



QUENS

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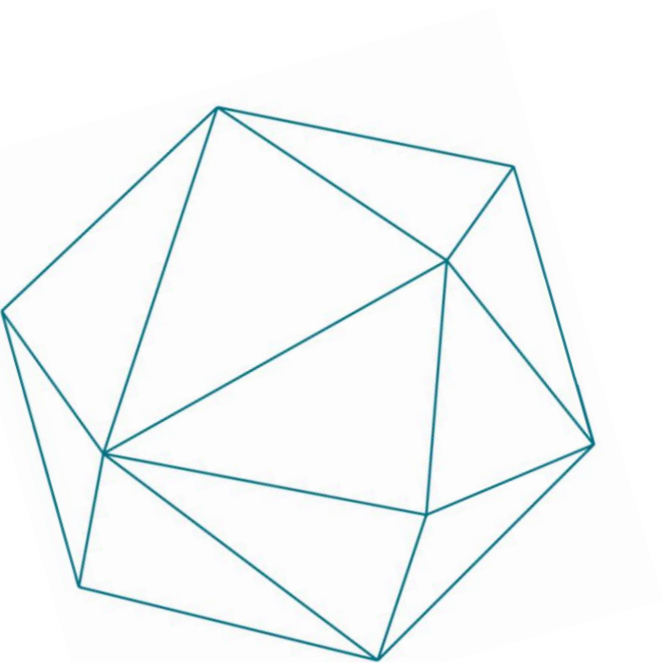
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1 INTRODUCTION

Today, having undergone a change of era caused by the COVID-19 pandemic, it is reaffirmed that it is necessary to reinvent and adapt quickly to unexpected situations to survive. There is a need for technological solutions that are capable to solve problems that until now have not been solved.

QUENS represents one of those technological solutions and arises from the need to achieve a better work-life balance for engineering professionals as well as to provide resources to companies that cannot achieve it with their own means.

This is done through an idea that involves changing the current way in which engineering companies work. On the one hand, workers will benefit from greater flexibility in their working hours and their workplace and on the other, companies could provide a better and more effective solution to certain situations such as workload peaks, lack of specialized or qualified staff for a certain task or simply because they do not have enough resources to tackle a project.

QUENS was born to solve all these needs. A platform is proposed in which the customer, in these case companies, request for a solution to a project, indicating what it consists of, when it is needed and all the information necessary to carry out its resolution. Then, the best candidates for this task are proposed to the customer chooses the most appropriate one. Both freelancer and company start a working relationship aimed to the successful realization of the proposed project, and for this, both sides will make the relevant communications and deliveries through the QUENS platform.

Professionals who work as freelancers can register in QUENS platform, to provide solutions to the projects that are commissioned. The selection of the best candidates for a project is carried out using the Artificial Intelligence integrated into the platform, considering the inputs provided by both the company and the freelancer.

It is a technological tool that must be launched, to provide new options for companies and to propose a new work model to professionals.

In addition, the current circumstances suppose an acceleration of this process. Social distancing measures in the face of the pandemic caused by the COVID-19 are necessary in all aspects of our lives, including work. Therefore, the need to implement a solution like the one proposed by QUENS is even greater if possible.

Remote work has skyrocketed since the pandemic began and has come to stay. In pre-pandemic times, working remotely was a practice more common in disciplines such as marketing or IT, but it was not common in engineering. This will change with QUENS.

The idea is focused on the Spanish Aerospace ecosystem, specifically, it is focused on small and medium companies (SMEs) since not only they represent the 96% of the companies but they are the ones that may benefit better from the use of digital means as the proposed.

1.1 Vision, Mission and values

QUENS is born to disrupt the way engineering is done. Giving new options to companies and workers to better compatibilize their life balance. Companies are turning from traditional workflows towards more digitalized means, in other words, the business is moving from paperwork on-site to virtual solutions remotely. It is QUENS' vision to become the largest online engineering platform worldwide.

The success of this platform will be heavily dependent not only on the technical implementation but also in the possibilities and policies that both companies and workers will be benefiting from.

To this means, QUENS's mission is creating the perfect business ecosystem as well as gathering the largest pool of talent in order to serve the industrial ecosystem.

The business model is simple and the potential it has to retrofeed itself makes of QUENS a strong competitor aiming to lead this new paradigm of digital workflows.

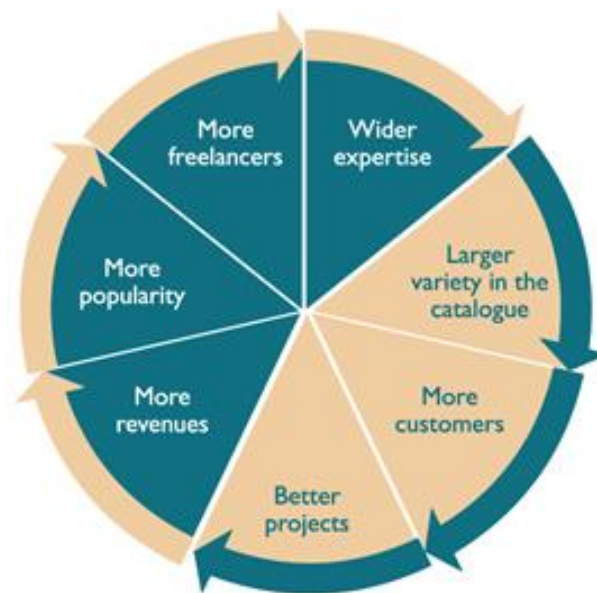


Figure 1: Business model sustainability

Businesses that aim to be leaders in their field must be based on solid and well-defined values. For that reason, QUENS culture is extremely clear. Therefore, our clients and personal know exactly what to expect from our company.

Values are key in every company and they must be more than a simple document. It is important that values are present every day and in every project of the company. QUENS values are the following:

- ❖ Sustainable development
- ❖ Equal opportunities for men & women
- ❖ Talent development

- ❖ Cooperation with universities
- ❖ Encouragement of communication amongst employees clients and all the other key players in the field.

1.2 Team

The board of QUENS is composed by four engineers who will lead the company both as shareholders, raising the equity through private investment and technically.

Together, they gather several years of experience with both a strong technical background in different fields of work within the aerospace sector such as manufacturing engineering, and quality but also in neural networks, programming and research and development, and at the institutional level.



Diana Armero	Juan Manuel Lora	Patricia López Torres	Antonio Piña Plaza
<i>Aerospace Engineer</i>	<i>Aerospace Engineer</i>	<i>Industrial Engineer</i>	<i>Industrial Engineer</i>
MBA. Has one year of experience in Aerospace Industry, in fields of production. Currently, Quality Engineer for Civil and Military Programs. In charge of continuous improvement of the company as well as preservation of Quality Management System.	MBA. Has two years of experience in business development for European aerospace societies, dealing with Institutions and industry representatives. Has led an organization of 2 500 students and increased the organization's incomes to unprecedented levels.	MBA and Master's Degree in Industrial Engineering, specialization in Automation and Control Engineering. 3 years of experience as a R&D engineer, designing algorithms for smart systems. 2 year of experience as Systems Engineer in Aerospace sector.	MBA. Has two years of experience within quality and production engineering in different industries. Recently in charge of sales in eastern Andalusia for a multinational company in the chemical industry.

2 STRATEGIC PLAN

2.1 Business Opportunity

QUENS has born in a period when social distance is a must as well as flexibility is required by employees. The reality is that COVID-19 fosters working from home and QUENS is going to take advantage of this opportunity.

Early estimates from Eurofund (2020) suggest that close to 40% of those currently working in the EU began to telework fulltime as a result of the pandemic. A recent JRC study provides a rough estimation of around 25% of employment in teleworkable sectors in the EU as a whole. Considering that before the outbreak just 15% of the employed in the EU had ever teleworked, large numbers of workers and employers alike are, in all probability, facing challenges in dealing with the sudden shift to telework.

The extent of these difficulties, however, is likely to vary considerably, depending among other factors on the level of prior experience with telework. In its recent communication on the 2020 country-specific recommendations the Commission highlights the important role of telework in preserving jobs and production in the context of the Covid-19 crisis.

The current crisis is serving as a large-scale remote working experiment, demonstrating what works and what does not. The trend towards more flexible workplace models, accelerated by the coronavirus crisis, has a positive effect on society as a whole, giving people more flexibility in terms of location and time management, while also lowering the burden on road and rail infrastructure.

2.1.1 Business environment

Business need to take action as indicates in Deloitte Report. Companies that have previously embraced future of work practices, with virtual resources and technology support for remote workplaces, are probably well positioned to sustain their operations and respond quickly to the demands of navigating the current crisis. It is therefore vital for companies to take action and tackle a lack of appropriate technology, such as digital devices, virtual collaboration tools and platforms that will support dynamic work locations.

QUENS is a digital solution for all companies with lack of technology. QUENS is a platform which provide resources to companies that cannot achieve it with their own means.

2.1.2 Benefits of remote work

According to an study of Harvard University, work remotely has important benefits for workers and companies:

- 🔹 **Productivity** — Teleworkers are an average of 35-40% more productive than their office counterparts and have measured an output increase of at least 4.4%.
- 🔹 **Performance** — With stronger autonomy via location independence, workers

produce results with 40% fewer quality defects.

- ❖ **Engagement** — Higher productivity and performance combine to create stronger engagement, or in other words, 41% lower absenteeism.
- ❖ **Retention** — 54% of employees say they would change jobs for one that offered them more flexibility, which results in an average of 12% turnover reduction after a remote work agreement is offered.

Therefore, taking into account the current circumstances, QUEENS has been developed at the best time to meet the customers and user's needs.

2.2 Market analysis

2.2.1 Aerospace industry in Spain

The aeronautical sector has, without a doubt, a strategic nature. Currently, Spain is the fifth European aeronautical power, with a trajectory of more than a century, and based on always cutting-edge technology. Since its inception, aeronautics has been the industrial consequence of great scientific and technological advances. Thanks to the efforts of companies, their workers and society, we have reached a prominent place among the aeronautical nations. It has required imagination, technology, and human, technical, and financial resource strategy; in short, good work and a conviction of the importance of the sector in Spain.

It is a strongly exporting industry, generating stable and quality employment, made up of a few large leading companies, a slightly higher number of first-rate integrating tractors (TIER1) and a majority of auxiliary companies that complete the supply chain, with 670 production centres spread throughout Spain.

Main macroeconomic figures of the aeronautical sector:

- ❖ 8,947 million euros of turnover in 2017,
- ❖ an investment in R&D of 10.5%,
- ❖ a productivity 3 times higher than the national average,
- ❖ 81% of exports,
- ❖ which generates 108,000 jobs of direct and indirect work and
- ❖ with a fiscal balance - of return to the State via taxes - of 10.3% of its turnover.

Data that identify and make sufficiently clear the positive impact that this industry has on the Spanish economy.

The structure of the aeronautical sector in Spain is quite like the rest of Europe. It is characterized by having very few large companies, with a greater number of medium-sized companies and a much greater number of small companies.

In the aeronautical industrial sector, there are 436 companies with EN9100 certification that

are distributed among 670 production centres throughout Spain. Of this number, SMEs represent 96% of the companies in the sector and 15 companies have more than 250 workers.

Aeronautical activity in Spain takes place mainly in the central area, Andalusia, and the Basque Country, where more than 90% of the total is concentrated.

2.2.2 Aerospace sector after COVID-19

Aerospace ecosystem has suffered a huge impact due to COVID-19 situation. Global aerospace and defence (A&D) industry revenue is expected to begin to recover in 2021 after a difficult year in 2020. But this recovery will likely be uneven across the two key sectors, commercial aerospace, and defence. The commercial aerospace sector has been significantly affected by the COVID-19 pandemic, which has led to a dramatic reduction in passenger traffic, in turn affecting aircraft demand.

As a result, the commercial aerospace sector is expected to recover slowly, as travel demand is not expected to return to pre-COVID-19 levels before 2024. The defence sector is expected to remain stable in 2021, as most countries have not significantly reduced defence budgets and remain committed to sustaining their military capabilities. However, given the disruption in the complex global supply chain, some defence programs could face minor cost increases and schedule delays in 2021.

Moreover, passenger traffic may not return to pre-pandemic levels before 2024. This would negatively affect order books and deliveries for original equipment manufacturers (OEMs). In 2021, global commercial aircraft deliveries are estimated at 900 aircraft, a decline of 44% from 2018, the peak year for deliveries. Also, OEM rate reductions would continue to adversely affect the extended commercial aerospace manufacturing supply chain, especially the mid-to-lower-tier suppliers which may struggle due to lower earnings and cash flows.

2.2.3 Outlook for Aerospace SME

Lower aircraft demand and restrictions on the movement of people and goods due to the pandemic led to a breakdown of many essential A&D supply chains. This has resulted in an impact on smaller suppliers, especially those with heavy exposure to commercial aerospace and the aftermarket business. As most A&D suppliers are highly specialized with unique expertise and complex equipment, they could continue to struggle to make quick changes to production in response to varying demand. The challenge is accentuated as many suppliers serve both commercial aerospace and defence, and any spill over from the commercial side could leave defence OEMs vulnerable about sourcing critical parts for their programs and platforms.

In 2021, the industry's focus is likely to shift toward transforming supply chains into more resilient and dynamic networks, which could be done using strategies such as onshoring, vertical integration, and increased cybersecurity. To further strengthen supply chains, OEMs and suppliers should leverage digital tools, including automating internal processes and streamlining workflows, implementing smart management systems, and using data

analytics. Also, collaboration with regional players to build capabilities and shift manufacturing capacity when needed could make the A&D supply chain more robust and help the industry manage business disruptions. Many A&D companies are also using an ecosystem approach to strengthen their supply chains. In a recent survey conducted by Deloitte, 72% of industry executives said they are investing in supply chain ecosystems to leverage external alliance partners.

According to outlook for SMEs, QUENS would be a great tool for A&D supply chain in order to make SMEs more competitive and technological.

2.2.4 Competitor analysis

QUENS has several competitors at different levels. First of all, competes with the classic way of obtaining more resources: hiring professionals as internal employees. Comparing this method to QUENS business model, it is concluded that hiring a freelancer instead of an employee has several advantages:

1. Experts at your disposal. At QUENS, you can post a project to receive freelance offers and directly search for the most suitable person for the job.
2. Lower costs and unforeseen expenses. When you have full-time employees, you almost always have to consider additional expenses the more people you hire. Office supplies, space, equipment that you are going to assign to the new employee, job benefits and the selection of personnel takes a lot of time. QUENS finds the most suitable candidate directly when you publish the project.
3. Flexibility to increase or reduce resources according to your needs. By hiring a freelance consultant you can do it depending on the time the project takes. You can even add or remove people from the work team as your requirements change. In addition, by hiring a freelancer, you can work remotely, which allows you to have more options and flexibility to find the right person even from another country.
4. Immediacy. A point related to flexibility is immediacy. The sense that a freelancer has about finishing the job as quickly as possible. It is more profitable to meet the deadlines that you have set, exceed your expectations and get on with the next task. They will want to complete the job faster as they know that time is money. The more efficient they are, the better it will be for both. It is a win-win relationship.
5. Access to a greater range of skills and experience. Good freelancers are constantly working on very diverse projects for different clients. With each job they do, they add more knowledge to their credit and more skills to their arsenal. Freelancers innovate to offer additional services and stay ahead of trends. Therefore, their skills can be very useful in your project, since they are very talented people and full of new ideas.
6. You define the budget and execution time. They can more easily determine a due date by mutual agreement, since freelance work is not subject to office hours, a freelancer can advance even on weekends. The same happens in periods when other people rest or take vacations.

7. Fast hiring. By hiring professional freelance services, you can do it easily and quickly. At QUENS, professionals are ready to work and produce results. In addition, you will have the job finished in less time. Not only because of the help that the freelancer you hire provides, but because their schedule is more flexible.

In the next level, QUENS competes with traditional and expert consultancy companies. The most relevant consultancies on Aerospace Industry, that can be competitors of QUENS, are:

- ❖ **Altran** is the world leader in engineering and R&D services. Altran offers its clients a unique value proposition to meet their transformation and innovation challenges. Altran supports its clients, from concept through industrialization, to develop the products and services of tomorrow and has been working for more than 35 years with major players in many sectors: Automotive, Aeronautics, Space, Defense & Naval, Rail, Infrastructure & Transport, Energy, Industrial & Consumer, Life Sciences, Communications, Semiconductor & Electronics, Software & Internet, Finance & Public Sector. Altran has more than 50,000 employees operating in over 30 countries. Altran reported 2019 revenues of €3.2billion.
- ❖ **ALTEN** is a French multinational technology consulting and engineering company. It has offices in 25 countries. ALTEN provides services in industries such as telecommunications, computer systems, networking, multimedia, defense, aviation, and information systems. In 2018, ALTEN had 33,700 employees and reported a revenue of €2.2 billion.
- ❖ **Accenture**, a global professional services company with 482,000 people in more than 120 countries, provides a range of services and solutions in strategy, consulting, digital, technology, and operations. Combining deep experience and specialized skills across more than 40 industries and all business functions—underpinned by a worldwide delivery network—Accenture works at the intersection of business and technology to help clients improve performance and create sustainable value for stakeholders.
- ❖ **AERTEC Solutions** is a multinational engineering and consulting company specialized in the aeronautical industry, airports and air transport. It has studies and projects in more than 15 countries, references in 78 international airports and participates in the great world aeronautical programs. The company has offices in the United Kingdom, France, Spain, Portugal, and Morocco, a team of more than 300 professional experts in aeronautics, and a turnover of more than € 16 million.

