

GMBS Education Group (hereinafter referred to as GMBS)

International online education without borders.
#education without borders

Business Plan 2024

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List of Abbreviations

#	Number of	Feature	Functionality
~	Approximately	FB	Facebook
€/ EUR	Euro currency	FY	Fiscal year
AT	Austria	IG	Instagram
B2B	Business-to-Business	IN	LinkedIn
B2C	Business-to-Customers	IS	Information System
Benchmark	Comparison	mil.	million
Business intelligence	IS for data collection and statistics	bil.	billion
CAGR	Compound annual growth rate	Newsletter	Email with news and information
CAPEX	Capital Expenditure	NWC	Net working capital
CH	Switzerland	Project	GMBS
CEO	Chief Executive Officer	Referral	Reference
COGS	Cost of Goods Sold	SEO	Search engine optimization
CZ	Czech Republic	SR	Slovak Republic
Customer experience	Customer experience	thsd.	Thousand
DE	Germany		
DPH	Value added tax		
EBITDA	Earnings before interest, taxes, depreciation, and amortisation		

1. Business Proposal

Key Information

GMBS

GMBS is a new project in the field of providing high-quality online education for students in further studies, professionals (mid-level) and older professionals (senior-level) who need to increase their qualifications and improve their advantage on the labour market.

In the initial years of its operation, GMBS will provide the level of education at the level of MQF/EQF 5-8, which represents degree programmes such as BA, MBA, DBA a PhD.

Services

- Study field of management and others
- MBA, DBA, PhD. Studies and others
- Language courses
- Additional tutoring

GMBS has a vision of providing high-level accredited higher education in Europe.

Market

The European market in the field of online universities has a high growth potential in the years 2024-2029 with an increase of up to 8.2% and with a current size of approx. €9.75 bil. (2023) with a growth potential of €16.29 bil. (2029).

The competition on the market is relatively high and has high-quality technological equipment regarding online educational platforms.

Trends and drivers in the field of online education have a demand especially for more flexible education, personalization of education, growth of online technologies, the need to increase the level of one's education and the scalability of the service.

Target Audience

The target audience can be divided into three main groups.

A: Students: Desire to continue their education, especially in an international environment.

B: Professionals (mid-level): The need to increase the level of their education and obtain an MBA, DBA or PhD. degree for their next career move.

C: Professionals (senior-level): Mostly professionals between 40-55 years of age who are interested in obtaining new information, a PhD. or DBA degree for the purpose of passing on information to younger colleagues or students.

Finance

Financial projections count on an initial capital of €70 -€100 thsd., which will be provided for the operation, especially by investing in online marketing to obtain a key group of 100 people (which is almost the necessary minimum), the goal of the minimum key group was set at the level of 150 clients/students.

In the first year of operation (2025), we expect sales at the level of €1.2 mil. with a focus on the Malta, SR & CZ market. For the next periods of 2026 and 2027, we expect sales at the level of €2.2-€2.9 mil. with growth in the DE and AT markets.

Direct costs mainly consist of lecturers/teachers in the amount of 35.0% of sales and energy in the value of 2.0% of sales.

Operating costs are made up of several items, the most significant of which are personal (11.8%) and marketing costs (15.0%), which represent the highest items.

The EBITDA margin is formed at the level of 22.9% (€295 thsd.) and subsequently 27% (€605 thsd.)

2. Organization and Management

Vision and Mission

Vision



Providing, organizing and ensuring university education in accredited study programmes.



Mission

01

Ensuring quality and accredited university education.

02

Conducting creative scientific research.

03

Providing further postgraduate and lifelong learning through courses and educational activities.

Goals of GMBS

Defining the long-term and short-term goals of the GMBS.

Main Goals

The main goals of the project can be defined as long-term and medium-term goals.

Quality of education

1.

- Fulfilling the main goal of providing quality education.
- Providing BA, MBA, PhD., DBA, etc. studies.
- Conducting scientific research.
- Providing additional courses and education.

Business

- Growth into foreign European markets (Internationalization).
- Providing online study and applying technical innovations to the study.
- Expansion of GMBS workplaces – Malta and other countries in the EU.

2.

Modernization and personnel

3.

- Increasing the efficiency of the GMBS information and online teaching system.
- Increasing the availability and security of the GMBS computer network.
- Ensuring the high quality of teachers and professional guarantors.

Short-term Goals

Support of the supporting pillars of the project with an emphasis on the methodology of SMART goals.

Business and Operational Goals

1. **Obtaining** a critical mass of students – 150 (2025)–254 (2027).
2. **EBITDA (2025)** a critical mass of students, €290 thsd.
3. Study **quality**: High quality study setting MQF/EQF 6-8: Degrees from BA, MBA to PhD.
4. **Creating a quality work environment and culture** for employees and students.
5. Building an international awareness.

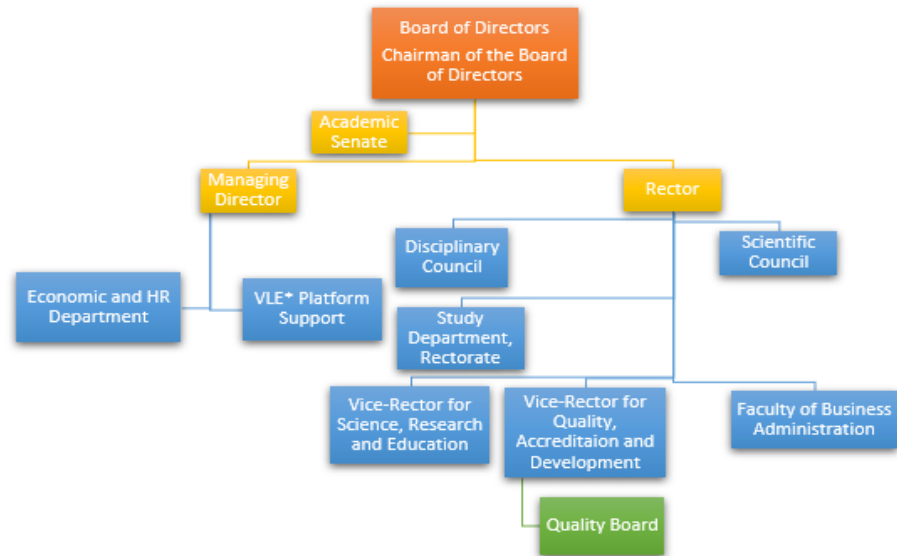
Financial Goals

KPI					
Year	2025	2026	2027	2028	2029
Revenue	1 290 173	2 231 849	2 997 151	3 715 268	4 605 446
Gross sales	812 809	1 406 065	1 888 205	2 340 619	2 901 431
EBITDA	295 185	605 497	835 059	1 095 876	1 422 614
<i>Gross margin (%)</i>	63,0%	63,0%	63,0%	63,0%	63,0%
<i>EBITDA margin (%)</i>	22,9%	27,1%	27,9%	29,5%	30,9%
<i>EBIT margin (%)</i>	19,3%	25,4%	26,9%	28,9%	30,7%
# of employees - FTE	4	6	8	9	10
# of employees - PTE	2	3	5	6	7
Contribution per employee	215 029	247 983	230 550	247 685	270 909

Organizational Structure

Organizational structure of GMBS.

