

# KNOWUS

A Businessplan for potential investors



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## 1. Executive Summary

KnowUs is architecting the foundational operating system for the future of B2B commerce and collaboration. Our innovative Software-as-a-Service (SaaS) platform is engineered to be the single source of truth for all business-critical data, creating a holistic and globally connected, verified network. By eliminating data fragmentation and operational friction, KnowUs delivers unprecedented efficiency.

Today, global enterprises bleed billions of dollars relying on a fragile web of expensive API-integrations to connect fragmented HR, Finance, and Operational software. KnowUs introduces a paradigm shift: A proprietary '**Closed-Loop**' **Master-Data Architecture**. By eliminating system fragmentation at its core, KnowUs removes the need for APIs entirely, providing a single, unified Operational System for global scaling.

Our strategy is built on a defensible technological moat, centered around a **dynamic Organizational Structure** that transforms a company's hierarchy into a live, data-driven asset. This core is seamlessly integrated with a user-owned "living CV", a network-driven Global Product Catalog, and deep workflow automation. This synergy creates powerful, **self-reinforcing network effects**, enabling non-linear growth and a formidable "anti-unbundling" defense where the integrated platform is exponentially more valuable than any collection of separate solutions.

Our growth is anchored by a meticulously designed, globally-native organizational structure, ensuring we can scale seamlessly while maintaining strategic coherence and operational excellence.

Our "Zero-Training" philosophy ensures rapid, frictionless user adoption, dramatically lowering customer acquisition costs.

The go-to-market strategy leverages Denmark as a low-risk, high-velocity "launchpad" to scale a solution whose core principles have already been validated; **an earlier version of the system has been in active use by eight Danish companies for the past two years, proving the market need and the product's 'stickiness' without any active sales efforts**. This de-risked foundation allows for methodical expansion across the EU and globally.

Our financial projections, based on a realistic 2.26% market penetration target, are underpinned by a robust dual revenue stream. The business model has been stress-tested to support a globally distributed workforce, demonstrating its financial resilience. KnowUs represents a compelling, category-defining investment opportunity to build an indispensable global utility poised to generate exponential value in the digital economy.

## 2. Company Description

### 2.1. KnowUs's Holistic Platform: A Single Source of Truth

KnowUs is constructed as a standalone, comprehensive platform designed to centralize and streamline all facets of a company's administrative and operational data. At its core, KnowUs operates on a robust Master Data Management (MDM) framework, which serves as the foundational "single source of truth" for all business data. This includes vital information regarding individuals (employees, users, roles), processes (workflows, procedures, guidelines), and products (goods, services, machinery). By consolidating these diverse data points, KnowUs eliminates the widespread problem of data silos, ensuring data consistency, accuracy, and accessibility across an organization's entire ecosystem. The global MDM market, valued at €13.46 billion (USD 15.75 Billion) in 2025 and projected to reach €69.85 billion (USD 81.72 Billion) by 2032 with a CAGR of 26.5%, underscores the critical need for such solutions in today's data-driven economy.

The platform's utility extends through its suite of modular tools, meticulously designed to address core administrative tasks. These include functionalities for streamlined company registration, comprehensive employee management, precise inventory control, and a dynamic global marketplace. The modular nature of KnowUs offers unparalleled flexibility, allowing businesses to activate only the specific tools relevant to their immediate needs, thereby avoiding unnecessary complexity and mitigating vendor lock-in concerns. This approach ensures the platform remains agile and adaptable to diverse business requirements.

A significant value proposition of KnowUs lies in its capacity for automation. By integrating data and processes across its modules, KnowUs automates numerous administrative workflows. Examples include the automatic import of employee data into HR systems, seamless registration of purchases in inventory management, and real-time updates to ESG reporting based on transaction data. This automation drastically minimizes manual data entry, reduces human error, and frees up valuable resources within HR, procurement, and operations departments. The cumulative effect is substantial value creation through improved data quality, more efficient recruitment processes, and enhanced oversight of environmental, social, and governance (ESG) reporting, a market that is itself expected to grow significantly.