QUENS has a competitive advantage over all: freelancers are participants in our business model. Adding the talent of freelance experts allows companies to gain flexibility and face very specific needs peaks, thanks to the involvement of highly technical specialists at very specific times. The main advantages of introducing this type of professionals are:

1. Engaging the best: Freelancing makes it possible to instantly work with well-known specialists in their fields and equip yourself with skills that companies would not otherwise have access to, while keeping their budgets under control.

2. Acceleration of projects: having external collaborators for very specific technologies and skills allows the regular team to focus on its core activity and absorb peaks in operational needs.
3. Staying at the forefront of knowledge: the presence of freelancers, always aware of the latest trends, at the core of the company, as well as their direct contribution to projects, guarantees the constant pollination of technical and methodological knowledge of the teams.
4. Free way for innovation: freelancing makes it possible to experiment more openly in projects that in other circumstances would not have been prioritized, with a controlled level of risk.
5. Adjusting to hiring deadlines: having a freelancer at specific times allows companies an immediate solution while gaining the time needed to hire long-term and more strategically.
6. Decision power: The company will choose the best freelancer that fits in their project. The company will be sure of who is working for them, avoiding workers who do not meet the necessary requirements

In conclusion, in terms of adaptability and competitiveness, QUENS will be better positioned when compared to classic contract and consultancies as we can see in figure 3:



Figure 2: QUENS and its competitors

2.3 Market validation

2.3.1 Business model

There are some companies on market with similar business model as QUENS. They offer services of freelancers on different fields. All of them have had a great success.

🔗 **WORKANA. 2012, Argentina** is a platform that connects clients with freelancers from different areas to grow their companies. Most of clients are SMEs and Startups that want to grow their companies with freelancers, but also individuals with personal projects to large multinational companies. Workana gives you access to two types of projects: per hour or with a fixed price for finished work. Workana encourages clients to have long-term relationships with freelancers. In addition, thousands of new projects are published per day to which freelancers can send proposals.

Freelancers are from all areas that a company needs to grow: IT & Programming, Online Marketing and Advertising, Graphic Design, Web Design, Sales, Social Networks, Customer Service, Writing, Translations and more...

The evolution of number of users, number of clients and billing on Workana since the beginning is showed on Figure 1, Figure 2 and Figure 3. Source: Workana.

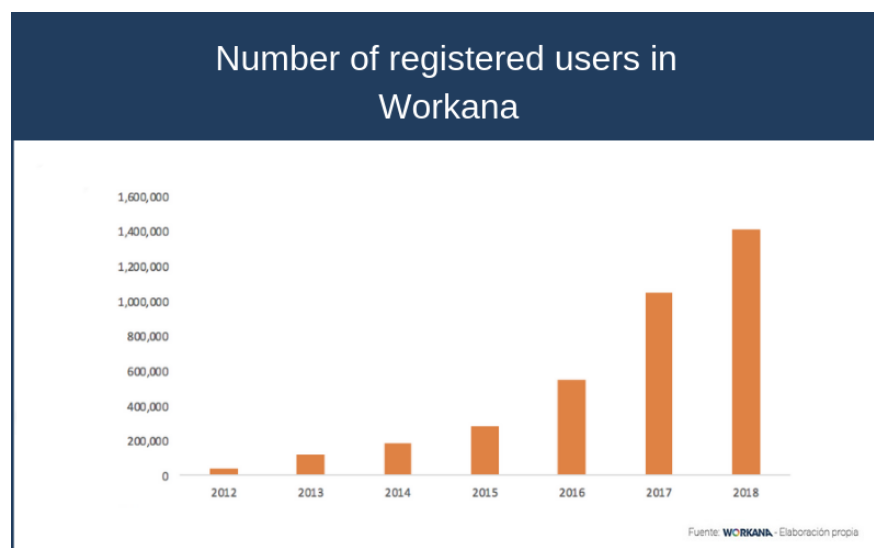


Figure 3: Number of registeres users in Workana

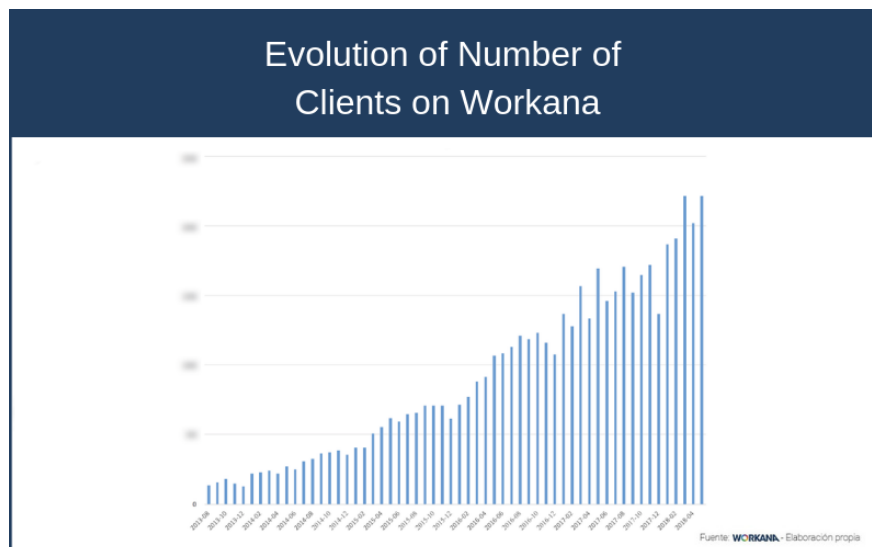


Figure 4: Evolution of number of client on Workana

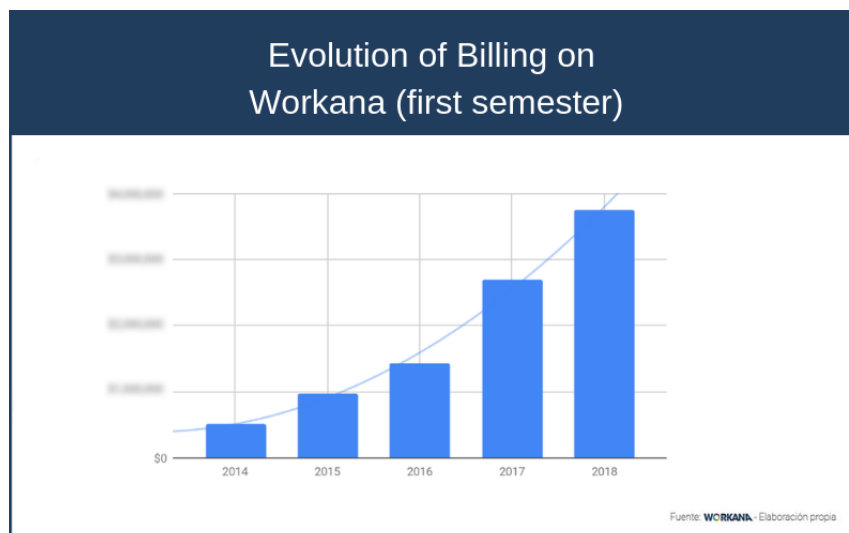



Figure 5: Evolution of billing on Workana

Workana is leader of market in Latin America and it recorded an increase in activity in the sector during the pandemic. The registration of new users, in the region, increased 42% when comparing April with respect to pre-COVID months. The increase on different categories is indicated on Table 1.

Table 1: Increase in registered freelancers due to pandemic situation


Category	Increase in registered freelancers in April
Finances & Administration	113,64%
Legal	100,00%
Engineering & Manufacturing	30,00%
Administrative Support	13,33%

“Remote and freelance work was already a trend, but with the pandemic it accelerated by 5 years in just 1 month” says Guillermo Bracciaforte, co-founder of Workana.

 **UPWORK. 2015, New Jersey, USA**, is a totally free platform that connects freelancers and agencies with companies looking for specialized talent to develop a project. The platform is very intuitive and easy to use, as it offers several advantages such as, for example, facilitating communication between both parties and ease of payment methods. Upwork quickly generates a shortlist of qualified experts in multiple disciplines using AI matching technology. Clients are able to review detailed profiles, portfolios, and client reviews and ratings so they can find the perfect match for their projects. Upwork can help by hiring a team or helping clients build a team on their own.

It has different strategies for different type of projects: Complex project find specialized experts and agencies for large projects; longer-term contracts expand your team with a skilled resource; short term builds a pool of diverse experts for one-off tasks.

Regarding the platform it is available to professionals in various areas like Web, Mobile and Software Development, IT and Networks, Big Data and Analytics, Engineering and Architecture, Design and Creative, Writing, Translation, Legal, Administrative Support, Customer Service, Sales & Marketing and Accounting & Consulting.

 **FIVERR. 2009, Tel Aviv, Israel** is a specialized platform for the purchase and sale of digital products and services. It is characterized by its ease of use, the number of services and products that can be offered, the large number of active users who hire freelance services as well as the possibility of growing on the platform since it has a scoring system to generate good reputation among the professionals who participate in it.

Among the most successful career areas we can find web, Mobile and Software Development, Writing and Translation, Design and Creativity, Digital Marketing and Sales, Music and Audio Consulting, Accounting, Legal Advice, Entertainment

and Fun, Customer Service, and Video Production, Animation and Editing.

Since pandemic began, Fiverr International stock price does not stop growing, as it is showed on Figure 6. Source: Y Charts.



Figure 6: Fiverr international Ltd price

Moreover, revenue in the third quarter of 2020 was \$52.3 million, an increase of 88% year over year and active buyers as of September 30, 2020, grew to 3.1 million, compared to 2.3 million as of September 30, 2019, an increase of 37% year over year.

After studying the performance of these companies, we conclude that QUENS could reach similar level of growth and revenues if it is launched. Furthermore, taking advantage of the opportunity provided by COVID-19 situation, the success could be achieved in less time.

2.3.2 Early adopter

Apart from analysing similar business models and proving they have been successful companies, another chapter of our validation was present our idea to potential customers, Medium Companies of Aerospace Ecosystem.

Elimco Aerospace, Aertec Solutions and Aerotecnic Metallic were the companies to which the idea was presented and well accepted.

After interviewing Head of Research and Development from Elimco Aerospace, Manager of Aerospace & Defense Projects from Aerotec Solutions and Commercial Director of Aerotecnic Metallic, the following conclusions were reached:

- 🔍 Aerospace ecosystem need an evolution in technology.
- 🔍 COVID-19 situation supposes a great opportunity to launch a new way of working.
- 🔍 QUENS will be a powerful tool to manage home-office projects.
- 🔍 On the platform, feedback about projects and workers is a key point and it is

necessary for obtaining the loyalty of customers.

- ❖ Methodology of people working on teams remotely is quite interesting and could be a key component in order to stand out from competitors.

Finally, these companies will have early access to our beta version platform which is being developed. They will test the solution during a trial period.

2.3.3 Risk analysis

Our growth depends on the ability to attract and retain a community of freelancers and customers, and the loss of our users, failure to maintain or grow spend of our current users, or failure to attract new users, could adversely impact our business.

The size of our community of users, including both freelancers and clients, is critical to our success. Our ability to achieve significant growth in revenue in the future will depend, in large part, upon our ability to attract new users, including new mid-market, large enterprise, and global account clients, to, and retain existing users on, our platform.

Moreover, if we retain users but they do not spend at the rates we expect, our growth will be negatively impacted. Achieving growth in, and retention of, our community of users may require us to increasingly engage in sophisticated, costly, and lengthy sales and marketing efforts that may not result in additional spending users or effectively retain our current users, or may not do so in a cost-effective manner.

We may also need to modify our pricing model or other services and features to attract and retain such users. Such modifications may not have the intended effect of attracting and retaining users and may have unintended negative consequences such as a loss of users or a reduction of user activity on our platform. If we fail to attract new users, new users fail to spend at the rates we expect, or we fail to maintain or expand existing relationships in a cost-effective manner or at all, our revenue will grow more slowly than expected or may decline and our business could be adversely impacted.

Freelancers have many different ways of marketing their services, securing clients, and obtaining payments from clients, including meeting and contacting prospective clients through advertising to prospective clients online or offline through other methods, signing up for online or offline third-party agencies, using other online or offline platforms, signing up with staffing firms, using other payment services, or finding full-time or part-time employment through an agency or directly with a business.

If we fail to attract new freelancers, freelancers decrease their use of, or cease using, our platform, the quality or types of services provided by freelancers that use our platform are not satisfactory to clients, or freelancers increase their fees for services more than clients are willing to pay, clients may decrease their use of, or cease using, our platform and our revenue may be adversely impacted.

Clients have similarly diverse options to find and pay service providers, such as engaging and paying service providers directly, finding service providers through other online or

offline platforms or through staffing firms and agencies, using other payment services, or hiring temporary, full-time, or part-time employees directly or through an agency.

In addition, any decrease in the attractiveness of our platform, failure to retain clients, or reduced spending by clients could lead to decreased traffic on our platform, diminished network effects, or a drop in Gross Service Value (GSV) on our platform, which could adversely affect our business, revenue, financial condition, and operating results.

We expect our GSV to fluctuate between periods due to a number of factors, including the volume and characteristics of projects that are posted by clients on our platform, such as size, duration, pricing, and other factors. Users may stop using our platform and related services if the quality of the user experience on our platform, including our support capabilities in the event of a problem, does not meet their expectations or keep pace with the quality of the user experience generally offered by competitive products and services.

2.4 Strategic growth

QUEENS has a growth plan for the next 5 years.

It is expected to expand our services to all kind of industries in a national size for the Q4 of 2022. On Q1 2024, QUEENS will be launched for European countries. With this expansion, it is expected to achieve 5 times the number of users than the previous year. For 2025, the objective is to get loyalty of our users over Europe, to increase the number of new users and the number of successful projects. Global expansion is planned on last quarter of 2026.



Figure 7: Early expansion

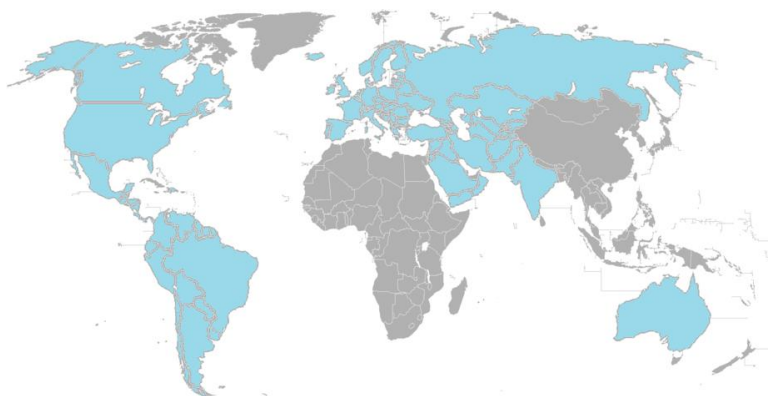


Figure 8: Long term expansion

3 MARKETING PLAN

As previously stated, our product is a product as a service model where QUENS want to surpass current barriers that employers are having, giving them labour flexibility and also try to give a solid source of income to the large number of unemployed professionals in the market through a project-based model. The industry chosen to begin with is the aerospace industry, it's a sector heavily affected by the corona virus crisis that can act as a trigger point after the crisis passes. An increase in the number of aircrafts to deliver in the following years can impact in the companies as they have only the necessary staff, there, is where QUENS need to be ready to mitigate their workloads and to take hold as a reliable company.

3.1 Customer segmentation

To decide who is going to be our potential customer, we have strictly attended to economic and market matters. The aerospace market generates 8.9B € per year and possess more than 100 000 workers, their main stakeholders are small and medium companies, with a 96% of the target segment. These SMEs are the main target for QUENS as none of the previous companies with a similar business model are currently aiming to this market. As previously stated, the potential increase on aircrafts manufacturing and demand after COVID-19 crisis could rocket up this type of business model because of its adaptability.

