



NEX AUTO

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Chapter 1. Description of the business plan

What will the world look like in five years? This is a question that concerns many of us.

But can anyone answer this exact question? However, one clear trend is that the way we travel will change significantly in the near future. We don't just mean the next five years, but even further.

One of the current trends is the abandonment of owning certain goods, and this will also be reflected in the car-sharing market, which will become more prevalent.

Imagine having access to a car for every specific need you have, and the costs of it could be covered by the income generated by your personal car when you are not using it.

It sounds like an interesting idea, doesn't it? But what if the entire process was automated, secure, and transparent? Instead of depending on intermediaries and transaction complications, everything would be simple and at your fingertips through a single app. It would be amazing to be able to benefit from and provide services in one place, wouldn't it?

This is where we come in as a company with experience in the traditional car rental system, where we believe blockchain technology can be used to revolutionize the industry. We believe that we can optimize the car rental service by removing any friction between the user and the contractor through the use of blockchain. Both parties can benefit from the service in a safe and completely transparent way.

There are numerous benefits to this new transportation model.

First, operating costs are reduced because machines are used efficiently, second, the safety and transparency of transactions are guaranteed by blockchain technology, providing confidence and convenience to both users and contractors.

In addition, competitive prices ensure an affordable service for everyone without compromising on quality. To ensure that our system can handle most challenges, we set out to start with our own fleet of cars to build and test the product.

Thus, we can ensure that our service is optimized to the highest level and is ready to meet any demands and challenges that may arise in the future.

While they hesitate to use this cutting-edge technology, we have the opportunity to be better, faster, more transparent, and cheaper in all our services.

While we started as a rental company, we strive to be a technology innovator. Our plan is to integrate AI technology to automate and simplify all day-to-day processes, not only for our company but also for any entity that wants to work with us.

Our 5-year plan involves the adoption of electric cars and the integration of our business with other projects in MultiversX, for example, uPark and QoWatt. In conclusion, the world is changing, and the way we travel will undergo transformations.

We look forward to seeing how this industry evolves and brings tangible benefits to our users.

Chapter 2. Description of the business idea

2.1. Description of the shareholding

Company name: SC NEX AUTO

Unique registration code: 35332380

Legal form of incorporation: SRL

Date of establishment/Trade Register number: 2015

The main activity of the company and the related CAEN code: 7711 Rental and leasing activities of passenger cars and light road vehicles WITHOUT LEASING.

CAEN code of the activity for which funding is requested: 7711

Nature of share capital:

Nature of share capital (%) Private	Private
Romanian	100%

The value of the share capital: 200 lei

Address, phone/fax, e-mail: Str. General Perju, No. 1, Radaseni, Suceava. Email: contact@nexauto.ro, phone: 0752324063

Contact person: Chiriac Florin

Associates, main shareholders:

Surname and first name	Domicile / Company headquarters	Share in share capital %
Chiriac Florin	Str. General Perju, Nr. 1, Radaseni, Suceava	100%

2.2. Description of the idea

In the digital age we live in, technology is evolving at an accelerated pace and has a significant impact on all aspects of our lives. Our application replaces the need for signed paper contracts and traditional counters. We want to offer a non-stop service, reducing at the same time the need for a large number of employees and allowing a greater efficiency of the processes by using the latest technologies available.

To ensure instant transfer, transparency, safety and process automation, the app uses blockchain technology. This ensures a secure and verifiable environment where all transactions and interactions are transparently recorded. Thus, the risks associated with signing contracts and transactions on paper become a memory, and users can trust that their data is protected.

An innovative aspect of this application is the integrated loyalty program, which rewards loyal customers and motivates them to continue using the services offered. Such a program is based on a scoring system, Score Drive, which takes into account aggressiveness behind the wheel, rewarding those who drive safely and responsibly. This innovative approach not only encourages appropriate traffic behavior, but also creates a relationship of trust and satisfaction between the app and customers.

With the use of this app, feedback and reviews can only be provided by customers who have actually rented a car, thus preventing fake or unfounded reviews. Moreover, employees are no longer exposed to the risk of entering a potentially dangerous environment or facing risky situations during their work.

We want the web application also offers car sharing services, thus facilitating access to cars in an efficient and convenient way. Users can rent cars for short periods of time without the need for complex contracts or additional human interaction. In addition, the app allows access to the customer's vehicle history, providing detailed information on previous rentals, mileage, and other relevant details.

We want by integrating artificial intelligence, costs can be significantly reduced and team productivity can be increased. For example, when a customer has concerns or questions about the details of a rental, the app can provide a quick and accurate response much more efficiently than a call center operator. Also, handing over and taking over cars will be done automatically, thus reducing the number of employees needed for these operations.

To ensure a high level of quality, we want the app uses artificial intelligence techniques to check rental cars, including washing, cleaning, and detecting possible damage.

We want to this is done by comparing handover-pickup videos or photos, thus ensuring increased transparency and accuracy in assessing the condition of the car. All these innovations and technologies combined lead to a more pleasant experience for customers, ensuring high-quality and reliable service.

The application we want has the ability to monitor the infrastructure and optimize the fleet of cars according to the requirements and needs of the users. Furthermore, we want the platform is designed to be scalable to meet the growing demand for car sharing, preparing for a future where electric and autonomous cars will become commonplace.

Thus, we want users can enjoy the advantages of cutting-edge technology and easily adapt to changes in the industry. In conclusion, we want the application represents a revolutionary solution for replacing paper contracts and traditional counters.

By using blockchain technology, the loyalty program, the integration of artificial intelligence, and other advanced technologies, this application completely transforms the way services are offered, streamlining processes, eliminating risks, and ensuring a pleasant and safe experience for customers.

By preparing for the future and adapting to new trends, this application is an eloquent example of how technology can revolutionize industries and bring significant benefits to users.

2.3. The location and the facilities offered by it

The choice of these locations is determined by several important factors. First of all, Bucharest Airport was chosen because it is the largest and busiest airport in Romania. It attracts a

significant number of potential customers, especially tourists, due to the international and national air connections it offers. Therefore, choosing a location near this airport ensures easy access to the services offered, offering the opportunity to attract a large number of users.

