

Nostro business fiat accounts behavioral model.

1. Onboarding

Parameter	Value / Month	Justification
Business onboarding	$\text{€}25 \div 60 \text{ months} = \text{€}0.42$	One-time onboarding fee. Charged only after successful compliance approval. Ensures that only approved businesses are included in the model. Assumed lifetime: 5 years.

2. Plastic card package

Parameter	Value / Month (€)	Justification
Small Business	€0.092	100% use Pack A. 10% issue 1 paid card for €55 $\rightarrow \text{€}55 \times 10\% \div 60 \text{ months} = \text{€}0.092/\text{month}$.
Medium Business	€2.403	40% use Pack A, 25% of them buy 2 extra cards (€110) $\rightarrow \text{€}110 \times 10\% \div 60 = \text{€}0.183$ + 60% use Pack B (€100 $\div 60 = \text{€}1.67$) + 20% of Pack B users buy 5 cards (€275) $\rightarrow \text{€}275 \times 12\% \div 60 = \text{€}0.55$; total = $0.183 + 1.67 + 0.55 = \text{€}2.403$
Large Business	€9.00	100% use Pack B (€100 $\div 60 = \text{€}1.67$) + 80% buy 10 extra cards (€550) $\rightarrow \text{€}550 \times 80\% \div 60 = \text{€}7.33$; total = $1.67 + 7.33 = \text{€}9.00$

3. Card maintenance

Parameter	Value / Month (€)	Justification
Annual card maintenance	€0	Free unless it's a VIP card. VIP cards not included for now.

4. Issuance of a one-time virtual card, based on the selected package

Parameter	Value / Month (€)	Justification
Small Business	€3.00	All use Pack A, which doesn't include one-time cards, they pay separately for each card. $12 \text{ cards/year} \times \text{€}3 \times 5 \text{ years} \div 60 \text{ months} = \text{€}3.00/\text{month}$
Medium Business	€0.20	Pack B covers most needs; additional cards are paid, a modest extra income. Included in Pack B (up to 100 cards) — considered free. Additionally: $2 \text{ cards/year} \times \text{€}3 \times 5 \text{ years} \div 60 = \text{€}0.20/\text{month}$
Large Business	€0.50	Similar to medium business; additional cards are paid, though less relative to scale. Included in Pack B (up to 100 cards) — considered free. Additionally: $5 \text{ cards/year} \times \text{€}3 \times 5 \text{ years} \div 60 = \text{€}0.50/\text{month}$

5. Issuance of a reusable virtual card with dynamic CVV

Parameter	Value / Month (€)	Justification
Small Business	0.83	All cards are paid; 1 card issued per year. $1 \times 10 \times 5 \div 60 = 0.83$
Medium Business	0	No payments; uses 2 free cards from Pack B.
Large Business	2.5	Pays for 3 cards beyond the 2 free included. $3 \times 10 \times 5 \div 60 = 2.5$

6. Card replacement/reissue

Parameter	Value / Month (€)	Justification
Small Business	€0.07	$0.1 \text{ paid cards} \times 1.5 \text{ reissues} \times €25 + 0.1 \times 0.3 \text{ replacements} \times €15 = €4.2 \div 60 \text{ months} = €0.07/\text{month}$
Medium Business	€2.66	$(0.4 \times 2 + 0.6 \times 5) \text{ paid cards} \times 1.5 \text{ reissues} \times €25 + \text{same} \times 0.3 \text{ replacements} \times €15 = €159.6 \div 60 \text{ months} = €2.66/\text{month}$
Large Business	€7.00	$10 \text{ paid cards} \times 1.5 \text{ reissues} \times €25 + 10 \times 0.3 \text{ replacements} \times €15 = €420 \div 60 \text{ months} = €7.00/\text{month}$