Organigram



Presumption of employment

In the short term of 3 years, in the projected period of 2025-2027, we anticipate the creation of a total of 13 jobs, of which 8 jobs are of the PE type (permanent employment) and 5 jobs of the PTE type (part-time employment).

The key positions will be CEO and marketing director (CMO). Subsequently, the education coordinator, who will oversee lecturers and tutors, who will ensure the courses themselves and the quality of education. Equally important will be marketing specialists, where we assume a part for PE and a part for specialists for PTE.

Estimated personnel costs are at the level of €179 thsd. in the first year, with subsequent further growth to €264 thsd. (2026) and €355 thsd. (2027).

3. Services and Products

Services & Products

Services

01 Study Programmes

Bachelor and Master's degree Language courses

- Management (BA, MBA degree)
- English language

Doctoral studies

- Management (DBA and PhD. degrees)

02 Study Programmes for the Public

- Lifelong learning
- Courses for preparation for university studies
- Alumni club

Functional education

- Project management
- Self-management and managerial ethics
- Internal processes

Study at the International Level

Individual study programmes contain level of MQF/EQF 6 – 8.

Currently, GMBS focuses on providing programmes at the following levels:

- BA
- MBA
- DBA
- PhD

Additional Programmes and Courses

Providing English courses and additional courses for the general public to increase their level of education and knowledge.

Additional courses and programmes for the public are based on the idea of „**Lifelong learning**“.

Benefit for the client

The value of the service for the client (benefits).

01

Time and Cost Savings

The opportunity to study anytime and anywhere. Study even on weekends or during the week after work.

04

Career Move

Lecturers are experts from practice and qualified professors. A further shift in the professional career is possible by obtaining a quality education.

02

A Wide Range of Programmes

The possibility of choosing from several programmes.

05

Personalisation

Preparation of study courses precisely tailored according to the client's needs. Students take lessons at their own pace and learning style.

03

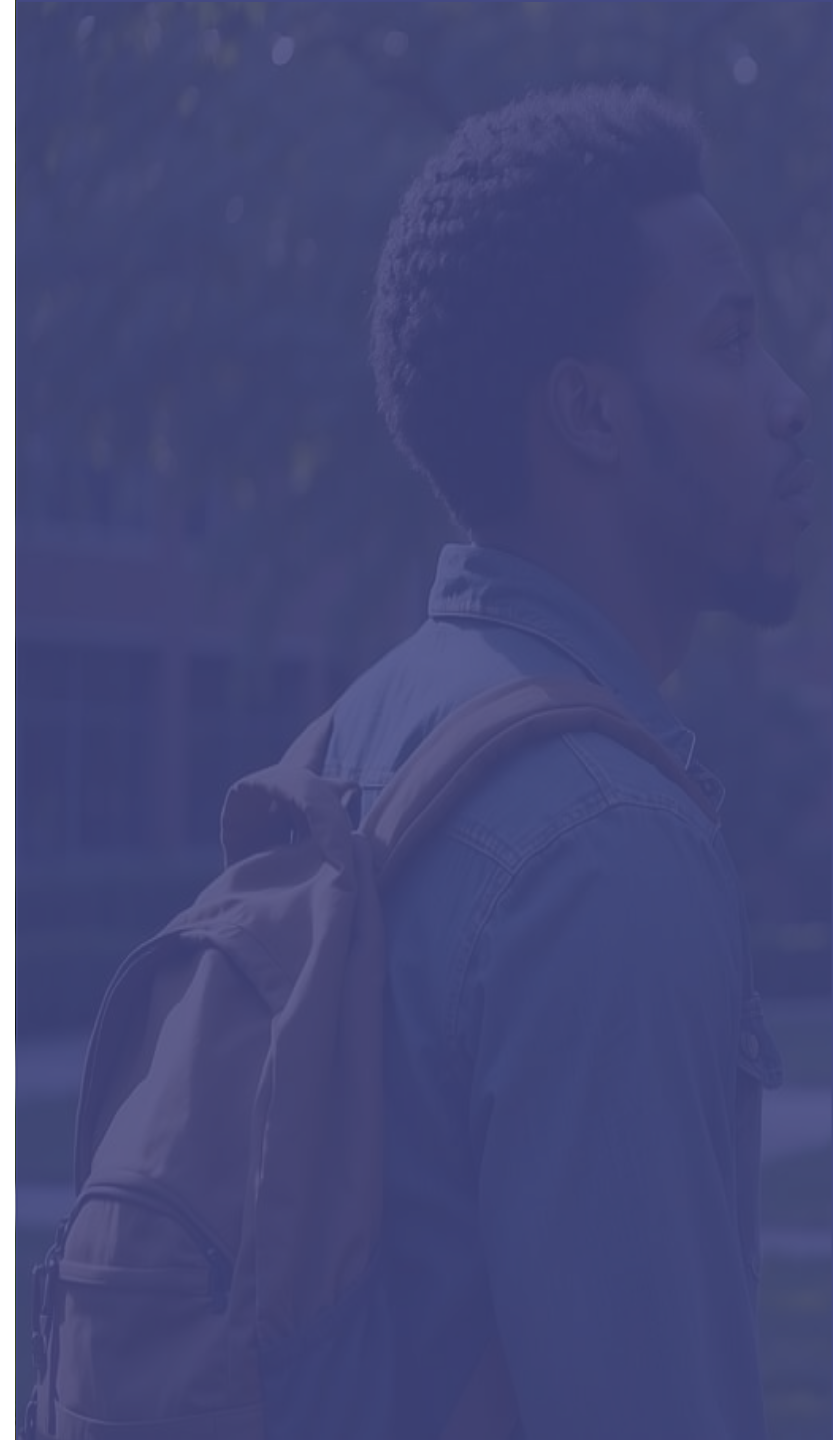
Networking

Networking is possible at GMBS during lectures or in the case of organized virtual or physical events.

06

Learning Materials

Access to many teaching materials not only during but also after graduation.

