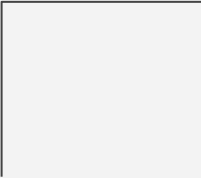




OasiCenter

The Network of Multi-service Centers



*"The secret of change is to focus all of
your energy not on fighting the old, but
on building the new."*

— **Socrates**

Way of the Peaceful Warrior, Dan Milma (1980)

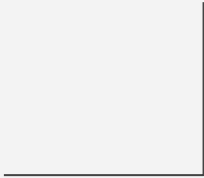


**Table of
contents**

01

Problem

02

Solution

03

Opportunity

04

Roadmap

05

Management

06

**Financial
Plan**

A low-angle, black and white photograph of several tall skyscrapers reaching towards a cloudy sky. The perspective creates a sense of height and scale. A white rectangular frame is superimposed over the center of the image.

01

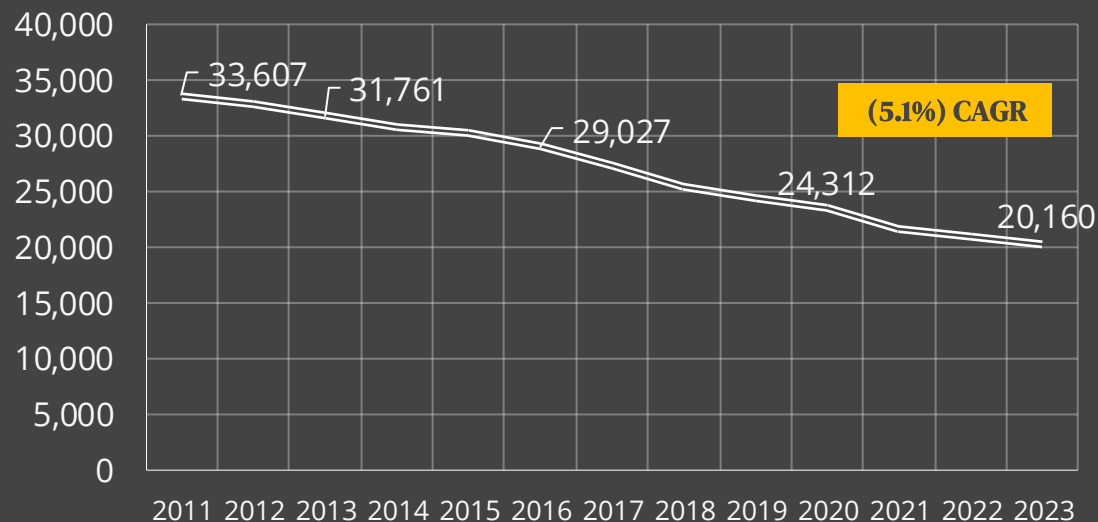
Problem

1. There is a significant decline in the number of physical bank branches globally, with Italy being hit in particular

Between 2011 and 2023, the number of bank branches in Italy has steadily declined, from 33,607 to 20,160, reflecting a 40% reduction over the past decade.

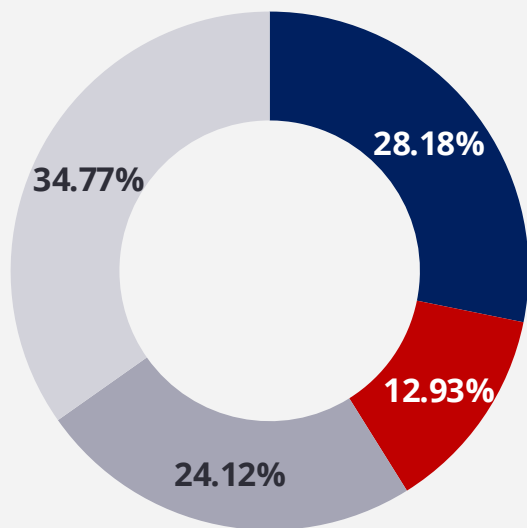
This trend highlights the shift towards digital banking and the closure of physical branches as consumers increasingly adopt online services

NUMBER OF PHYSICAL BANK BRANCHES IN ITALY



2. The trend of physical bank closures are leaving most Italian rural municipalities without essential services

Physical Bank Coverage by Municipalities



- No branches in 2015
- Abandoned since 2015
- Single branch
- Multiple branches

~25%

of the Italian territory has been affected by banking “desertification”: a surface area larger than Piedmont, Lombardy and Veneto put together.

41%

of Italian municipalities have no bank branches on their territory. The phenomenon of desertification has advanced more rapidly in recent years: **between 2015 and 2023, 13% of municipalities remained without branches**, while in the last 12 months 133 municipalities have lost their last branch. A percentage that could rise further: municipalities with only one branch are 24% of the total.

3. The Italian P.A. is being pressured by citizens to take action towards the “desertification” of rural areas by banks.

PLANET CREDIT - October 17, 2023

5 minutes

Banks: a quarter of Italian municipalities without branches. And there is a revolt: "Let's stop desertification"

The bank closes, a camper arrives: is this the future for Canavese?

A bank camper for three hours a week: the solution that does not convince citizens who find themselves with increasingly limited services

CHRONICLE KICKS

Bank closure in Calci, Confesercenti: "Intesa reconsiders, pensioners ask for protection of essential services"

The association sides with the mayor Massimiliano Ghimenti in asking for an intervention that at least mitigates the inconvenience for citizens

Bank branches disappear in Italy: another 508 closed in 2024. Hundreds of municipalities without branches on the territory

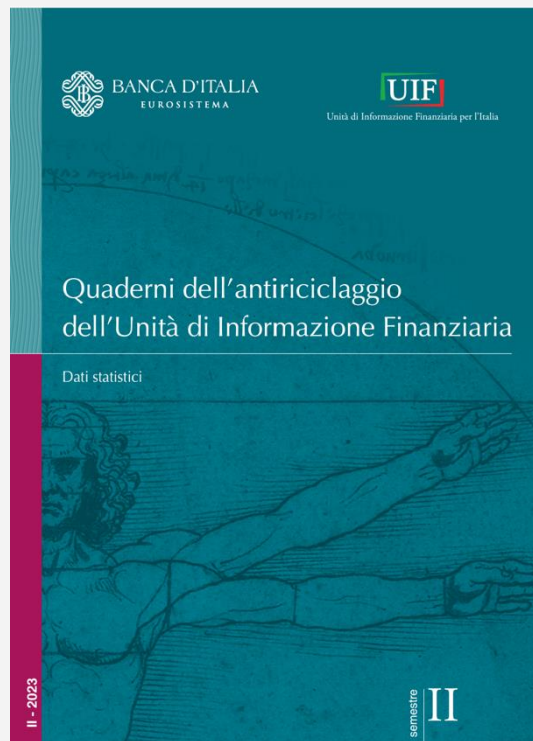
The data contained in the latest update of the First Cisl Banking Desertification Observatory are increasingly alarming

The Italian Labor Union surveyed a representative sample of 1,400 people and found that:

- ☐ **60%** of those sampled said they **visited** the bank **once a month**
- ☐ **Over 70%** say they have greatly **felt the reduction in bank branches** and the perception of abandonment in their commune.
- ☐ **9 out of 10** people declare themselves **dissatisfied** with the closing of branches.

Source: AGI, Mondo Economico, Pisa Today, Giornale Lavoce, Il Sole 24 Ore

4. The usage of cash is growing & a significant number of transactions come from medium/small banking institutions



Il quadro d'insieme

b.1

Tavola b.1.1

Importi e operazioni

(valori assoluti e variazioni percentuali sul periodo corrispondente)

PERIODO	Importi ¹		Operazioni		Importo medio	
	Valori assoluti (mld di euro)	Variazioni %	Valori assoluti (mln)	Variazioni %	Valori assoluti (euro)	Variazioni %
2019 ²	203,4	-	38,2	-	5.322	-
2020	215,5	6,0	41,4	8,2	5.210	-2,1
2021	225,5	4,6	43,2	4,5	5.218	0,1
2022	242,9	7,7	45,3	4,8	5.365	2,8
2023	251,2	3,4	46,5	2,7	5.401	0,7
2022 – 1° sem.	116,5	15,9	22,0	11,0	5.293	4,4
2° sem.	126,4	1,2	23,3	-0,5	5.433	1,7
2023 – 1° sem.	124,1	6,5	23,3	5,8	5.331	0,7
2° sem.	127,1	0,6	23,2	-0,2	5.472	0,7