3.1.1 Potential market

As mentioned before, there are over 100 000 workers in the aerospace industry. The next figure is a conservative estimation of potential professionals who could work thorough QUENS:

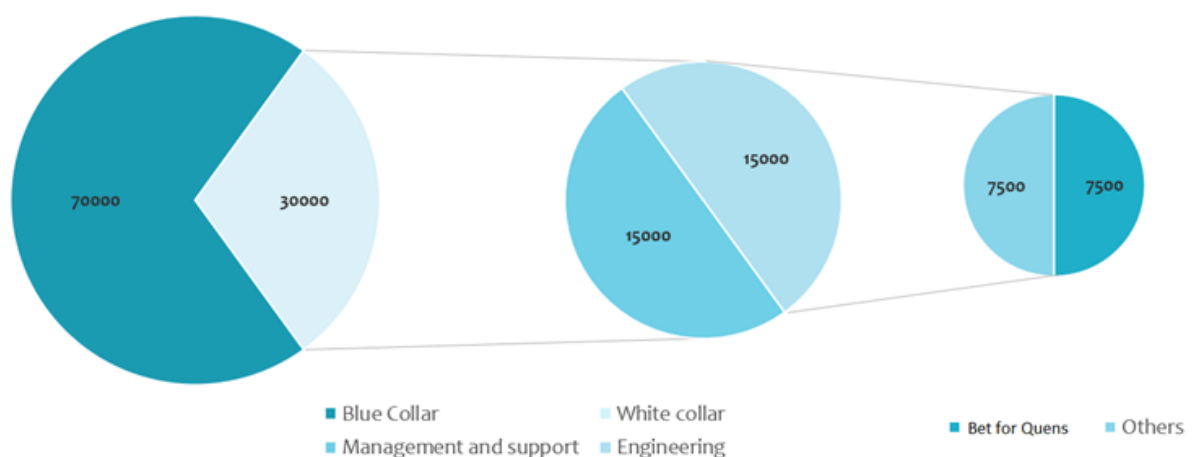


Figure 9: Potential professionals working for QUENS

Only considering engineers betting for QUENS, we could obtain over 7 000 freelancers working through the platform. Making simple estimations, for an average generation of

cash per freelancer of 40 000€ per year would sum up to a GSV of 280 M€ which considering a charge of 10%, this business model could generate around 30M € per year only in the aerospace industry.

3.1.2 Market fitting

To estimate our viability, we considered the difficulties of the actual labour market situation and how QUENS will fit into it.

Table 2: Companies difficulties

Difficulties	Reason	Solution given
Unexpected work peak	Lack of labour flexibility	External freelancer working for the needed project
High hiring price	Spanish labour market	No costs associated to fix employees
Incapacity of finding the right candidate	Lack of talent in a determined zone	Access to global market
Subcontracted workers not meeting the expectations	Lack of control on the projects	Control of all the company projects through QUENS platform
Subcontracted workers not meeting the expectations	Lack of experience professional sent by the consultancy to the SME	All candidates shown by the platform will expose the feedback received from previous projects before the candidate is selected
Long hiring process	Many candidates/ Candidates not meeting the requirements	Propose candidates that fits into your job offer
High fixed costs	Costs attached to classic way of working	Workers will do the job from home, therefore there is no associated fixed costs related to professionals hired through our platform

Looking at these factors, our platform will give a simple solution to major problems that companies face when it comes to hiring.

Moreover, the benefits given to the professionals may attract talent. These are some of them:

Table 3: Professional's difficulties

Difficulties	Reason	Solution given
Lack of family conciliation	Strict schedule	Work anytime
Impossibility of changing residence	Work from office as a requirement	Work from home through our platform
High costs derived from working	Fuel prices, restaurant costs	Work from home through our platform
Find a job in a determined area	Hard labour market	Access to global market

Looking to these characteristics our platform may attract professionals/groups of professionals looking for more freedom in their job or facing any of these difficulties.

3.2 Services availability

After analysing the companies/freelancers needs and the potential market where QUENS will enter, determining the projects in which QUENS could be involved was a must. This is a list of potential projects that could be done remotely. Note that companies could search for any professional to fulfil any project posted, even if it is not in the following list:

- 🔧 Structure analysis
- 🔧 Tools Design
- 🔧 Thermal and Fluids solutions
- 🔧 Technical Publications
- 🔧 Software solutions
- 🔧 TRL validations
- 🔧 Airport Planning Studies
- 🔧 Stress analysis
- 🔧 Parts design
- 🔧 Electronic solutions

The aim is to reduce company fixed costs and leave only the cost related to the agreed price with the professional/group of professionals doing the project and surpass the mentioned difficulties to the professionals associated to the classic way of working.

The pandemic situation has demonstrated that it is possible to do the same job in a less restricted way. Our company will take that lesson and bring the flexibility demanded by the market and by professionals, trying to go from an average price of 45€ per engineering hour, where only 17€ per hour is the worker salary, to a lower one where both agents get benefited from working through QUENS.

3.3 Competitive advantage

QUENS possess a different competitive advantage for companies and freelancers which shall both be defined in the following lines

3.3.1 Competitive advantage for companies

- ❖ Global access to talent: Companies registered can have access to a large pool of talented professionals to hire for their projects. Professionals can be hired in groups for large projects and the management can be done through the platform. Moreover, the auction system will increase the competitiveness among professionals, giving to the company a wide range of possibilities to choose from depending on price/experience needed.
- ❖ Competitive price: As said before, the company can save money paid in fixed costs such as electricity or office equipment, therefore the impact of our price will be minimum.
- ❖ Wide and expanding catalogue available: The aim of the platform is to have an expanding catalogue, increasing with the projects posted by the companies.
- ❖ Trust and verification of the professionals: Professionals that meet the requirements will be certified for catalogue projects; this way companies can trust the professionals they are hiring.

3.3.2 Competitive advantage for professionals

- ❖ Global access to projects: As previously stated to companies, professionals have also access to global projects. This will give professionals the opportunity to obtain better contracts with well-known companies and made a name by themselves with the feedback system implemented, which will back up their names. All their projects can be managed through the platform and the auction system will let them set the appropriate price for their job.
- ❖ Getting paid for results: Professionals will be paid for the results they generate. Once a project is finished and validated, they will get the agreed price. The more projects they complete successfully, the more revenues they get.
- ❖ Work from anywhere: As QUENS uses a project-based model focused on the platform, the job can be done anywhere with internet access. From home to a cafeteria. This will stop the time wasted commuting or in mandatory breaks that extend their labour time.

- ❖ Work anytime: Following the same reason as in the previous point, being a project-based model allows professionals to work anytime, giving them the flexibility and the family conciliation demanded. The only matter that has to concern the professional is to deliver on time the milestones and the project.

3.4 Pricing

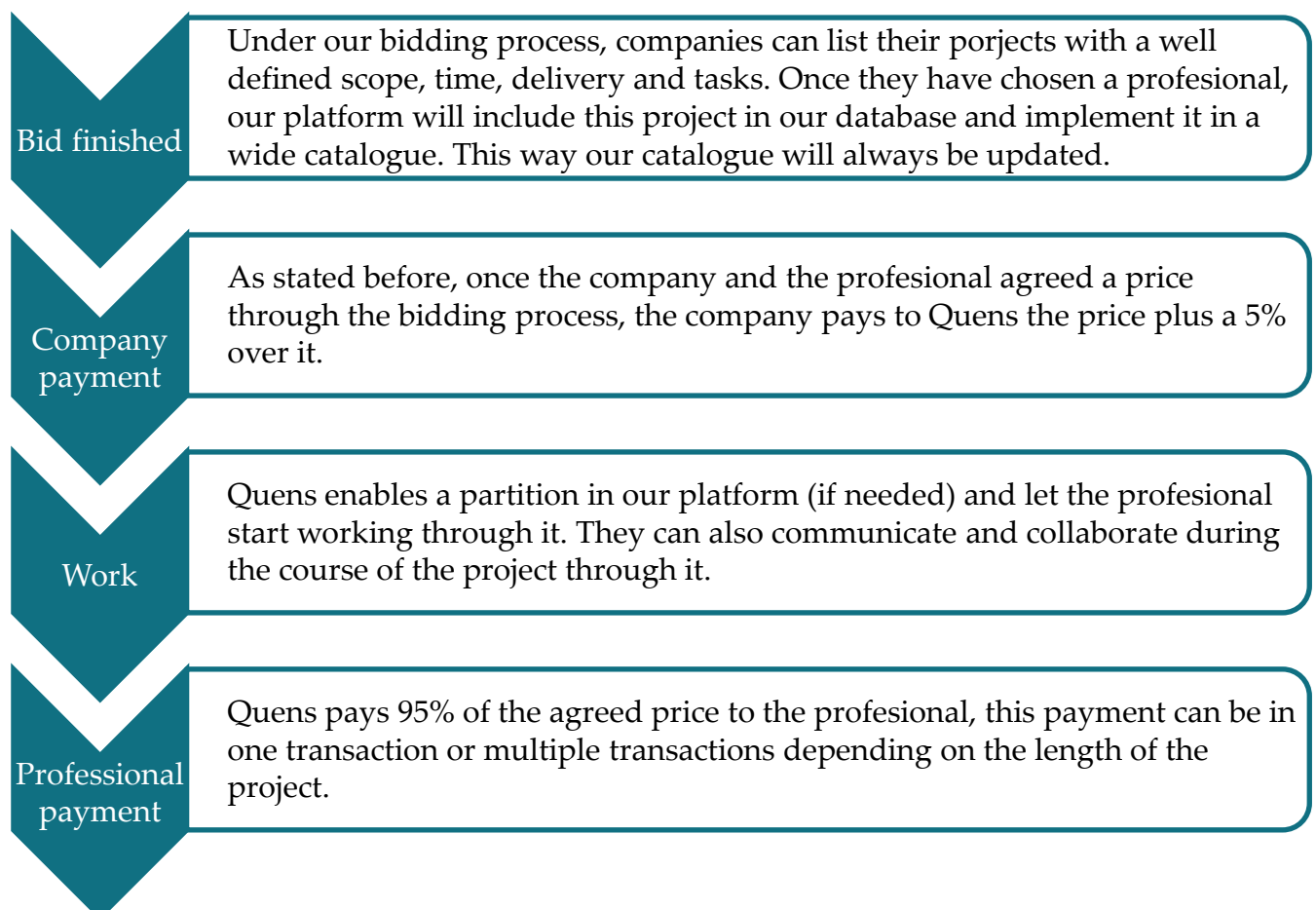
For doing the pricing strategy we took into consideration both agents, professionals and companies, also the licences for the programs used.

3.4.1 Pricing strategy

The pricing strategy is one of the most important factors in a business strategy. It must ensure a continuous font of revenues without a painful perception from the client. Thus, we have focus in a dual pricing strategy where none of the agents are excluded, trying to avoid an abusive perception towards our platform for the service they received in exchange.

Considering these factors, we decided to follow this pricing strategy:

Once the auction for the project has finish, a 5% over the final price is charged to the company. In the other hand, we charge a 5% from the final price to the professionals. In case that QUENS provide any software license or specific program needed, both parts will be charged with an extra 2,5%. This is how the process flows:



3.4.2 Cash flow

The platform will be the centre of every project; therefore, we have designed a cashflow (Companies-QUENS-Professionals) based on the milestones achieved. A differentiation between small and large projects has to be made for the benefit of professionals:

Long-term projects ($\geq 160h$) are defined as projects that can't be done by a single person in a regular month, the estimated time of completion* for these projects is 160 hours and over.

In this case, a 30% of the project value will be paid once half of the milestones are submitted, a 30% of the price will be paid after the project completion and a 40% will be held until the conformity of the client. If the company does not respond within 14 days, the project will be considered accepted and the 40% held will be deposited to the professional or group of professionals. This statement is susceptible to change if an agreement is made by all parties

Short-term projects ($< 160h$) are defined as projects that can be done by a single person in a regular month, the estimated time of completion* for these projects is less than 160 hours.

In this case, a 100% of the project price will be held until the conformity of the client. If the company does not respond within 14 days from the project deliver, the project will be considered accepted and the money will be deposited to the professional or group of professionals.

The necessary time for completion of every project will be provided by the platform through the application of QUENS machine learning algorithm based in different parameters such as the availability of freelancers, the performance of such freelancers, the number of deliverables, the field of the project, the real time needed by similar projects, the deadline given by the company.

Companies will pay to QUENS in advance once the project is signed.

3.5 Commercial Plan

In order to disrupt the market and take advantage of the current situation, it is necessary to implement an aggressive commercial strategy.

3.5.1 Distribution

Due to the current situation derived from the continuous restrictions to control COVID-19 it is quite uncertain which events are going to occur this year nonetheless the goal is to be in every available event as soon as it is possible.

QUENS is waiting to confirm attendance to company fairs such as Le bourget, Farnborough, ILA or ADM at Seville and has scheduled meetings with clusters such as the Andalusian space cluster, TEDAE and CEAS in order to gain regional, national and european recognition.

It is also needed to be taken into consideration the large pool of young professionals that can

be reached through different engineering associations like EUROAVIA, ESTIEM or BEST.

Finally, QUENS will be promoted in job-seeking portals like LinkedIn, Infojobs or Glassdoor and in social networks like Instagram or Twitter.

By this dual formula, QUENS intends to penetrate the market and raise recognition among professionals and companies.

3.5.2 Channels

Our main channel is our platform, QUENS will use its platform as a service channel but also as a communication channel and the main body of the interaction between professionals and companies.

These are the communication channels we have considered to attract both agents that will interact through QUENS (professionals-companies):

- ❖ **Social media** has become one of the main ways to advertise products. By inserts in the right platforms such as YouTube or Instagram, QUENS can reach all the spectre of professionals seeking a different way of doing traditional job and generate the searched impact.
- ❖ **Clusters.** The idea is to engage business executives and make them consider QUENS as a solution to their flexibility problems. This maximizes our investment in the fairs stand using it as a customer relation point and promotional channel.
- ❖ **Job events.** Through job events we want to attract new talent to our platform. QUENS take very seriously professionals needs and via job events we want to transmit a different way to do traditional jobs, where family conciliation and a solid source of income are possible.
- ❖ **Flyers** are a traditional advertising method. It could be useful to hand in a big amount of them among the aeronautical campus.
- ❖ **Direct mailing/calls.** The marketing director of QUENS will be in charge of the business development area, we have considered the direct contact with potential companies by direct mailing or direct calls. We have to take into consideration the potential number of customers that can be reached by this channel and the personalize direct contact with the client that may attract them.
- ❖ **Word of mouth.** Our final mission once we have made a considerable impact in the market is that our company is spread by word of mouth. To reach this we will focus in customer satisfaction.

3.5.3 Channel prioritization

We have evaluated each communication channel regarding the qualitative and the quantitative impact that will have in our customers and in our business. We will prioritize those channels that better fits.

For our qualitative evaluation we have considered the profitability and the attractiveness to our client. This is the result:

Table 4: Viability and attractiveness from professionals and companies

Professionals	Viability	Attractiveness
Social media	3	5
Job events	4	3
Flyers	5	1

Companies	Viability	Attractiveness
Direct mailing/calls	5	5
Clusters	4	4

With the previous analysis we can measure the channel attractiveness or the ability to reach customers:

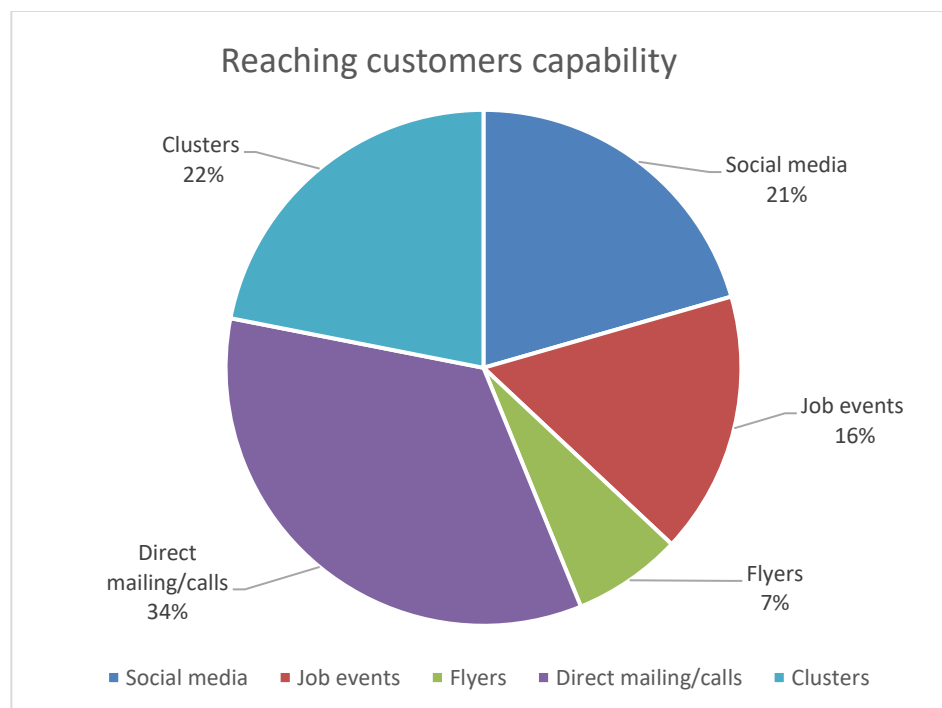


Figure 10: Reaching customers capability graphic

As we can see, direct contact with customers, clusters and social media are most useful channels to reach customers. However, a quantitative analysis has to be done taking into account the profitability of each channels, with this analysis we will measure how profitable the channel is by reaching a greater number of customers per channel:

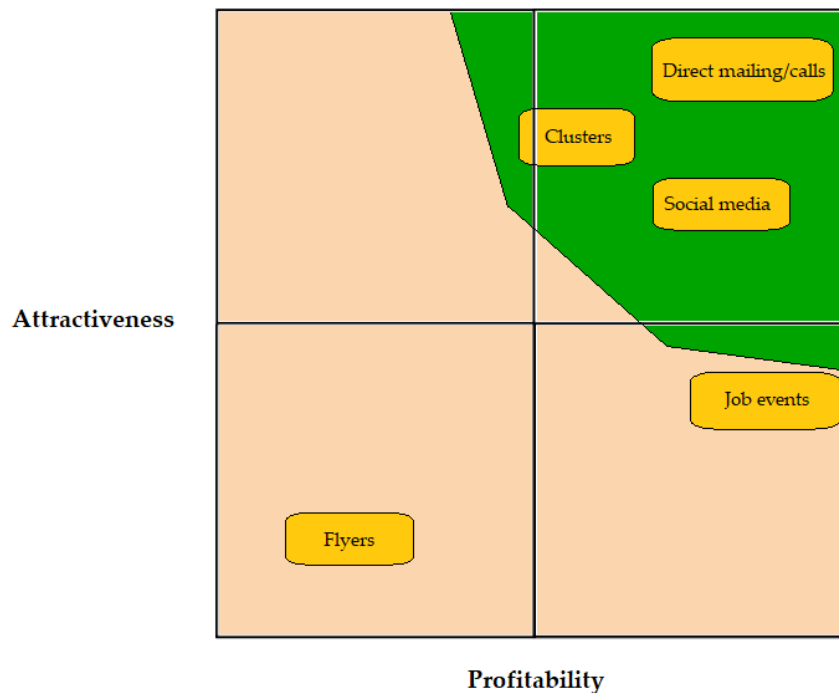


Figure 11: Attractiveness-profitability graphic

In this graphic we can observe the most profitable and attractive channels inside the green area. Therefore, we will prioritize: Direct contact, Social media and Clusters.