7. Card payments within SEPA (online, offline, subscriptions)

Parameter	Value / Month (€)	Justification
Small Business	€1.75	Average card turnover \approx €500/month. Around 80% of spending is outside the Nostro ecosystem (contractors, rent, licenses, advertising, etc.), with 70% of that within SEPA. At a 0.5% interchange rate: $€500 \times 70\% \times 0.5\% = €1.75/\text{month}$. Remaining spending is internal (salaries, internal transfers), not monetized.
Medium Business	€2.75	Typical sectors: IT, consulting, small manufacturing. Average card turnover \approx €1,000/month. About 70% of card expenses are external payments, 55% within SEPA and 15% outside SEPA. The rest (payroll, internal transfers) isn't monetized. Formula: $€1,000 \times 55\% \times 0.5\% = €2.75/\text{month}$.
Large Business	€16.25	Typical clients: e-commerce, chains, distributors. Average card turnover \approx €5,000/month. Only 5% of total spending goes through cards, rest via bank transfers, payroll, SWIFT. Of this card volume, ~80% is external. SEPA share – 65%, international (travel, hotels, restaurants) – 15%. Revenue: $€5,000 \times 65\% \times 0.5\% = €16.25/\text{month}$.

8. International card payments (online, offline, subscriptions)

Parameter	Value / Month (€)	Justification
Small Business	€0.75	Avg. monthly card turnover \approx €500. About 10% is spent outside SEPA (e.g., ads on global platforms, SaaS, marketplaces). All such transactions generate 1.5% interchange. Formula: $€500 \times 10\% \times 1.5\% = €0.75$. Possible extra fees included; rounded up to €6/month adjusted for volume fluctuations.
Medium Business	€2.25	Card turnover \approx €1,000/month. On average, 15% of expenses are international (e.g., logistics, ads, services), subject to 1.5% interchange. Formula: $€1,000 \times 15\% \times 1.5\% = €2.25$.
Large Business	€11.25	Large clients (e-commerce, distributors) pay up to 20–25% of total spend via cards. Card turnover \approx €5,000/month. About 15% of that is international (travel, hotels, restaurants). Formula: $€5,000 \times 15\% \times 1.5\% = €11.25$. Heavy use of SWIFT and SEPA for larger payments expected in next sections.

9. Cash withdrawals within SEPA

Parameter	Value / Month (€)	Justification
Small Business	€0.375	Small businesses mostly operate cashless, rarely withdrawing cash — for minor representation expenses or emergencies. Usually stay within free or minimal withdrawal limits. Avg. withdrawal: €200. Avg. frequency: $\leq 1/\text{month}$ at partner ATMs. Calculated as $0.75 \text{ withdrawals} \times €0.5 = €0.375$.
Medium Business	€3.00	Occasionally withdraw for representation, small purchases, office needs. Avg. withdrawal: €400. Avg. 2/month: 1 partner ATM + 1 external. In early 5 years, 50% use only external ATMs → one paid withdrawal at €5. 10% regularly exceed €1,000/month, adding €7. Calculation: $1 \times €0.5 + 1 \times €0 = €0.5$; $€0.7 \text{ extra } (10\% \times €7)$. $€0.5 + €0.7 = €1.2$. Final avg: $€1.2 \times 50\% + €5 \times 50\% = €3.1$.
Large Business	€10.3	Often withdraw for representation, travel, events. Avg. withdrawal: €800. Avg. 3/month: 1 partner + 2 external. 70% use external ATMs more and exceed €1,000. Cost: $(1 \times €0.5) + 2 \text{ free} = €0.5$, $\times 30\% = €0.15$; $(€0.5 + 2 \times €7) \times 70\% = €10.15$. Total: €10.3.

10. P2P transfers

Parameter	Value / Month (€)	Justification
Small Business	€0.50	~2 SEPA P2P transfers per day fall within the free €1,000/day limit. However, ~1 transfer per month may exceed the limit (e.g., freelancer, SaaS, supplier payments). 5% of businesses exceed it → $€10 \times 5\% = €0.50$.
Medium Business	€2.50	Typically within free limits. 10% exceed limit once/month → $€10 \times 10\% = €1$. Additionally, 5% make international P2P transfers → $€10 + (€1,000 \times 2\% \text{ FX markup}) \times 5\% = €1.50$. Total = €2.50.
Large Business	€4.00	Rare use of P2P, but when used, limits are exceeded. Assumed 2 international transfers/month → $€1,000 \times 2\% \text{ FX} \times 2 = €40$. Used by 10% of companies → $€40 \times 10\% = €4.00$.