% Growth in Cash
Usage: Apart from the Covid period, the use of cash is stable and slightly increasing

b.2

Approfondimenti sul semestre

Tavola b.2.1

Ripartizione per tipologia di segnalante

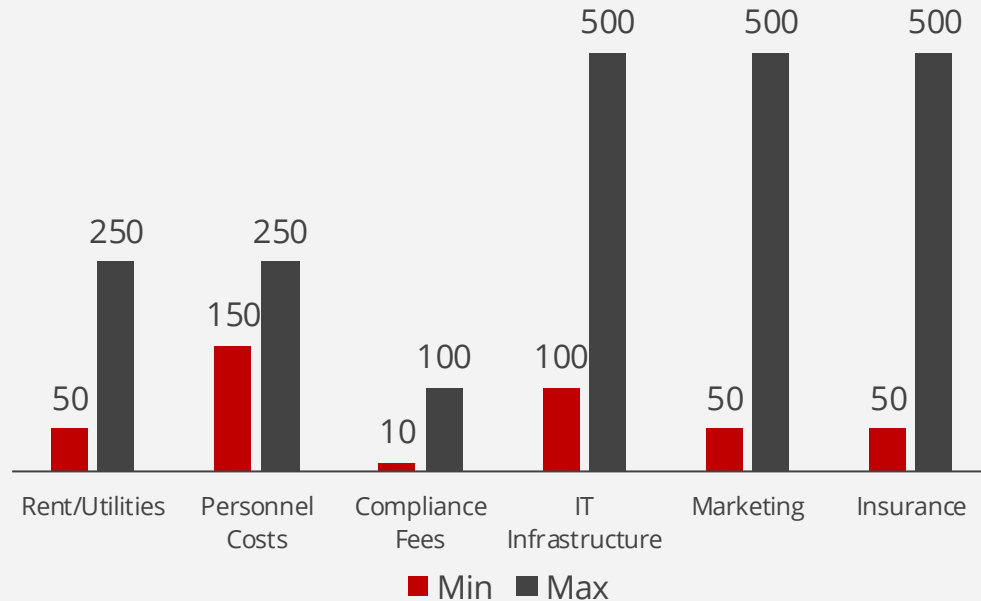
(valori assoluti e valori percentuali)

TIPOLOGIA DI SEGNALANTE	Importi (mld di euro)	Importi (quota %)	Numero operazioni (mln)	Importo medio (euro)
Banche e Poste	126,2	99,3	23,0	5.479
Primi 5 segnalanti	78,4	61,7	14,1	5.559
Altri segnalanti della categoria	47,8	37,6	9,9	5.352
IP e punti di contatto di IP comunitari	0,7	0,6	0,1	5.377
IMEL e punti di contatto di IMEL comunitari	0,2	0,2	0,1	3.122
Totale	127,1	100,0	23,2	5.472

38% of transactions
by Medium/Small
banks

5. The yearly spending of physical branches is a significant operating cost and cost-cutting measure for banks to utilize in profit maximization

Fixed Costs of Physical Bank Branches by Expense Category
(\$, thousands)



Total Fixed Cost = \$400k - \$2m+ per branch per year

28%

of **physical bank branches** are **below breakeven**, and most of the remainder are at least contributing to overhead even if they are not achieving acceptable ROI.

+50%

of **branches that are unprofitable today** will **never cross the breakeven threshold**; they will forever be a drain on resources."

6. Digital banking, while on the rise, does not fully meet consumer needs with human interaction & a physical environment being pivotal to consumers

**Digital Banking
Penetration Rate**

44%

of Italian customers use mobile/web banking weekly, compared to a 54% global average

**Digital Banking
Satisfaction Rate**

54%

of Italian customers are satisfied with digital banking while 76% satisfaction with physical branches

**% who visited a
physical bank**

82%

of Italian customers visited a physical bank branch in the last year

7. Digitally native banks struggle to build trust & diversify service base without an established physical footprint



Customer Service Issues

Revolut faced media backlash and scrutiny from regulators over violations on obligations to treat customers well in the UK (over 1,930 complaints to regulators)

Difficulty in Obtaining Banking Status

Monzo struggled for 2 years in obtaining a US Banking License, ultimately withdrawing from the process. Other platforms like Revolut have faced similar issues

Certain Services Require Face-to-Face Interaction

Products like corporate solutions, mortgages, SME banking, wealth management, and KYC onboarding often involve high-value decisions, identity verification— best delivered in person

Competitive Disadvantage in Market Penetration

While digital-only banks can scale quickly online, they may face difficulties penetrating older demographics and more physical markets, particularly in countries where physical branches are still a key part of consumer behavior

8. Banks are not the only ones facing issues from a digitalizing landscape of traditionally offline services

Insurance



"A recent survey unveiled that **80% of millennials** want to speak to an insurance agent in order to understand their policy." The move to digital platforms has made it challenging for consumers to receive personalized advice, particularly for complex policies.

Telecom



A 2023 UK study found that **only 35% of telecom customers were satisfied** with the resolution of their issue through digital channels, **compared to over 60% satisfaction when they had access to in-person help.**

Utilities



In the U.S., J.D. Power's 2024 Utility Customer Satisfaction Report showed that satisfaction dropped by **8-12 points for utilities that had eliminated walk-in service centers.**



Our Solution

02

We envision a white-label multiservice chain to enable ease of access to traditional services facing digitalization

- **PROJECT OVERVIEW:** "Oasis", a multi-service center that brings together banking, insurance, telecommunications and utility services in a single space. Our goal is to transform the experience of accessing services, promoting simplification, efficiency and collaboration between companies and citizens
- **MISSION STATEMENT:** Create a national network of multi-service centers capable of integrating the offer of multiple sectors, improving accessibility, reducing operating costs and providing services to local communities
- **VISION:** Become the main point of reference for integrated service centers, promoting the connection between citizens, companies and service providers



Our core value proposition for banks with physical branches

Physical Bank Issue

Increasing costs leading to unprofitability in physical branch model

Declining coverage in rural areas leading to customer losses

High barriers to entry/low coverage for existing customers for regional players

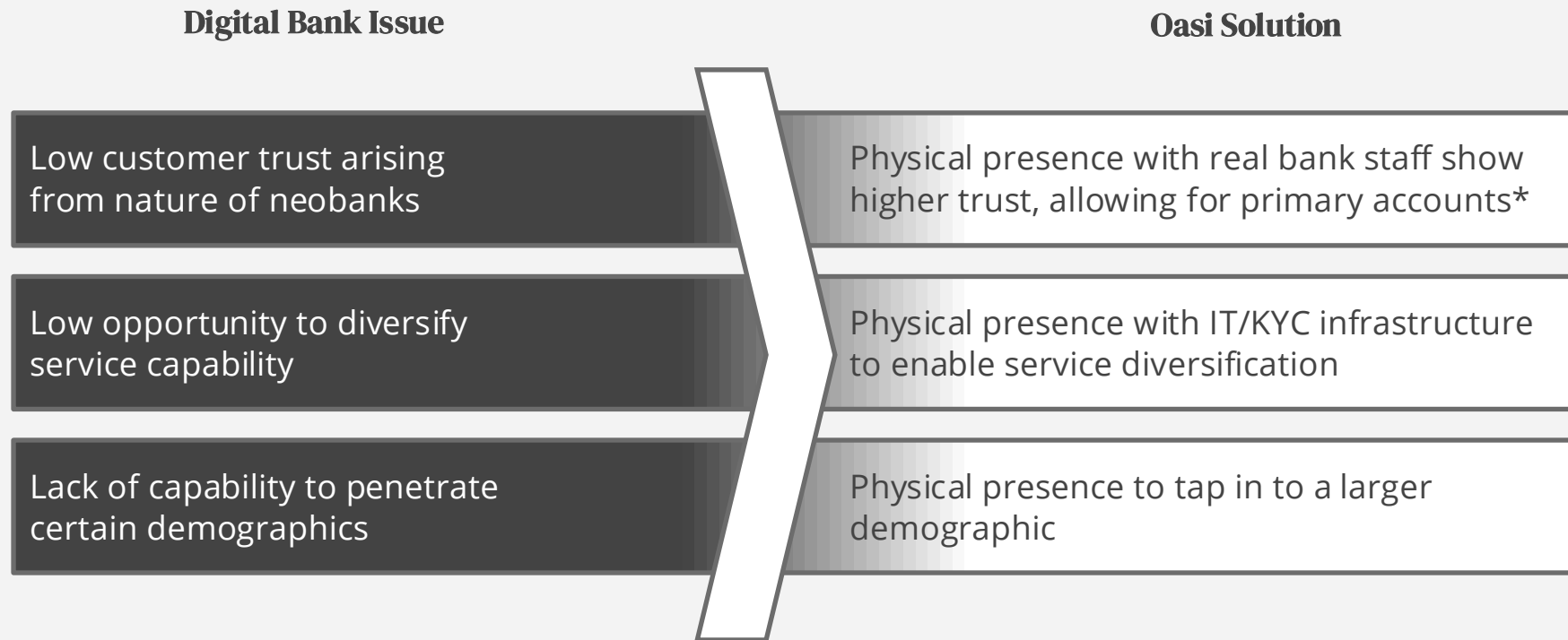
Oasi Solution

Service on demand model with existing infrastructure allowing for significant cost decline