Nevertheless, we cannot totally discard job events as we have 2 different customers, companies and professionals, and we will only be reaching professionals by social media if we only prioritize the previous channels. In case that social media is not reaching enough number of professionals, we can also introduce our presence in job events to increase this number.

3.5.4 Customer fidelity

QUENS wants to reach the maximum possible satisfaction level for their clients, therefore, we have considered to offer a discount of 1% off in the projects fee to the companies that surpass expected cash flow for their year. For example, QUENS can consider that a company will move 1M€ in a year, once the company go beyond that cash moved through our platform, the fee paid will be 4% instead of 5%.

Moreover, QUENS will allow them to have a partition in our server where they can permanently allocate one license without any extra charge. This way they can have the

license permanently running through our platform.

By this method, we want to hook companies to use our platform more and more every year and also try to make them use it for every project they need to do.

3.6 Customer Journey

The customer journey involves every interaction with our company and service once a customer has started using our platform. We have done a timeline summarizing how our customers will interact with our platform. In this stage we have to differentiate 2 different customer journeys:

- ❖ Companies' customer journey
- ❖ Professional's customer journey

3.6.1 Companies journey

On one hand, we have the companies' customer journey:



Figure 12: Companies' customer journey

- ❖ **Project submits.** Once register, the company has to submit his project detailing what the project is about and an estimated price and time. The project will be auctioned for a specified time and the professionals will bid for the contract. Even though the project will be auctioned, QUEENS will provide a list of candidates that are certified and reliable for this project so the companies can directly contact them if desired.
- ❖ **Professional selection.** Once the auction is close, the company will select the professional that better fits their expectations. At this point, it does not only matter the price they bid but the previous experience doing same projects or the expected time to finish. We want to ensure that companies have enough information to choose their best candidate.
- ❖ **Feedback.** During the time that the project last, the company will be receiving feedback from the professional through the platform in an easy and understandable way.

❖ **Measure.** Finally, QUENS platform will deliver the final the KPIs from the project.

The company has to give feedback to the professional and comment their work done. This information will be shown in the professional profile so other companies can see it and trust this professional for similar tasks. This way we want to ensure that companies looking for professionals do not doubt on their capabilities. Moreover, thanks to this feedback the platform will automatically recommend this professional to companies looking for someone to do similar projects.

3.6.2 Professionals journey

On the other hand, this is the summarize professional's customer journey:



Figure 13: Professional's customer journey

- ❖ **Sing up.** Professional's sign up in QUENS giving the requested data to ensure their eligibility to work through our platform.
- ❖ **Find your project.** After signing up, they can find projects and bid for their contracts. QUENS will recommend projects to bid for to professionals, these projects will be similar to the ones they have done before.
- ❖ **Work.** Once a professional has been selected, they can work remotely in their project and, if needed, through a partition in our system. In case that there are many tasks and deliverables, those will be handed in through QUENS platform. QUENS interface will show all the projects information and KPIs measured to the professional in a simple way.
- ❖ **Measure.** Finally, QUENS will provide all the final KPIs of their job and show the review of the company to the professionals.

4 OPERATIONAL PLAN

The centre of the company is the platform. This section explains how will be the software and the methodologies needed to design it successfully. Moreover, the maintenance plan is described.

4.1 Software development

The most important task when developing a software platform is the requirements analysis. Customers usually have a rather abstract idea about the final result, but not about the functions that the software should fulfil. In this case, the development of the platform will be developed by QUENS, thus the functionality and requirements are clear since the beginning. Figure 1415 shows the phases to develop the platform.

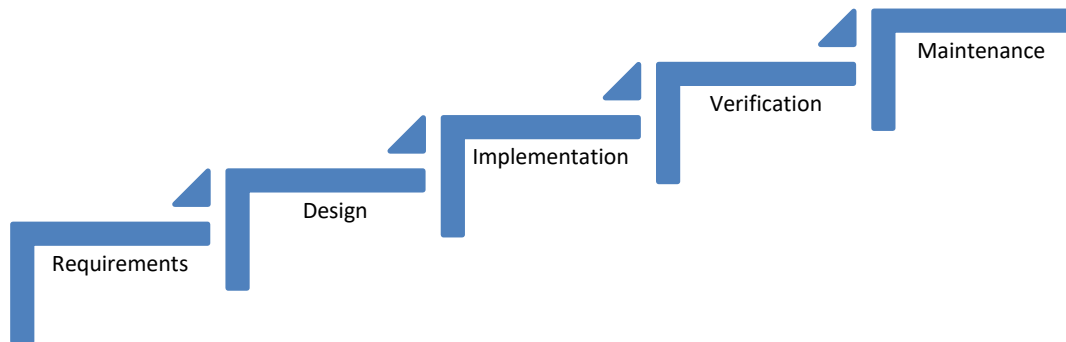


Figure 14: Software development phases

The first step is to gather all the requirements and functionalities that the software must have and define, through joint work between the developers, the sales department, and market studies. At this point, the risk analysis for the project is also carried out, and the quality assurance requirements are established.

Implementation is the part of the process in which software engineers program the code for the project work that is related to the demands of the software, in this stage white box and black box testing is performed. Next, the platform starts the testing phase. Software testing is an essential part of the software development process. This part of the process has the function to detect software bugs as early as possible. Finally, the documentation is key in development. This documentation collects the internal design of the software in order to facilitate its improvement and maintenance. This must include the documentation of an API, both internally and externally.

The Software Development Process, also referred to as the software development lifecycle, is a structure applied to the development of a software product. There are several models to follow for establishing a software development process; each model describes a different approach to different activities that take place during the process.

The methodology used in QUENS is SCRUM. Scrum is an agile process used for product development, especially software development. Scrum is a project management framework that is applicable to any project with aggressive deadlines, complex requirements, and a degree of uniqueness. For that reason, this is an adequate methodology for the QUENS platform.

In Scrum, projects move forward via a series of iterations called sprints. Each sprint is typically two to four weeks long. Figure 15 illustrates the SCRUM process and ceremonies.

SCRUM PROCESS

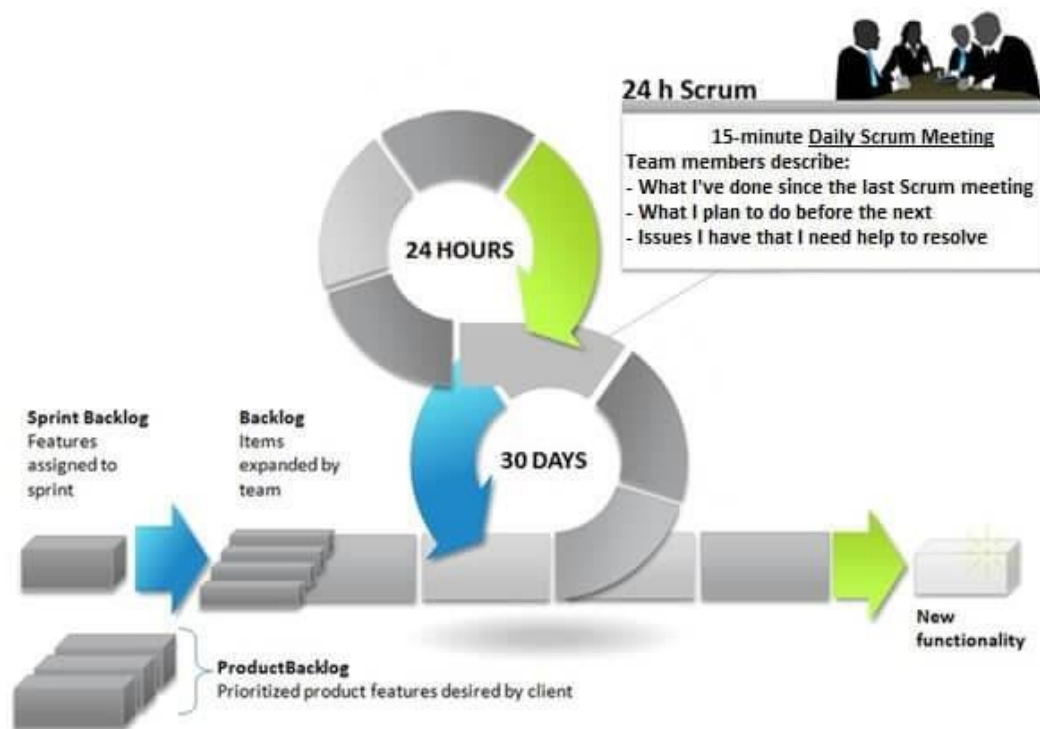
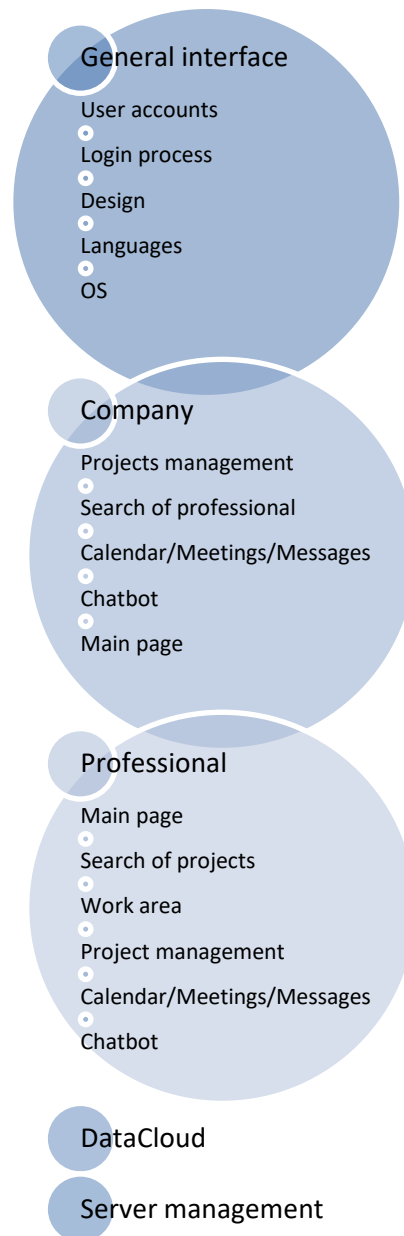


Figure 15: SCRUM methodology

Two important concepts of SCRUM are User Stories and Epics. An Epic is a high-level body of work that bands together with a group of related Stories. They are divided into tasks called User Stories. QUENS project has the following composition:



4.2 QUENS platform

As explained before, QUENS has two visions: the company and the professionals. The platform would be designed in two modalities. The PC version will be the more extended and enables the user to work through them. The mobile version would be more reduce. The users could manage their projects, tasks, calendar, or send messages and also search and publish new jobs, however, they cannot access to the work environment.

The next sections explain the pages for each user role.

4.2.1 Company role

Companies would have several active projects. For that reason, it is important to have a page with useful information about key elements for all the projects. The main page for companies is shown in Figure 16. On the left, the user has information about messages, deadlines, and responsible for all the projects. This way, they can see easy and quick the

projects the real status of them. Moreover, a graphic of “Status projects” is included to evaluate the info in a graphic mode.

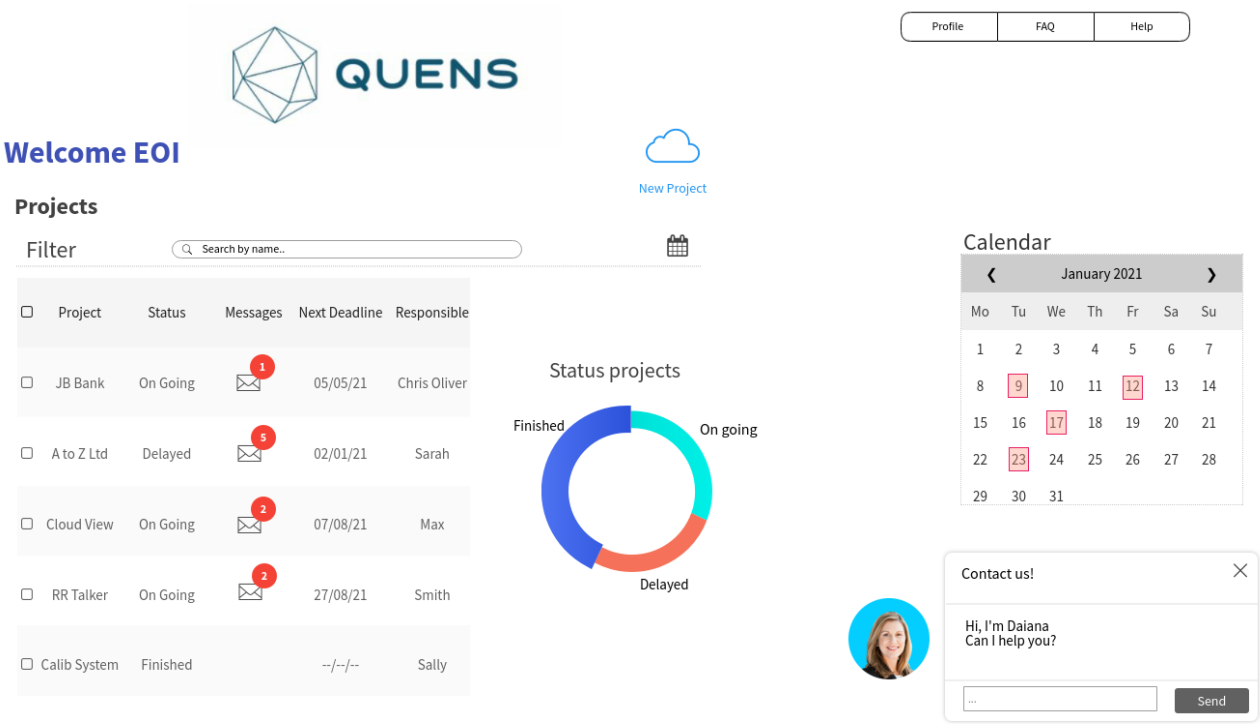


Figure 16: Companies main page PC version

On the right side, there is a calendar with all the meetings and deadlines marked to facilitate the user the planning. The user could make click on the desired date and he could create a new event or see information about an existent one, for example, the videoconference links.

Furthermore, there is a Chabot service to help the user in case of problems or doubts about the platform. The virtual assistant Daiana would be programming with IA and would be continuously learning to improve the quality of the service.

The view of this page in the mobile version is illustrated in Figure 17 .

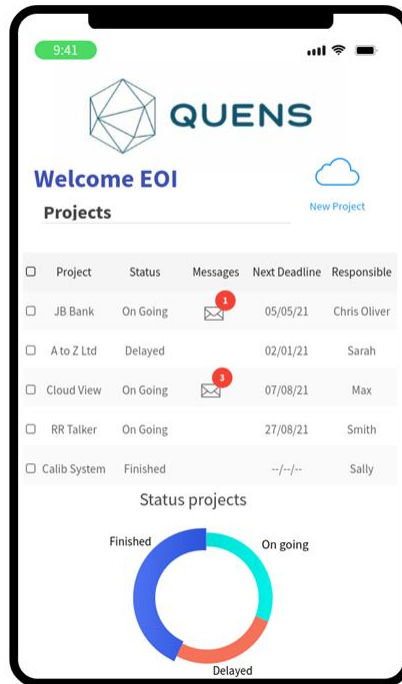


Figure 17: Main view Mobile version

The cloud icon is to generate a new project offer, this view is shown in Figure 18. This page enables the user to fill in the key information about the project. Furthermore, some specifications about the desired profile should be filled. This way, the QUENS algorithm proposes the best candidates to the offer.

The 'Create New Project' form includes the following sections:

- Deal Information:**
 - Service:** A dropdown menu with 'Equipment specification' selected.
 - Closing Date:** A date input field.
- Profile required:** A dropdown menu with 'Industrial engineer' selected.
- Skills required:** Radio buttons for 'Matlab', 'CATIA', and 'Airbus environment'. 'Matlab' is selected.
- Additional certifications for the employee:** A large text area for input.
- Project information:** A large text area for input.
- Project proposal:** A button with a paperclip icon.
- Price:** A range slider with values 10 and 2000.

