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Planning has never been so easy

Business Plan

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1. Executive Summary

Bryterdays is a simplified joint-stock company founded and entirely owned by Jérôme Poté and Madjid Belaïd. The company was founded in 2014 and has received no outside investments. Jérôme and Madjid are interested in taking the company to the next level by entering the market within 2019.

Problem

Daily-basis tasks and activities being time and effort consuming result in a frustrating procrastination and inevitable stress and anxiety. Consequence is people usually see themselves as lazy and powerless. Studies have shown that among possible reasons, Time Management and Planning fallacy represents a big part of the cause.

Solution

Bryterdays is a Personalized Planning Marketplace giving the opportunity for experts (called Providers) in organisation and time management to sell customers their field expertise through personalizable plannings.

Providers finds in Bryterdays platform the tools to design underlying planning personalization rules and promote them into a Store. Any user interested in desired plannings can benefit from the providers knowledge and make them their own by personalize them and view the output in their Board.

So far, Bryterdays succeeded to develop a working beta mobile app version combining a light version of a Store and a minimum required Board to view, generate and synchronize a personalized planning with an external calendar app such as Google Calendar.

Market

Rather than analysing intrinsic competitors markets shared between Note taking tool app, Organizer and Virtual Assistant, we'd rather keep an eye on the **procrastinator population**, most willing to see Bryterdays as a solution. Bryterdays is participating in a global market of 780M people corresponding to 20% of the worldwide self-defined chronic procrastinators. Zooming deeper we can extract a third for which Time Management and Planning Fallacy is the root cause with a total of 256M people. The target customer is French procrastinators from 20 to 60 using mobiles which represent 2.1M people.

Strategy

Bryterdays will follow four concise strategies to achieve the desired growth.

1. They will focus on planning personalization mechanism (PPM) and delegate planning rendering and use to external calendar tools through synchronization.
2. Bryterdays will primarily focus on providers with independent workers and small size companies profiles with low native digital emphasis, deep human related interaction and for which customer support activity has a huge impact on business-as-usual. Bryterdays will help providers to delegate part of their effort to the generated plannings and ease end-users interaction, information and knowledge. This will be a key for Bryterdays to get their products known on the market.
3. They will prospect and attract planning providers to fill-out the store, benefits from providers business planning customization to extend PPM possibilities and attract providers customers to the platform. Providers and related customers will ensure the equilibrium between offer and demand of planning is always reached.
4. Lastly, Bryterdays will focus on unifying user plannings through a dedicated User Board allowing user to manage in a single place all their contents and use it as daily life planner companion.

Revenue will sequentially be generated from:

- **Commission** fee on every payable planning
- **Consulting** revenue to implement and enroll new provider plannings
- Providers **premium features**
- **Bryterdays as a Service** for white brand labelling

Management Team

Jérôme and Madjid are friends for 18 years. They met at the University, undertaking multiple projects successfully as classmates. In 2014, joining multiple ideas, Bryterdays was founded and build on humble beginnings while keeping their primary jobs as IT Team Manager for Jérôme and Senior Business Analyst for Madjid. Bryterdays becoming a more concrete project, the team entered in a new phase for the last year as a Bryterdays full-timer and dedicated their energy to finalize the prototype version. Jérôme is now primarily responsible for technical aspects and Madjid the business part.

They gained experience over the years in complementary roles making them capable of executing ambitious projects. Their strength rely on their mutual trust, gentle ideas rivalry and the seek of growing and helping each other.

Objectives

Bryterdays's objectives are ambitious yet achievable. Progressing on its ongoing developments, planning sales will start in **2019 reaching 50k€ revenue and doubling for the next year**. They also forecast commensurate gross margin and net profit increases thanks to providers customers acquisition. Then the goal is to **hire one employee in 2020** in order to help sustain business growth. By attracting 50 providers in **2021**, Bryterdays will tend to equilibrium with around **300k€ annual revenue**.

Financing Needed

Bryterdays is seeking for a **600K€** seed capital investment in return of **20% equity**. This investment will mainly be invested in product development and infrastructure.

2. Company

2.1 Summary

Bryterdays, simplified joint-stock company, was founded in 2014 by Jérôme Poté and Madjid Belaïd to market their Bryterdays solution. It was originally a distributed team, and then installed in a home office. Now co-funders are willing to move into its own space. Over the three first years the project gained in maturity as a part-time activity. Once the project progression reached a significant stage, the team dropped their respective job to finalise the prototype solution.

