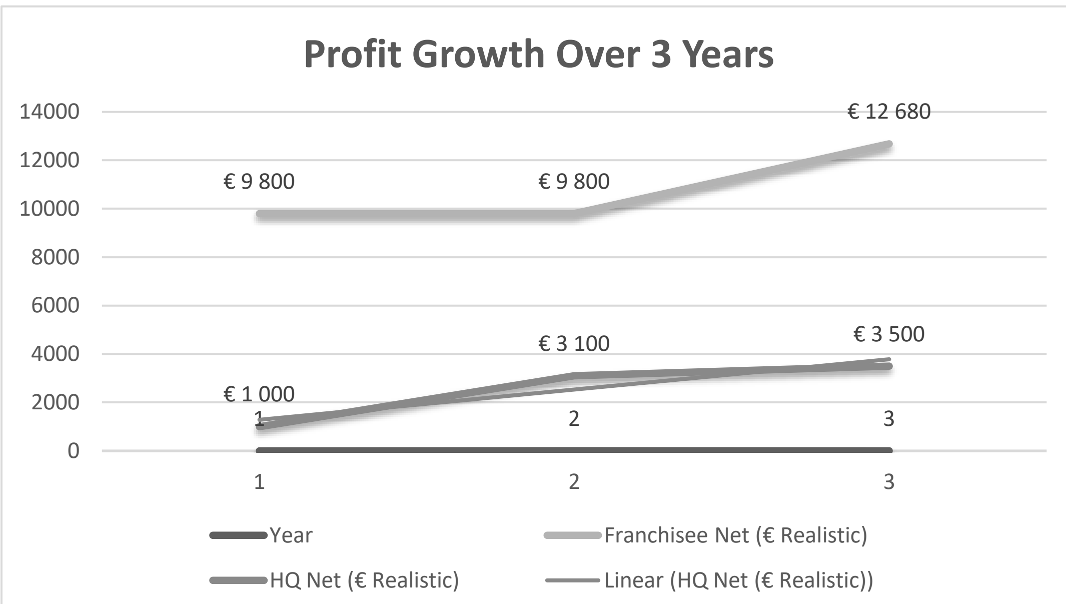


EXHIBIT 24

3-YEAR FRANCHISE & HQ PROJECTION

In exhibit 25, we tested three scenarios: best case, realistic, and conservative. However, even in a conservative case, franchisees will still break even by Year 1, and by Year 3 both HQ and franchisees will be profitable, validating the model as both sustainable and scalable.

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

Year	Scenario	Projected Interns	Franchisee Revenue	Franchisee Cost	HQ Payment	Franchisee Net	HQ Revenue	HQ Cost	HQ Net
1	Best-case	50	€41,000	€19,000	€5,000	€17,000	€5,000	€3,000	€2,000
	Realistic	40	€32,800	€19,000	€4,000	€9,800	€4,000	€3,000	€1,000
	Conservative	25	€20,500	€19,000	€2,500	€1,000	€2,500	€3,000	-€500
2	Best-case	50	€41,000	€19,000	€5,000	€17,000	€5,000	€900	€4,100
	Realistic	40	€32,800	€19,000	€4,000	€9,800	€4,000	€900	€3,100
	Conservative	25	€20,500	€19,000	€2,500	€1,000	€2,500	€900	€1,600
3	Best-case	50	€41,000	€19,000	€5,000	€17,000	€5,000	€900	€4,100
	Realistic	44	€36,080	€19,000	€4,400	€12,680	€4,400	€900	€3,500
	Conservative	25	€20,500	€19,000	€2,500	€1,000	€2,500	€900	€1,600