In addition, the choice of other important airports in Romania, such as Cluj, Iași, Bacău, Suceava, and Brașov, in year 2 brings an additional benefit in expanding the user market. These airports enjoy considerable traffic and are important entry points for tourists and travelers. By including them in the app's expansion strategy, new opportunities open up to attract customers and provide car rental services in these regions.

As the application develops and becomes more popular, we want expansion to the largest airports in Europe is being considered in 3-5 years. Locations such as London, Paris, Rome, Barcelona, and Amsterdam are chosen due to their importance in terms of air connections and the large flow of international tourists. By implementing the dApp at these major European airports, significant opportunities open up to attract customers from various countries and provide convenient and efficient car rental services.

In conclusion, the choice of these locations, starting with Bucharest Airport and continuing with the most important airports in Romania and Europe, is based on their potential to attract a large number of customers, especially tourists.

We want the gradual expansion in these key locations allows the app to offer services in an increasing number of destinations, ensuring an expanded geographical reach and a growing customer base.

Chapter 3. Description of services and products

3.1. Description of services

We chose to offer the rent-a-car service to meet the needs and requirements of our customers in terms of mobility and flexibility in travel.

We offer the possibility of renting cars so that you can travel without having to own a personal car or rely on public transport.

Our service aims to provide convenience, freedom, and accessibility, thereby facilitating travel and ensuring a pleasant and satisfying customer experience.

Our services are not limited to car rental but we want include the expansion of the concept of car sharing.

We want users will be able to access and use shared cars in a simple and convenient way. This provides an environmentally friendly and efficient alternative to owning a personal car.

3.2. CAB Analysis (Features-Advantages-Benefits)

Features	Advantages	Benefits
Use of blockchain technology to manage and record transactions.	Transparency and security:	Reduction of costs and intermediaries: Blockchain technology eliminates

	Blockchain technology provides a transparent and secure transaction recording system, guaranteeing data integrity and confidentiality.	intermediaries and associated costs, enabling direct rental between the vehicle owner and the customer.
Streamlined rental process involving the use of a mobile app	Operational efficiency: The use of blockchain enables the automation of rental processes, reducing the time and effort required to complete the formalities.	Increased Availability: The blockchain-based system allows owners to record vehicle availability in real time, offering a greater variety of rental options for customers.
	Quick ID verification: Through blockchain technology, fast and accurate customer identity verification can be achieved, ensuring a simplified and secure car rental process.	Transparent rating and reviews: Through blockchain, a transparent rating and review system based on verified records can be implemented to help customers make informed rental decisions.
		Ease of handling payments: The use of blockchain technology enables fast and secure payments, eliminating the need to use financial intermediaries and reducing the risk of fraud or disputes.

3.3. Establishing the production cost

We consider the following main aspects in determining costs:

Initial investment (advances for cars): We carefully evaluate the initial investment required to purchase the fleet of cars available for rent. Depending on your preferences and requirements, we offer varied and tailored options.

Monthly rate: To provide financial flexibility, we set a monthly rate that covers the cost of financing and amortizing cars. This is calculated based on the total loan amount, repayment period, and competitive interest rates.

Adjacent expenses: In an effort to ensure a worry-free experience for our customers, we calculate and include the associated expenses. These include taxes, road use damage, car insurance to provide protection and safety, and maintenance and servicing costs to ensure our vehicles are in top condition.

Operating expenses: As we want to provide high-quality service, we ensure that all operational aspects are considered. This includes employee salaries, premises and office space expenses, accounting and legal services, marketing and promotion of our services, development and maintenance of our application, and other expenses related to the efficient and secure operation of our business.

Taxes and fees: In accordance with tax laws and local regulations, we take into account the applicable taxes and duties in our area of operation. This includes property taxes, local taxes, and any other fees or licenses required to operate legally and to the required standards. We strive to be cost-transparent

and provide you with affordable and reliable car rental services. We are dedicated to providing an exceptional customer experience and ensuring that all costs are calculated carefully and fairly.

3.4. Future product strategy

Our upcoming services will redefine the mobility experience and bring a number of benefits to our customers.

Here's what we offer:

Personalized car sharing: We want to offer you a practical and efficient solution for the periods when you are not using your own car. Through our car sharing service, you will be able to rent your personal car to another person, knowing that your vehicle will be returned safely. This not only allows you to save money but also contributes to a more efficient use of transportation resources.

Premium services with drivers in the luxury range: If you are looking for an absolute luxury experience, we want offer premium car rental services with professional drivers. Whether you need a car for a special occasion or want to enjoy the comfort and refinement of a luxury car, our team will provide you with personalized and high-quality service.

We want collaborations with two leading companies in the industry, which will allow us to offer additional services and facilities, include Upark: real-time verification of parking spaces in the area where you are.

By partnering with Upark, we can offer you access to modern and secure car parks. You can enjoy the convenience of leaving your car safely and save precious time looking for a parking space.

QoWatt Electric Car Charging System Network: For our customers opting for electric cars, our partnership with Qowat provides you with an extensive network of fast and reliable charging stations.

Thus, you can enjoy sustainable and easily accessible electric mobility.

These upcoming services reflect our commitment to provide you with innovative solutions tailored to your mobility needs.

Chapter 4. Market analysis

Competitive Analysis:

Name competitor	Strengths	Weaknesses	Fiscal value
Autonom	Electric cars	High price, surcharges	127,222,609 €
Sixt	Global leader	High price, surcharges	6,132,000,000 €
Hertz	Global leader	Rental conditions	8,685,000,000 \$
BVD Cluj	Competitive prices	Heavy bureaucratic process	18,449,894 €

Analysis of the target audience

Target audience		
Demographic	Age segment of the buyer	22-50
	Sex:	M/F
	Area of origin (rural/urban)	urban
	Income:	>2000\$/luna
	Professional fields:	Tourists Entrepreneurs
	What cities do they come from:	Big cities and neighboring areas
How would you describe the target audience's behaviors, habits, characteristics? habits, characteristics?	Most of them come to the country for holidays, solving personal problems and business trips.	