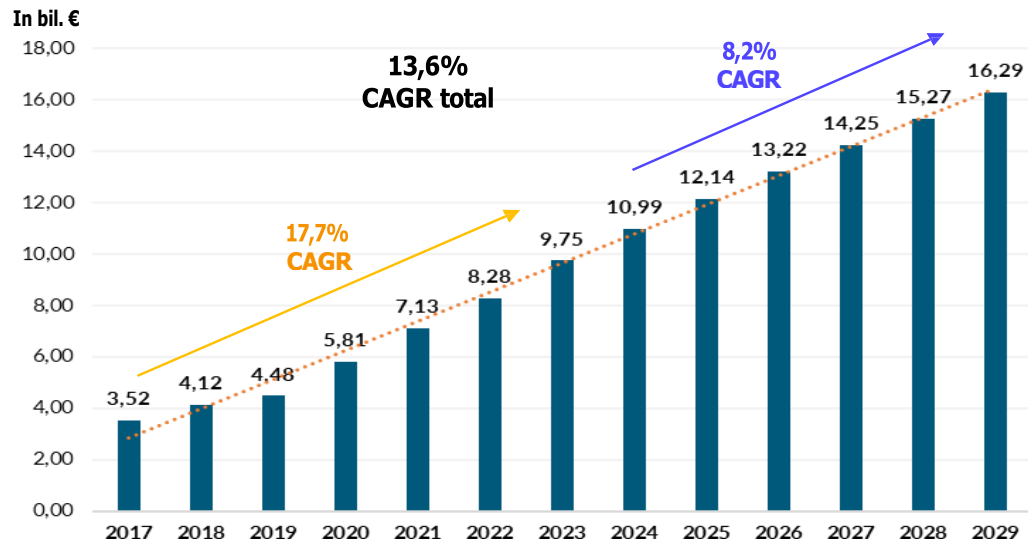


4. Market and Target Audience

European Market for Online Universities

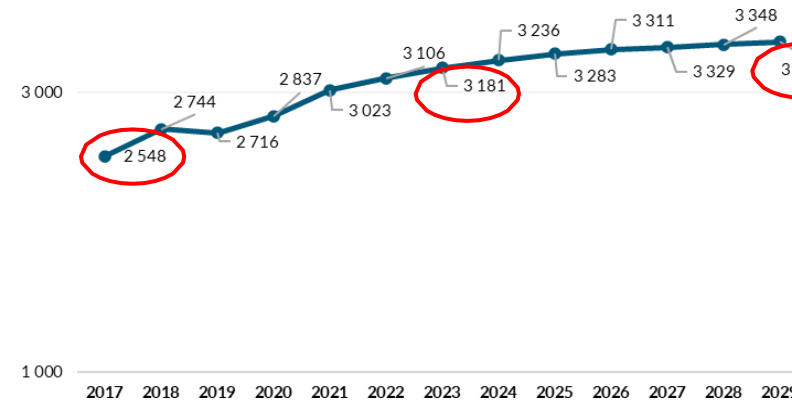
In 2023, the European digital market in the field of online universities was worth approximately €9.75 bil. The market began to grow significantly during the COVID-19 virus pandemic, and subsequently, after its end, its growth factor remained at the same pace. In 2029, we forecast the value of the online university market at €16.29 bil, representing more than 8.2% CAGR growth over 5 years.

Size of the Online University Market in the EU '17-'29



The value of the European market for online universities was €8.28 bil. in 2022, which in the 5-year horizon from 2017 represents an annual increase of more than 17.7% CAGR from a value of €3.52 bil. (2017) – mainly caused by the COVID-19 pandemic. This growth will continue over the coming years at an even higher rate. The main **trends/growth drivers** are the annual **growth of internet users** and online students, **the convenience of learning from home** and the same **recognition of education diplomas** as at a standard university.

Growth of the Average Value of an Online University Student in '17-'29



The average value of an online student is 3,312€/year.

Significant growth in the value of an online student from €2,548/year (2017) to €3,181/year in 2023, which represents an average CAGR of 3.8%.

The assumption of the growth of the average annual value of an online student in 2029 is at the level of €3,367/year (0.8% CAGR).

Growth Factors and Drivers

1 Market preferences

Growing demand for a more flexible approach to education with the aim of efficient use of time with the possibility to study anytime and anywhere.

2 Trend

- Online education availability (MBA, DBA and others).
- The growth of online technologies and the increase in internet usage.
- Study platforms, one to one mentoring, etc.

3 Special requirements

The possibility of education in different world languages according to the population's preference. Good scalability of services.

4 Macroeconomic factors

- An economy based on know-how and education.
- Innovative industries in the EU.
- Demand for highly specialised experts.
- International qualifications.

Target Audience

Professional (Career)

Description:

- Age: 30-40 years
 - Area: Urban
 - Income: 2 000-4 000 €/month
 - Post: Middle management
- BIO:
Professional with family and children looking for a career move.

Problems:

- Looping in the current role.
- The need to grow and learn.
- Career move.
- Looking for a challenge at work.
- Lack of time or only in the evenings.

A professional who wants to progress in his work with the need for flexible education due to work and personal workload..

Goals:

- Gaining management skills.
- Interest in trends.
- Obtaining an MBA degree.
- Career move.

Elevator pitch:

A performance-oriented manager with management experience who wants to get an MBA for promotion to higher positions.

International Student

Description:

- Age: 22-28 years
 - Area: City, countryside
 - Income: Up to 1,500€/month
 - Post: Student, part-time, working
- BIO:
A student continuing their education with an interest in online education in addition to work or another activity.

Problems:

- Language barriers.
- Interest in international education.
- Language improvement.
- International business perspective.

Goals:

- Language barriers.
- Interest in international education.
- Obtaining an MBA degree.
- Linking theory with practice.
- Improve career prospects.

Elevator pitch:

Education for aspiring business leaders who want to improve their market position, gain foreign education and experience.

Senior Professional

Description:

- Age 40-55 years
 - Area: Urban
 - Income: 7,000-12,000€/month
- BIO:
Professionals from the corporate world in senior management positions.
Seeking additional intellectual stimulation and providing know-how and consultancy.

Problems:

- Intellectual stimulation.
- Career move.
- Updating information.
- Personal development.
- Obtaining an academic degree for teaching

Goals:

- Obtaining a DBA or PhD. degree.
- Entrance to the academic ground.
- Transition to consulting.
- Publication in specialist media.

Elevator pitch:

With the number of years spent in the corporate world, the need to pass the experience on and enter academic ground.