2.2 Ownership

Bryterdays is entirely owned by founders. Its fiscal year lies on June to May period of each year. The association was established with 10000 shares issued, 5100 to Jérôme and 4900 to Madjid.

Initial budget of 10k€ covered the expenses required for development, legal, accounting and other costs. No additional investment or government subvention has been requested.

2.3 Values and vision

Jérôme and Madjid describe themselves as curious people, always trying to disrupt concepts and shake ideas to the way we think and see the world. This has always been a funny game with the intent to drain a profound will to push themselves forward. Bryterdays core values reflect this culture :

- Being hungry to learn and share
- Demonstrating oneness
- Overseeing obstacles

Our vision is to simplify people daily basis life and conduct them to their self-fulfillment.

3. Opportunity

3.1 Problem

The brain has a primitive tendency to see discomfort as something to be protected from and to keep away. Daily-basis tasks and activities being time and effort consuming result in a frustrating procrastination. People see themselves as lazy and powerless while it's normal and legitimate. Unfortunately avoiding something actually causes even more distress to the individual. It also exponentially increases stress on yourself and leaves you open to missing out on a lot of stuff that “self-discipline” would have sorted on time.

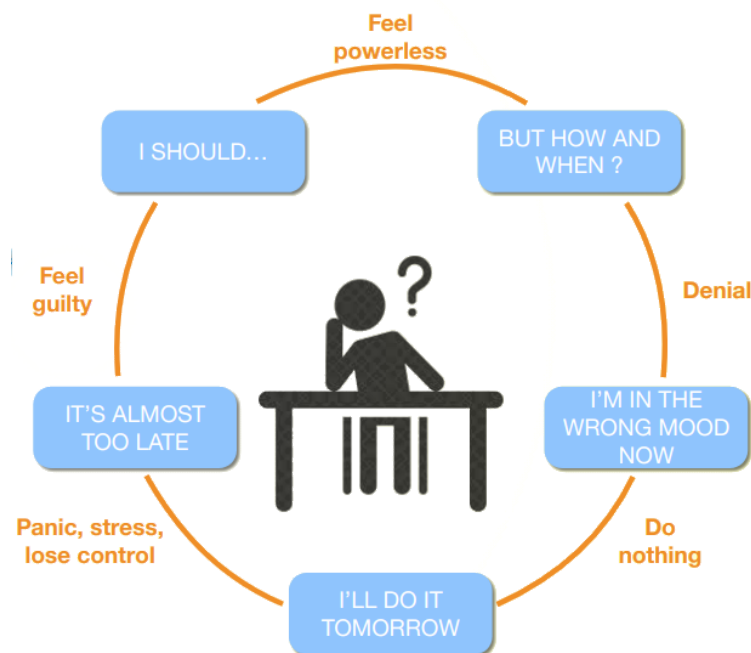


Table 1: Procrastination cycle

Studies show that the root cause can be psychological like a fear of failure, an excess of perfectionism or a lack of motivation. One major issue also is a trait where people recognize to have a low sense of Time Management and an unrealized tendency to Planning fallacy. However trying to “fix” procrastination is not just about attempts to become more “efficient” at what we do every day but more about giving someone the tools to foresee and anticipate possible damage and get rid of wrong habits in the long run. Pre-planning would empower individual spirit and increase his sense of control and well-being.

3.2 Our Solution

When it's about time management and organisation, the basic approaches would be:

- People very organized and tidy would rather like to search informations, process in their mind the logic, spread the tasks and events in their preferred notebook or application and have a regular look when necessary. This approach requires time, effort and involvement but it fits to individual needs and personality.
- An external entity whether it's a pro related to the task and activity or more recently Artificial Intelligence would act on your behalf. In addition of possibly be expensive, this approach might rely on private data individual profiling with logic being magically and wrongly learnt from you or imposed to you.

Bryterdays approach grows out of the 2 above. What if experts or generally speaking people that have already be given the same situation could help me out to build plannings through:

- Collective intelligence, from which experience and knowledge are shared on planning events
- A repository containing plannings on any subject that you could find in one single place
- A personalized planning for and based on my own need where someone's planning would be drastically different from someone else regardless the theme addressed.

Bryterdays solution is a personalized planning marketplace bringing people willing to improve their daily life organisation and experts (also called providers) offering their expertise and knowledge on their core field.