Strategic locations allowing for increased geographical coverage in Italy

Allows ease of expansion/customer maintenance for local banks to diversify geographically

Our core value proposition for digitally native banks



*Primary accounts refer to a consumer's main bank account

Main Target Sectors

Target	 Banking & Insurance	 Telecom	 Utilities
Objective	Establish centralized hubs that offer banking and insurance services, improving accessibility and convenience for citizens	Integrate telecommunications services to create a more comprehensive hub that meets citizens' digital and communication needs	The city oasis completes the offer with energy services to create a real multi-service center
Key actions	• Banking integration Establish shared branches in strategic areas for the provision of basic services (e.g. withdrawals, deposits, financial advice, fraud management) • Small-medium Integration of Insurance services within the same hubs, allowing citizens to manage their financial and insurance needs in one place. • Technological infrastructure development improve operational efficiency and transaction security; use digital systems to facilitate access to services and improve the customer experience	• Partnerships with Telecom Companies To open service points within existing hubs. • Integrated Services: offer services such as the activation of new lines, technical support, the sale of devices and assistance for the management of digital utilities. • Digital support: Deploy self-service stations and chat support to quickly resolve technical and administrative issues for customers via AI	• Service provider agreements (water, electricity, gas) offer assistance and utility management desks within the hubs. • Payment and utility management: provide services for paying bills, managing contracts or consulting. Energy. • Sustainability and Innovation: Promote the adoption of sustainable solutions, such as the installation of electric vehicle charging points and the integration of renewable energy systems within hubs

The benefits for service providers

5 benefits pillars

Reduced operating costs

NOT applicable for
DIGITAL BANKING



- **Lean and cost-efficient model:** Reduction of physical branches and staff overhead.
- **Outsourcing of cash operations:** Immediate cost savings through shared infrastructure.
- **Flexible footprint:** Retain a market presence while optimizing resource allocation.
- **Lower IT & maintenance costs:** Centralized system management, reducing infrastructure expenses

Increased Productivity and Scalability



- **Scalable model:** Rapid expansion without major capital investments.
- **Optimized resource allocation:** Remote and in-branch staff are assigned based on demand.
- **Reduced waiting time:** Digital queueing and smart scheduling enhance efficiency.
- **Omnichannel experience:** Seamless integration between physical and digital services.

Improved customer experience



- **Enhanced service accessibility:** Extended operating hours and multi-service convenience.
- **Higher customer retention:** Non-stop service availability increases loyalty.
- **Integrated financial ecosystem:** Seamless banking, insurance, and telco offerings.
- **Personalized digital interactions:** AI-driven support and smart service booking.

New Business Opportunities & Cross-Selling



- **Increased customer touchpoints:** More opportunities to interact and engage.
- **Upselling naturally embedded:** Cross-selling of financial, insurance, and telco services..
- **Data-driven personalization:** AI-driven insights tailor financial product offerings.
- **Stronger client relationships:** Multi-service integration enhances customer stickiness

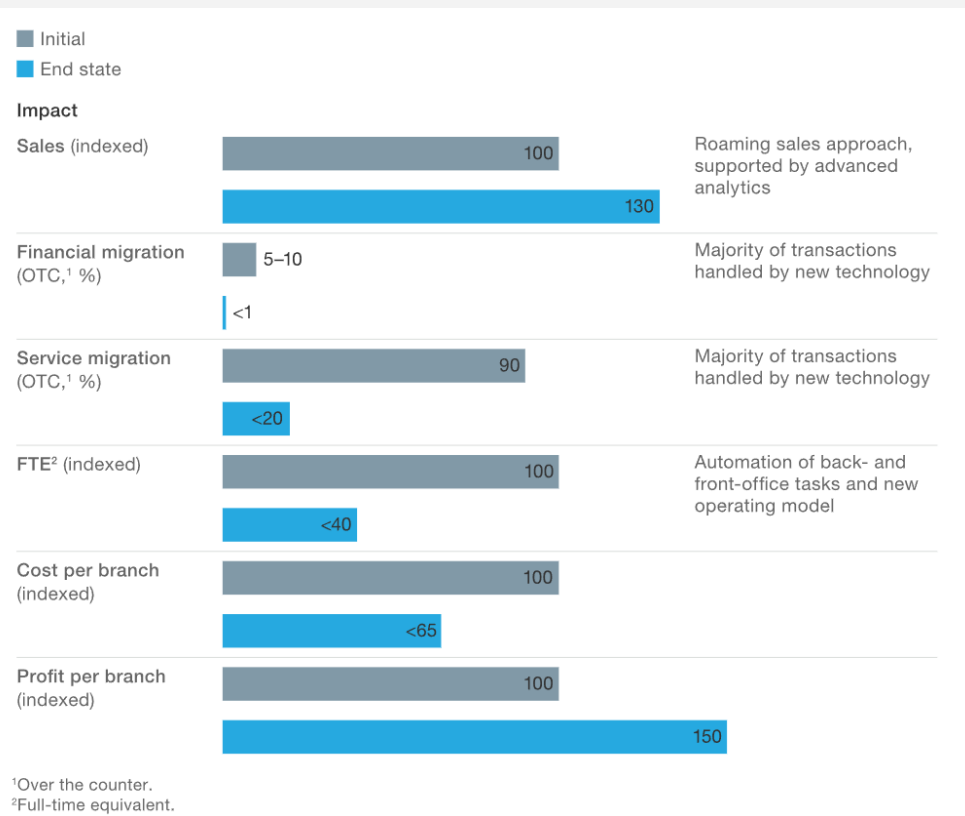
Differentiation and Strategic Positioning



- **First-mover advantage:** Gain leadership in hybrid service models.
- **Market expansion:** Extend beyond traditional banking to new service areas.
- **Maintained territorial presence:** Retain visibility in key locations without high costs.
- **Sustainable scalability:** Future-proof growth with an adaptable model.

An overview of cost savings driven by smart branches

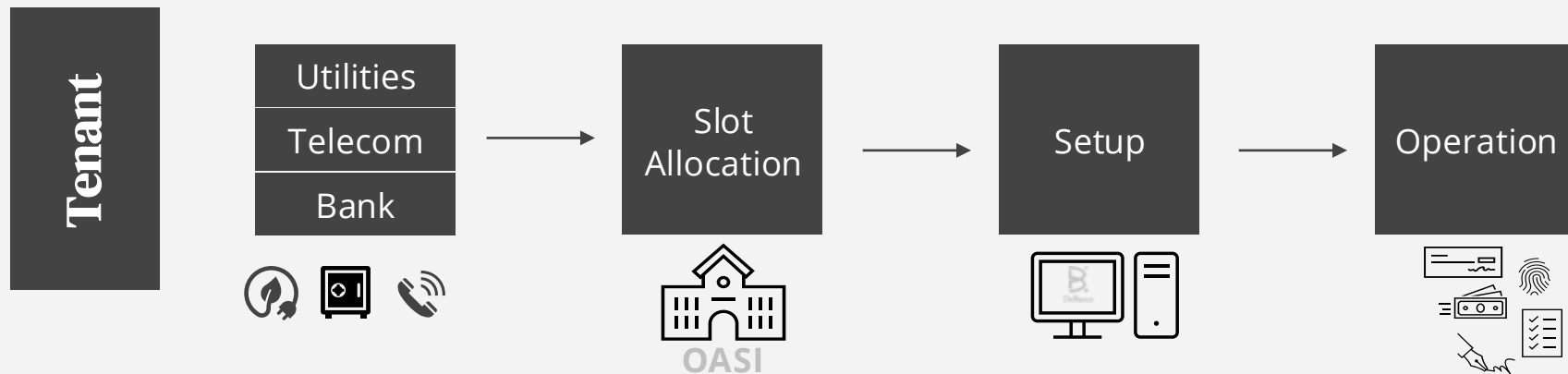
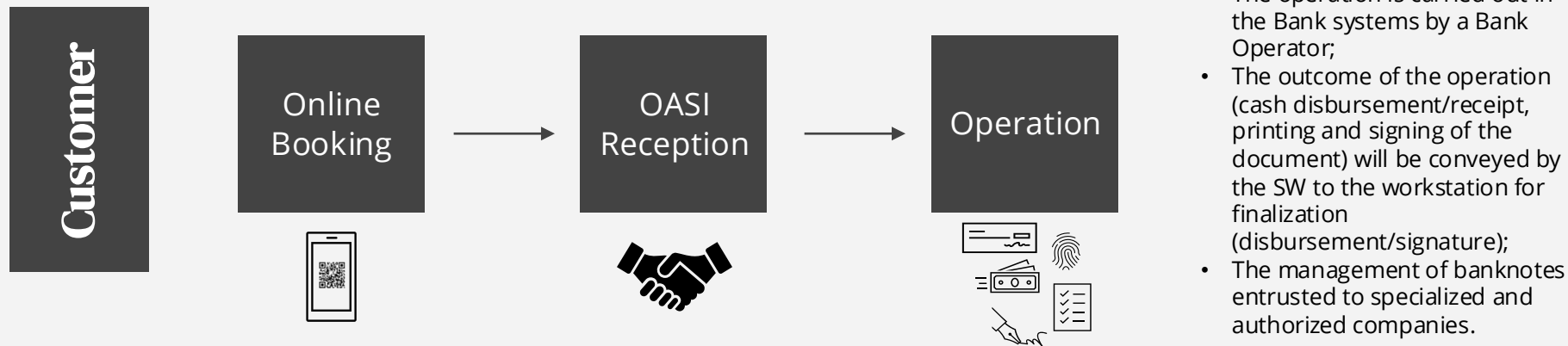
The impact of smart branches can be seen across a range of metrics