11. Cash withdrawals outside SEPA

Parameter	Value / Month (€)	Justification
Small Business	€6.60	Behavior: According to ECB research, ~30% of eurozone companies withdraw cash, with some countries reaching 59%. Scenario: 1 withdrawal/month in non-SEPA Europe (e.g., UK, Switzerland) for travel expenses. Calculation: €300 withdrawal → €10 fee + 2% surcharge (€6) + 2% FX markup (€6) = €22. Used by 30% → $€22 \times 30\% = €6.60$.
Medium Business	€40.80	Behavior: 51% of mid-sized firms plan to increase travel (TravelPerk data). 2 withdrawals/month: one in non-SEPA Europe (€500), one global (€500). Fees: (€10 + €20) and (€15 + €35) → Total $€80 \times 51\% = €40.80$.
Large Business	€255.00	Behavior: Large firms frequently travel internationally (US, China, India). 3 withdrawals/month of €1,000 each. Fees per withdrawal: $€15 + 5\% (€50) + 2\% \text{ FX } (€20) = €85$ → $3 \times €85 = €255.00$.

12. Currency conversion for foreign transactions (FX markup)

Parameter	Value / Month (€)	Justification
Small Business	€3.60	Assume 30% of small businesses make 2 international transactions of €300 each (e.g., online orders, advertising, travel). FX markup: $2\% \times €600 = €12 \rightarrow €12 \times 30\% = €3.60$.
Medium Business	€15.00	Assume 50% of medium businesses make 3 transactions of €500 each (e.g., advertising, SaaS, non-EU services). FX markup: $2\% \times €1,500 = €30 \rightarrow €30 \times 50\% = €15.00$.
Large Business	€81.25	Assume 60% of large businesses make up to 5 monthly transactions in non-SEPA zones ranging from €500–2,000. Average amount: €1,250. FX markup: $2\% \times €6,250 = €125 \rightarrow €125 \times 65\% = €81.25$.

13. Integration with Google/Apple Pay, etc.

Parameter	Value / Month (€)	Justification
Small Business	€2.00	Assumes usage of Google/Apple Pay 10 times per month for amounts up to €200. 1% interchange applies to €200. Calculation: $€200 \times 1\% = €2.00$.
Medium Business	€10.00	Businesses actively use mobile payments for representative expenses: ~€1,000/month. 1% interchange = €10. Confirmed by frequent mobile usage by employees, especially on the go.
Large Business	€40.00	~€4,000/month in Apple/Google Pay payments. Used for travel, subscriptions, office purchases, events. 1% interchange = €40. Typical for companies with modern digital infrastructure.

14. White-label cards (client-branded)

Parameter	Value / Month (€)	Justification
Small Business	€0.00	White-label cards are irrelevant for small businesses due to lack of branding and scale.
Medium Business	€2.50	Assume only 1 in 10 businesses orders 1 branded card per year. Calculation: $1 \times €300 \times 10\% / 12 \text{ months} = €2.50$.
Large Business	€37.50	3 cards per year $\times €300 = €900$; $€900 / 12 = €75$. Half of such businesses use them: $€75 \times 0.5 = €37.50$.

15. Payroll cards for employees

Parameter	Value / Month (€)	Justification
Small Business	€4.00	Typically a sole proprietor or micro-company (1–5 people). We assume 1–2 employees as a realistic maximum for active Payroll use. 25% of businesses may use such cards. $€8 \times 2 \times 0.25 = €4.00$.
Medium Business	€20.00	Defined as businesses with 10–50 employees. We assume 5 employees as a realistic lower bound, as not all use payroll cards. $5 \times €8 = €40$. Used by 50% of businesses. $€40 \times 0.5 = €20.00$.
Large Business	€80.00	Often 50–250+ employees. We assume 10 employees as a minimal realistic base, considering partial adoption (e.g., only freelancers or sales teams). $10 \times €8 = €80$. Nearly 100% adoption due to efficiency.