3.3 Solution Description

Bryterdays is a full personalized planning stack solution. The platform is split into different components referred by the terms:

1. **Planning Designer** letting a Provider to create and define the personalization rules for his promoted plannings
2. **Dashboard** in order to monitor related planning sales-and-use and manage business premium features
3. **Store** from which a customer can find any provided planning in the willing theme

4. User **Board** unifying plannings and offering all events related enrichments increasing user experience (Partner suggestions, Notifications, Geolocation, Social networking,...)
5. BaaS (**Bryterdays as a Service**) a third-party provider making planning outputs available for white brand labelling

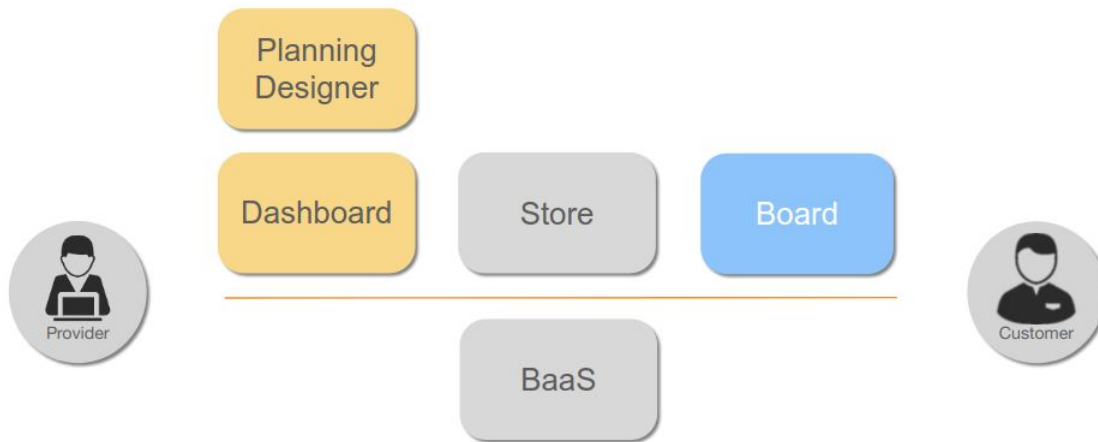


Table 2: Bryterdays Platform components

3.4 Benefits

From a provider perspective we can highlight many advantages as:

- **Making money** from planning sales revenue
- Exploring a way to **grow better** by adding a new added service value and be visible from a new acquisition channel
- **Saving time** by delegating to plannings the information and knowledge that would require interaction with customers

On the other hand customer would find a first and easy step solution by increasing:

- **Tasks assessment** through time management
- **Well being** and sense of control by foreseeing personalized targets
- **Reducing** all direct or indirect **impacts** from the money lost and opportunities missed.

3.5 Product Description

The prototype focuses on the planning generation making sure the core system can offer the best suited plannings based on underlying personalization rules. The version combines the Store elements from which a customer can browse and install a

planning and the minimum required of a Board to define, execute personnalisation and synchronize output to an user external calendar.

The version is available in **iOS** and **Android** operating systems.