“The **bottom-line impact from a shift to smart branches will also be significant**—considering that physical branches account for the majority of a bank’s operating expenses. Cost-saving elements include transaction migration, self-service technologies, and smaller branch footprints.”

Experience – Simple, Quick and Easy

A white-label multiservice branch chain



Oasi Experience

Elegant Architecture and Design:

- Premium materials
- Soft, natural lighting
- Large and airy spaces

Sensory & Relaxed Setting

- Home fragrances
- Sophisticated background music,
- Refined lounge areas,

Strategic and Prestigious Location

- Branches located in exclusive areas:
- Links to other top-tier services

Personalized Service & Concierge

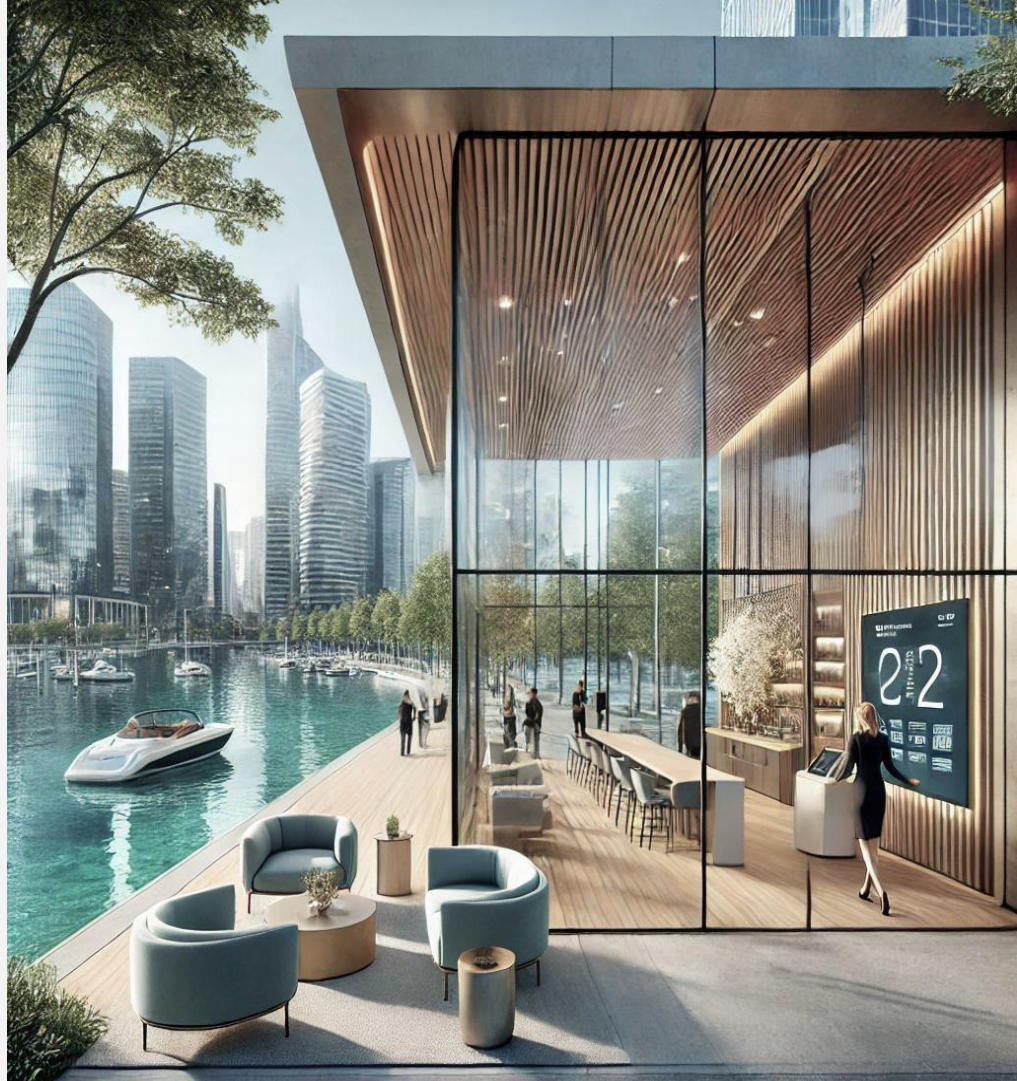
- Premium hospitality
- Consultants by appointment
- Measurement support

Intelligent Technology & Seamless Experience

- Personalized digital check-in
- Touchless interfaces and smart booking
- Omnichannel integration

Exclusive Customer Experience

- Reserved spaces and private rooms
- VIP treatment
- Invitation-only events



OASI Key Features



ADAPTABLE

The service hours are adaptable to each organization



APP

Booking services through the Bank's channels, integrating its platform with the OASI platform via API.



CUSTOMIZABLE

The services provided are highly customizable



MODERNITY

Joining the project involves an update in the way of banking



MONITORING

Dedicated consoles to analyze requests, waiting times...



EFFICIENT

Solution that allows player to reduce costs by increasing the customer's perceived quality