Market Trends and Drivers

Clients - Students

Flexibility

Demand for flexibility by customers (students). The opportunity to study anytime and anywhere.

Need for experts and education

A trend in the market with a high demand for specialists and specialized experts. **The trend of lifelong education.**

Globalization of education

The COVID-19 pandemic has greatly increased the popularity of P2P payments among consumers and significantly accelerated this segment.

Business partnerships

Universities cooperating with the private sector in the field of education and practice. Teaching staff from the business environment.

Trends

Rising price of education

Higher growth in prices for education at standard universities. Online education is a suitable alternative to obtaining a degree.

Government policy and support

Government support for online education. Support of digital platforms for education.

Lifelong education

Long-term trend of supporting lifelong education.

Accessibility and sustainability

Online education is easily accessible and sustainable in the long term thanks to the reduced need to travel and reduced infrastructure requirements.

Drivers

Impact of COVID-19

The COVID-19 pandemic started an increased interest in online education, which has persisted and is gradually increasing.

Focus on competence growth

Focusing on educational outcome and competence rather than prioritising theory and needing to spend time in classrooms.

Offer of narrowly specific courses focused on a specific competence.

Data and personalisation

The increased degree of personalisation and data engineering enables precise targeting of personalised courses and learning experience.

Competition 1/2

A basic description of the European competition of accredited online universities and colleges/schools. A sampling of several online universities.

Name	Information	Programmes	Differentiation	USP	Price
Universitat Oberta de Catalunya (Spain)	<p>A Spanish online university with over 30 years of experience in online teaching.</p> <p>It is among the top 150 universities in the world and among the top 10 in Spain.</p> <p>Web: uoc.edu</p>	<ul style="list-style-type: none"> • MA, PhD. degrees. • Focus on digital skills. • Computer technology and mathematics. • Programming languages. • International business and diplomacy. 	<p>Fully digital/online university.</p> <p>The university has its own research centre.</p>	<p>An online university that provides fully personalized and accredited education and courses for the development of digital competences.</p>	<p>20,42€/credit</p>
Triagon (Malta)	<p>Online TRIAGON academy founded in Malta in October 2018 with a license of a higher education entity.</p> <p>Focus on the possibility of combining study with professional and family life.</p> <p>Web: triagon.mt</p>	<ul style="list-style-type: none"> • MA (7), PhD. (2), Bachelor (6) degrees • Programmes: Management • Creative programmes • Sport • Music and art • Psychology • Technology 	<ul style="list-style-type: none"> • We are redefining education • We open our doors to experienced professionals • Innovative formats of education and study • Gaining international experience 	<ul style="list-style-type: none"> • Linking working, study and family life 	<ul style="list-style-type: none"> • BA.: 9,980€/ 3 years • MA: 7,920€/ 12 months • MA: 9,690/ 18 months • MBA: 9,960€ • DBA: 19,980€
Malta Business School (Malta)	<p>Malta business school is an online college with a focus on business and management.</p> <p>The school tries to enable professionals to combine their studies with professional and family life.</p> <p>Web: mbs.edu.mt</p>	<ul style="list-style-type: none"> • Bc., MBA degrees • Certificate programmes • Programme: Business and management • Executive MBA • Coaching 	<p>Helping those interested to obtain professional and personal development to create value for their organizations and communities.</p>	<ul style="list-style-type: none"> • Customized education • Study-work-life balance 	<p>Average annual fees €6,000 - €15,000</p>

Competition 2/2

The basic description of the European competition of accredited online universities and colleges/schools. A sampling of several online universities.

Name	Information	Programmes	Differentiation	USP	Price
MCI Die UNTERNEHMERISCHE HOCHSCHULE (Austria)	Connecting the unique concept of international business and applied science. Knowledge and study platform with a lot of academic activities for executive education, innovation, startups and others. Web: mci.edu	<ul style="list-style-type: none"> • BA, MA, MBA, PhD. Degrees • Science and research • Programmes: Business and Management • Communication and IT • Certificates and courses 	Link between university and college. Academic education with a connection to result-oriented research with the transfer of knowledge and innovation.	<ul style="list-style-type: none"> • A wide selection of courses • Science and research • Applied science • Client orientation • School concept for entrepreneurs 	-
Deutsche Hochschule (Germany)	German private university based in Potsdam. Combining distance learning with high quality education. Web: deutschehochschule.de	<ul style="list-style-type: none"> • BA and MBA • Programmes: • Bachelor → 5 programmes • MBA → 15 programmes • Coaching and mentoring 	Sustainable academic education of the highest quality with maximum flexibility. Providing expert know-how for a professional career.	<ul style="list-style-type: none"> • Top-class distance learning • High quality of education • Value for money • Innovative concept • Strong networking 	<ul style="list-style-type: none"> • 179€/month • Total – 9,900€

Summary

In Europe, there are many online universities, colleges and similar digital institutions that can deliver distance education to students in the form of external studies or platforms.

Individual universities differ in their reputation, quality of education, lecturers and the price of studies. The competition is strong and numerous, but the market is large enough with strong growth potential for the future.

An important factor for acquiring a student/client will be differentiation from the competition, such as study quality, flexibility, topicality and interest of study programmes and the price of education.

There is sufficient space in the market of online universities and education provided that a significant differentiation is set, and the target is a suitable target group.

Business Environment (PEST)



Political Factors

- **Support from the government:** The government of Malta actively supports higher education and provides financial support for the establishment of online universities (for now state-owned).
- **Strict state regulation** of online education and its quality.
- **EU regulations:** Malta must comply with European standards in education.
- **Taxation:** Favorable taxation for educational institutions. Exemption from VAT, reduction of income tax by 50% in specific cases.
- **Political stability:** Support for long-term education.
- **International relations and cooperation** within the EU and the world.
- **Education reforms:** The government is still actively committed to the continuous improvement of education conditions in Malta.



Sociological Factors

- **Cultural diversity:** The clash of many nations and cultures.
- **Demographics:** An aging population demands executive education and prefers lifelong learning.
- A recognized way of **work-life balance** and a requirement for **higher education**.
- **English** is the official language. Maltese society recognizes higher education.
- **Globalization:** Higher exposure to international business.
- **Local community support** for local educational institutions, support for partnerships and student enrollment.



Economic Factors

- **Economic stability:** Growing economic environment, support for online education and universities. 6.9% GDP growth, 91.5% of the population uses the Internet.
- **Unemployment** is at the level of 2.92%.
- **Minimum wage:** €854.16/month (gross).
- **Cost of living:** Cost of living is at a higher level, approx. €860 per month/person.
- **International market:** Access to the foreign and international market from Malta.
- **Technology:** Increased investments in technology.
- **Inflation:** at the level of approx. 4.8% (12-month average, 2024).
- Tourism is the strongest sector of the economy, which is united for the purpose of recreation and **education**.