Market and industry analysis

A. The need of the market

The car rental industry in Romania is a growing one, offering a wide range of car rental services for different needs and budgets. The analysis of the market and the rent a car industry in Romania reveals the following aspects:

Demand growth: The car rental industry has experienced significant growth in recent years in Romania. This growth can be attributed in part to growing tourism in the country as well as the need for flexible mobility for business and personal travel.

Strong Competition: There is strong competition in the industry with many car rental companies, both international and local, competing for the same market segment. The companies differentiate themselves by the diversity and quality of their car fleets, the services offered, and their competitive prices.

Market segmentation: The rent a car market in Romania is segmented according to different criteria, such as the duration of the rental (from a few hours to a few months), the type of vehicle (economy, medium, or premium), as well as additional services (insurance , GPS, airport transfer, etc.).

Tourism as a key factor: The car rental industry is strongly influenced by the tourism industry. Romania has become an increasingly popular tourist destination, and many tourists prefer to rent a car to explore the country independently. This is an important factor driving the demand for car rentals.

Digitization and technology: Rent a car companies in Romania have embraced the digitization and technology trend to improve their services. Mobile apps, online booking, and quick check-in are just a few examples of technological innovations used to facilitate the rental process and improve the customer experience.

Car fleet and infrastructure: Car rental companies invest in diverse and up-to-date fleets to cover different customer needs. Also, road infrastructure and access to airports are important factors in the development of the rent-a-car industry.

Success Factors: Successful car rental companies emphasize service quality, transparency, flexibility, competitive pricing, and efficient customer support. Building a good relationship with customers and managing the car fleet effectively are essential elements for success in the car rental industry.

In conclusion, the rent-a-car industry in Romania is growing and offers significant opportunities for companies in the field.

With ever-increasing demand and technological advancement, it is essential for companies to be innovative and adapt to customer needs and preferences in order to remain competitive in the market.

B. Market growth

Over the last 5 years, the industry has had positive growth, with the exception of 2020, when, due to the pandemic, all non-essential services have been closed.

The analysis is global.

- 2019 : 1%
- 2020 : -37.08%
- 2021: 25.00%
- 2022: 14.29%
- 2023: 30.00%

C. Market trends

<https://start-up.ro/trenduri-in-industria-de-rent-a-car-romania-in-2021/>

The conclusion of the article "Trends in the Romanian car rental industry in 2021" from start-up.ro is as follows:

- The rent-a-car industry in Romania was strongly affected by the COVID-19 pandemic and the measures taken to reduce its impact.

- Many car rental companies had to temporarily or permanently suspend their activities, and the employees were left without jobs.
- However, after about a year of restrictions, there is a slight loosening and an increase in demand in the car rental industry, especially around the summer holiday season.
- Car rental companies re-evaluated their strategies and began to focus on new audience segments, such as those who prefer to rent a car in order to avoid crowded public transport.
- An important aspect was the thorough sanitization and cleaning of vehicles, which became a mandatory measure and a factor of trust for customers.
- In addition, many reservations have moved online, and car rental companies have invested in user-friendly platforms and digital payment methods to facilitate interaction with customers.
- The ability to adapt, identify new opportunities, and understand customer needs is essential for car rental companies in this period of continuous change and to return to a profitable business.

Chapter 5. Description of implementation and launch strategies

The marketing and sales strategy for our product is based on successfully identifying and engaging the target audience and gradually increasing market share from year to year.

To achieve this goal, we will implement the following concrete strategies and activities:

Defining the target audience: We will precisely identify relevant market segments for our car rental services, such as tourists, business travelers, or people who want a flexible alternative to their own car.

Product Positioning: We will develop a clear and attractive message that highlights the distinct advantages of our services, such as flexible mobility, a variety of cars, and a premium experience.

Digital marketing: We will use a combination of digital marketing strategies such as social media promotion, search engine optimization (SEO), email marketing campaigns, and content marketing to increase visibility and attract new customers.

Collaborations and partnerships: We will look for opportunities to collaborate with travel agencies, hotels, and other complementary companies to expand our network and reach new audiences.

Sales strategy:

Sales Team: We will invest in a well-trained and motivated sales team to build strong relationships with customers and provide customized solutions.

Business Promotion and Networking: We will attend relevant industry events and exhibitions to promote our services and develop relationships with potential customers and partners.

Loyalty programs: We will develop an attractive loyalty program to encourage repeat business and reward loyal customers.

Customized Services: We will provide customized services such as 24/7 support, home or airport delivery, and pickup to meet the specific needs of customers.

Year-over-year product development will focus on:

Vehicle fleet expansion: We will continue to invest in diversifying and expanding our car fleet, including the range of luxury and electric cars, to meet growing demand and stay in step with market trends.

Technology Enhancement: We will continue to adopt and implement advanced technologies in our operational processes and customer experience, such as intuitive mobile applications, GPS tracking technology, and online booking systems.

Expansion into new markets: As our business develops and we gain experience, we will expand our presence in other cities and regions in Romania, as well as in selected international markets.

By implementing this marketing and sales strategy, we are determined to increase our market share, attract and retain loyal customers, and strengthen our position as a trusted supplier in the car rental industry.

5.1 The objective from a financial point of view

Table: Forecasting sales and production costs

Sales	Year I	Year II	Year III	Year IV	Year V
Car rental service	\$596,884	\$1,530,198	\$2,835,941	\$4,768,868	\$7,056,225
Income from casco and guarantees	\$296,460	\$713,580	\$1,251,360	\$1,987,080	\$2,843,460
Franchise	\$0	\$98,306	\$326,069	\$541,773	\$935,796
Total sales	\$893,344	\$2,342,084	\$4,413,370	\$7,297,721	\$10,835,481
Production costs	Year I	Year II	Year III	Year IV	Year V
Direct production cost	\$514,558	\$739,219	\$963,879	\$1,345,342	\$1,570,002
Other expenses (insurance, tax, gps, leasing installments, etc.)	\$764,503	\$1,843,126	\$3,221,109	\$5,081,517	\$7,256,044
Total expenses	\$1,279,061	\$2,582,345	\$4,184,988	\$6,426,859	\$8,826,046

The table represents the sales totals after paying 25% of reward fund.