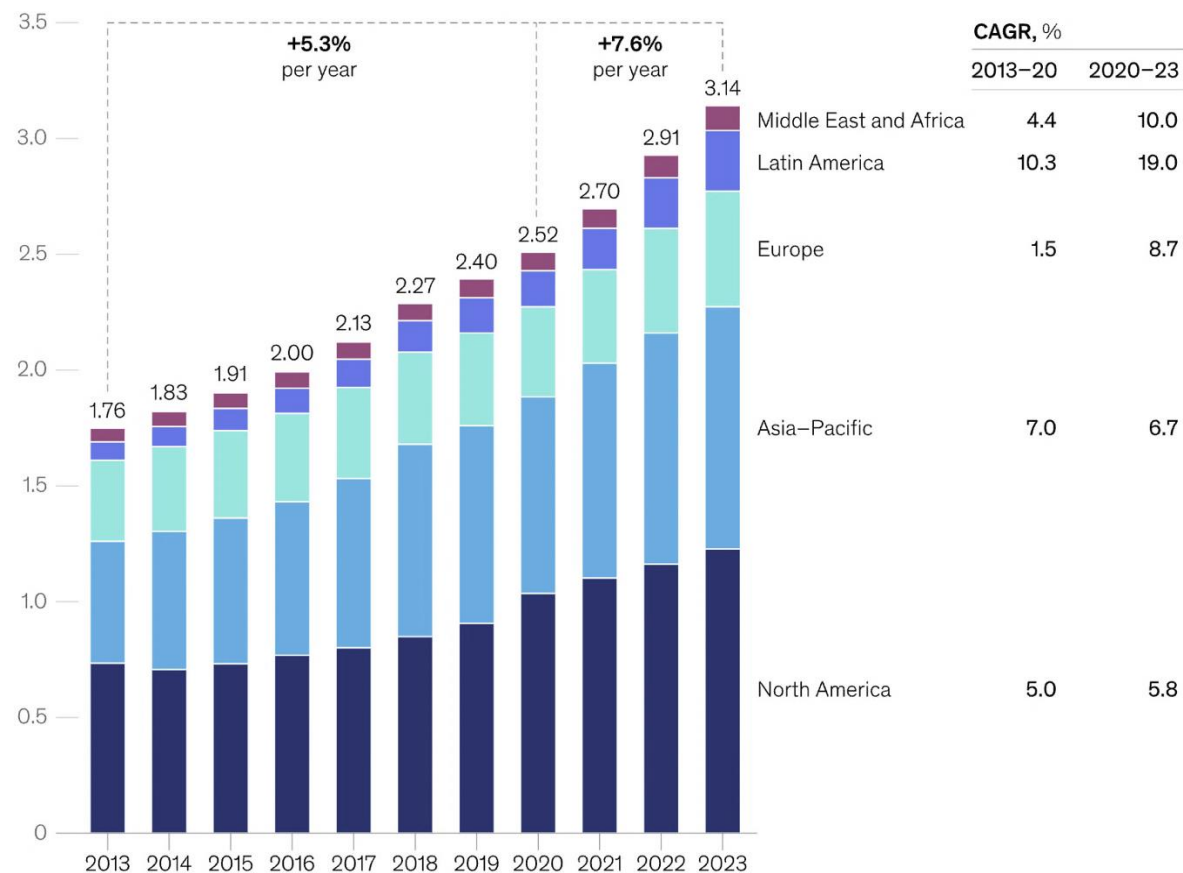


03

Opportunity

Retail banking revenue growth has accelerated in recent years across key regions

Retail banking revenue,¹ \$ trillion



The **European market** has shown high growth from 2020 to 2023, reporting an **8.7% CAGR**. In 2023, the retail banking market has shown a **revenue of \$3.14 trillion** with expectations of future growth as well.

Our secondary target market in Italy is also large, with a significant potential for growth

Insurance

Telecom

Utilities

**\$132
bn**

\$51 bn

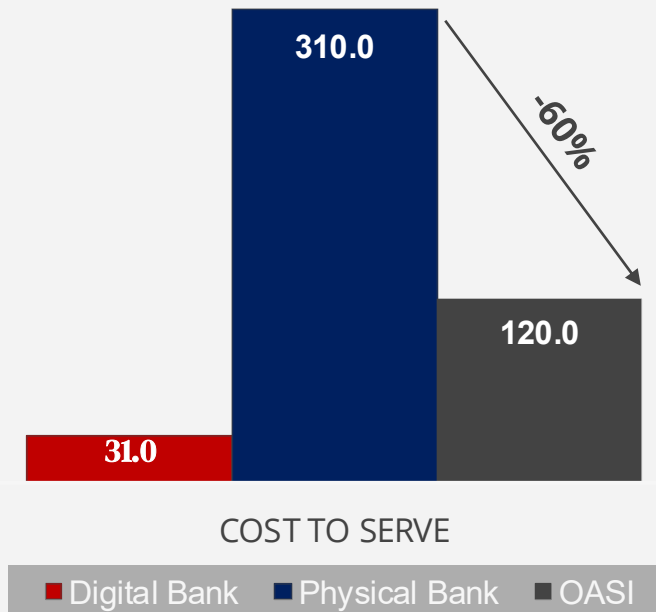
**\$395
bn**

Total size \$600 bn

Source: Statista, Ibis World, Yahoo Finance

The cost-to-serve per customer is significantly higher for physical branches, OASI provides a strong middle-ground solution for digital & physical banks

Cost-to-serve by type of banking institution (in U.S. dollars)



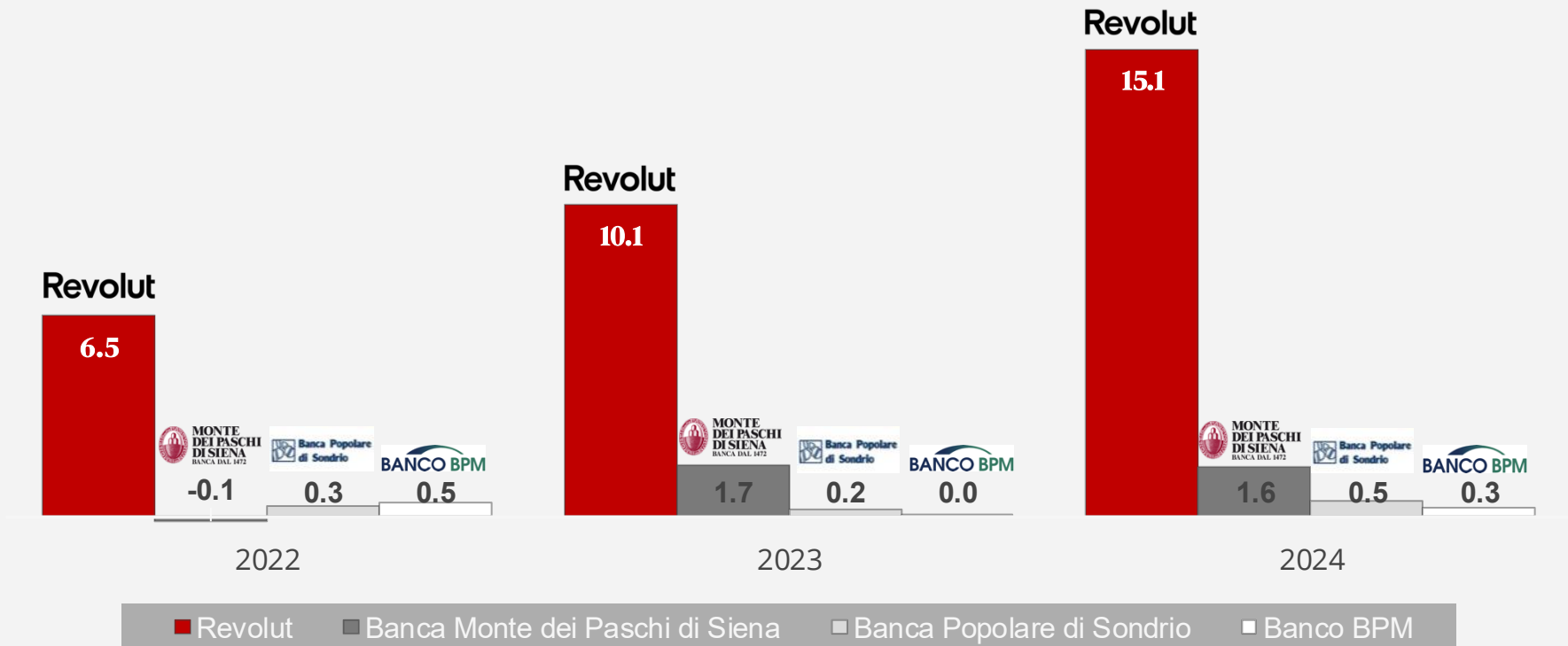
According to the Research Center of Cattolica (CETIF), **the growth of digital channels in banking has made the cost-to-serve of the individual physical branch too expensive** due to significant costs relating to operations, employee retention, and service bills.

OASI poses a **middle-ground solution** for banks with high physical presence to drive **cost savings by 60%**.

Additionally, OASI poses an opportunity for digital banks to **establish a physical presence at a cost significantly lower cost than opening a physical branch**.