Figure 18: New project generation

Once the user has completed the proposal, the best candidates receive the offer. In few days, the company will receive the profiles interested in the project. Thus, the company can choose one of them or let QUEENS take the decision. Figure 19 shows the platform.



Figure 19: Candidates page

The company would need to manage each project deeply. This can be achieved in the Project page, Figure 20 . Here the user can follow the progress of the project, he can see the tasks, messages, deadlines, budgets, deliverables, etc.

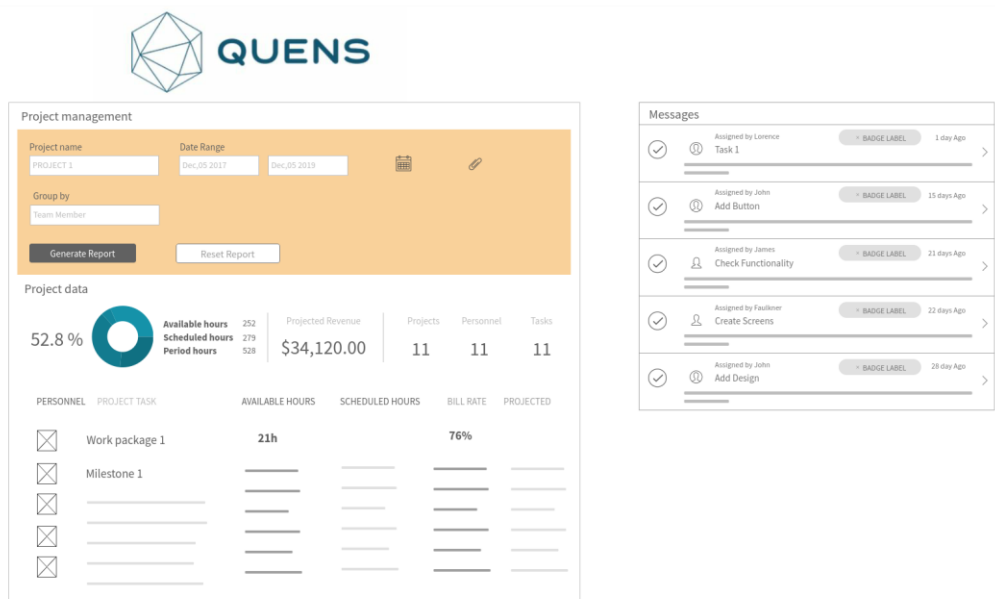


Figure 20: Project page

4.2.2 Professionals

Professionals can find a main page with their profiles and reviews of the finished projects. These reviews are so important because are inputs in the QUENS algorithm to choose candidates. Moreover, they have their calendar and a section to upload certifications and information relevant to participate in projects.

As explained before, professionals would have a mobile version, Figure 22 . It is important to highlight that in this version they can only consult the profiles or search and accepts new projects. The access to works servers will be only available in the PC version.

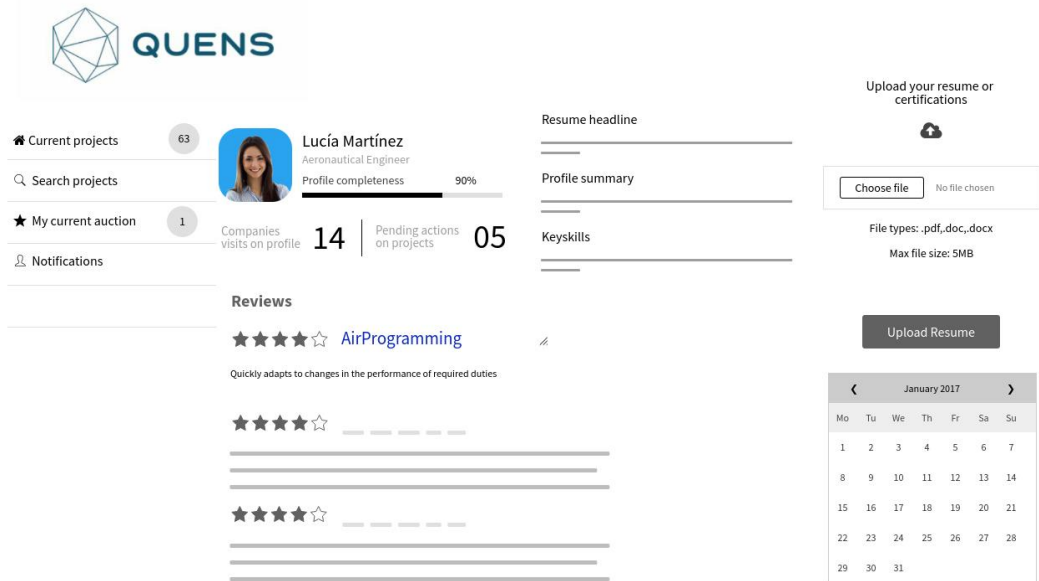


Figure 21: Professional welcome page

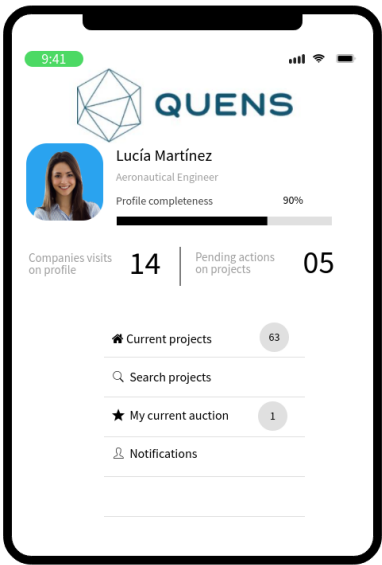


Figure 22: Professional mobile version

The user could start a new project on the Search page, illustrated in Figure 23. Professionals have two options to find a project, by searching for proposals or choosing a proposed project.

The menu on the left side enables the user to find a project introducing keywords, skills, etc. Then the platform would show the user a list of proposals to meets the parameters introduced. On the other hand, the menu on the right side shows the user projects where the QUENS algorithm has been selected for them. They can see the proposal and decide if they are interested or not. In the affirmative case, the company receives the candidate profile.

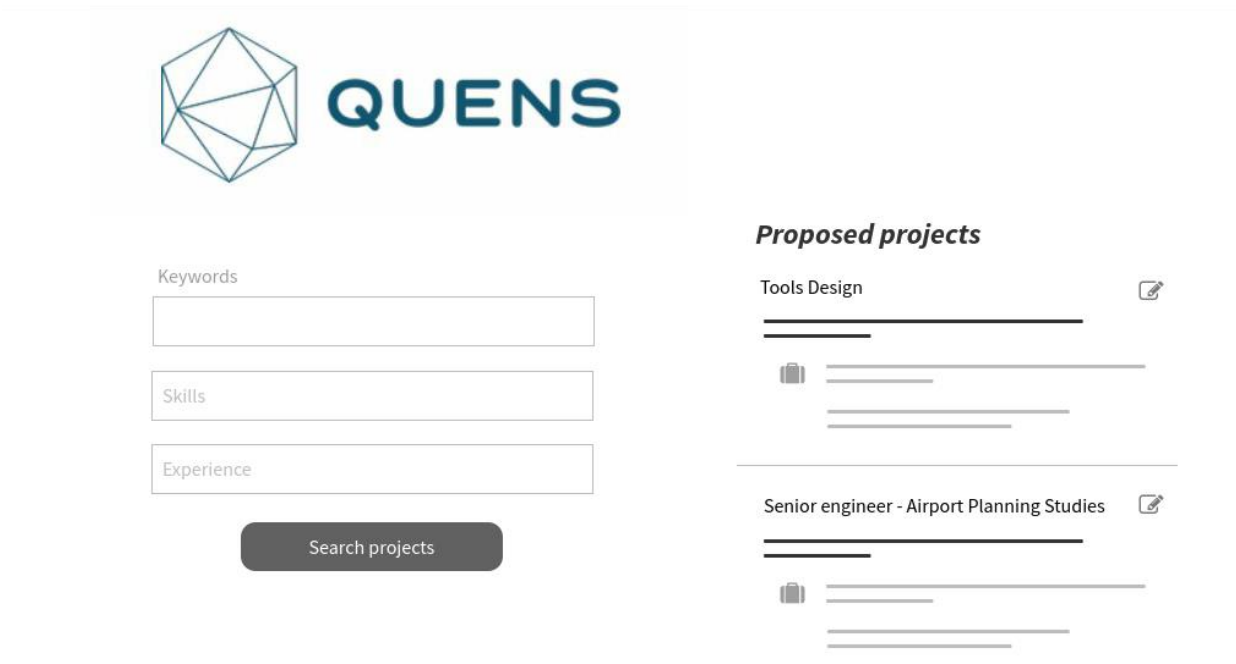


Figure 23: Search new project

Moreover, the user would have a specific screen for each project. This way, they can see at a glance all the information and progress of the project. Furthermore, this page gives access to the server to work on the project.



Figure 24: Project management view

4.3 Maintenance

The platform needs a maintenance plan which covers the modification of the software after delivery to correct faults, to improve performance or other attributes.

The QUENS software will be operative for Windows, Ubuntu, Android, and IOS. The development team will be introducing modifications periodically in order to improve the service. These updates would include customer suggestions. All the updates will be launch in the periods of low activity in order to minimize the possible impact.

Moreover, there is Preventive Maintenance which is focused on data security and corrective maintenance which assures that the platform will be working 24/7.

Related to server maintenance, QUENS will use Amazon Web Services thus, adequate maintenance and support for servers will be the responsibility of this company.

5 LEGAL PLAN

5.1 Intellectual Property

The protection of the technology and intellectual property of our clients is an important aspect of our business. We rely upon a combination trademarks, trade secrets, copyrights, confidentiality procedures, contractual commitments, and other legal rights to establish and protect the intellectual property. We generally enter into confidentiality agreements or work product assignment agreements with professionals and companies to control access to, and clarify ownership of, the software, documentation, and other proprietary information and ensure the non-transmission to third parties.

5.2 Government Regulation

We are subject to a number of Spanish and foreign laws and regulations that are applicable to internet companies and businesses that operate online marketplaces connecting businesses with freelancers. These laws and regulations may involve worker classification, employment, data protection, online payment services, content regulation, intellectual property, taxation, consumer protection, background checks, payment services, money transmitter regulations, anti-corruption, anti-money laundering and sanctions laws, or other subjects. Moreover, we provide escrow services to our users. Many of the laws and regulations that are or may be applicable to our business are still evolving and being tested in courts and could be interpreted in ways that could adversely impact our business. In addition, the application and interpretation of these laws and regulations often are uncertain, particularly in the industry in which we operate.

5.3 Escrow Funding Requirements

We offer escrow services to users of our platform. As such, we are licensed as an internet escrow agent and are therefore required to hold our users' escrowed cash and in-transit cash in trust as an asset and record a corresponding liability for escrow funds held on behalf of professionals and companies on our balance sheet. Escrow regulations require us to fund the trust with our operating cash to cover shortages due to the timing of cash receipts from companies. Companies hires professionals for project contracts and the agreed amount of such contract is added to escrow funds payable to professionals on the same day. Therefore, in order to satisfy escrow funding requirements, every Sunday we fund the shortage of cash in trust with our own operating cash and typically collect this cash shortage from companies within the next several days.

Funds that we hold on behalf of companies and professionals are held in our escrow account and are released only according to escrow instructions that have been agreed upon by professionals and clients. The company deposits funds that are held in escrow, in whole or by milestone, before the freelancer starts to work. The escrow funds are then released to

the freelancer upon completion of a project or a milestone. Funds are released to the professional after the review period (15 days after fulfilment) unless the client files a dispute. In the case of any dispute between freelancers and clients over funds held in escrow, we have a dedicated team focused on facilitating a resolution between them.

5.4 Services policy

The QUENS platform is a computer marketplace where Companies and Freelancers can identify themselves and buy and sell services online. These specific services requested by Users, to be performed by Freelancers, are hereinafter referred to as "Freelance Services". Pursuant to the terms of this Agreement, QUENS provides services to Users and Freelancers, including hosting and maintenance of the QUENS platform, and permits the execution of Contracts between Users. When a User and a Freelancer enter into a User-to-Freelancer Agreement, they use the QUENS software to engage, communicate, invoice and pay online.

Unless QUENS states otherwise in a separate written agreement with you, QUENS platform is made available solely for your personal, non-commercial use. QUENS does not itself provide Freelance Services. The provision of all Freelance Services is dependent on freelancers. QUENS, through QUENS application, provides information and a method for obtaining these freelance services, but does not provide or purport to provide such freelance services, and has no responsibility or liability for the freelance services and/or work product delivered to it by freelancers, including, but not limited to, warranties of fitness for a particular purpose or compliance with laws, regulations, or codes. QUENS is not affiliated with, endorsed or sponsored by any third-party provider.

5.5 Vetting users

Freelancers may be subject to a vetting process before they can register and during their use of the QUENS platform. While QUENS may perform background checks on Freelancers, QUENS cannot confirm that each Freelancer is who he or she claims to be and, therefore, QUENS cannot assume or assume any responsibility for the accuracy or truthfulness of the identity, background check information or information provided through the QUENS Site.

By using the QUENS application, you agree to hold QUENS harmless from any and all liability or damages that may arise from the professional services. QUENS is not responsible for the conduct, whether online or offline, of any user, including third party providers, and shall not be liable for any claims, injuries or damages arising in connection with the freelance services.

5.6 Coverage against claims

Despite of maintaining a sufficient insurance customary for businesses of this size and type, there are some losses that may be incurred that cannot be insured against or that are not economically reasonable to insure. Moreover, any loss incurred could exceed policy limits and policy payments made to the company may not be made on a timely basis.

Users agree to release and hold harmless QUENS and its officers, directors, employees and agents from any and all claims, demands, losses, liabilities and expenses (including, without limitation, attorneys' fees) arising out of or relating to: (i) your use of QUENS site or services or products obtained or provided or sold through your use of QUENS site, including any data or content transmitted or received by you, or access to or use of QUENS site by a third party under your user name and password; (ii) your breach or violation of any of these Terms or applicable laws, rules or regulations (including, without limitation, tax or employment laws); (iii) QUENS's use of your Content; or (iv) your violation of the rights of any third party, including Freelancers and Users.

6 HUMAN RESOURCES PLAN

In order to guarantee an efficient management, QUENS is organized in different departments. It is highlighted six business areas:

1. **Finance and accounting.** This department will be in charge of the administration and control of the financial resources that the company has. Among the objectives that this department has, it could find:
 - ❖ To obtain financial resources, that is to say, to obtain financing, to the minimum possible cost to carry out the activity.
 - ❖ Determine the most convenient cost structure for QUENS
 - ❖ To carry out a studied investment policy that is profitable for QUENS

That is, with the resources that the company has available, to make decisions on the use of them.

Moreover, it will be responsible for preparing an accounting system that reflects the transactions carried out by an economic entity, to facilitate the various stakeholders to make decisions concerning that economic entity (for example, that a credit institution grants us a loan).

2. **Human Resources.** This is the department in charge of selecting, hiring, remunerating, and training the personnel that will be part of QUENS. Human activity is an increasingly important element within the company. In fact, many business organizations consider their workers to be the basis of their success, hence the importance of this department.
3. **Administrative area.** It is in charge of controlling all the documentation: it will carry out the administrative and bureaucratic procedures that QUENS has with Public Entities, with Credit Entities, with non-profit entities committed to the environment, etc.

This department could have a sub-department, of legal aspects, that is dedicated to regulating the actions of the companies.

4. **Marketing.** It will be in charge of making the target market to which QUENS is directed, taking into account developers and companies. In this area, it is decided what to sell and how to do it. Marketing activities are to know the market needs, determine products and services that meet the needs of potential consumers, set prices, promote, and distribute.
5. **Technical area.** "Production is the set of actions that transform inputs or raw materials into goods or services, through human, physical and technical resources". This area will be in charge of the whole set of activities regarding the QUENS platform. Important aspect: QUENS must take care of Research, Development, and

Innovation, and carry out the corresponding quality controls necessary to verify that its products or services reach the market in optimal conditions.

6. **Management area.** It is responsible for the management of the company by which one or more people try to achieve the objectives that the organization has set. It is the practice that allows to have the control of the company using precise and relevant information of the different areas and taking appropriate actions according to the strategy and objectives of the company. The tasks of management are planning, organization, coordination, and control.

6.1 Staff

As explained above, the founding partners of QUENS will be workers in the same, holding management positions in the different areas that we have previously differentiated.