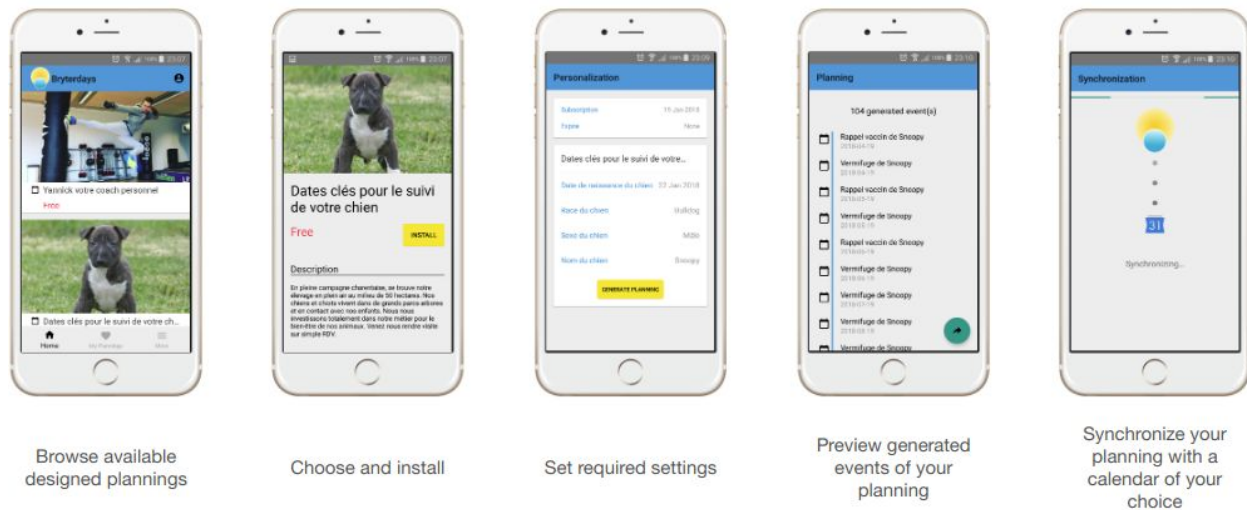


Table 3: Android Bryterdays App Beta Demo

3.6 Competitive Comparison

In the broader sense, the competitors are **Note taking tools** application (Evernote, Trello, Todoist), **Calendars** (Google Calendars, Apple iCal, Outlook), **Organizer** (Google Now, Doodle) and **Assistant** (Google Assistant, Siri, Alexa) -- anything that helps target market get through the tasks on which we focus. The bulk of the target market wants an easy way to successfully complete a difficult task organisation, along with assurance that the end result will look competent. In that perspective Bryterdays vision is meant to match all competitors key features.

If we ignore the enrichment around the generated events but rather focusing on the logic behind their structuration overtime, we compete at present mainly against Note taking tool and organizer application

Trello is a good competitor which markets a simple easy-to-use tool to create notes and dashboards that you can fill with. Whether for private or professional use, collaboration is a key feature for Trello. They are privately owned and acquired in 2017 by Atlassian for a **value of \$425 million** and are now well financed to handle 1.1 million daily active users. Compared to Bryterdays they lack of a Planning view (time related

axis and notes relations structural logic) that would help users to plan and commit correctly each notes.

Google now proactively delivers information to users to predict information they may need on their daily basis based on search habits and other factors. Multiple “plugins” are developed around the application (similar to Bryterdays Store theme) primarily provided by Google. This limitation of functionalities along with the user profiling approach let Bryterdays a breach to scale the amount of plannings from experts involvement and from personalization which overstep the proactivity by the use of pre-planning.

Intelligent Virtual Assistant is a software assistant that uses artificial intelligence to model the human interaction to perform multiple tasks. It helps consumers manage an array of tasks such as connected cars, and homes. The advantage comparison with Bryterdays is that all planning rules gather over the years will empower our assets to step forward in the assistant and IOT world.

3.7 The technology

Bryterdays brand is copyrighted since 2014. Platform, website and mobile apps are fully designed, developed and integrated by the co-funders. In order to ensure reliability and scalability of the stack, the backbone of the infrastructure relies on **Amazon Web Services**.

As Planning Personalization should be designed and processed regardless the complexity of the rules, we have a planning engine, that we own, based on a **Domain Specific Language** (DSL). At this stage, this language is meant to be used only by technical profiles. Similar to any IT language, the DSL uses keywords to specify the personalization “decision tree”. Future Planning Designer development will brings together guided features, box-like rules-components, etc in a attainable and user-friendly environment. This will be a powerful competitive edge.

4. Market Analysis

According to research published in 2017 by the *Procrastination Research Conference*, 20% of adults people living in developed and developing countries are chronic procrastinators. Among them 34% of procrastination is caused by Time Management and Planning Fallacy said psychologist Wolters, Won, & Hussain in the same year.

Based on those numbers and assuming that people targeted are willing to change our market includes 256 millions of people.