EXHIBIT 25

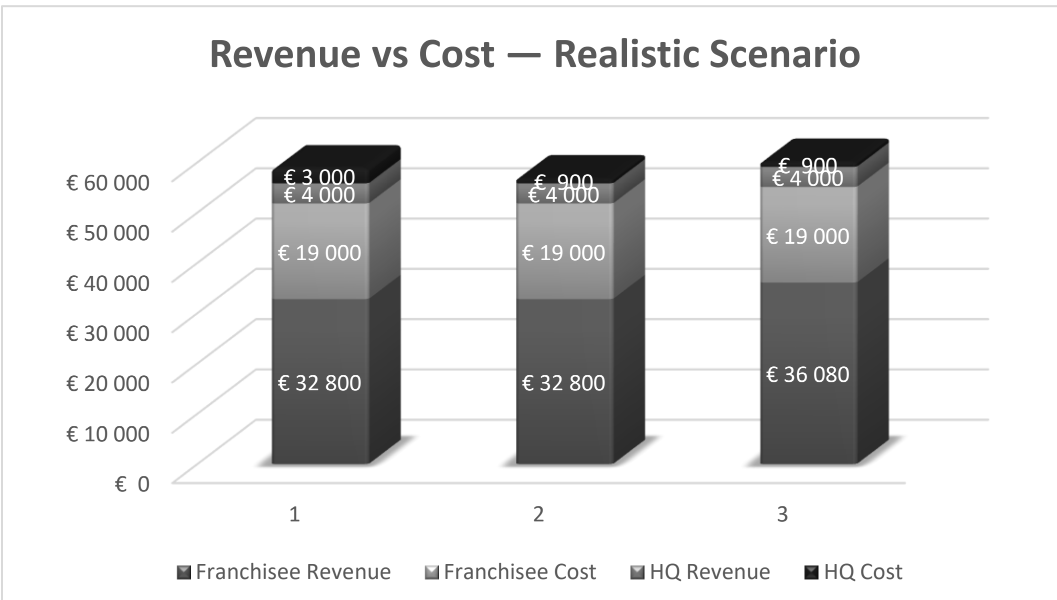


EXHIBIT 26

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

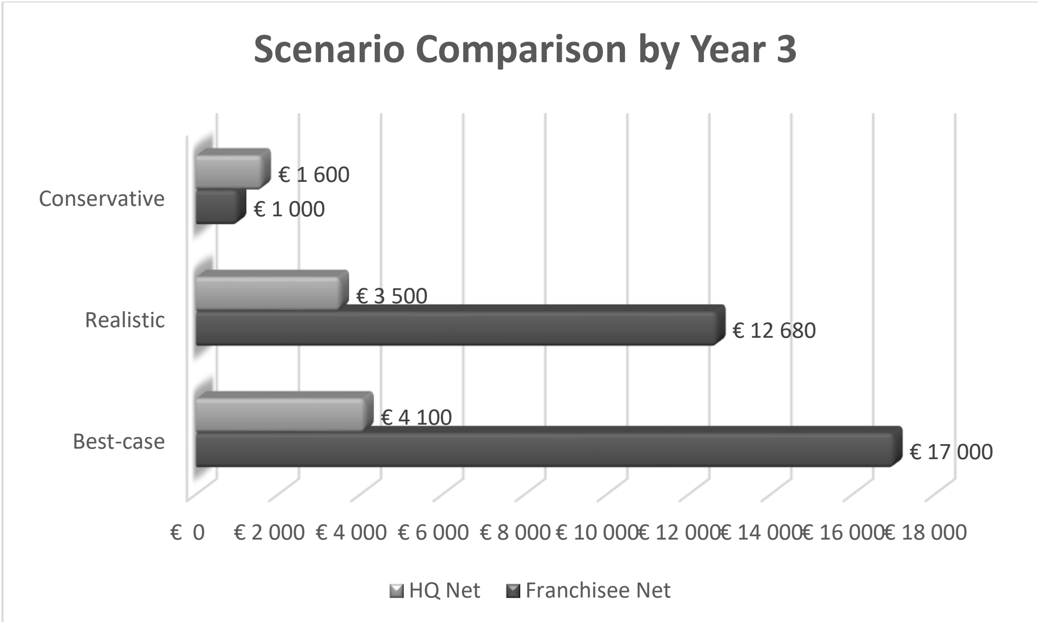
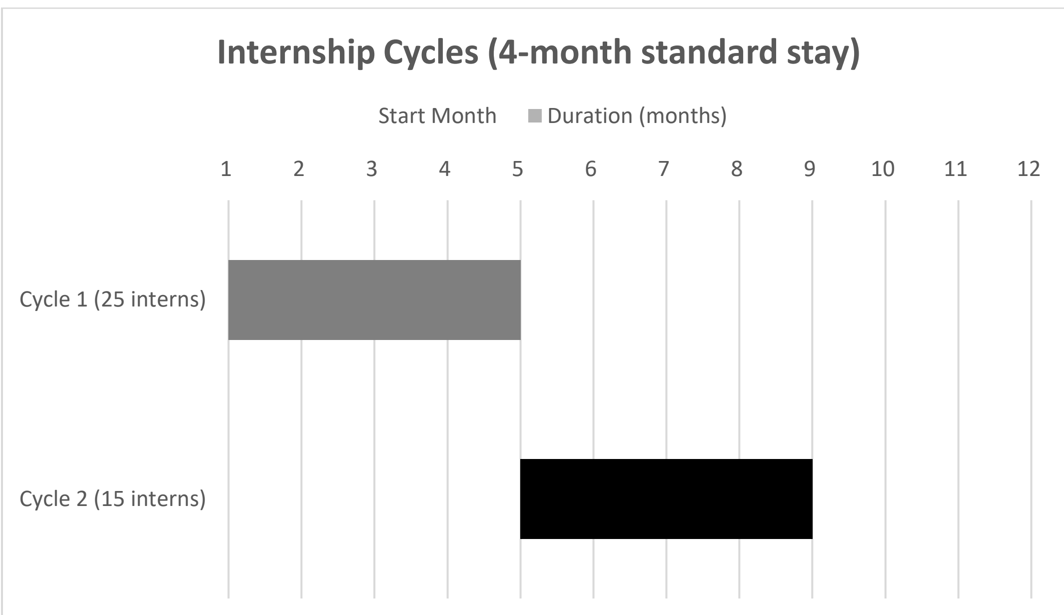