In the short term, the QUENS staff will be composed by:

- **Software engineer (2 vacancies):** As a member of Technical team, this person will be responsible for system maintenance and support, helping to add value to QUENS platform. The engineer will participate in the revision of the code and contribute to improve the common practices.
 - Professional profile:
 - 🎯 Passion for technology and start-up methodology
 - 🎯 Ability to learn quickly, creativity and initiative.
 - 🎯 Ability to make decisions autonomously.
 - 🎯 Results oriented.
 - 🎯 Teamwork.
 - 🎯 Excellent interpersonal and communication skills.
 - Training
 - 🎯 System-related degrees or equivalent experience.
 - 🎯 At least 1 years of experience in app development.
 - 🎯 Extensive experience developing Java.
 - 🎯 Experience with Android SDK.
 - 🎯 Experience with REST and SOAP integrations.
 - 🎯 Deep knowledge of development patterns.
 - 🎯 Advanced knowledge of mobile application performance optimization.
 - 🎯 Experience working with design teams to optimize the final customer experience
 - 🎯 Knowledge of agile, Scrum and Kanban methodology.
 - Languages
 - 🎯 Advanced English required

- Lawyer (1 vacancy): To support and advise the business on legal issues, client and supplier contractual matters, and to ensure compliance.
 - Professional profile
 - ⚙ An efficient and organized worker with an ability to multitask on a multitude of matters under time pressure.
 - ⚙ Must possess sound judgment, and strong interpersonal, project management and organizational skills coupled with precise attention to detail.
 - ⚙ Will have acquired in-depth knowledge of contract law, compliance regulations and negotiation processes.
 - EDUCATION AND EXPERIENCE:
 - ⚙ Legal degree
 - ⚙ Must have at least three years of relevant legal experience since qualification in a corporate law firm and/or as an in-house counsel with specific emphasis on contract negotiation, drafting, interpretation and contract process management.
 - ⚙ Experience with software licensing and other technology-related contracts is also useful.
 - Languages
 - ⚙ Advanced English required

The sources through which QUENS is going to carry out the recruitment of personnel are external, that is to say, the recruitment will be of personnel from outside the company.

- ⚙ Publish job offers in the unions.
- ⚙ Publish job offers in employment agencies.
- ⚙ Internet platforms, such as infojobs or job and talent.

The selection of the personnel will pursue the adequacy and efficiency of the worker to the position. The Human Resources department is in charge of studying the CV of the job seekers, and will contact those who, in the curriculum, meet the conditions requested, to conduct a preliminary interview. Once the candidates have been selected, and are presumed to be suitable, they may be required to take a test of their suitability for the position. Once the stages have been passed, the personnel will be hired.

We will now discuss the different types of contracts for the various employment relationships:

- The managers, founding partners, will be permanent workers in the company as long as they remain partners of the company. The transfer of shares is very restricted, as all shareholders must consent to such transfer. The founding partners of QUENS stipulate in

the deed of incorporation that the QUENS partner will be an employee of the company unless otherwise stated.

-Software engineers and layer will have, in principle, a contract in formation until the time allowed by law (3 years) has elapsed, since this type of contract is fiscally beneficial for QUENS. Once this contract has expired, it can be renewed, establishing a contract for an indefinite period.

6.1.1 Organizational chart

The diagram represents the QUENS structure. As explain before, the company has six departments.

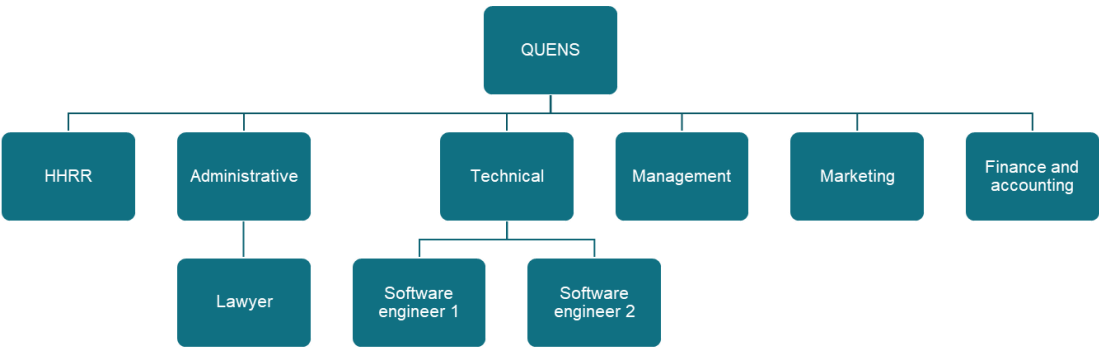


Figure 25: Chart

The four partners will meet periodically to discuss the objectives of QUENS and to carry out the appropriate controls to see to what extent they are achieving them. Moreover, each partner will be dedicated to a specific department, always taking into account that the departments are interconnected, and communications between them are very frequent.

As the company grows, it is possible to delegate responsibilities. For example, to hire a technician to occupy the position of director of the administration of the company, dedicating the partner that before was dedicated to it to another area of which its work is required, for example in finances and accounting (because there is much volume of work), or in marketing (because different ideas are needed). Besides, of course, as the company grows, it is necessary to expand the staff.

6.2 Evaluations

The performance of each employee will be evaluated regularly. Every year will define several KPIs related with each role.

In the case of the Software engineers, the incidences solved in the platform will be the principal evaluation factor. In the same way, the customer satisfaction with the performance of the platform and support will be taken into account to consider the right performance.

Related to lawyer, the evaluation will be done based on the ability to respond to problems or situations that arise.

6.3 Human resources policy

The jobs at QUENS and the profiles to be fulfilled by the staff are as follows:

CEO (Chief Executive Officer): Its main responsibility is to lead the company according to the strategy and values with the Board of directors and the investors, coordinating all areas to achieve results. This role covers the HHRR, administrative and management department.

Main objectives:

- ❖ Setting strategic goals and making sure they are measurable and describable
- ❖ Assessing risks to the company and ensuring they are monitored and minimized
- ❖ Creating and implementing the company or organization's vision and mission
- ❖ Manage human resources policies and hiring process
- ❖ Leading the development of the company's short- and long-term strategy

Profile and competencies:

- ❖ Master in Business Administration
- ❖ Negotiation skills
- ❖ Management and Leadership
- ❖ Business Operations and strategy
- ❖ Effective Communication and delegation
- ❖ Adaptability and determination
- ❖ English

Chief Marketing Officer (CMO): This role is responsible for activities related with creating, communicating and delivering offerings that have value for customers, clients or business partners. Moreover, he is in charge of generating a strong client network and studying new potential markets.

Main objectives:

- ❖ Facilitate growth and increase sales by developing a comprehensive marketing plan that promotes brand recognition and helps the organization gain a competitive advantage.
- ❖ Assuming the voice of the customer across the company.
- ❖ Estimating and ensuring sales, pricing and revenues.
- ❖ Determine how and where the company should be positioned in the future.

Profile and competencies:

- ❖ Master in Business Administration.
- ❖ Experience in aerospace market.
- ❖ Negotiation skills.

- ❖ High communication skills.
- ❖ Strong leadership skills.
- ❖ English.

Chief technical Officer (CTO) This role is the head of a company's technical and technological department. He develops policies and procedures, and uses technology to improve products and services that focus on external customers. The CTO also develops strategies to increase revenue and performs cost-benefit analysis and return on investment analysis.

Main objectives:

- ❖ Leading the development and maintenance of the QUEENS platform.
- ❖ Coordinating the technical team.
- ❖ Search and innovate in technology, controlling and optimizing costs.

Profile and competencies:

- ❖ Master in Business Administration.
- ❖ Technical background in development of algorithms and software.
- ❖ Strong leadership skill.
- ❖ Communication skills
- ❖ Expertise in Agile methodologies
- ❖ English.

Chief Financial Officer: This role has primary responsibility for the planning, implementation, managing and running of all the finance activities of a company, including business planning, budgeting, forecasting and negotiations.

Main objectives:

- ❖ Providing leadership, direction and management of the finance and accounting team
- ❖ Providing strategic recommendations to the CEO and Board of directors.
- ❖ Managing the processes for financial forecasting and budgets, and overseeing the preparation of all-financial reporting.
- ❖ Advising on long-term business and financial planning.
- ❖ Ensure cash flow is appropriate for the organization's operations

Profile and competencies:

- 🎯 MBA or Finance or Economics
- 🎯 Communication skills
- 🎯 Negotiation skills
- 🎯 Knowledge of corporate financial law and risk management practices
- 🎯 Excellent knowledge of data analysis and forecasting methods
- 🎯 Proficient in the use of MS Office and financial management software (e.g. SAP)
- 🎯 Ability to strategize and solve problems
- 🎯 English

7 FINANCIAL PLAN

7.1 Introduction

This report is intended to provide the reader with a deeper understanding of the financial structure consolidated in QUENS, aiming to give investors, through a thorough financial analysis, the certainty to take part in the next engineering paradigm revolution.

The main financial figures will be discussed across the following chapters including the revenue stream and cost structure, both projected into a five-years forecast. Main assumptions, enablers and risks are reviewed.

Finally, and towards the end of this manuscript, the balance sheet and P&L forecasted can be consulted within the corresponding appendix.

Financial goals

As QUENS grows towards sustainability, the main financial goals for the projected years is:

- ❖ The main driver for the company is growth, targeting a YoY Gross Service Value¹(GSV) of 185% average during the forecasted years. Considering the boundary conditions of the market, as it has been discussed earlier, there is a huge potential for this emerging digitalized way of contracting that can be exploited. Large investments will be necessary to keep up growth and asses this market share.
- ❖ EBITDA margin of 10% by the end of the forecast is desired aligned to yiled benefits to shareholders. This growth will be achieved through a diversification of revenues stream, including subscription methods and positioning preferences for companies and freelancers.
- ❖ Breakeven point will be reached along fourth year, coherently with the aggressive growth strategy

The following assumptions are considered to provide a realistic context to the forecast projected:

- ❖ COVID-19 has had a huge negative impact into productivity due to the strict restrictions imposed to control the virus. This situation will still be affecting most industrialized countries along 2021, damaging the SME network through the years to come. Standing before this scenario, the adoption of remote solutions for these companies and employees will foster the usage of QUENS.

¹ Gross Service Value is defined as the total amount for which all projects contracted through QUENS sum up to. It is a measure of usage and market share of the platform.

- ❖ Taking into account the historical evolution of platforms with a similar business model, the growth efforts will be drastically decreased in favour to new upcoming solutions.
- ❖ The economic stimulus packages provided by the European Union will lead to unprecedented financing for R&D projects. Companies will need to rely on technological partners to fulfil the requirements of this projects, giving an excellent opportunity to QUENS to capitalize workshare.
- ❖ The new generations of workers are digital natives, appreciating flexibility and pay per results over the current scheme. It is likely that the demand of highly educated profiles will look for solutions like QUENS.

7.2 Revenue Forecast

7.2.1 Revenue Stream

As described in previous sections, revenue streams are mainly based on a commission fee charged upon both companies looking for professionals and freelancers looking for projects to work on.

Besides this, premium subscriptions for better positioning of users and leasing revenues from licenses and cloud usage shall be implemented along the first operational years

7.2.2 Revenue forecast

The aggressive growth strategy is reflected in the following figures. To better understand these numbers, it must be clear that a conservative scenario has been considered. The potential growth for QUENS might be substantially larger due to the momentum we are going through; however, several safety factors have been included to ensure a sustainable growth in the medium time.

This way, for the first year, main workload will be contracted by beta customers who are in continuous contact with QUENS to develop the platform in a user-friendly way. In addition, a significant number of lower budget projects will state the entry level for freelancers.

Having a functional platform from end of Q1, a total revenue of 550 K€ is considered for the first year involving approximately 200 users within Spanish territory, over the third year of operation, expansion through main aerospace core countries is expected to increase GSV, reaching the 30 million cap by the end of 2025.

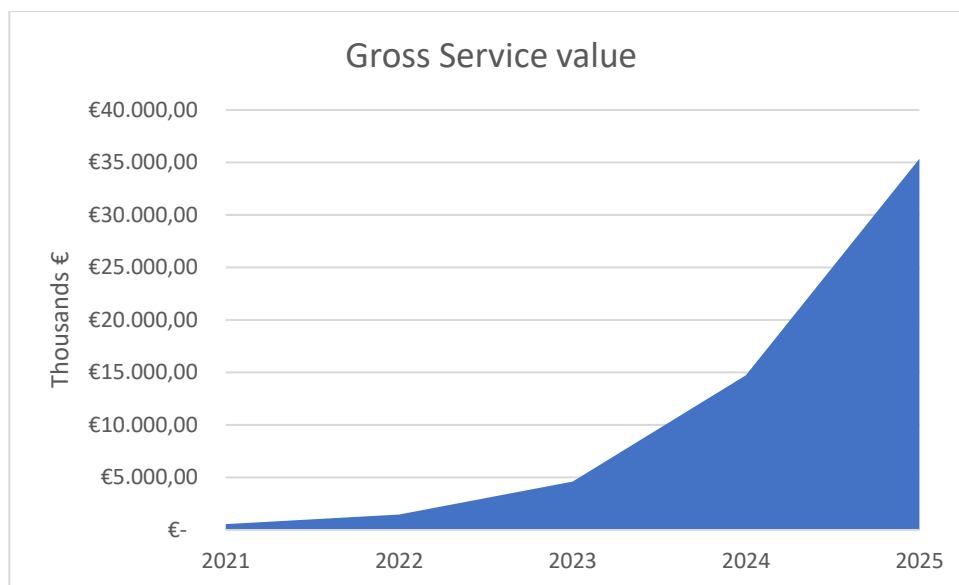


Figure 26: Gross Service Value evolution

As part of the expansion strategy and thus, the large investments needed, positive EBITDA is not expected prior to year four. Maturity of Horizon Europe program together with the stabilization of QUENS over Spanish territory will allow to increase the margin for contracted projects, reducing expenses and building loyalty among customers.

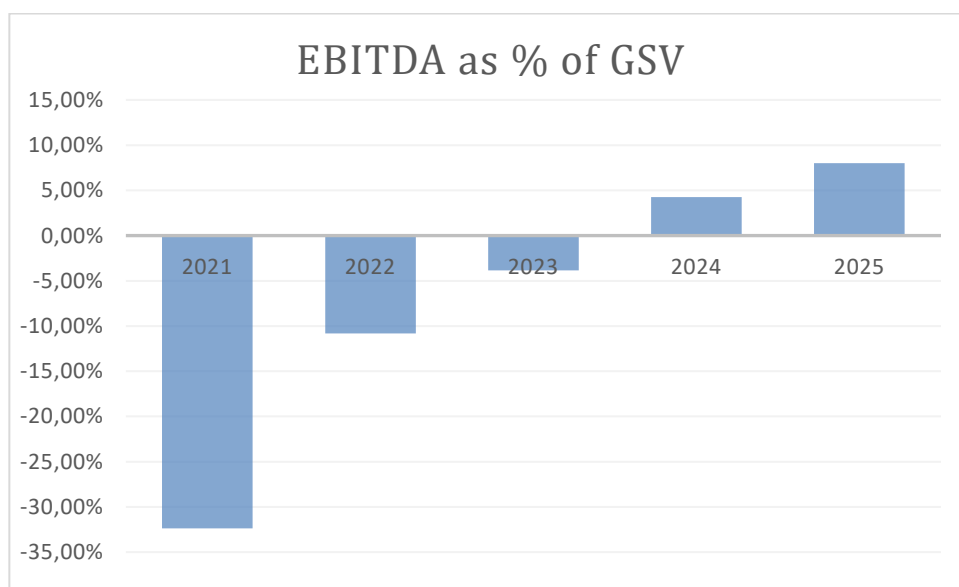


Figure 27: EBITDA as % of GSV

Due to the revenue stream, the target EBITDA ratio will reach a stagnation point over the end of the forecasted period between 8-10 % of GSV. It is anticipated that further implementation of services and products based on the data accumulated and IT capabilities that QUENS can provide, EBITDA will grow consistently over time.

Retained earnings as can be seen in the following table, will start to yield benefit to shareholders from year 2024. Benefits attributable to shareholders will be discussed on a yearly basis to reach a sustainable growth of the company while ensuring a profitable investment for shareholders.

Table 5: P&L forecast

Thousands €	2021	2022	2023	2024	2025
Gross Service value	550,00 €	1.485,00 €	4.603,50 €	14.731,20 €	35.354,88 €
COGS	528,00 €	1.395,90 €	4.281,26 €	13.552,70 €	31.819,39 €
Gross Margin	22,00 €	89,10 €	322,25 €	1.178,50 €	3.535,49 €
Fixed Costs	200,00 €	250,00 €	500,00 €	550,00 €	700,00 €
EBITDA	- 178,00 €	- 160,90 €	- 177,76 €	628,50 €	2.835,49 €
EBITDA Ratio	- 32,36%	- 10,84%	- 3,86%	4,27%	8,02%
Retained Earnings	- 152,70 €	- 158,30 €	- 197,32 €	439,66 €	2.240,22 €

7.2.3 Enablers

Undoubtedly, there are several factors that will influence the forecasted figures that do not depend exclusively on QUENS' performance. This business model has been developing over the last decade, mainly in the US however, a market like the Spanish one will require further efforts to validate this new mindset.

Additionally, the global economic cycles and factor will have a relevant impact on the feasibility of this approach, being COVID19 and the prospective new regulations and change of working relationship between companies and professionals. Without further ado, these are the main enablers:

- 🔗 Signing a test contract with beta customers to proof test the platform and validate the business model in front of the main aerospace organizations like TEDAE or the Andalusian Aerospace Cluster.
- 🔗 Pilot test with the COIAE and several engineering platforms such as EUROAVIA.
- 🔗 Further restrictions and foster of smart work imposed by the government.
- 🔗 Horizon Europe and the implementation of "Plan de recuperación, transformación y resiliencia" towards full digitalization of the industry.
- 🔗 Quick capillarization across European territory allowing customers and workers come together to join QUENS.
- 🔗 Global economic outlook returning to pre pandemic levels along with a recovery of passenger flights that can impulse airlines and thus manufacturers.