Technological Factors

- **A high level of Internet penetration** in the whole country over 90%.
- **E-learning technologies:** Advanced e-learning technologies that are constantly evolving.
- **Mobile learning:** Increased use of mobiles and smartphones in education.
- **Preferred technologies:** Cloud computing, AI and machine learning with virtual reality and simulations.
- **Use of digital marketing:** To attract foreign students and tourists. Cooperation with start-ups and so on.

SWOT Analysis

Strengths

- Know-how and experience in the field of providing academic education.
- A network of academic contacts and business contacts.
- Many years of experience in the field of providing education.
- Customer First approach, customized solutions.
- Preparation of current educational programmes.

Weaknesses

- The need to obtain a license to provide international education.
- Forming marketing budget for obtaining the necessary number of students.
- The need to increase the university's capacities to handle a larger number of clients.

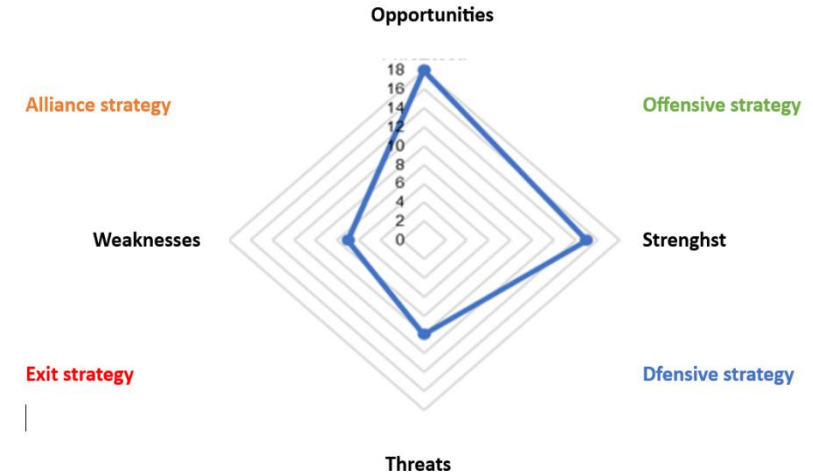
Opportunities

- Growing market in the segment of online universities in the EU at a CAGR of 8.2%.
- Growing preferences of consumers/students towards online education (flexibility, saving time).
- Excellent opportunities to launch education towards the Balkan countries.

Threats

- Market competition that provides similar solutions. Although there is still enough room for growth in the market.
- The competition is average and above. Differentiation through the quality of education and lecturers will be needed.

Company strategy (SWOT)



The current view of the SWOT analysis of GMBS gives high opportunities for the **Offensive Strategy**, mainly due to the growth potential of the online university/online education market.

In the case of an offensive/growth strategy, higher investments in the marketing budget will be necessary to obtain the necessary mass of clients, to create a brand and an image.

From the point of view of threats, but the market size allows further additional growth.

The quality of the programme, the quality of the lecturers and the brand of the **will be a key factor** when the target audience **decides to study**.

External

5. Marketing Strategy

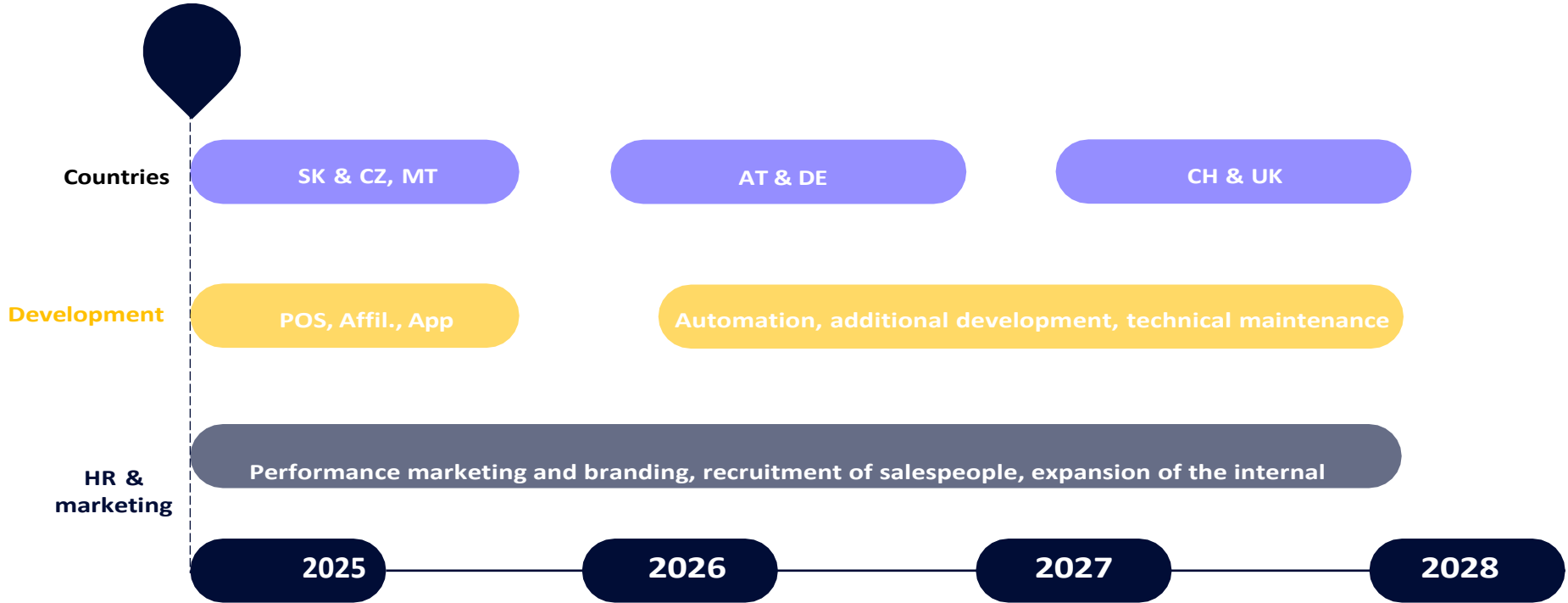
Go To Market Strategy

Market entry plan by individual country and activity.