EXHIBIT 27



Legend

- Cycle 1 (Jan–Apr): 25 interns
- Cycle 2 (May–Aug): 15 interns
- *EXHIBIT 28*

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

HOW TO RECRUIT FRANCHISEES

Extramus will follow a structured funnel to attract, assess, and onboard qualified people who can successfully operate an Extramus franchise. The process will begin with a targeted outreach through online campaigns, Erasmus+ networts, university partnerships, and LinkedIn to create awareness. Next, interested prospects will complete an application form, where they will provide background on their business experience, resources, and local market knowledge.

Then, the qualified applicants will undergo an evaluation phase, including interviews and a review of their operational and financial readiness. After, shortlisted candidates will be invited to review the franchise model, revenue expectations, and operational requirements, followed by signing a preliminary agreement. Once approved, the onboarding process will include training in brand management, intern placement procedures, housing management, and local partner relationship-building. Tools like HubSpot (CRM), Google Drive or Notion (resource sharing), and WhatsApp/Slack (daily communication) will be used to support the process.

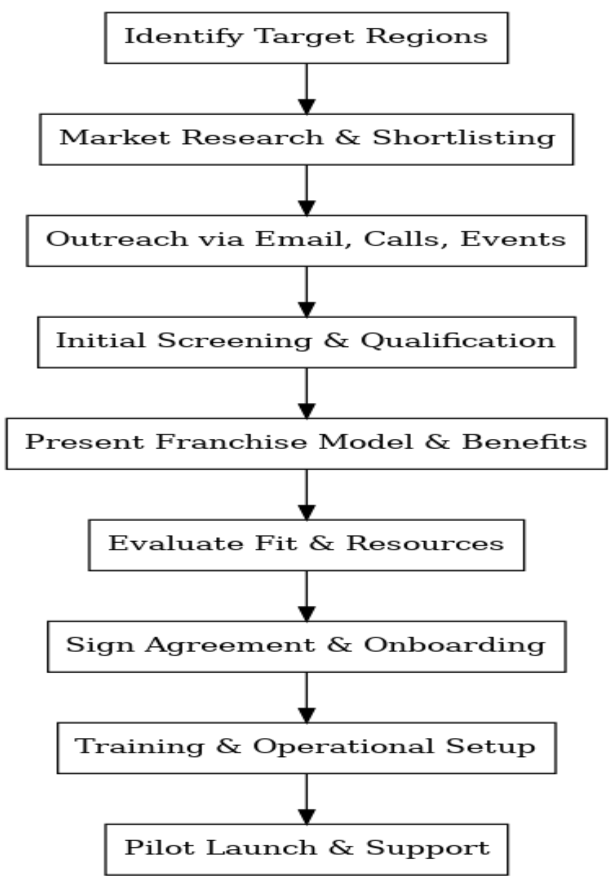


EXHIBIT 29

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

OPERATIONS

After training from the recruitment phase, the setup phase will involve securing accommodation, establishing partnerships with local companies, and integrating with the Extramus platform for internship matching. Once operational, the franchisee will manage intern housing, local logistics, and company relations, while HQ will provide ongoing support, branding oversight, and quality control. The company will monitor performance through KPIs such as intern placement rates, housing occupancy, and partner satisfaction. From there the operations will progress as shown in Exhibit 30.