The evolution is uncertain as COVID 19 keeps ramping across the world, nonetheless, a clear need for digitalized, remote and flexible workflow is here to stay.

7.3 Cost Analysis

Unlike a regular financial report, QUENS business model has a particular cost analysis. As main revenues are generated as a commission on the GSV we define the cost of goods sold as the variable costs including the freelancers pay. Nonetheless, as the company grows and diversifies the portfolio becoming not only a platform but also a data, licenses and cloud enabler, the different revenue streams will increase the operating profit. Other costs associated with operations and administration are investments, depreciation, interest and tax as explained next.

7.3.1 Variable costs

As previously mentioned, the main “cost” here is the payment of the freelancer. The customer pays QUENS for any work they commission, upfront. QUENS then holds this money for safekeeping while the job is done. Once both stakeholders agree it is finished, it is marked as such in the platform, and the money is paid out.

Cost of revenue consists primarily of the cost of payment processing fees, amounts paid to freelancers to deliver services for clients under our managed services offering which shall amount for the largest portion of the costs, third-party hosting fees for our use of AWS.

Amounts paid to freelancers in connection with our managed services offering are tied to the volume of managed services used by our clients. The level and timing of all these items could fluctuate and affect our cost of revenue in the future.

We expect cost of revenue to increase in absolute numbers in future periods due to higher payment processing fees, third-party hosting fees, and personnel related costs to support growth on our platform.

The overall variable costs considered add up to ninety three percent (93%) of the total revenues by average of the forecast period. This value includes all variable costs to be sustained in those years:

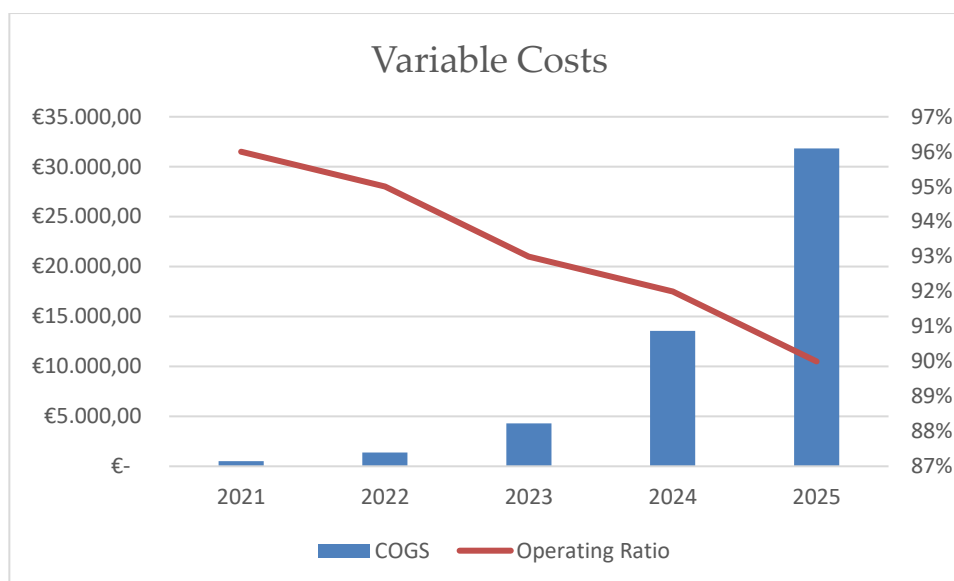


Figure 28: Variable Costs

7.3.2 Fixed costs

Among the fixed costs, the largest proportion of them during the first years of operation are due to the personnel related costs defined as salaries, bonuses, benefits, travel and entertainment, and stock-based compensation costs for employees and the costs related to other service providers we engage. Other relevant costs include intangibles and capitalized internal-use software and platform development costs.

- ❖ **Research and platform development** expense primarily consist of personnel-related costs and third-party hosting costs related to development. Research and development costs are expensed as incurred, except to the extent that such costs are associated with internal-use software and platform development that qualifies for capitalization. Continued investments in research and development are important to attain QUENS strategic objectives and expect research and development expense to increase for the foreseeable future, although this expense, may vary from period to period. Over the first year of operation, a team of software developers will account for 50% of the fixed costs and triple over the 5 years forecast.
- ❖ **Sales and marketing** expense consist primarily of expenses related to personnel-related costs, including sales commissions, which are expensed as they are incurred, and advertising and marketing activities. The investment in sales and marketing capabilities are focused on increasing the enterprise sales team to accelerate the rate of customer and freelancer acquisition and retention through an important focus on digital marketing and SEO optimization. This expense is expected to increase in future periods, although may vary from period-to-period.
- ❖ **General and administrative** expense consists primarily of personnel-related costs for executive, finance, legal, human resources, corporate development, and operations functions; outside consulting, legal, and accounting services; and insurance. This

expense is expected to increase in future periods, although may vary from period-to-period.

- ❖ **Facilities and Utilities** expenses will remain negligible during the first two years of operation as it is intended to join the Cámara de Comercio de Sevilla premises in Aerópolis. Once consolidated for 2023, the costs of rental for offices will be included in several destinations increasing the overall budget.

The following figures illustrate both the total amount for the aforementioned costs together with the proportion of the total costs each of them represents.

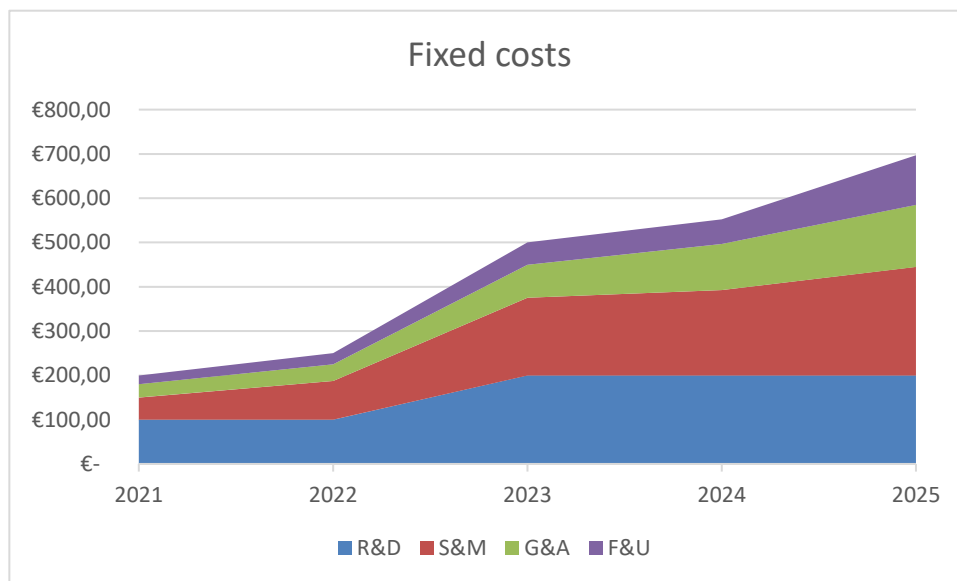


Figure 29: Fixed Costs

Considering the profile of the company, it is relevant to notice that despite of having low rental costs, the overall budget for fixed costs might increase nearly four times over the forecasted period.

Table 6: Expenditure distribution

	2021	2022	2023	2024	2025
R&D	50%	40%	40%	36%	29%
S&M	25%	35%	35%	35%	35%
G&A	15%	15%	15%	19%	20%
F&U	10%	10%	10%	10%	16%

The previous table shows the evolution of each department relative to the total fixed costs. It can be seen how the main expenditure during the first years is mostly dedicated to the development costs for the platform. There is a considerable increase in the budget for this department as QUENS becomes global, enlisting a group of eight software developers.

Additionally, the investment on the Sales and Marketing will grow towards becoming the main expense of the group to acquire more customers and professionals.

7.3.3 Investment and depreciation

The nature of QUENS business involves mostly intangible assets. Software developments and intellectual property are the main assets to be depreciated. Along the course of the next years, the company will start a campaign for acquiring software licenses that can be leased to freelancers on a fee base in order to provide more possibilities and attract more talent that might now have the means to acquire certain software ownership. This includes rights for the long-term use of existing software products and technology, as well as patent use rights, licensing rights and other relevant investments.

In terms of depreciation, a 10-year depreciation period has been considered average for most equipment following a typical software standard. Main investment is disclosed in the following table:

Table 7: Investments and depreciation

	2021	2022	2023	2024	2025
Investments (CapEx)	50,00€	200,00 €	250,00 €	300,00 €	250,00 €
Fixed Assets	50,00€	250,00 €	500,00 €	800,00 €	1.050,00 €
Accumulated Depreciation	5,00 €	30,00 €	80,00 €	160,00 €	265,00 €
Non-Current Assets	45,00€	220,00 €	420,00 €	640,00 €	785,00 €

7.3.4 Interests and tax

Being a start-up company, QUENS will make use of the beneficial conditions for reduced taxes. An estimated 15 % has been considered in average as the first year with positive balance will occur on 2024 and the reduce taxation applies to the first and second year after this milestone.

Additionally, an estimated interest rate of 3,6 % has been considered taking into account a diversified portfolio of liabilities coming from both private and public sectors.

Total costs are shown in the following table:

Table 8: Costs balance

Thousands	2021	2022	2023	2024	2025
COGS	528,00 €	1.395,90 €	4.281,26 €	13.552,70 €	31.819,39 €
Fixed Costs	200,00 €	250,00 €	500,00 €	550,00 €	700,00 €
Depreciation	5,00 €	25,00 €	50,00 €	80,00 €	105,00 €
Interests	0,98 €	4,83 €	9,98 €	18,78 €	31,43 €
Taxes	- 27,60 €	- 28,61 €	- 35,66 €	79,46 €	404,86 €

Next figure shows the evolution of the revenue ratio over the GSV for the next operating years. It is important to notice how this ratio consistently grows over the projected time thanks to the diversification of products and the increase on quality projects.

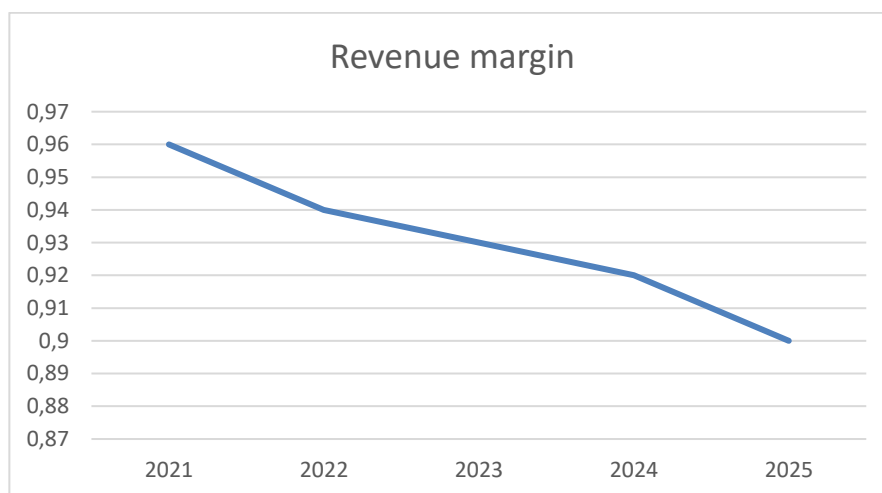


Figure 30: Revenue margin

Break even point is expected to be reached over the fourth year of operation. A significant increase in revenues can be observed starting on 2023 due to the expansion of the company to European market.

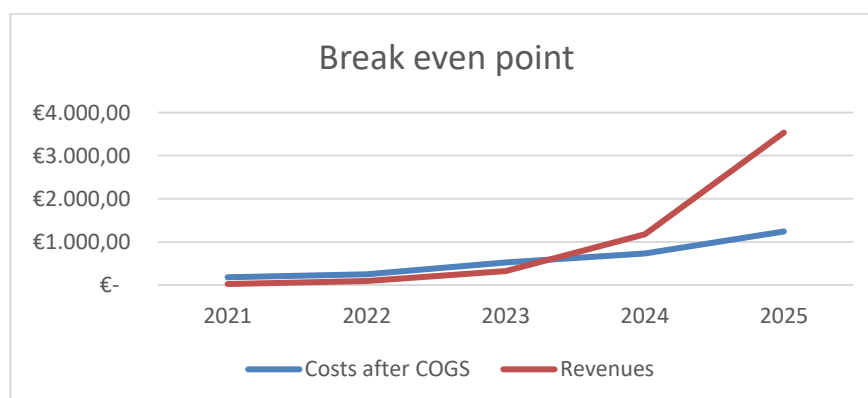



Figure 31: Break even point

7.4 Financial performance

QUENS not only aims to be the largest online engineering platform allowing companies and professionals to meet each other with unprecedented efficiency and good results, it also intends to do so while becoming an interesting investment for investors who want to expand their portfolio.

7.4.1 Main financial figures

In order to clear the path for potential shareholders the following chapter will disclose the main financial figures in relation with them: Profit margin, return on equity (ROE), return on assets (ROA), and internal rate of return (IRR).

 **Profit Margin.** In order to better measure the evolution of QUENS profitability, two important figures must be identified: Profit margin over the GSV i.e., what fraction of the total value of the projects that are developed through the platform remain within the company and the classical profit margin, which is measured over the revenues of the company. In both cases, these figures are negative during the first years as the implementation of QUENS within the industry will have an exponential growth and will require large investments. Nonetheless, the trend will change rapidly towards benefits reaching breakeven point between third and fourth year. It is noticeable that the margin will grow in relative terms, but the margin will experiment great increments in absolute numbers as the GSV grows accordingly.

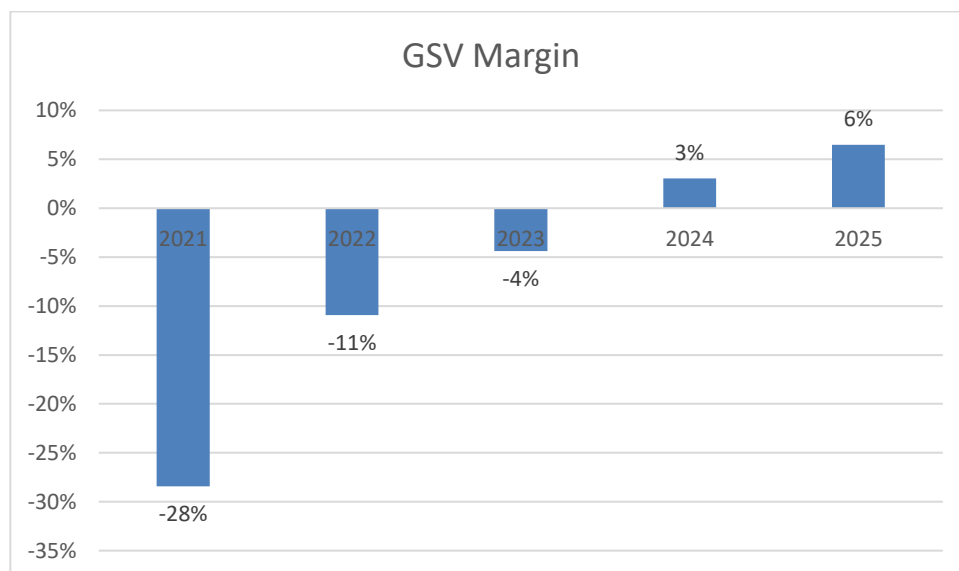


Figure 32: GSV margin

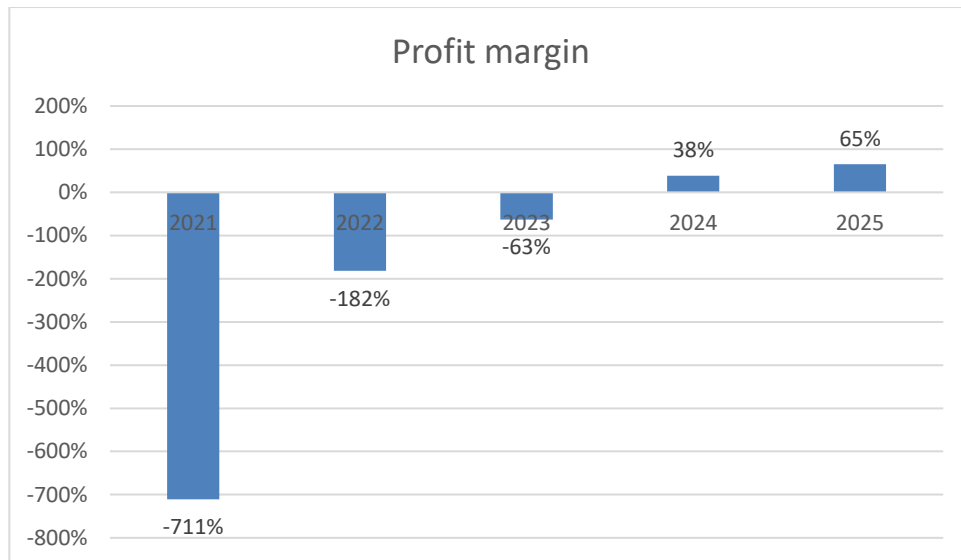


Figure 33: Profit margin

❖ **ROE and ROA.** Similarly, the return on equity (ROE) and return on assets (ROA) projected values also show how QUENS is a great investment in the medium-term. Following a similar distribution as the previous figures, ROE and ROA have negative impacts during the first three years becoming positive by the fourth and having a considerable growth achieving as far as a 321% on equity and 54,2% on assets. It is understandable these numbers as most assets QUENS is in possession of are intangible, mainly software licenses and developments that offer a profitability on the long term while great returns on equity show that moderate investments during the first year of operation will lead to great benefits by the end of the forecasted period.