4.1 Market Segmentation

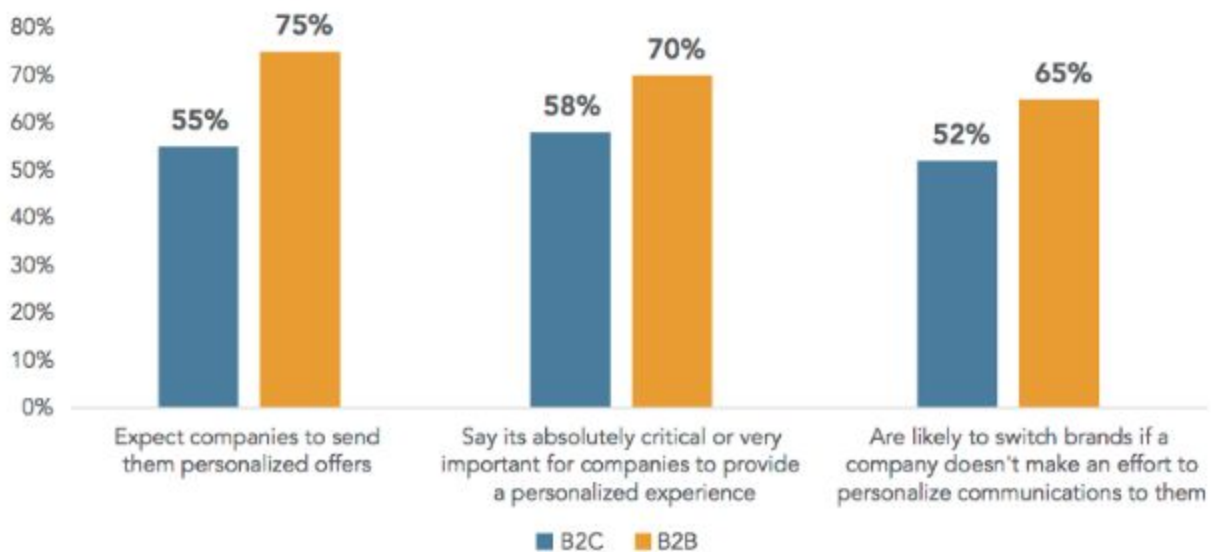
The target customer is French procrastinators from 20 to 60 using mobiles. Our customers are primarily unsophisticated about Time Management and Planning Fallacy. This leave us with **2.1 million people**.

4.2 Market Growth

According to Statistics MRC, the Global Intelligent Virtual Assistant (IVA) market is expected to grow from \$1.7 billion in 2017 to reach \$9 billion by 2023 with a CAGR (Compound Annual Growth Rate) of 32%

4.3 Market Trends

We are currently living in the “Culture of Me”. Everything we interact with from a digital perspective aims to personalize the experience between human and machine. 65% of consumers say they are extremely or somewhat likely to switch brands if they feel like a person rather than a number



Source: *State of the Connected Consumer*, published by Salesforce

Table 4: Consumers expecting personalized digital experiences

5. Strategy and Implementation

5.1 Target Market Segment Strategy

We are choosing to compete in areas that lend themselves to local services and products and channel areas that match our strengths and avoid our weaknesses. We decide to target the providers first and later the providers end-users. This should be a very thoughtful discussion but marketplaces experiences teach us the more important thing to focus on is to find the ideal balance between planning offer and demand. By dealing with the providers we're making sure that right customers exist in front of implemented plannings. Also marketing and promotion are delegated to providers so we can serenely dedicate our time on the core business.

5.2 Marketing Strategy

We build our market share by acquisition as well as by organic growth. That way, we can offer providers and Bryterdays the opportunity to consolidate their customers base. In terms of acquisition channel, our focus will lie on :

- **Provider acquisition channel.** Bryterdays will be referred to existing and newly acquired providers customers through dedicated campaign
- **Plannings provided by Bryterdays,** increasing the visibility of the brand in further covered themes
- **Customer word of mouth** and virality
- **Local campaigns**

5.3 Competitive Edge

Our competitive edge is first our planning engine with a dynamic planning generation based on generic personalization rules. This puts Bryterdays on something better than a simple collaborative platform. The accumulated effort to implement the prototype version represents approximately 4700 hours work time shared between two people (~800k€ for a 700€/member average daily rate) and 100000 lines of development code.

The second edge will be our knowledge that we will acquire of the planning area and our long-term commitment to automate all pre and post planning processes surrounding generated outputs.

5.4 Business Models and Pricing

We are a small company with limited resources, so we must make sure development progression and the capacity to deliver accordingly match. Our pricing and sales forecasts are determined by our focus on reaching the break even point as soon as possible in a reasonable manner and speed. This is the key.

Possible revenue sources are:

- **Commision** for every payable planning, in other word a percentage from the planning price.
- **Consulting** for providers who want to delegate the planning developments to Bryterdays staff, from business requirements needs to implementation and publishing
- **Office premium features** increasing the tool range for campaign and business promotion
- **Bryterdays as a Service** bundled accordingly to trafic workload

Below business lines pricing grid first draft.

Business Line	Avg Pricing Inc Taxes	Frequence
Commission	20%	Per transaction
FREE	0€	
Break Even-10€	5.99€	
10€	9.99€	
>10€	19.99€	
Consulting	900€	Invoiced/days
Office		
Top-up research	19€ 49€ 99€	Monthly Quarterly Annually
Premium	49€	Monthly
BaaS (monthly)	100€ 500€ 1000 € Contact Us	Low traffic Medium traffic High traffic On Demand

5.5 Milestones

The most important factor that we keep in mind in developing future components is market need. Our understanding of the needs of our target market segment is one of our competitive advantages. It is critical to our effort to develop the right new

components at the right time. We also have the planning engine that should be the foundation of future components.