They are calculated for the scenario where the average rental per car is 15 days and the number of customers is 3 per month, with the number increasing every year up to a total of 472 cars own fleet and a total of 652 cars in the franchise system at the end of the 5 years.

The total sales also consist of income from casco and guarantees, which are calculated based on the average number of car rental days and the average number of customers per car in a month.

Estimated at 50% of customers who purchase CASCO insurance and 50% of customers who choose to pay the warranty, of which statistically 20% lose it, these are calculated according to the car group and their number.

The total production costs include advances, adjacent taxes, and all fees with rates, interest, taxes, GPS, maintenance, parking, and towing for the purchase of the set number of cars each year.

Table of objectives

Objectives	Start date	Completion date	Department
Tax preparation	01.09.2023		Fiscal
Preparing fundraising rounds	01.01.2024	30.06.2024	Marketing
Platform development v.1	01.01.2024	31.06.2024	IT
Platform testing	01.04.2024	31.06.2024	Development
Purchase of adjacent services (parking, washing, GPS)	01.07.2024	31.12.2024	Development
Car purchase	01.07.2024	31.12.2024	Acquisitions
First rezervations	01.07.2024		Development

5.2. The action plan

We have set some important goals for the coming period.

We proposed a careful analysis of the existing tax system and the implementation of any necessary legislative changes. We aim to develop effective tax strategies that ensure optimal compliance and maximize benefits for the organization.

Starting from 01/01/2024, we are focusing on preparing fundraising rounds. This stage involves developing the plans and documentation needed to initiate the fundraising process. We aim to set clear financial goals and develop a detailed action plan.

Starting from 01/01/2024, we will start developing our platform. This goal involves creating a specialized software application that meets our needs. We will perform thorough analysis and design, followed by source code development and implementation. The platform will be designed to improve internal processes, provide quality service to users, and improve interaction with our customers.

On 01/04/2024, our goal will be to test the developed platform. We will put the app through rigorous testing to make sure it works properly and meets all our requirements. We will perform unit tests, integration tests, and system tests to identify and fix any bugs or issues. The ultimate goal is to deliver a stable and reliable application to users.

Starting with the date of 01/07/2024, we propose to make the purchase of cars necessary for the start of the activity. We will carry out a careful analysis of our needs, identifying specifications and selection criteria. We will evaluate potential suppliers and procure according to our requirements and standards.

The next objective is the acquisition of adjacent services such as parking, washing, and GPS systems. These services will support our business, ensuring we have the facilities we need to run our operations efficiently. We will identify the right suppliers, evaluate the offers, and make the purchase according to our needs and requirements.

On 01/07/2024, we will reach an important moment, namely the first bookings. This goal means that we are ready to receive and carry out the first bookings for the services we offer. We will train staff, promote our services, and enter into partnerships or agreements necessary to officially start our business.

By setting these goals and committing to achieving them, we are determined to accomplish our mission.

Chapter 6. Personnel and legal form strategy

6.1. Company structure

Executive management:

This is the top level of the company and includes positions such as CEO (chief executive officer), CFO (chief financial officer), CMO (chief marketing officer), and other key executives responsible for making strategic decisions and overseeing the overall activities of the company.

Operational Department:

This department is responsible for managing the day-to-day operations of the business and may include roles such as operations manager, car fleet manager, car maintenance and service manager, and staff responsible for managing bookings and customer relations.

Financial department:

This department deals with the management of the financial aspects of the company and includes functions such as accounting, financial analysis, invoicing, and budget management. He is responsible for monitoring and reporting the company's financial performance and the effective management of financial resources.

Marketing and Sales Department:

This department deals with promoting your car rental services and attracting and retaining customers. It may include functions such as marketing managers, sales managers, digital marketing specialists, advertising and communications staff, and customer support staff.

IT and Technology Department:

This department is responsible for the management of the IT infrastructure, the development and maintenance of software applications and systems, as well as the implementation of blockchain technology and data security. It can include functions such as the IT director, software developers, cyber security specialists, and technical support staff.

Human resources department:

This department deals with the recruitment, selection, and management of the company's human resources, including the hiring, development, and evaluation of staff. This may include functions such as human resources managers, recruiters, staff development specialists, and administrative staff.

6.2. Management team vs. operational team

Within our company, we have a well-defined organizational structure with clear duties for each employee. Here is a job description for each of them:

General manager:

- o Responsible for the overall management of the company and strategic decision-making.
- o Oversees the day-to-day operations and activities of the entire team.
- o Manage the company's budget and finances.
- o Establishes objectives and key performance indicators.
- o Identifies business growth and development opportunities.
- o Maintain relationships with key partners and customers.

Sales manager:

- o Develops and implements sales strategies to achieve established goals.
- o Identifies and cultivates relationships with key customers and potential business partners.
- o Monitor sales team performance and provide support and guidance.
- o Performs market and competitor analysis to identify growth opportunities.
- o Participates in events and exhibitions to promote the company and its services.

Operations Manager:

- o Oversee the daily operations of the car fleet.
- o Plan and coordinate machine scheduling and maintenance.
- o Monitor car availability and reservations to ensure efficient fleet utilization.
- o Manage the relationship with service providers and ensure compliance with relevant rules and regulations.
 - o Identifies and implements operational improvements to optimize efficiency and service quality.

Customer Relations Assistant:

- o Answer customer calls and emails and provide support for bookings and enquiries.
- o Manage the rental process and related documents.
- o Provides assistance in case of emergencies or accidents.
- o Collect feedback from customers and follow up on problem resolution.
- o Maintain effective communication and trusting relationships with clients.

Maintenance and cleaning staff:

- o Performs regular machine maintenance, including technical checks and periodic overhauls.
- o Ensure the cleanliness and hygiene of the cars before and after each rental.
- o Reports and resolves any breakdowns or damage to machines.
- o Monitors the stock of consumables and equipment needed in the maintenance activity.