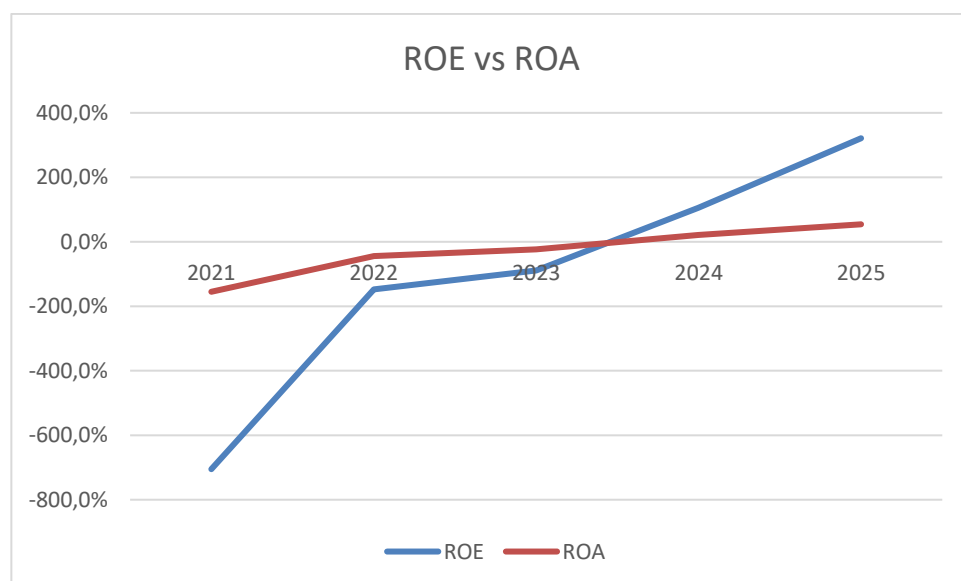


Figure 34: ROE vs ROA

7.5 Investors

QUENS has been founded with private funds from the management team which together with loans of both public and private entities will provide enough momentum to start the operations. As QUENS platform is being developed and first customer contracts signed towards the validation of the beta product, further capital will be necessary to provide a solid ground to the company and start the expansion plans.

Two investment rounds are planned during the critical phase of development which will be key in order to consolidate the profitability of the operations. Both of them are discussed over the following pages.

7.5.1 Internal funding

The QUENS team is committed on raising an initial equity of 60 000 € that shall be complemented with additional funds in order to cover the main development expenses together with the relevant administrative costs during the first year of operations.



7.5.2 External financing

QUENS aims to raise approximately 1 000 000 € by the end of third year of operations from various external funding sources and via two rounds of investment. Both rounds intend not only to cover the operations of these two first years but also to plan the international expansion during the third year.

These investments will be capital for the rapid growth of the company, aiming to seize market share and set the ground for sustainability over the following years.

The nature of business and the growth rate allow QUENS to become an attractive investment not only to private equity but also to public funds through several governmental platforms and R&D funding institutions.

On the private funds side, different stakeholders will be considered:

-  **Business Angels:** During the seed round, Business Angels organizations such as “The Andalusian Investors Network” will be highly considered. In the first round of investment, it is quite likely to obtain the interest of these investors allowing the team to launch the platform.
-  **Venture Capital:** The internationalization of QUENS will be possible with the funds obtained during the second round of investment. This stage is crucial as the previous step before becoming profitable. Venture capital such as Samaipata will be considered.

Once the main target investors have been identified, QUENS is committed to be transparent and avoid any compliance issues related the capital of the company and its valuation. Several studies have been performed: a discounted cash flow analysis first complemented with an earnings multiple method and an exhaustive analysis on global trends, COVID-19 impact and business model growth.

All this together with the current state of development of the platform and the first MoU with TIER 1 and 2 companies sheds a company value of around 1 million euros by the time of the first round of investment.

Considering all aspects specified above, a targeted investment of 200 000 € will be proposed during the first round of investment in February 2021 in exchange of roughly a 20% of shares. This way, there will be five partitions of the company shares each one of them representing a 20%. Total equity provided by shareholders at this point will be up to 260 000 €.

Taking into account the forecast, the evolution of the company revenues is following a steady increase:

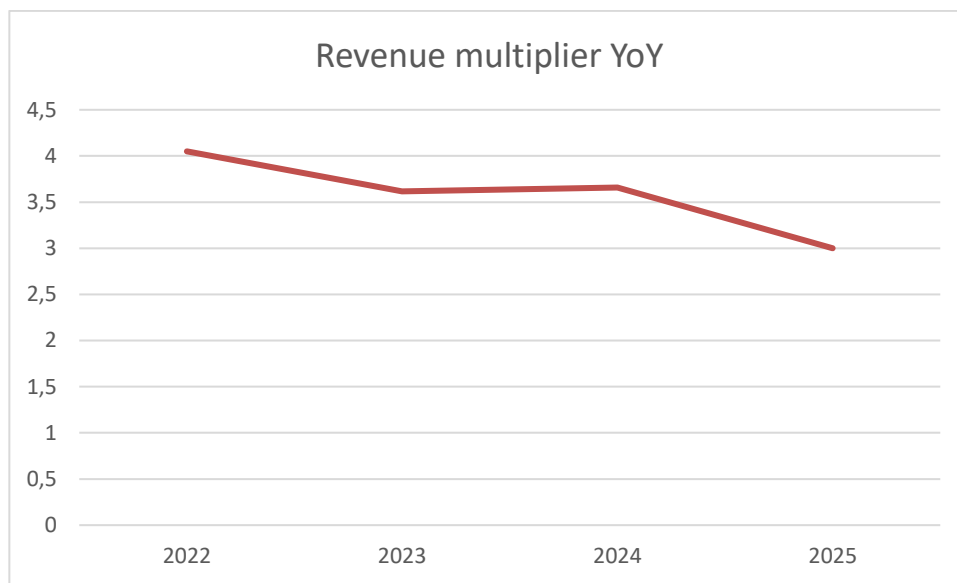


Figure 35: Revenue multiplier

Following, among other factors, a revenue multiplier criterion, it is arguably reasonable that the valuation of the company towards the third year will increase 12x times. At this point a second round of investment will be carried out aiming to a minimum of 500 000€ and a maximum of a 10% share exchange. It is important to notice that even if the targeted amount is sufficient to fulfil the business plan, a larger investment would accelerate the expansion of QUENS and yield better returns starting on year 4.

Once this interaction has become effective, QUENS will have ownership of 70% of the company's shares while external sources will have ownership of the 30%.

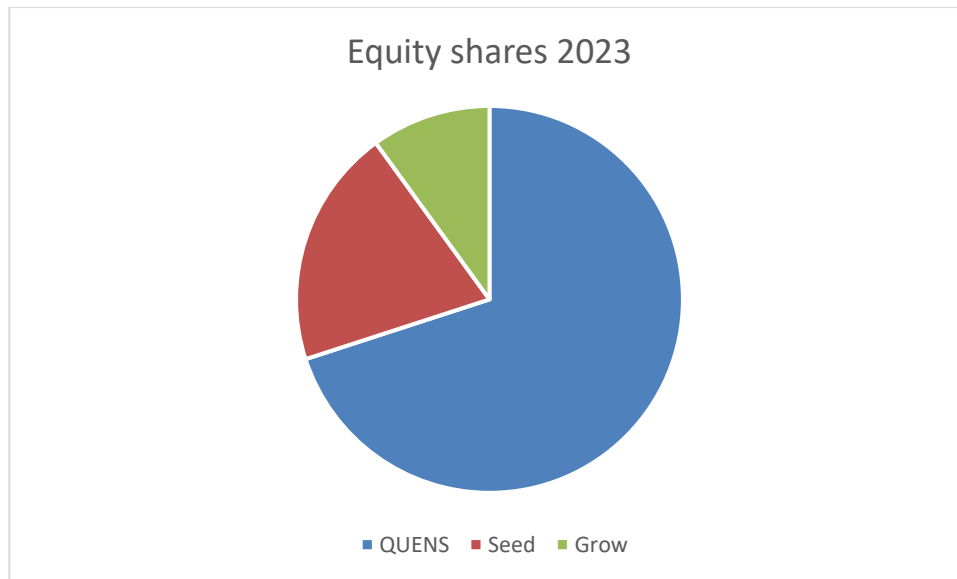


Figure 36: Equity shares

From a conservative point of view, operations would be self-sustainable from this point onwards, however, this team believes that QUENS can become a main role player within this industry, becoming the first Andalusian unicorn.

Further investment rounds will be considered, targeting A series in order to keep an aggressive strategy of growth looking for a better long-term future.

Despite of all what has been said, a continuous review of the forecast will be carried out and a shareholder's decision will be taken once the time comes.

As per banks and public funds complementing the private funds, several institutions will be considered, trying to optimize the public offer into the company growth:

- ❖ **ENISA.** This public company offers the possibility of accessing to advantageous loans with a low interest rate addressed to entrepreneurs in different categories. In this case, the amount that could be obtained from ENISA would be between 25 000 € and 300 000€.
- ❖ **CDTI.** The Centre for the Development of Industrial Technology (CDTI) is a Public Business Entity, answering to the Ministry of Science and Innovation, which fosters the technological development and innovation of Spanish companies. It is the entity that channels the funding and support applications for national and international R&D projects of Spanish companies. The CDTI thus seeks to contribute to improving the technological level of the Spanish companies. There are several lines of credit with a non-returnable part and a low interest loan.

I. Annex A:

Table 9: Income Statement

Income Statement in thousand ('000)

Period	2021	2022	2023	2024	2025
		2			
Gross Service Value	550,00	1.485,00	4.603,50	14.731,20	35.354,88
COGS	528,00	1.395,90	4.281,26	13.552,70	31.819,39
Gross Margin	22,00	89,10	322,25	1.178,50	3.535,49
Fixed Costs	200,00	250,00	500,00	550,00	700,00
EBITDA	(178,00)	(160,90)	(177,76)	628,50	2.835,49
Depreciation	5,00	25,00	50,00	80,00	105,00
EBIT	(183,00)	(185,90)	(227,76)	548,50	2.730,49
Interests	0,98	4,83	9,98	18,78	31,43
Pretax Profit	(183,98)	(190,73)	(237,74)	529,72	2.699,06
Taxes	(27,60)	(28,61)	(35,66)	79,46	404,86
Net Income	(156,38)	(162,12)	(202,08)	450,26	2.294,20
less preferred dividends	(60,00)				
Retained Earnings	(96,38)	(162,12)	(202,08)	450,26	2.294,20

Table 10: Balance Sheet

Balance

in thousand ('000)

Period	2021	2022	2023	2024	2025
Gross Fixed Assets	50,00	250,00	500,00	800,00	1.050,00
Acc. Depreciation	5,00	30,00	80,00	160,00	265,00
Non-Current Assets	45,00	220,00	420,00	640,00	785,00
Inventories					
Receivables	45,21	122,05	378,37	1.210,78	2.905,88
Cash	10,68	26,79	78,18	234,26	540,45
Current Assets	55,89	148,84	456,55	1.445,04	3.446,33
Total Assets	100,89	368,84	876,55	2.085,04	4.231,33
Shareholders	118,55	271,85	428,93	(23,42)	(1.579,93)
Retained Earnings	(96,38)	(162,12)	(202,08)	450,26	2.294,20
Equity	22,17	109,73	226,85	426,83	714,27
Non-Current Liabilities	25,29	125,17	258,78	486,91	814,80
Notes Payable	1,81	8,94	18,48	34,78	58,20
Accounts Payable	43,40	114,73	351,88	1.113,92	2.615,29
Accrued Accounts	8,22	10,27	20,55	22,60	28,77
Current Liabilities	53,42	133,95	390,92	1.171,30	2.702,26
Equity & Liabilities	100,89	368,84	876,55	2.085,04	4.231,33

Table 11: Company ratios

Period	2021	2022	2023	2024	2025
Liquidity					
Current Ratio	1,05	1,11	1,17	1,23	1,28
Acid Test	1,05	1,11	1,17	1,23	1,28
Cash Ratio	20,0%	20,0%	20,0%	20,0%	20,0%
Asset Management					
Inventory Turnover					
Days of Inventory	0,0 días	0,0 días	0,0 días	0,0 días	0,0 días
Receivables Turnover	12,17	12,17	12,17	12,17	12,17
Collection Period	30,0 días	30,0 días	30,0 días	30,0 días	30,0 días
Payables Turnover	12,17	12,17	12,17	12,17	12,17
Days to Pay Payables	30,0 días	30,0 días	30,0 días	30,0 días	30,0 días
Accruals Turnover	24,33	24,33	24,33	24,33	24,33
Days to Pay Accruals	15,0 días	15,0 días	15,0 días	15,0 días	15,0 días
Total Asset Turnover	5,45	4,03	5,25	7,07	8,36
Debt					
Leverage Ratio	78,0%	70,3%	74,1%	79,5%	83,1%
Credit Ratio	26,9%	36,4%	31,6%	25,0%	20,6%
Times Interest Coverage	(187,57)	(38,50)	(22,82)	29,21	86,88
Cash Coverage Ratio	(182,45)	(33,33)	(17,81)	33,46	90,22
Equity Multiplier	4,55	3,36	3,86	4,88	5,92
Profitability					
ROE	-705,3%	-147,7%	-89,1%	105,5%	321,2%
ROA	-155,0%	-44,0%	-23,1%	21,6%	54,2%
Profit Margin (GSV)	-28,4%	-10,9%	-4,4%	3,1%	6,5%
Total Asset Turnover	5,45	4,03	5,25	7,07	8,36
Equity Multiplier	4,55	3,36	3,86	4,88	5,92
Profit margin	-438%	-182%	-63%	38%	65%

Table 12: Cashflows

Period	2021	2022	2023	2024	2025
1. Cash Flow from Operations					
Net Income	(156,38)	(162,12)	(202,08)	450,26	2.294,20
Depreciation	5,00	25,00	50,00	80,00	105,00
OCF	(151,38)	(137,12)	(152,08)	530,26	2.399,20
(-) Incr. Inventories					
(-) Incr. Receivables	(45,21)	(76,85)	(256,32)	(832,41)	(1.695,10)
Incr. Accounts Payable	43,40	71,33	237,15	762,04	1.501,37
Incr. Accrued Accounts	8,22	2,05	10,27	2,05	6,16
Cash Flow from Operations	(144,97)	(140,58)	(160,96)	461,94	2.211,64
2. Cash Flow from Investments	(50,00)	(200,00)	(250,00)	(300,00)	(250,00)
3. Cash Flow from Financing					
Common Shareholders	118,55	249,67	319,20	(250,28)	(2.006,76)
Preferred Shareholders	60,00				
Banks	27,10	107,01	143,16	244,42	351,31
Cash Flow from Financing	205,65	356,68	462,36	(5,86)	(1.655,45)
Cash Flow	10,68	16,10	51,39	156,08	306,19
Cash at the beginning		10,68	26,79	78,18	234,26
Cash Flow	10,68	16,10	51,39	156,08	306,19
Cash at the end	10,68	26,79	78,18	234,26	540,45

Table 13: Company valuation

		2021	2022	2023	2024	2025
Sell in: 2025						
NOPAT=EBIT(1-T)		(155,55)	(158,02)	(193,59)	466,22	2.320,91
Depreciation		5,00	25,00	50,00	80,00	105,00
OCF		(150,55)	(133,02)	(143,59)	546,22	2.425,91
- CAPEX		(50,00)	(200,00)	(250,00)	(300,00)	(250,00)
- Incre. NWC		(4,27)	(19,56)	(60,28)	(224,40)	(493,75)
FCF		(204,82)	(352,58)	(453,87)	21,82	1.682,16
Terminal Value						51.887,35
Total FCF		(204,82)	(352,58)	(453,87)	21,82	53.569,51
Enterprise Value		39.492,15				
Debt		53.609,93				
Equity Value		39.492,15				
EBITDA Multiple at sale:		18,30				
		2020	2021	2022	2023	2024
Debt Cash Flow:						
Principal		27,10	107,01	143,16	244,42	(521,69)
Interest		(0,98)	(4,83)	(9,98)	(18,78)	(31,43)
Taxes		0,15	0,72	1,50	2,82	4,71
Cash Flow from Debt		26,27	102,91	134,67	228,46	(548,40)
Cash Flow for shareholders		(39.492,15)	(178,55)	(249,67)	(319,20)	250,28
Shareholders IRR		5,8%				
						53.021,11