1 Phase 1: <ul style="list-style-type: none">• Focus on the SK&CZ and Malta markets.• Release of the entire project.• Launch of marketing activities.	2 Phase 2: <ul style="list-style-type: none">• Entering the German and Austrian markets.• Language mutations.• Expanding the sales team.	3 Phase 3: <ul style="list-style-type: none">• The market of Switzerland and possibly the UK.• Improvement of the e-learning platform (investment).• Expansion of the sales & marketing team.
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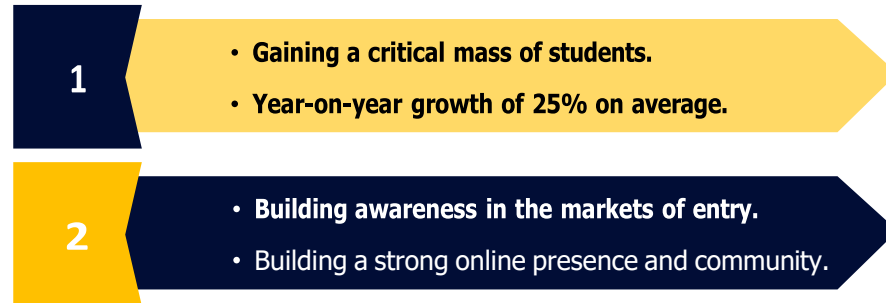
Goals for the number of students (minimum):

- 150 students in 2025
- 190-210 students (2026)
- 210-300 students (2027)
- 310-500 students (2028)



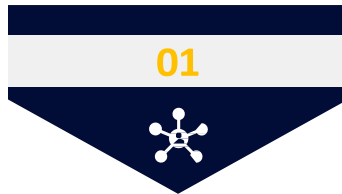
Marketing Strategy

Marketing Objectives



Marketing Channels

Due to the online nature of GMBS, a very substantial part of the advertisements will be exclusively in the digital space.



Digital Marketing

Performance marketing

(PPC - paid ads, display, etc.)

SEO settings for search engines

Content marketing (Creation of quality content that attracts interest -

video, blog and guest posts/ online PR)

Email marketing



Social Networks

Paid advertising on social networks such as FB and IG.

Testing a possible IN social network.

Influencer marketing: Reaching relevant influencers in the field of online study.

Community building a and contributing knowledge and news in forums (live and online).



Partnerships and Business

Referral: Reward for recommending a friend/acquaintance.

Unpaid referrals and references.

Academic partnerships with quality universities and the private sector.

Webinars and events.

The main goal of marketing is to recruit active students in the first year of operation and subsequent rapid growth of at least 25%-30% year-on-year.

Building awareness of the online university, especially among the target audience, and providing a personalised approach to study.

Marketing budget will be **10%-15% of sales** due to rapid expansion to other countries and student recruitment.

Target audience: Mid-career professionals, international students, early-career applicants.

Business Model and Business

Business Model

▶ 01

Programme fees

Main source of income: Fees for accredited BA, MBA, DBA and PhD. studies.

▶ 02

Fees for language courses

Source of income from preparatory English language courses. Preparing students for studies in a foreign language (English).

Preparation of additional sources of income

In the near future, it is planned to open other sources of income, their launch depends on the demand of students, which will be determined during the activity of the online university.

- Affiliate marketing income.
- Training programmes for companies and corporations.
- Subscription fees – library and additional study materials.

Business

The main sources of income come from certification programmes.

Revenue (€)	2025	2026	2027
MBA	641 250	861 135	1 156 418
DBA	242 250	325 318	436 869
PhD.	363 375	487 976	655 303
Courses	18 000	513 659	689 793
Total	1 264 875	2 188 088	2 938 383

In 2025, which is the first year of the project's launch, we expect to approach the threshold of €1.3 mil. in total sales.

Subsequently, in the coming years, with an adequate budget for marketing, we expect growth to the level of €2.2 mil. (2026) with further growth up to €2.9 mil. (2027).

Marketing budget

Estimated marketing budget in the projected period.

We expect the marketing budget to be around 15% of total sales in the amount of €189 thsd. (2025) to €440 thsd. (2027).

(€)	2025	2026	2027
Marketing	189 000	328 000	440 000

Distinction and the Communication Message

1

Flexibility and Time-saving

- **Flexible times of study.**
- The possibility to study literally from anywhere.
- Effective study that adapts to students' time.

2

Personalisation

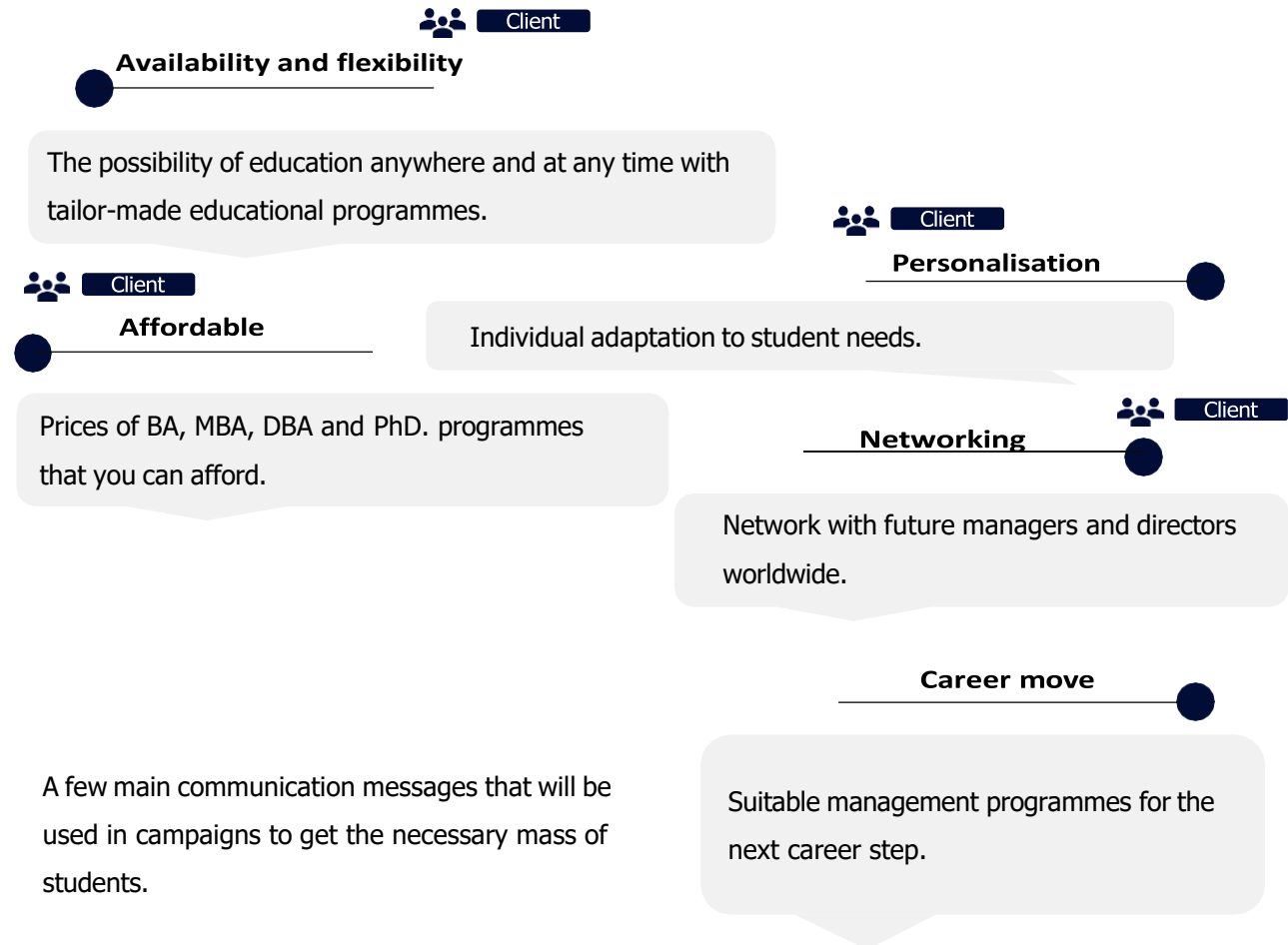
- **The biggest advantage** of the GMBS online university is the customized education.
- Preparatory language courses (English) for students who want to study in a foreign language.