Digital banks show a significantly higher ROA than traditional banks, showcasing the need to leverage a hybrid format to drive cost reduction

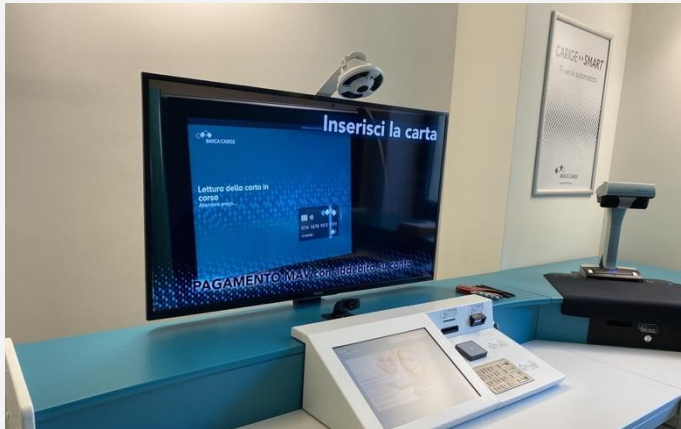
Return on Assets by Bank



Banks are increasingly adopting “smart branch” models with a high focus on innovation and digitalizing the physical model



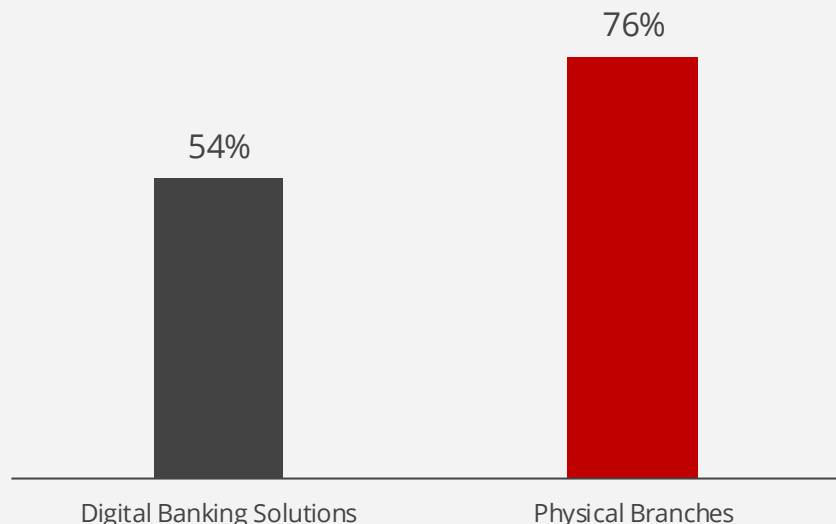
Italy-based Banca Carige **slashed operating costs by nearly 40%** after installing smart branch technology.



Financial institutions like Bank of America, Dollar Bank, Mountain America CU and Wright-Patt CU. Are **utilizing tools for ATMs, online and video banking to replace manual transactions that were once done by tellers.**

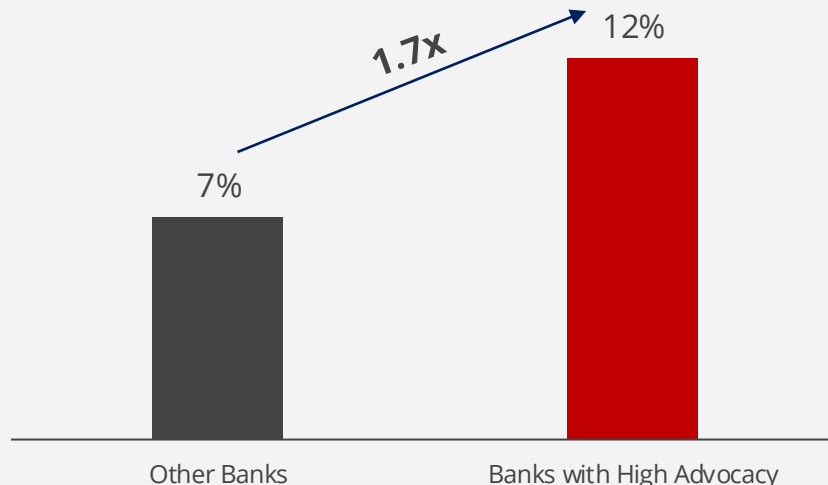
Higher customer satisfaction, linked to physical branches, translates to higher customer loyalty & higher revenue growth

Customer Satisfaction Rate in Italy



Physical bank branches tend to have a higher customer satisfaction rate than digital banking solutions in Italy, with **a difference of +22%.**

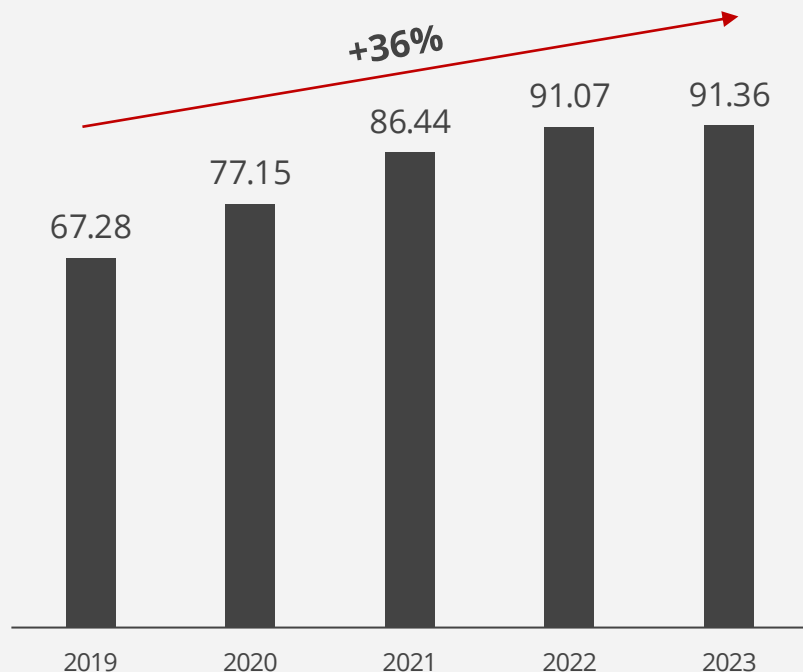
Revenue advantage for banks with high advocacy in EU (2019-2023 CAGR)



Accenture found that higher satisfaction rates lead to higher customer loyalty, and in turn this **loyalty translates into customer advocacy** (i.e. customers will promote their bank to peers), **leading to an increase in revenue growth.**

Facile.it has shown exponential revenue growth in the past years, driven by the opening of physical stores mainly providing mortgages & insurance

Facile.it Revenue (EUR, thousands)



+60
Facile.it Physical Stores

+21
Presence in cities

"Having a widespread presence on the Italian territory is fundamental for us"

Daniela Zancan
Managing Director
Facile.it Mortgages & Loans

Despite the inefficiency of physical branches in banking, Enel has steadfastly increased its physical branch presence in a bid to improve customer satisfaction



900
Physical Stores

+12
In the last year

"These are not just points of sale, but true customer hubs designed to become places to meet and exchange ideas where we listen to, understand and solve the energy needs of our customers." - Enel

This **demonstrates a growing willingness for businesses that require strong customer service capabilities to build a physical presence in improving their customer satisfaction efforts.**