Marketing and Communication Team:

- o Develop and implement marketing and communication strategies to promote our services.
- o Performs digital marketing activities, advertising campaigns, and management of presence on social networks.
 - o Produces marketing materials, including written, visual, and audiovisual content.

o Monitor the results of marketing campaigns and adjust strategies accordingly.

As for whether it's worth hiring a human or subcontracting, that depends on the company's specific needs and available resources. Depending on the volume of activities and expertise required, it may be advantageous to have in-house staff provide direct control over key activities. However, subcontracting can be a viable option for more specialized tasks or fluctuations in business volume.

Evaluating the costs, skills required, and benefits of each option is essential to making an informed decision.

6.3. Education plan for staff

We want to develop the staff during the activity, and we emphasize the education and continuous development of our employees. We believe that a well-trained and motivated workforce is the key to success in our industry. Here is how we intend to develop staff in our company:

Internal Training Program: We will provide our employees with learning and development opportunities through an internal training program. This program will cover aspects such as customer relations, car management, and other key skills required in our business.

Participation in external courses and seminars: We will encourage employees to attend relevant industry courses and seminars to improve their knowledge and skills. This may include attending blockchain events and conferences or specialized courses in business management.

Periodic feedback and evaluations: We will conduct periodic evaluations of employee performance and provide constructive feedback to help them develop. We will identify their strengths and areas where they can improve and develop individual development plans based on their needs.

Advancement opportunities: We will promote an internal culture of growth and provide opportunities for advancement within the company. Employees with outstanding potential and performance will be encouraged to develop their careers within our organization.

Constant Industry Updates: We will ensure that our staff is up-to-date with the latest industry trends and innovations. We will provide up-to-date information and relevant resources to enable them to stay abreast of market changes.

Staff education and development are long-term commitments for us. We will invest in the resources and programs necessary to ensure the continued growth and improvement of our employees.

Through these initiatives, we aim to increase the level of expertise and performance of our team, which will contribute to the success and sustainable growth of our company.

Chapter 7. The financial plan

The financial chapter of our business plan is a detailed analysis of the financial aspects and sustainability of our future business.

This chapter includes the following key elements:

Initial investments: We will present the estimated amount required to start the business, which includes the purchase of the fleet of cars, the necessary equipment, the development and implementation of the application, marketing costs, and other initial expenses.

Financial projections: We will present our short-term and long-term financial projections, including estimated revenues and expenses. This will include estimates of demand and sales volume, average rental prices, operating costs, personnel expenses, taxes, and other related expenses.

Balance point: We will calculate the break-even point, that is, the level of sales at which revenues equal expenses. This will give us insight into the minimum amount of business required to ensure profitability.

Cash flow: We will present a cash flow plan that details cash inflows and outflows each month or quarter. This will allow us to monitor liquidity and identify any fluctuations or problems.

Profitability and financial indicators: We will analyze the profitability of our business through key financial indicators such as profit margin, return on investment, and return on equity.

This information will help us evaluate the efficiency and financial success of the business.

7.1 Projection of revenues and expenses

Table: Projection of revenues and expenses

	Anul I	Anul II	Anul III	Anul IV	Anul V
Annual turnover	\$893,344	\$2,342,084	\$4,413,370	\$7,297,721	\$10,835,481
Direct production cost	\$514,558	\$739,219	\$963,879	\$1,345,342	\$1,570,002
Other expenses (insurance, tax, gps, leasing installments, etc.)	\$764,503	\$1,843,126	\$3,221,109	\$5,081,517	\$7,256,044
The total cost of the activities	\$1,279,061	\$2,582,345	\$4,184,988	\$6,426,859	\$8,826,046
Gross margin (revenues - expenses)	-\$385,717	-\$240,261	\$228,382	\$870,862	\$2,009,435
Gross margin %	-43%	-10%	5%	12%	19%
Cost					
Application	\$50,000	\$65,000	\$84,500	\$109,850	\$142,805
Employee wages	\$58,000	\$75,400	\$98,020	\$127,426	\$165,654
Accountancy	\$5,000	\$6,500	\$8,450	\$10,985	\$14,281

Lawyer	\$10,000	\$13,000	\$16,900	\$21,970	\$28,561
Marketing	\$35,000	\$45,500	\$59,150	\$76,895	\$99,964
Rent expenses	\$5,000	\$6,500	\$8,450	\$10,985	\$14,281
Application maintenance	\$10,000	\$13,000	\$16,900	\$21,970	\$28,561
Other expenses	\$15,000	\$19,500	\$25,350	\$32,955	\$42,842
Total expenses	\$188,000	\$244,400	\$317,720	\$413,036	\$536,947
EBITDA	-\$573,717	-\$484,661	-\$89,338	\$457,826	\$1,472,488
Tax	-\$91,795	-\$77,546	-\$14,294	\$73,252	\$235,598
TVA	-\$109,006	-\$92,086	-\$16,974	\$86,987	\$279,773
Net profit	-\$372,916	-\$315,029	-\$58,070	\$297,587	\$957,117

The net profit is calculated for the first medium scenario where 25% of the income is already in reward fund.

The tax is calculated at 16% of the profit.

The necessary expenses are estimated for year I, for years II-V or added every year a percentage of 30% increase.

7.2 Start-up budget

To start our desired business, the expenses shown in the table below are necessary to ensure a solid and functional foundation for our business. Each expense has a specific role in carrying out our activities and achieving our short and long-term goals.

Purchase of a fleet of cars: This is one of the biggest upfront costs, but it is essential to being able to offer car rental services. A well-maintained car fleet that is diverse in terms of models and options will attract customers and ensure a satisfying experience for them.

Equipment and infrastructure: This category includes equipment needed to operate our business, such as office equipment, car registration and tracking systems, software, and hardware needed to manage bookings and other operational processes. It may also involve the necessary infrastructure for parking and charging electric cars.

Application development and implementation: A well-developed and implemented platform is crucial to providing our customers with an easy and convenient way to rent cars. This involves costs associated with software development, application design and testing, integration with other systems, and marketing associated with the application's launch.