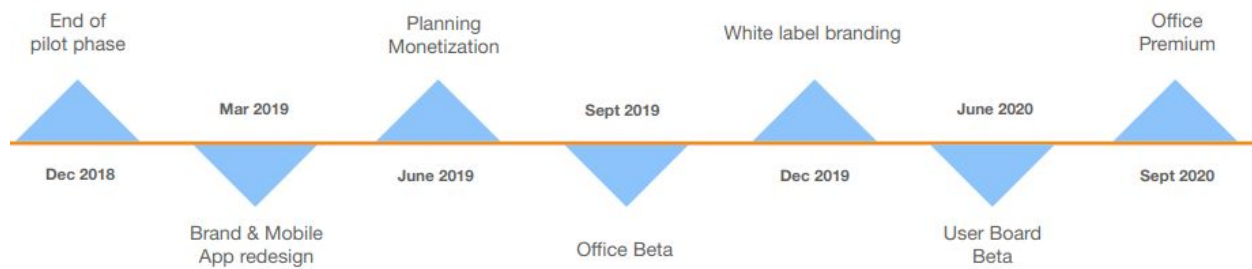


Table 4: 2019–2020 Development Roadmap

- Bryterdays will be entering in a pilot phase with 4 different plannings to stress the platform in real conditions.
- A redesign of the mobile application will follow in response on customer feedback and to up-level the user-experience.
- Our next big step will be the planning monetization so that Providers can freely price their products.
- A beta version of the office will be started for the providers to start tracking their activity and module it. This will create a true management system that can become vital to small businesses that use it.
- Our next major development effort -- pending further research on customer needs -- might be the white label branding. The more providers we will get the more likely brand will matter. Strong branded provided will be willing to access to Bryterdays infrastructure using Bryterdays as a Service.
- A full time employee will be hired in 2020 to sustain growth

We are also considering a move to bring users from an external calendar use to a dedicated board that would unify all user plannings and make possible any kind of event related enrichments once store and active users will significantly increase.

6. Management Team

Bryterdays is a 2 people team company owned and operated by Jérôme Poté and Madjid Belaïd, uni-friends for 18y. Management style reflects the participation of the owners and attempt to develop and nurture the company as community. The company is not very hierarchical.

6.1 Organizational Structure

As co-funders, Jérôme and Madjid jointly develop business strategies and long-term plans. Jérôme is strong on product know-how and technology, and Madjid is strong on management and business know-how. They often overlap their core skills to help and improve both sides.

Jérôme, co-founder, is the IT Manager and core support for product implementation and innovation. Technical consultants and IT partners report to Jérôme.

Madjid, co-founder, is responsible for overall business management. As President third parties, finance, marketing, and sales would report directly to Madjid.

6.2 Management Team Gaps

- Future growth will require massive efforts in product development. While major part will be handled by the 2, consultancy and near-shoring will be a must to strengthen the team.
- The present team lacks on professional sales experience that would increase earnings. A full-time employee is already planned to be hired in a nearest future.
- The present team, though strong on how to market at a high level, is short on practical front-line marketing experience.
- Product development requires stable entrepreneurial inventors willing to work for royalties.

7. Financial Plan

7.1 Forecast

7.1.1 Key Assumptions

The financial plan depends on important assumptions, most of which are shown in the revenue and sales forecast. The underlying assumptions are:

- We assume a slow-growth economy, without major recession.
- We assume of course that there are no unforeseen changes in technology to make our platform immediately obsolete.
- We assume access to equity capital and financing sufficient to maintain our financial plan.

To deduce the global number of sales, customers and revenue, key assumptions are:

- Growth gradually increase with the newest developments
- Every end-user has an average of 3 plannings bought from the platform
- An average of 2 000 users are brought per each provider promoting a planning in the Store.
- Fed from BaaS, an hypothetical 10 000, 20 000, 50 000 and 100 000 average users will reflect a Low, Medium, High and custom traffic usage
- An average of 5 days are required for a Bryterdays staff member to enroll a new planning
- A full time employee will be hired in 2020 to sustain growth and providers prospection

For the planning monetization to be possible in the Store, a payment stake is required on top of the infrastructure. Many competitors exist in the market with different pricing. In our forecasts assumptions we'll take as reference the leader in the segment Stripe.