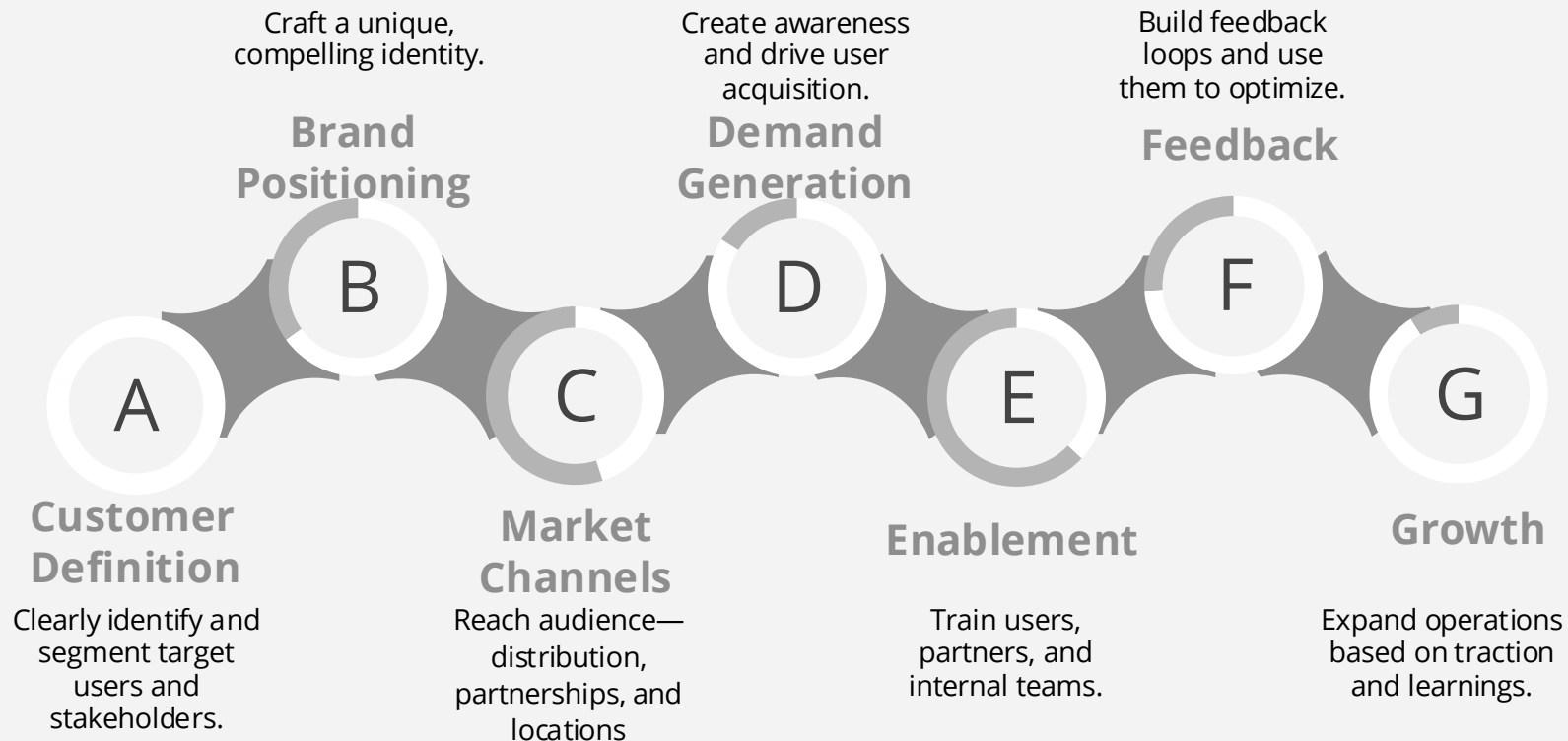


Roadmap

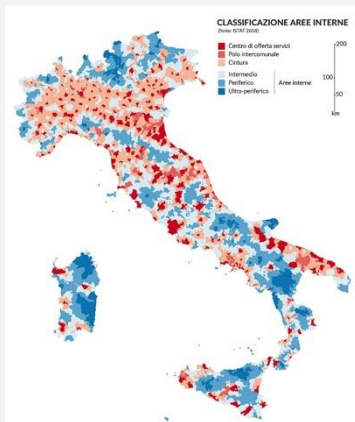
04

Our go-to-market strategy

To be refined

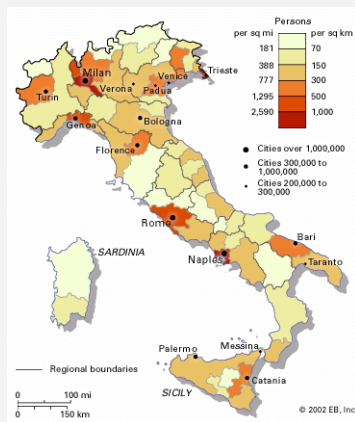


Our Geographical Focal Points



Rural Dimension

→ One of our focuses will consist of reaching areas identified as “inner areas” by the Italian authorities given these areas are those least served and with the highest demand for offline services. In particular, regional banks are targeted.



Urban Dimension

Additionally, we will focus on urban areas for the purpose of developing the physical presence of digital banks. This aligns with the fact that the demographic of urban areas aligns better with the demographic of digital banks.

+180

Number of OASI
branches open
by 2028

Possible Future Geographical Focal Points

Country	Motivation
	Société Générale closed about 7% of its branches and announced plans to merge its two domestic retail networks, leading to 600 additional closures.
	Total closures: Nearly 21,000 branches have closed over the past decade . Santander planned to close a third of its 1,033 domestic branches in 2021.
	Recent closures: In 2022 alone, 1,266 domestic branches closed . Their Branch density has declined with around 32.5 branches per 100,000 people, down from 38 in 2013.
	Branch density: Approximately 9.4 branches per 100,000 people, the second lowest in Europe. The Netherlands has experienced a decline of more than 40% in bank branches between 2003 and 2020.
	Over the past five years, Portugal's banking sector has undergone significant restructuring, leading to the closure of approximately 801 bank branches and the reduction of 3,700 jobs .

OASI Target Clientele

Digital Banks

Revolut



N26

wise

widiba

Regional Banks



MONTE
DEI PASCHI
DI SIENA
BANCA DAL 1472

BANCO BPM

BPER:  Banca Popolare
di Sondrio
Banca

BPPB 

 BANCA
POPOLARE
DI BARI

Telecom, Utilities, and Insurance

 TIM

 enel

FASTWEB

 GENERALI



Revenue model: a new pay per use model for the services industry

Core Revenue Model



Set up Fees: One-time setup fee and recurring charges based on active concurrent sessions.



Hourly Space Rental: Companies pay to use dedicated spaces for sales or client services.



Sales Commissions: Percentage-based commissions from product purchased by final customer through Oasi infrastructure

Additional Revenue Streams



Reskilling & Training: Customized workforce training, funded by corporate partners. (via partners)



Events & Workshops: Revenue from venue rentals for industry events, training, and presentations. (via partners)



Consulting & Advisory: Change management support with project-based fees. (via partners)

A world of services in a unique and dynamic place

Deep dive banking example potential service offering

NOT EXHAUSTIVE



- **Cash & Payment Services:**

- Withdrawals and deposits (cash, cheques)
- Domestic and international transfers
- Currency
- F24 payments, payment slips, MAV/RAV
- Prepaid card top-ups.

- **Consulting & Financing:**

- Opening current accounts and deposit accounts
- Mortgages and personal loans
- Financing for SMEs and enterprises
- Investments and Asset Management
- Private Banking Services.

- **Digital & Innovative Services:**

- Digital signature for bank contracts
- Biometric identification for secure operations
- Video consultation with remote managers
- Activation and management of home banking
- Contactless payment solutions and digital wallets.

- **Document Management:**

- Secure storage of bank documents
- Notary services in collaboration with law firms
- Digital archiving of bank statements and receipts.



05

Management

OASI Partner & Ecosystem

5 benefit pillars

CASH MANAGEMENT

Procurement, transport and distribution of valuables

CONCIERGE RESOURCES

*Oasis Concierge Resource Management
(Ongoing discussions)*

SW SOLUTION

*Creation and management of SW
solution (Ongoing discussions)*

INFRASTRUCTURE AND SW MAINTENANCE

*Network and Security Infrastructure Management
and
SW ordinary maintenance*

LEGAL SUPPORT AND COMPLIANCE

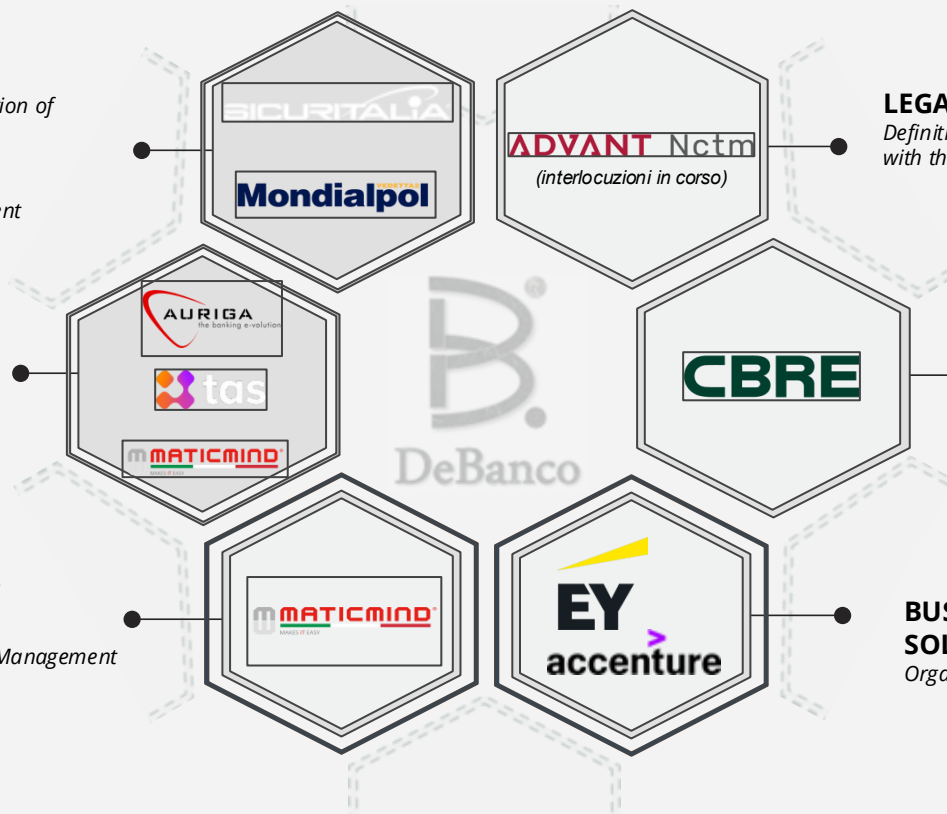
*Definition of contracts and relations with customers and
with the Bank of Italy*