Marketing and advertising costs: In order to attract customers and promote our services, it is essential that we allocate resources to marketing and advertising activities. These expenses may include

online and offline advertising campaigns, social media promotion, SEO (search engine optimization), event participation, and other promotional tactics to increase visibility and attract new customers.

Operating expenses: This category includes various recurring operating expenses, such as rent for office space, employee salaries, insurance, legal and accounting expenses, cleaning and maintenance services, and other expenses necessary to maintain the efficient and legal operation of our business.

All these expenses are essential to ensuring a successful service and providing our customers with quality service and a pleasant experience. The initial investment in these aspects will help build a sustainable business and generate long-term benefits.

Tables: Start-ups

Necessary	Amount
	\$1,467,061
<u>Costs</u>	
Application	\$50,000
Employee wages	\$58,000
Accountancy	\$5,000
Lawyer	\$10,000
Marketing	\$35,000
Rent expenses	\$5,000
Application maintenance	\$10,000
Other expenses	\$15,000
Total Cost	\$188,000
<u>Required assets</u>	
Advance payment cars	\$514,558
Car expenses for one year	\$764,503
Fixed assets	\$0
Total assets	\$1,279,061
Total necessities	\$1,279,061

Chapter 8. Annexes

Scenario 1

Every year a number of cars are added on portfolio.							Total Cars
Cars		Year 1	Year 2	Year 3	Year 4	Year 5	472
Total cars / year		60	76	92	114	130	
Economy	% of option	50	60	70	80	90	350
Option 1	22.86%	5	10	15	20	30	80
Option 2	35.71%	20	20	25	30	30	125
Option 3	41.43%	25	30	30	30	30	145
Luxury		10	15	20	30	35	110
Option 1	43.64%	4	6	9	13	16	48
Option 2	30.91%	3	5	6	10	10	34
Option 3	25.45%	3	4	5	7	9	28
Exotic		0	1	2	4	5	12
Option 1	58.33%	0	1	1	2	3	7
Option 2	25.00%	0	0	1	1	1	3
Option 3	16.67%	0	0	0	1	1	2

Average/Economy	Price / day			CASCO / day	Guarantee	
	<3 days	>3 days	>7 days			
				\$60.50	\$25	\$580
Option 1	\$40	\$35	\$30	\$35	\$20	\$300
Option 2	\$65	\$60	\$55	\$60	\$25	\$500
Option 3	\$80	\$75	\$70	\$75	\$30	\$700
Average/Luxury				\$139.64	\$40	\$1,210
Option 1	\$120	\$110	\$100	\$110	\$35	\$1,000
Option 2	\$150	\$140	\$130	\$140	\$40	\$1,200
Option 3	\$200	\$190	\$180	\$190	\$45	\$1,500
Average/Exotic				\$1,322	\$217	\$5,000
Option 1	\$1,000	\$900	\$800	\$900	\$150	\$5,000
Option 2	\$1,500	\$1,200	\$1,000	\$1,233	\$200	\$5,000
Option 3	\$3,300	\$3,000	\$2,500	\$2,933	\$300	\$5,000

Client	100%	
Client choose pay Casco %	50%	Client lose guarantee
Client choose guarantee %	50%	20%

Pessimistic scenario:

Pessimistic								
Average day / month / car	10							
Average client / month / car	2							
	Economy	Luxury	Exotic	Total / Year	Economy	Luxury	Exotic	Total / Year
Year 1	\$507,600	\$220,604	\$0	\$595,563	\$144,600	\$53,040	\$0	\$197,640
Year 2	\$1,116,720	\$551,509	\$183,667	\$1,507,852	\$318,120	\$132,600	\$25,000	\$475,720
Year 3	\$1,827,360	\$992,716	\$551,000	\$2,736,867	\$520,560	\$238,680	\$75,000	\$834,240
Year 4	\$2,639,520	\$1,654,527	\$1,285,667	\$4,515,965	\$751,920	\$397,800	\$175,000	\$1,324,720
Year 5	\$3,553,200	\$2,426,640	\$2,204,000	\$6,611,790	\$1,012,200	\$583,440	\$300,000	\$1,895,640
*Total income with total cars from the current year includes (reservations + CASCO + guarantees - the reward fund)					*Total income from casco and guarantees per year			

				Percent of reward fund			
				25%			
Economy	Luxury	Exotic	Total / Year	Economy	Luxury	Exotic	Total / Year
\$363,000	\$167,564	\$0	\$530,564	\$90,750	\$41,891	\$0	\$132,641
\$798,600	\$418,909	\$158,667	\$1,376,176	\$199,650	\$104,727	\$39,667	\$344,044
\$1,306,800	\$754,036	\$476,000	\$2,536,836	\$326,700	\$188,509	\$119,000	\$634,209
\$1,887,600	\$1,256,727	\$1,110,667	\$4,254,994	\$471,900	\$314,182	\$277,667	\$1,063,748
\$2,541,000	\$1,843,200	\$1,904,000	\$6,288,200	\$635,250	\$460,800	\$476,000	\$1,572,050
*Total revenues with total cars from the current year only from reservations from which fund reward are paid.				*Total revenues added to the ecosystem after 5 years			\$3,746,692
				*Total revenues added to the ecosystem annually, the 25% to reward fund			

Medium scenario:

Medium									
Average day / month / car	15								
Average client / month / car	3								
	Economy	Luxury	Exotic	Total / Year	Economy	Luxury	Exotic	Total / Year	
Year 1	\$761,400	\$330,905	\$0	\$893,344	\$216,900	\$79,560	\$0	\$296,460	
Year 2	\$1,675,080	\$827,264	\$257,500	\$2,243,778	\$477,180	\$198,900	\$37,500	\$713,580	
Year 3	\$2,741,040	\$1,489,075	\$808,500	\$4,087,301	\$780,840	\$358,020	\$112,500	\$1,251,360	
Year 4	\$3,959,280	\$2,481,791	\$1,910,500	\$6,755,948	\$1,127,880	\$596,700	\$262,500	\$1,987,080	
Year 5	\$5,329,800	\$3,639,960	\$3,288,000	\$9,899,685	\$1,518,300	\$875,160	\$450,000	\$2,843,460	
*Total income with total cars from the current year includes (reservations + CASCO + guarantees - the reward fund)					*Total income from casco and guarantees per year				