3

Low Fees

Due to the online environment, it is possible to reduce costs to a minimum and thus achieve sustainable and low prices for educational degrees/programmes compare to typical universities (brick & mortar).

Communicated Message



6. Expected Output and Impact

Expected Benefits and Impact

Expected Benefits

- 1 Increased student enrollment and diversity**
 - More enrolled students due to the flexibility and quality of study.
 - **Cultural diversity of students** the international nature of education.
- 2 Technology, programmes and higher education**
 - **Increased technological infrastructure** and support for a robust digital education platform.
 - **Development of new educational programmes**, courses and certificates.
- 3 Merging and strategic partnerships**
 - Creating an international network of contacts between professors, students and professionals.
 - **Strategic partnerships** between the private sector, government and educational institution.

Expected Impacts

- 1 Economic benefits for Malta**
 - **Creation of new jobs** with the assumption of 6 jobs in 2026 and their growth up to 17 by 2029.

Planned development of jobs and savings on unemployment support (average salary €2000).

#	2025	2026	2027	2028	2029
Jobs	6	9	13	15	17
Support	€86 400	€129 600	€187 200	€216 000	€244 800

- 2 Tax Levies**
 - We estimate the amount of taxes paid in the projected period 2025-2029 at the level of €2.3 mil. In the period 2025-2027, at the level of €964 thsd.

#	2025	2026	2027	2028	2029
Income tax	136 932	240 322	338 315	446 358	581 594

- 3 Other Positive Impacts**
 - **Cultural exchange and social mobility.**
 - Adaptation of technological knowledge by the university and the community.
 - Increasing awareness of education in **Malta.**

7. Financial Projections

Financial Plan (2025-2027)

Financial plan (P&L) for 3 years period, the projection of 2025-2027.

Income Statement			
€	FY25	FY26	FY27
	Projection	Projection	Projection
Revenues			
Revenues from goods	-	-	-
Revenues from products/services	1 264 875	2 188 088	2 938 383
	1 264 875	2 188 088	2 938 383
	-	73,0%	34,3%
Direct expense			
Cost of sales	(451 560)	(781 147)	(1 049 003)
Cost of material sold	(25 803)	(44 637)	(59 943)
	(477 364)	(825 784)	(1 108 946)
Gross Profit	787 511	1 362 303	1 829 437
<i>Gross profit margin</i>	62,3%	62,3%	62,3%
Overhead Costs			
Services	(328 035)	(518 680)	(674 126)
Personal costs	(179 268)	(264 033)	(355 043)
Taxes and fees	(10 321)	(17 855)	(23 977)
Other revenues/expenses for operating purposes, net	-	-	-
	(517 624)	(800 568)	(1 053 146)
EBITDA	269 887	561 735	776 291
<i>EBITDA Margin</i>	21,3%	25,7%	26,4%
Other income / (cost) from financial operation	-	-	-
Depreciation	(6 667)	(9 167)	(9 167)
EBIT	263 221	552 569	767 124
Interest Profit/Loss - net	-	-	-
Extraordinary income / (cost)	-	-	-
EBT	263 221	552 569	767 124
Income tax	(92 127)	(193 399)	(268 493)
Net Income	171 093	359 170	498 631

Income Statement ('25-'27)

The main source of income for GMBS is service income in terms of sales of long-term study programs and language courses. **Sources of income:**

- MBA programs (39,4%)
- PhD titles (22,3%)
- DBA programs (14,9%)
- English courses (23,5%)

We assume high compound annual growth rates (CAGRs) of 44.2% in the projected period 2025-2027, and a CAGR of 33.9% in the long-term horizon of 5 years.

We forecast revenues of €1.2mn in the first year of operation and €2.2mn (2024) and €2.9mn (2025) thereafter.

Direct costs

The direct costs mainly include items such as lecturers and teachers, which account for 35.0% of revenues (€440k-€1.1m). Energy accounts for approximately 2.0% of direct costs, which is approximately €25k-€59k. In the projected period. In total, direct costs account for approx. 37.0% of sales, which in absolute value is approx. €470k-€1.1m. **The gross margin is** achieved at 63.0%.

Costs of operations (SG&A)

The highest SG&A costs are mainly marketing costs at 10.5% of sales (approx. €190k-€440k) and personnel costs at 15.0% of sales (€179k-€355k). Subsequently, operating expenses are made up of items such as research & development, licenses & fees, other services, lecturers and other operating expenses.

Total operating costs thus account for 34.2% over the 2025-2027 projection period (€512k-€1m).

Margin (EBITDA)

The expected EBITDA margin is estimated at approx. 18.9%-26.6%, which represents a level of approx. €240k-€780k.

Cash Flow (2025-2027)

Cash Flow statement for the 3 year period, the projection 2025-2027.