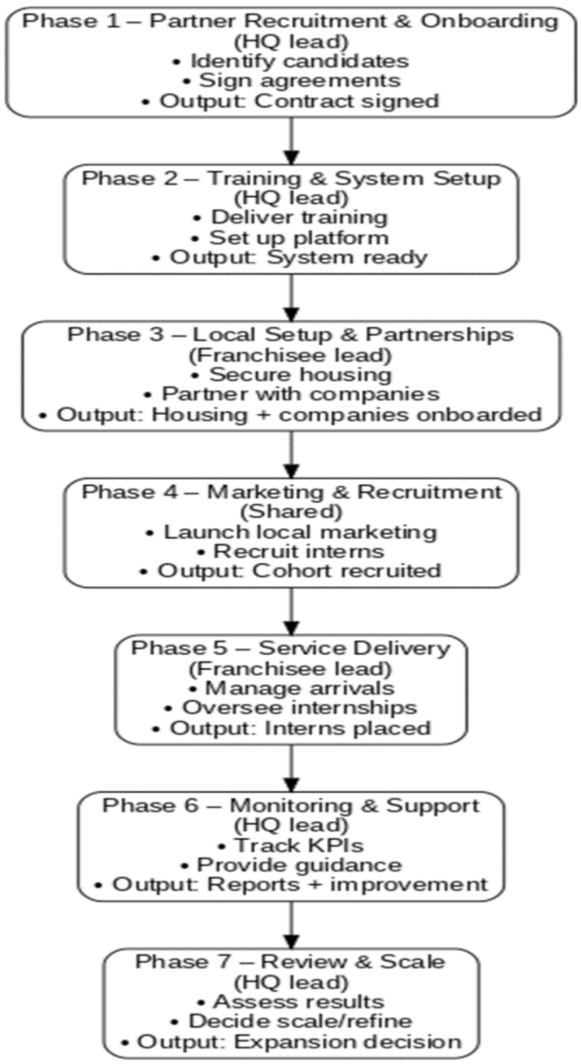


EXHIBIT 30

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

LEGAL FRAMEWORK

The franchise model will operate under a formal Franchise Agreement outlining rights and obligations for both HQ and franchisees, including brand use, operational standards, and revenue-sharing terms. All operations will comply with Italian franchise regulations (Legge 129/2004) and Erasmus+ programme guidelines, ensuring transparency and quality assurance. Where accommodation is provided, franchisees will also comply with local housing rental laws and safety regulations. Each franchisee will maintain appropriate insurance coverage for property, liability, and intern safety. All contracts with local companies, service providers, and landlords will be reviewed by HQ before signing to protect both parties.

Prior to the pilot launch, Extramus will engage with a legal counsel to finalize contract templates, standard operating terms, and GDPR-compliant data protection procedures for handling intern information.

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

Template Financial Statement for the Franchisee

Income Statement - Franchisee

For the year 2025

	January	February	March	
Revenues				
Accommodation Fee				
Intern Placement Fee				
Total Revenue				

Expenses				
Office Rent				
Employee Salaries				
Accommodation Lease				
Office Utilities				
Local Travel Support (Mostly Gasoline)				
Office Supplies				
Royalty Fee (0 Euro)				
Total Cost				

Pre - Tax profit				
Income Taxes				
Profit / Loss for the Month				

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

KPIs

Operational KPI	Current Value	Target Value
Number of Interns Expected in a Period		
Occupancy Rate of Accommodation		

Financial KPI	Current Value	Target Value
Monthly Net Profit		
Time to Breakeven (Month)		

Impact KPI	Current Value	Target Value
Intern Satisfaction (Survey)		
Post - Internship Employment Rate		
Social Media Engagement		
Intern Skill Gains (Survey)		