Percent of reward fund							
25%							
Economy	Luxury	Exotic	Total / Year	Economy	Luxury	Exotic	Total / Year
\$544,500	\$251,345	\$0	\$795,845	\$136,125	\$62,836	\$0	\$198,961
\$1,197,900	\$628,364	\$238,000	\$2,064,264	\$299,475	\$157,091	\$59,500	\$516,066
\$1,960,200	\$1,131,055	\$714,000	\$3,805,255	\$490,050	\$282,764	\$178,500	\$951,314
\$2,831,400	\$1,885,091	\$1,666,000	\$6,382,491	\$707,850	\$471,273	\$416,500	\$1,595,623
\$3,811,500	\$2,764,800	\$2,856,000	\$9,432,300	\$952,875	\$691,200	\$714,000	\$2,358,075
*Total revenues with total cars from the current year only from reservations from which fund reward are paid.				*Total revenues added to the ecosystem after 5 years			
				*Total revenues added to the ecosystem annually, the 25% to reward fund			
				\$5,620,039			

Optimistic scenario:

Optimistic									
Average day / month / car	20								
Average client / month / car	4								
	Economy	Luxury	Exotic	Total / Year	Economy	Luxury	Exotic	Total / Year	
Year 1	\$1,015,200	\$441,207	\$0	\$1,191,125	\$289,200	\$106,080	\$0	\$395,280	
Year 2	\$2,233,440	\$1,103,018	\$367,333	\$3,015,704	\$636,240	\$265,200	\$50,000	\$951,440	
Year 3	\$3,654,720	\$1,985,433	\$1,102,000	\$5,473,735	\$1,041,120	\$477,360	\$150,000	\$1,668,480	
Year 4	\$5,279,040	\$3,309,055	\$2,571,333	\$9,031,931	\$1,503,840	\$795,600	\$350,000	\$2,649,440	
Year 5	\$7,106,400	\$4,853,280	\$4,408,000	\$13,223,580	\$2,024,400	\$1,166,880	\$600,000	\$3,791,280	
*Total income with total cars from the current year includes (reservations + CASCO + guarantees - the reward fund)					*Total income from casco and guarantees per year				

Percent of reward fund							
25%							
Economy	Luxury	Exotic	Total / Year	Economy	Luxury	Exotic	Total / Year
\$726,000	\$335,127	\$0	\$1,061,127	\$181,500	\$83,782	\$0	\$265,282
\$1,597,200	\$837,818	\$317,333	\$2,752,352	\$399,300	\$209,455	\$79,333	\$688,088
\$2,613,600	\$1,508,073	\$952,000	\$5,073,673	\$653,400	\$377,018	\$238,000	\$1,268,418
\$3,775,200	\$2,513,455	\$2,221,333	\$8,509,988	\$943,800	\$628,364	\$555,333	\$2,127,497
\$5,082,000	\$3,686,400	\$3,808,000	\$12,576,400	\$1,270,500	\$921,600	\$952,000	\$3,144,100
*Total revenues with total cars from the current year only from reservations from which fund reward are paid.				*Total revenues added to the ecosystem after 5 years			
				*Total revenues added to the ecosystem annually, the 25% to reward fund			
				\$7,493,385			

Annual expenses with each car class:

Category	Total Expensive / Year	Price / car	Advance	Rate / month	Rate / Year
			Percentage advance	Percentage from car	
Economy			20%	1.8%	
Option 1	\$7,185	\$20,000	\$4,000	\$360	\$4,320
Option 2	\$9,780	\$30,000	\$6,000	\$540	\$6,480
Option 3	\$13,420	\$45,000	\$9,000	\$810	\$9,720
Luxury			20%	1.7%	
Option 1	\$16,640	\$60,000	\$12,000	\$1,020	\$12,240
Option 2	\$25,700	\$100,000	\$20,000	\$1,700	\$20,400
Option 3	\$30,530	\$120,000	\$24,000	\$2,040	\$24,480
Exotic			20%	5.5%	
Option 1	\$48,200	\$300,000	\$60,000	\$3,300	\$39,600
Option 2	\$56,700	\$350,000	\$70,000	\$3,850	\$46,200
Option 3	\$78,600	\$500,000	\$100,000	\$5,500	\$66,000

RCA	CASCO	Towing insurance	Vignette	Tax	Parking	Maintenance	Other	GPS
\$300	\$1,200	\$70	\$30	\$15	\$500	\$200	\$50	\$500
\$350	\$1,400	\$70	\$30	\$50	\$500	\$300	\$100	\$500
\$400	\$1,600	\$70	\$30	\$50	\$500	\$400	\$150	\$500
\$500	\$2,000	\$70	\$30	\$50	\$500	\$500	\$250	\$500
\$500	\$2,500	\$70	\$30	\$100	\$500	\$800	\$300	\$500
\$500	\$3,000	\$70	\$30	\$100	\$500	\$1,000	\$350	\$500
\$1,000	\$4,000	\$70	\$30	\$500	\$500	\$1,500	\$500	\$500
\$1,200	\$5,000	\$70	\$30	\$500	\$500	\$2,000	\$700	\$500
\$1,500	\$6,000	\$70	\$30	\$500	\$500	\$2,500	\$1,000	\$500

Required Investment per year	Total	Car expenses / year			Advance		
		Economy	Luxury	Exotic	Economy	Luxury	Exotic
Year 1	\$1,279,061	\$534,743	\$229,760	\$0	\$339,286	\$175,273	\$0
Year 2	\$1,780,942	\$641,691	\$344,640	\$55,392	\$407,143	\$262,909	\$69,167
Year 3	\$2,282,822	\$748,640	\$459,520	\$110,783	\$475,000	\$350,545	\$138,333
Year 4	\$3,111,777	\$855,589	\$689,280	\$221,567	\$542,857	\$525,818	\$276,667
Year 5	\$3,613,658	\$962,537	\$804,160	\$276,958	\$610,714	\$613,455	\$345,833