	Stripe	Braintree	Adyen	Square	Paypal
Fix	0.25€	0.30€	0.10€	0.30€	0.25€
Rate	1.40%	2.90%	1.00%	2.90%	3.40%

For each planning bought revenue is created per unit as such:

$$Revenue_{unit} = Price_{excVAT} * Commission - (Fix + Price_{excVAT} * Rate)$$

by simplifying

$$Revenue_{unit} = Price_{excVAT} * (Commission - Rate) - Fix$$

7.1.2 Projected Sales

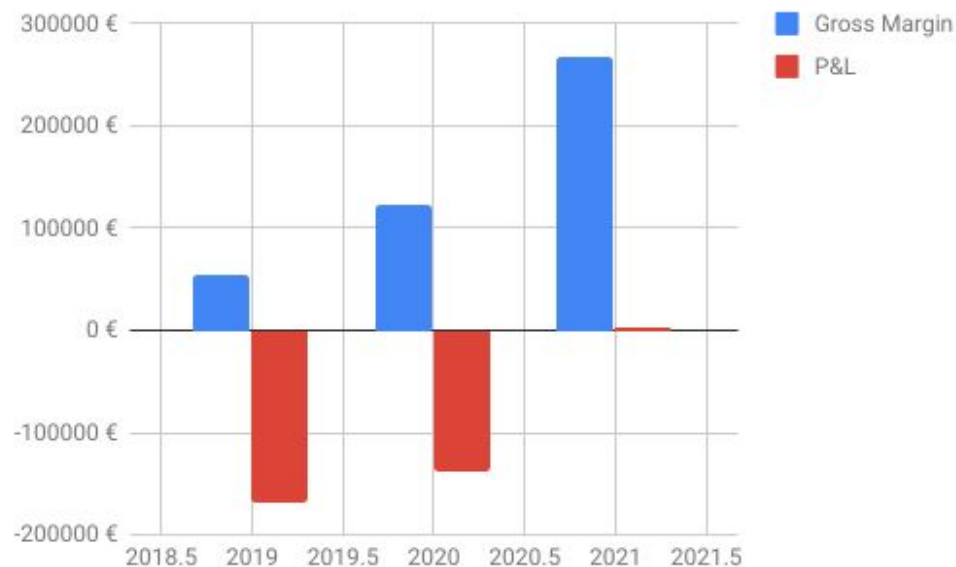
Providers taken into account are those requesting consulting for planning implementation

	Init	S1 2019	S2 2019	S1 2020	S2 2020	S1 2021	S2 2021
Revenue	0	0 €	57716 €	65785 €	131571 €	147225 €	294451 €
Users	100	12818		126939		565018	
Users Accrued	100	12918		139857		704875	
Users Growth %				983%		404%	
Providers	4	5		15		25	
Providers accrued	4	9		25		49	
Providers Growth %		128%		169%		100%	

Appendix A for more details

7.1.2 Projected Profit and Loss

Bellow chart based on Appendix B data



7.2 Financing

Ideally, we would want to bring in some equity investment from investors compatible with our growth plan, management style, and vision, in return for some equity ownership. We want compatible investors sharing the values:

- A respect for giving our providers and customers value and for maintaining a healthy and happy workplace.
- Respect for realistic forecasts, cash flow and financial management.
- Cash flow as first priority, growth second, profits third
- Flexible one : willingness to follow the company carefully and contribute valuable input to strategy and implementation decisions

7.2.1 Capital requested

Bryterdays is seeking for a **600K€** seed capital investment in return of **20% equity**. This amount covers a **2 years** time for all required operating costs in the unlikely

scenario that no revenue is generated. It includes also a contingency for any exceptional events.

7.2.2 Use of funds

This investment will mainly be invested in product development, infrastructure costs, any required innovation as well as hiring a full time employee to expand the team and grow the business.

Appendix A : Sales forecast

			2018			2019					
			Mobile App Beta			Planning Monetization					
Business Line			Revenue per unit exc taxes	Revenue	Average Users	Average providers	%	Revenue	Nb of units	Average Users	Average providers
Planning Commission				0 €	100	4	60%	34630 €	38453	12818	6
FREE			0 €				40%	0 €			
Break Even -10€			0.64 €				30%	17315 €	26999		
10€			1.24 €				20%	11543 €	9335		
>10€			2.72 €				10%	5772 €	2118		
Consulting	5		720€	0 €			40%	23086 €	26		5
Premium				0 €				0 €			
Top up search											
19€			15€								
49€			39€								
99€			79€								
Dashboard features			39 €								
BaaS				0 €				0 €			
Low 10000			960 €								
Middle 20000			4800 €								
High 50000			9600 €								
10000											
Custom 0			16000 €								
Total					100	4		230864 €		12818	12