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

REFERENCES

Aflatoun International. (2023). SOCIAL AND FINANCIAL EDUCATION PROGRAMS. **https://www.aflatoun.org**

AIESEC. (2023). GLOBAL YOUTH EXCHANGE PROGRAMS. **https://www.aiesec.org**

European Commission. (2023). ERASMUS+ ANNUAL REPORT 2023. **https://ec.europa.eu/programmes/erasmus-plus**

European Commission. (2023). ERASMUS+ IN ITALY: NATIONAL POLICY AND IMPLEMENTATION REPORT. https://erasmus-plus.ec.europa.eu

Extramus. (2025). STRATEGIC PLANNING AND FRANCHISE DEVELOPMENT NOTES [Internal documents & interviews].

Franchise Direct. (2023). TOP FRANCHISE OPPORTUNITIES IN EUROPE. **https://www.franchisedirect.com**

Franchise for Good. (2023). SCALING NONPROFITS THROUGH FRANCHISING. **https://www.franchiseforgood.org**

Google for Nonprofits. (2023). ELIGIBILITY AND BENEFITS. **https://www.google.com/nonprofits**

Habitat for Humanity. (2023). AFFILIATE AND FRANCHISE MODELS. **https://www.habitat.org**

Harvard Business Review. (2023). WHAT MAKES A FRANCHISE SCALABLE?. **https://hbr.org**

INDIRE. (2023). ERASMUS+ MOBILITY STATISTICS – ITALY. **https://www.indire.it**

Spotahome. (2023). STUDENT HOUSING PLATFORM. **https://www.spotahome.com**

Toastmasters International. (2023). CLUB LEADERSHIP AND CURRICULUM. **https://www.toastmasters.org**

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

U.S. Small Business Administration. (2023). BUSINESS MODEL PLANNING AND DEVELOPMENT. **https://www.sba.gov**

APPENDIX

LEGAL RISK & COMPLIANCE CONSIDERATIONS

While the Extramus franchise model is designed for operational simplicity, several legal and compliance factors must be addressed before launch:

1. Franchise Law Compliance (Legge 129/2004)
   - Provide franchisees with full disclosure documents at least 30 days before signing.
   - Ensure all agreements clearly state fees, obligations, and territorial rights.
2. Erasmus+ Programme Compliance
   - Verify that internship placements meet Erasmus+ eligibility criteria.
   - Maintain accurate records for quality audits by partner universities.
3. Accommodation Laws & Safety
   - Ensure all housing offered complies with local safety inspections, tenant rights, and rental registration requirements.
   - For leased housing, franchisees must secure landlord agreements allowing subletting to interns.
4. GDPR & Data Protection
   - Implement GDPR-compliant systems for collecting, storing, and sharing intern and partner company data.
   - Provide franchisees with a standard privacy notice and consent forms.
5. Contract Templates & Dispute Resolution
   - Prepare standardised contracts for franchisees, housing providers, and partner companies.
   - Establish a clear dispute resolution process, ideally through mediation before legal escalation.

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.

COST STRUCTURE OVERVIEW (HQ VS. FRANCHISEE)

Category	HQ (Extramus)	Franchisee (Local Hub)
Setup / CAPEX	Branding & starter kit (€300 per hub) Legal & contracting (€600) Initial training & onboarding (€1,200)	Housing setup (lease deposit/furniture: €1,000–€2,000) Local marketing & outreach (€500)
Recurring OPEX	Digital platform (LMS/portal: €800/yr) Quality control & evaluation (€400/yr) Technical support & maintenance (€600/yr)	Monthly lease/rent for housing (€100–150 per intern) Utilities & maintenance (€50 per intern/month) Transport & pickup costs (€200–300/yr if offered) Local event hosting (€300/yr, optional)
Pilot Costs (Year 1)	Approx. €3,000–€3,500 (lean setup for 1 hub)	Approx. €1,000–€2,000 depending on housing model
Scaling (Post-Year 1)	Costs spread across hubs (shared staff, platform efficiencies)	Costs scale with intern volume (mainly housing & utilities)

EXHIBIT 31

 NB: Extramus, HQ, Company are used interchangeably. NB: Housing is the biggest cost driver for franchisees. If they own apartments, costs drop and margins improve. NB: See the Legal Considerations section in the Appendix for full details.