Total expenses from that year	Total	Car expenses / year			Advance payment cars / year			Fixed Expenses 30%
		Economy	Luxury	Exotic	Economy	Luxury	Exotic	
Year 1	\$1,467,061	\$534,743	\$229,760	\$0	\$339,286	\$175,273	\$0	\$188,000
Year 2	\$2,789,845	\$1,176,434	\$574,400	\$55,392	\$407,143	\$262,909	\$69,167	\$244,400
Year 3	\$4,406,768	\$1,925,074	\$1,033,920	\$166,175	\$475,000	\$350,545	\$138,333	\$317,720
Year 4	\$6,649,983	\$2,780,663	\$1,723,200	\$387,742	\$542,857	\$525,818	\$276,667	\$413,036
Year 5	\$9,042,209	\$3,743,200	\$2,527,360	\$664,700	\$610,714	\$613,455	\$345,833	\$536,947

Fixed Expenses	Annual growth:	Year 1	Year 2	Year 3	Year 4	Year 5
	30%	\$188,000	\$244,400	\$317,720	\$413,036	\$536,947
	Application	\$50,000	\$65,000	\$84,500	\$109,850	\$142,805
	Wages	\$58,000	\$75,400	\$98,020	\$127,426	\$165,654
	Accountancy	\$5,000	\$6,500	\$8,450	\$10,985	\$14,281
	Lawyer	\$10,000	\$13,000	\$16,900	\$21,970	\$28,561
	Marketing	\$35,000	\$45,500	\$59,150	\$76,895	\$99,964
	Rent	\$5,000	\$6,500	\$8,450	\$10,985	\$14,281
	Maintenance Application	\$10,000	\$13,000	\$16,900	\$21,970	\$28,561
	Other expenses	\$15,000	\$19,500	\$25,350	\$32,955	\$42,842

Franchise:

Percentage of each day				Every year a number of cars are added on portfolio - FRANCHISE							Total Cars
20%				Cars		Year 1	Year 2	Year 3	Year 4	Year 5	652
Income / day - Franchiza				Total cars / year		0	75	120	191	266	
<3 days	>3 days	>7 days	\$10.53	Economy	% of option	0	60	90	140	200	490
\$8	\$7	\$6	\$7	Option 1	42.86%	0	30	40	60	80	210
\$13	\$12	\$11	\$12	Option 2	34.69%	0	20	30	50	70	170
\$16	\$15	\$14	\$15	Option 3	22.45%	0	10	20	30	50	110
			\$24.65	Luxury		0	15	30	51	65	161
\$24	\$22	\$20	\$22	Option 1	62.11%	0	10	20	30	40	100
\$30	\$28	\$26	\$28	Option 2	34.16%	0	5	10	20	20	55
\$40	\$38	\$36	\$38	Option 3	3.73%	0	0	0	1	5	6
			\$180	Exotic		0	0	0	0	1	1
\$200	\$180	\$160	\$180	Option 1	100.00%	0	0	0	0	1	1
\$300	\$240	\$200	\$247	Option 2	0.00%	0	0	0	0	0	0
\$660	\$600	\$500	\$587	Option 3	0.00%	0	0	0	0	0	0

Pessimistic					Percent of reward fund				
Average day / month / car	10				25%				
	Economy	Luxury	Exotic	Total / Year	Economy	Luxury	Exotic	Total / Year	
Year 1	\$0	\$0	\$0	\$0	\$0	\$0.00	\$0	\$0	
Year 2	\$75,820	\$44,363	\$0	\$53,237	\$18,955	\$11,091	\$0	\$30,046	
Year 3	\$189,551	\$133,088	\$0	\$146,039	\$47,388	\$33,272	\$0	\$80,660	
Year 4	\$366,465	\$283,921	\$0	\$297,878	\$91,616	\$70,980	\$0	\$162,597	
Year 5	\$619,200	\$476,160	\$21,600	\$516,936	\$154,800	\$119,040	\$5,400	\$279,240	
*Total income with total cars from the current year includes (reservations - the reward fund - expensive)					*Total revenues added to the ecosystem after 5 years				\$552,542
					*Total revenues added to the ecosystem annually, the 25% to reward fund				

Medium					Percent of reward fund				
Average day / month / car	15				25%				
	Economy	Luxury	Exotic	Total / Year	Economy	Luxury	Exotic	Total / Year	
Year 1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Year 2	\$113,731	\$66,544	\$0	\$98,306	\$28,433	\$16,636	\$0	\$45,069	
Year 3	\$284,327	\$199,632	\$0	\$326,069	\$71,082	\$49,908	\$0	\$120,990	
Year 4	\$549,698	\$425,882	\$0	\$541,773	\$137,424	\$106,471	\$0	\$243,895	
Year 5	\$928,800	\$714,240	\$32,400	\$935,796	\$232,200	\$178,560	\$8,100	\$418,860	
*Total income with total cars from the current year includes (reservations - the reward fund - expensive)					*Total revenues added to the ecosystem after 5 years				\$828,813
					*Total revenues added to the ecosystem annually, the 25% to reward fund				

Optimistic					Percent of reward fund				
Average day / month / car	20				25%				
	Economy	Luxury	Exotic	Total / Year	Economy	Luxury	Exotic	Total / Year	
Year 1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Year 2	\$151,641	\$88,725	\$0	\$143,375	\$37,910	\$22,181	\$0	\$60,092	
Year 3	\$379,102	\$266,176	\$0	\$294,047	\$94,776	\$66,544	\$0	\$161,320	
Year 4	\$732,931	\$567,843	\$0	\$975,580	\$183,233	\$141,961	\$0	\$325,193	
Year 5	\$1,238,400	\$952,320	\$43,200	\$1,354,656	\$309,600	\$238,080	\$10,800	\$558,480	
*Total income with total cars from the current year includes (reservations - the reward fund - expensive)					*Total revenues added to the ecosystem after 5 years				\$1,105,085
					*Total revenues added to the ecosystem annually, the 25% to reward fund				