16. Monthly maintenance fee (if no activity or balance)

Parameter	Value / Month (€)	Justification
Small Business	€3.5	Most small businesses maintain balances over €10,000 (avg. revenue €3,000+/month, with incomplete spend through Nostro). However, due to irregular transactions, the €10 inactivity fee may apply. Assume 35% pay it → $€10 \times 35\% = €3.5$.
Medium Business	€5.0	Conservative scenario: 20% of businesses in testing or passive mode, with balances below €10,000 and rare transactions — incur full penalty. These businesses are either testing or using Nostro as a secondary account. $€25 \times 20\% = €5.0$.
Large Business	€0.0	These clients maintain constant activity and balances over €10,000 with regular inflow and outflow. No fees apply.

17. SEPA transfer fees

Parameter	Value / Month (€)	Justification
Small Business	€7.04	Real-world practice (open sources & industry data): According to ECB and EPC, only ~13–15% of SEPA transfers are instant, mostly in B2C or C2C. Share is rising quarterly. Small businesses adopt slowly due to cost and limited bank support. Avg. 8 paid transfers/month: 7 SEPA Credit (€1 each) + 1 Instant (€4) by 1% of businesses → $(7 \times €1) + (1 \times €4 \times 1\%) = €7 + €0.04 = €7.04$.
Medium Business	€15.00	Medium businesses conduct ~10 SEPA Credit transfers + 2 outside-EU SEPA transfers per month. Calculation: $(10 \times €1) + (2 \times €5) = €10 + €5 = €15$.
Large Business	€65.00	~30 monthly transfers: 21 SEPA Credit (€1 each), 1 Instant (€4), 8 outside-EU SEPA (€5 each). Calculation: $(21 \times €1) + (1 \times €4) + (8 \times €5) = €21 + €4 + €40 = €65$.

18. SWIFT transfer

Parameter	Value / Month (€)	Justification
Small Business	€0.00	Small businesses are usually local and operate in local currency. They rarely need international SWIFT transfers.
Medium Business	€27.35	One transfer/month: regular, €2,500. $€30 + €13.75 = €43.75$ (correspondent bank fee excluded as Nostro doesn't earn from it). 50% of companies use SWIFT monthly, 50% quarterly → $€43.75 \times 50\% + €43.75 \times 50\% / 4 = €21.88 + €5.47 = €27.35$.
Large Business	€337.50	Two SWIFT transfers/month: regular (€30K each). URGENT rarely used and not included. Correspondent fees excluded. Regular: $€30 + €165 = €195 \times 2 = €390$. 75% of companies use monthly → $€450 \times 75\% = €337.50$.

19. Payroll / mass payouts

Parameter	Value / Month (€)	Justification
Small Business	€18.60	25% use payroll cards (already counted). 50% don't use mass payouts. The remaining 25% pay €100 fixed → €25. Transfers (avg. 7): 6×SEPA (€1) + 1×outside EU (€5) = €11. 25% of €11 = €2.75. Total = €27.75. Adjusted for seasonal/project-based usage → €27.75 × 67% = €18.60.
Medium Business	€62.50	50% use payroll cards (already counted). Remaining 50% pay €100 fixed → €50. Transfers: 15×SEPA (€1), 2×outside EU (€5) = €25. 50% of €25 = €12.5. Total = €50 + €12.5 = €62.50.
Large Business	€140.00	All use payroll cards (already counted). Additionally, freelancers and partners are paid via external transfers: 15×SEPA + 5×outside EU = €15 + €25 = €40. Total = €100 fixed + €40 = €140.00.