LOCATION LOGISTICS MANAGEMENT

*Ordinary and extraordinary maintenance
and management of the Operating Offices*

BUSINESS DEVELOPMENT PARTNER AND SOLUTION SET-UP

Organizational Partner for proposals to the Banks

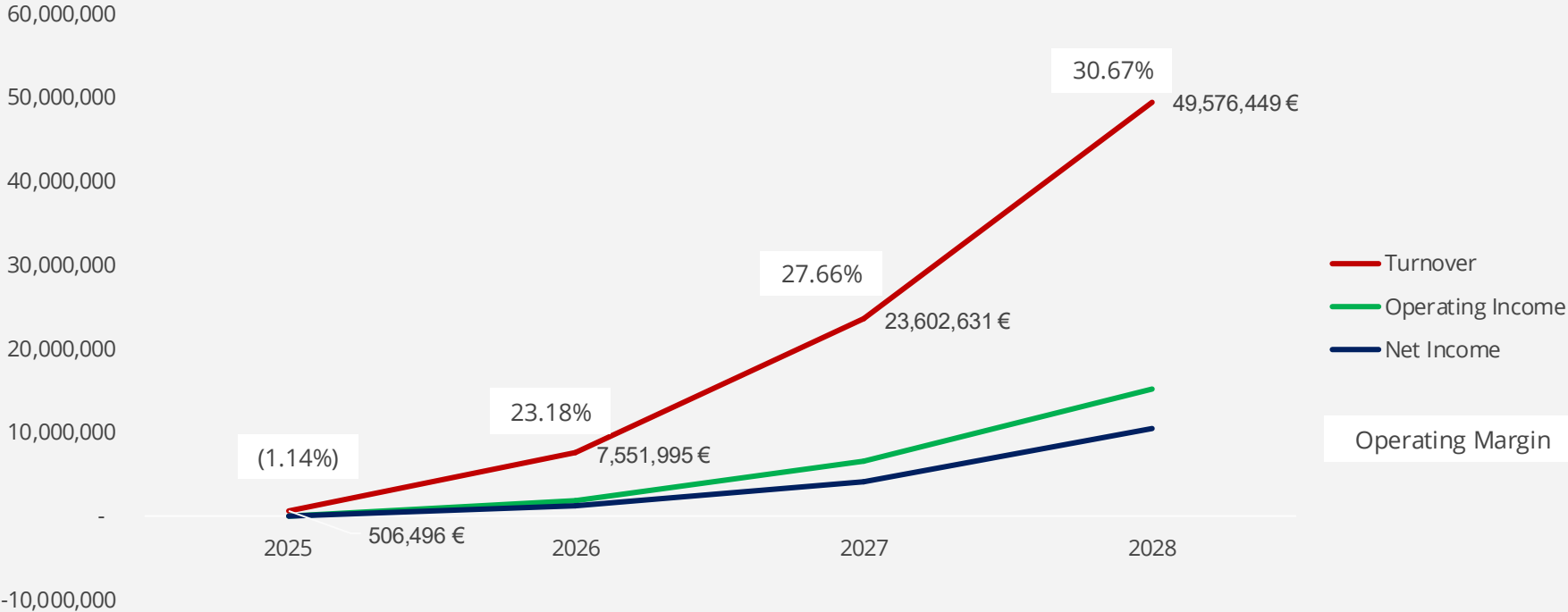


A low-angle, black and white photograph of several tall skyscrapers reaching towards a cloudy sky. The perspective is from the ground looking up, creating a sense of height and scale. The buildings are modern with glass and steel facades. A white rectangular frame is superimposed over the center of the image, containing the text.

Financial
plan

06

Our financial projections



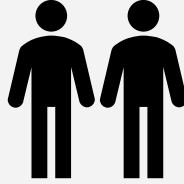
Our projections are based on high level talks with: **Revolut**  **UniCredit**  **INTESA**  **SANPAOLO**  **Unipol** 

Our unit economics drive profitability and value over traditional solutions

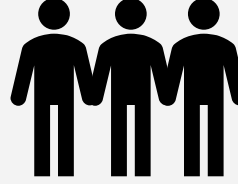
1 Teller



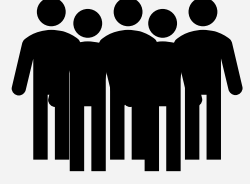
2 Tellers



3 Tellers



5 Tellers



Our Cost

€0.69

per minute per teller

€0.66

per minute per teller

€0.46

per minute per teller

€0.50

per minute per teller

Price to Client

€1.00

per minute per teller

€1.00

per minute per teller

€1.00

per minute per teller

€1.00

per minute per teller

Margin

31%

margin per teller

34%

margin per teller

54%

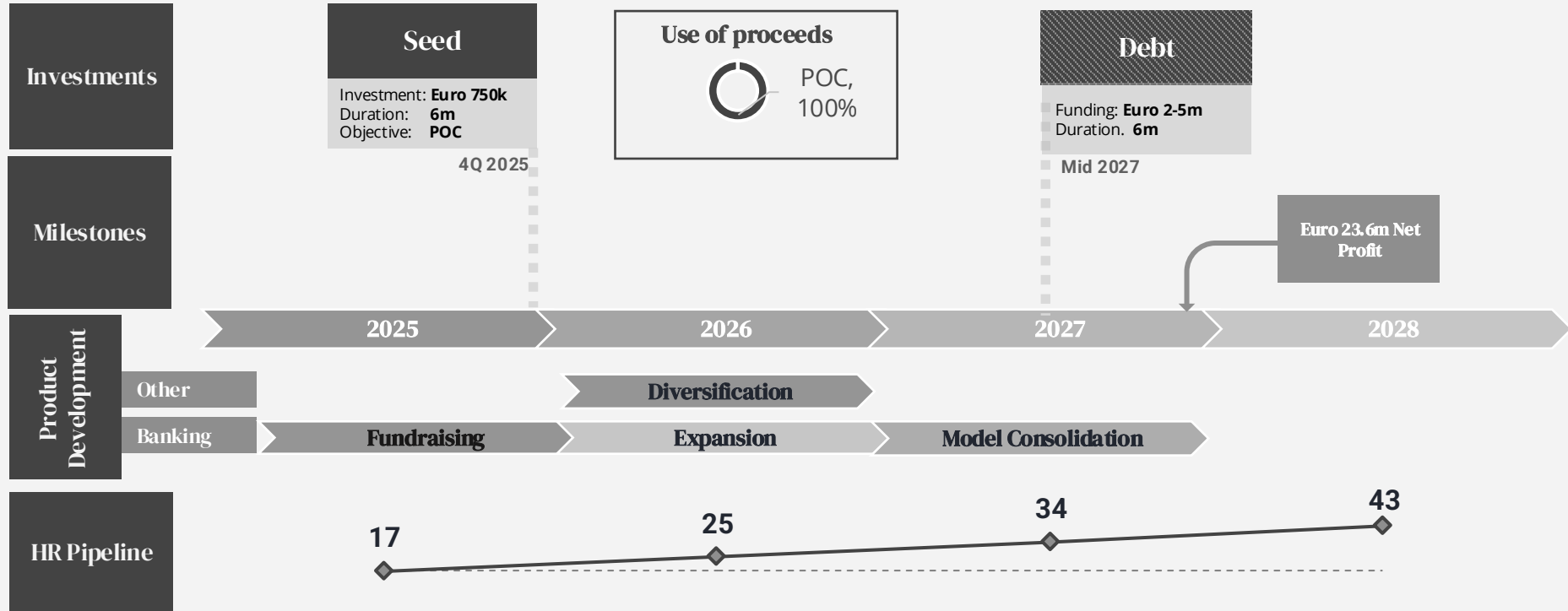
margin per teller

50%

margin per teller

Our calculations account for **all operating costs**, including wages, property leases, etc.

Seeking seed investment of Euro 750k and a possible debt raise in the range of Euro 2-5 million in mid-2027



Our cap table

To be refined

Shareholder	Shares	% Ownership (Pre)	% Ownership (Post-Raise)
Founder A	1,000,000	40%	30%
Founder B	1,000,000	40%	30%
Advisor/ESOP	200,000	8%	6%
Seed Investors	300,000	12%	9%
New Investors	-	-	25%
Total	2,500,000	100%	100%