		2020					2021					
		Development	Office & White label branding					Premium				
Business Line		Revenue per unit exc taxes	%	Revenue	Nb of units	Average Users	Average providers	%	Revenue	Nb of units	Average Users	Average providers
Planning Commission	10000		45%	62323 €	69203	23068	12	40%	117780 €	130783	43594	22
FREE		0 €	40%	0 €				40%	0 €			
Break Even-10€		0.64 €	30%	31161 €	48590			30%	58890 €	91828		
10€		1.24 €	20%	20774 €	16801			20%	39260 €	31751		
>10€		2.72 €	10%	10387 €	3812			10%	19630 €	7205		
Consulting	3	720€	40%	55398 €	77		15	30%	88335 €	123		25
Premium			5%					5%	14723 €	373		
Top up search								50%	7361 €	185		
19€		15€						15%	1104 €	73		
49€		39€						35%	2576 €	66		
99€		79€						50%	3681 €	46		
Dashboard features		39 €	100%	6925 €	177			50%	7361 €	188		
BaaS			10%	13850 €	8	103,872	8	25%	73613 €	37	521,424	37
Low		960 €	50%	6925 €	7	72,133		40%	29445 €	31	306,720	
Middle		4800 €	30%	4155 €	1	17,312		30%	22084 €	5	92,016	
High		9600 €	20%	2770 €	0	14,427		20%	14723 €	2	76,680	
Custom		16000 €	0%	0 €	0	0		10%	7361 €	0	46,008	
Total		276991 €					126939	35	294451 €		565018	83

Appendix B : Income Statement

	2019	2020	2021
Planning	237865 €	428085 €	809012 €
Consulting	23086 €	55398 €	88335 €
Office	0 €	0 €	14723 €
BaaS	0 €	13850 €	73613 €
TOTAL REVENUE	260951 €	497333 €	985682 €
Providers Revenue	190292 €	342468 €	647209 €
AWS Infrastructure	3600 €	9000 €	27900 €
Payment Stack Stripe	12943 €	23294 €	44022 €
TOTAL COST OF SALES	206835 €	374762 €	719131 €
Gross Margin	54116 €	122571 €	266551 €
Gross Margin %	22.75%	28.63%	32.95%
Sales Payroll	0 €	42000 €	42000 €
Employment Contribution	0 €	19333 €	19333 €
Benefits	960 €	5280 €	5280 €
Graphics and Collaterals	11000 €	3000 €	3000 €
Trade Shows and Events	0 €	500 €	1000 €
Meals	3467 €	3467 €	3467 €
Travel	0 €	600 €	4600 €
Other Operating Expenses	0 €	80 €	80 €
TOTAL SALES AND MARKETING EXPENSES	15427 €	74180 €	78680 €
Operating Expenses %	29%	61%	30%
General Payroll	94118 €	94118 €	94118 €
Employment Contribution	42494 €	42494 €	42494 €
Depreciation	960 €	1440 €	1440 €
Online Services	76.16 €	76.16 €	76.16 €
Bank	300 €	300 €	300 €
Accounting	1792 €	1888 €	1888 €
Office Supplies	80 €	80 €	80 €
Postage	20 €	20 €	20 €
Utilities	192 €	192 €	192 €
Rent	6096 €	6096 €	6096 €
Insurance	696 €	1042 €	1042 €
Other General and Administrative Expenses	785 €	120 €	120 €
TOTAL GENERAL AND ADMINISTRATIVE EXPENSES	147609 €	147866 €	147866 €
General and Administrative %	272.76%	8.20%	4.82%
Development Consultancy	50000 €	30000 €	30000 €
Product Development	209 €	209 €	209 €
Legal	10000 €	10000 €	10000 €
Event	1000 €	1000 €	1000 €
TOTAL OTHER EXPENSES	61209 €	41209 €	41209 €
Other Expenses %	113.11%	33.62%	15.46%
Total Operating Expenses	224244 €	263255 €	267755 €
Profit Before Interest and Taxes	-170128 €	-140684 €	-1204 €
EBITDA	-169168 €	-139244 €	236 €
Interest Expense	0 €	0 €	0 €
Taxes Incurred	1187 €	1906 €	2676 €
Net Profit	-167982 €	-137338 €	2912 €
Net Profit/Sales	-64.37%	-27.61%	0.30%