20. Documents and certificates

Parameter	Value / Month (€)	Justification
Small Business	€0.67	1 archived statement (€10) + 1 balance confirmation (€30) over customer lifetime. No notarized documents required. €40 / 60 = €0.67
Medium Business	€1.67	1 archived statement (€10), 3 confirmations (€90), no notarized documents. €100 / 60 = €1.67
Large Business	€10.84	No archived statements, 5 confirmations (€150), 1 notarized document during lifetime (€500). €650 / 60 = €10.84

21. Additional services

Parameter	Value / Month (€)	Justification
Small Business	€0.00	Not used.
Medium Business	€5.00	3 sub-accounts, Pro-level API (e.g., for automated payouts), 1 additional user. Total: 1 extra staff (€5) + proportional API use (€5) × 50% of businesses = €10 × 0.5 = €5.00
Large Business	€12.50	5+ sub-accounts, active Enterprise API usage, 10–15 staff with various roles. 5 extra accounts = €25, but only 50% of companies use full functionality → €25 × 0.5 = €12.50

Summary

Parameter	Small business value / month €	Medium business value / month €	Large business value / month €
Onboarding	0.42	0.42	0.42
Plastic card package	0.092	2.403	9.00
Card maintenance	0	0	0
Issuance of a one-time virtual card	3	0.20	0.50
Issuance of a reusable virtual card with dynamic CVV	0.83	0	2.5
Card replacement/reissue	0.07	2.66	7
Card payments within SEPA	1.75	2.75	16.25
International card payments	0.75	2.25	11.25
Cash withdrawals within SEPA	0.375	3	10.3
P2P transfers	0.50	2.50	4
Cash withdrawals outside SEPA	6.6	40.8	255
Currency conversion for foreign transactions (FX markup)	3.6	15	81.25
Integration with Google/Apple Pay, etc.	2.00	10.00	40.00
White-label cards (client-branded)	0.00	2.50	37.50
Payroll cards for employees	4.00	20.00	80.00
Monthly maintenance fee	3.5	5	0.00
SEPA transfer fees	7.04	15	65
SWIFT transfer	0	27.35	337.5
Payroll / mass payouts	18.60	62.5	140.00
Documents and certificates	0.67	1.67	10.84
Additional services	0.00	5.00	12.50
Total	€53.80	€221.00	€1,120.81
Pre-LTV (60 months)	€3,228	€13,260	€67,249

LTV

Parameter	Value	Justification
Pre_LTV_average_weighted	€12,640	<p>The 60/30/10 ratio for small, medium, and large businesses is not based on the total number of registered companies in the EU, but rather on realistic expectations for an active client base in a B2B fintech like Nostro. While Eurostat shows that micro and small businesses make up around 93% of all companies, such businesses are less likely to adopt paid onboarding or complex financial tools. Therefore, it's more accurate to assume that about 60% of Nostro's clients will be small businesses (active freelancers, micro teams), 30% medium-sized businesses (with teams, payrolls, and regular external payments), and 10% large businesses (fewer in number but higher in volume). This assumption reflects user behavior and adoption patterns in early-stage fintech growth rather than legal classifications, and serves as a conservative working hypothesis for revenue and LTV modeling.</p> <p>$LTV_{small} \times 0.6 + LTV_{medium} \times 0.3 + LTV_{large} \times 0.1 = €3,228 \times 0.6 + €13,260 \times 0.3 + €67,249 \times 0.1 = €1937 + €3978 + €6725 = \mathbf{€12,640}$</p>
Adjustment for user activity ratio	60%	Let's apply a correction factor of 0.6, just as we did for fiat accounts of individual users. This is fair, as not all businesses use the full range of services from the start.
LTV	€7584	<p>$Pre_LTV_average_weighted \times 60\% = €12640 \times 60\% = \mathbf{€7584}$</p> <p>See competitors' comparison</p>

Competitors comparison

Project / Model	Approximate LTV (€/user)	Comment
Neobanks for small businesses (Revolut Business, Qonto, Monzo Business)	€500 – €2,000	Low fees, but high payment volume, API usage, multicurrency support
Fintechs focused on payroll/API (Wise Business, Payhawk)	€1,500 – €4,000	Revenue from international transfers, integrations, accounting APIs
Corporate cards and expense management (Spendesk, Pleo, Jeeves)	€2,000 – €6,000+	Card fees, SaaS subscriptions, FX margins, paid limits
Business platforms with IBAN and SWIFT support (Mercury, Airwallex, Brex)	€3,000 – €10,000+	High margin on operations, withdrawal fees, interest on balances, etc.
Nostro	€7584	LTV will be higher with the addition of cryptocurrency services, which are an integral part of the project.