Cash Flow																
Quaterly cash flow	2024	Q1	Q2	Q3	Q4	2025	Q1	Q2	Q3	Q4	2026	Q1	Q2	Q3	Q4	2027
Net income		17 109	51 328	51 328	51 328	171 093	143 668	53 875	125 709	35 917	359 170	199 452	74 795	149 589	74 795	498 631
Depreciation		1 667	1 667	1 667	1 667	6 667	2 292	2 292	2 292	2 292	9 167	2 292	2 292	2 292	2 292	9 167
Operating cash flow																
Change in trade receivables		(6 186)	(6 186)	(6 186)	(6 186)	(24 743)	(4 515)	(4 515)	(4 515)	(4 515)	(18 060)	(3 669)	(3 669)	(3 669)	(3 669)	(14 677)
Change in inventories		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Change in other current assets		(5 161)	(15 482)	(15 482)	(15 482)	(51 607)	(9 417)	(9 417)	(9 417)	(9 417)	(37 667)	(7 653)	(7 653)	(7 653)	(7 653)	(30 612)
Change in accruals/ defferals		(1 613)	(1 613)	(1 613)	(1 613)	(6 451)	(1 177)	(1 177)	(1 177)	(1 177)	(4 708)	(957)	(957)	(957)	(957)	(3 827)
Change in trade payables (AP)		5 452	10 904	16 356	21 808	54 520	6 919	6 919	10 379	10 379	34 595	5 871	5 871	8 807	8 807	29 356
Change in employee payables		-	2 580	10 321	12 902	25 803	4 708	4 708	4 708	4 708	18 834	3 827	3 827	3 827	3 827	15 306
Change in other liabilities		4 516	13 547	13 547	13 547	45 156	8 240	8 240	8 240	8 240	32 959	6 696	6 696	6 696	6 696	26 786
		15 784	56 745	69 938	77 971	220 439	150 718	60 925	136 219	46 427	394 289	205 859	81 201	158 932	84 137	530 129
Investing cash flow																
Change in (investments) / divestments	(30 000)	(5 000)	-	-	-	(5 000)	-	(5 000)	(10 000)	-	(15 000)	-	-	-	-	-
	(30 000)	(5 000)	-	-	-	(5 000)	-	(5 000)	(10 000)	-	(15 000)	-	-	-	-	-
Financing cash flow																
Change in bank loans		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Change in other long-term liabilities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Change in equity		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Flow		10 784	56 745	69 938	77 971	215 439	150 718	55 925	126 219	46 427	379 289	205 859	81 201	158 932	84 137	530 129
Cash at the beginning of period		45 000	55 784	112 530	182 468	45 000	260 439	411 157	467 082	593 301	260 439	639 727	845 587	926 788	1 085 720	639 727
Cash at the end of period		55 784	112 530	182 468	260 439	260 439	411 157	467 082	593 301	639 727	639 727	845 587	926 788	1 085 720	1 169 856	1 169 856

Assumptions (2025-2027)

Main assumptions for the financial model for the projected period of 2025-2027.

Key Assumptions					
General Assumptions			2025	2026	2027
Students - paying each year	#		150	195	254
growth	%		-	30,0%	30,0%
Countries			MT, SK, CZ	DE	AT
Designations			Business administration		
Students ratio					
MBA - programs	60,0%	%	60,0%	60,0%	60,0%
DBA - programs	10,0%	%	10,0%	10,0%	10,0%
PhD - programs	15,0%	%	15,0%	15,0%	15,0%
English certification - Extra	10,0%	% of total students	15,0%	15,0%	15,0%
	95,0%		100,0%	100,0%	100,0%
Products (prices in €)					
MBA - programs	7 500	€person	7 500	7 748	8 003
DBA - programs	17 000	€person	17 000	17 561	18 141
PhD - programs	17 000	€person	17 000	17 561	18 141
English certification	800	€person	800	17 561	18 141
Length of the programs					
MBA - programs	18	months			
DBA - programs	36	months			
PhD - programs	36	months			
English certification	3	months			
Streaming services sessions	5,0%	%	5,0%	5,0%	5,0%
	16	#sessions/year	16	16	16

Program prices are as follows:

- MBA 7,500€
- DBA 17,000 €
- PhD 17,000€
- Courses 800 €

Core Assumptions of the Model

The main assumptions of the model are the number of students in the programmes in question. In the initial year of launch we assume 150 students with a further increase of 30% year on year.

The other main assumptions are the share/ ration of individual students in the single programs and the individual program prices.

The individual representation of the share of students in the programs is assumed to be the highest in the MBA program, up to 60% of the total students. Then in PhD programs about 15% of students, in DBA program about 10% of students and 15% of students we assume in language courses. The share parameter of students in each program is a very important assumption because of the prices of the program.

We assume an overall churn rate of 5,0% (student attrition) over the course of the program.

Balance Sheet (2025-2027)

Balance Sheet			
€	31-Dec-25 Projection	31-Dec-26 Projection	31-Dec-27 Projection
Non-current assets			
Property, Plant & Equipment	28 333	34 167	25 000
Intangible assets	-	-	-
Financial assets	-	-	-
	28 333	34 167	25 000
Current Assets			
Inventory	-	-	-
Trade receivables	24 743	42 803	57 480
Cash	260 439	639 727	1 169 856
Other receivables	51 607	89 274	119 886
Accruals / Deferred items (ST + LT)	6 451	11 159	14 986
	343 239	782 963	1 362 208
Total assets	371 573	817 130	1 387 208
Liabilities			
Non-current Liabilities			
Trade Payables	-	-	-
Loan	-	-	-
Intercompany payables	70 000	70 000	70 000
	70 000	70 000	70 000
Current Liabilities			
Trade Payables	54 520	89 115	118 471
Loans	-	-	-
Other short term liabilities	70 959	122 752	164 843
	125 479	211 867	283 314
Accruals / Deferred items (ST + LT)	-	-	-
Total Liabilities	195 479	281 867	353 314
Equity			
Share capital	5 000	5 000	5 000
Capital funds	-	-	-
Retained earnings	-	171 093	530 263
Profit / (loss) from current period	171 093	359 170	498 631
	176 093	535 263	1 033 894

Balance Sheet ('25-'27)

Assets

Tangible fixed assets consist mainly of the website and servers. The total estimated cost of DHM is expected to be up to €30k.

Working Capital

For working capital, we assume a trade receivables length of about 7 days (past due) and other receivables of up to 4.0% of sales.

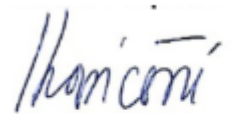
Liabilities

In terms of liabilities, we assume financing of €70,000 in the form of a payable to a related party. We assume that payables will mature within 20 days and other payables at a level of up to 3.5% of sales.

Resources

List of Sources

GMBS Financial model and calculations

A handwritten signature in blue ink, appearing to read 'Kopacova'.

Maria Kopacova

Thank you