## 2.2. Mission, Vision, and Core Values

KnowUs is driven by a clear and ambitious strategic framework:

- **Mission:** To unite all business data in one solution and create a global network that enhances collaboration and efficiency. This mission addresses the contemporary challenge of data fragmentation and administrative complexity in the B2B sector.
- **Vision:** To capture the market as the leading IT platform, with more users than Sage, SAP, or Salesforce within a few years. This bold vision reflects the expansive potential seen in centralizing B2B interactions.
- **Core Values:** The foundation of KnowUs's operation and development is built on four pillars:
  - **Authentic and Reliable Data:** Ensuring all information within the platform is verified and trustworthy, a critical element for B2B transactions and partnerships.
  - **Simplicity (Zero-Training Interface):** Designing a user experience that is intuitive and self-explanatory, minimizing the learning curve and accelerating adoption for all users. This is a core design philosophy, not just a feature.
  - **Independence from Third Parties:** Providing a comprehensive solution that reduces reliance on multiple external systems, offering a more integrated and controlled environment.
  - **Significant Time and Resource Savings:** Directly contributing to operational efficiency and cost reduction for businesses by automating tasks and streamlining workflows.

## 2.3. Verification and Onboarding: The Key to Trust and Scalability

The integrity and credibility of the KnowUs platform are paramount. To ensure this, every company seeking to join the network undergoes a rigorous, yet seamless, automated verification and onboarding process. This low-friction, self-service model is a key architectural feature designed for high-velocity user acquisition.

The process begins on the KnowUs website, where a company can register with minimal effort. The platform then automatically cross-references applicant data with official national business registers (e.g., the Danish CVR register) or equivalent public international corporate databases. This guarantees that all entities on the platform are legitimate, actively operating businesses, which significantly mitigates risks associated with fraud and builds a foundation of trust for all network participants. Once verified, the

company's master data is created, key personnel receive login credentials, and they gain immediate access to the full platform.

This automated onboarding process is a strategic cornerstone with significant financial implications. By eliminating the need for a large, manual sales and onboarding team to vet and configure new accounts, KnowUs achieves a highly efficient and scalable user acquisition model. This fundamentally reduces the **Customer Acquisition Cost (CAC)**, a critical metric for any SaaS business. Furthermore, the rapid **Time-to-Value (TTV)** ensures new clients can begin leveraging the platform's features almost instantly, boosting initial engagement and reducing the risk of early churn. This architecture is not just a convenience; it is a technological moat that enables rapid global expansion into a substantially larger total addressable market.

### 3. Product and Platform Strategy

#### 3.1. The 'Zero-Training' Philosophy: A Foundation for Rapid Adoption

A foundational principle of the KnowUs platform is the **"Zero-Training" philosophy**. This is not merely a feature but a strategic asset engineered to dismantle the traditional barriers of enterprise software adoption: high cost, complexity, and user friction. This philosophy is the operational engine that enables a low-friction, self-service model, dramatically reducing Customer Acquisition Cost (CAC) and accelerating Time-to-Value (TTV) for clients.

The system is designed to be so intuitive that an employee with no prior experience can complete tasks across all modules. This is achieved through several integrated mechanisms:

- **In-System Guidance:** Detailed, step-by-step instructions are displayed directly on the screen where a task is being performed, supplemented by pop-up windows with videos and deeper explanations.
- **The "Sandbox" Environment:** A key innovation is the Sandbox, a mirror image of a company's live data where employees can test processes and "learn without doing harm." This risk-free environment allows users to build confidence and proficiency before working with real data. Companies can even create their own internal learning programs within the Sandbox.
- **Automation as the Instructor:** The platform's deep automation is what makes the "Zero-Training" experience possible. Complex, multi-step workflows like the "two-click hiring" process are triggered by simple user actions, with the system handling all subsequent steps. The automation itself becomes the instruction manual.

Strategically, while the system is designed for use without formal instruction, KnowUs will establish learning centers to offer optional, formal courses. This is not a contradiction but a sophisticated maneuver to appeal to the high-value enterprise market, where large, risk-averse corporations often have mandatory training requirements as part of their procurement process. This dual approach allows KnowUs to capture both the agile SMB market and the structured enterprise segment with a single, powerful core product.

#### 3.2. Core Platform Modules and Functionalities

The KnowUs platform is architected to systematically manage the three fundamental types of business data: **Personnel**, Knowledge/Process, and Product **Data**.

##### 3.2.1. The Integrated HR Engine: Personal Profile and Employee Lifecycle Automation

At the heart of KnowUs's personnel data management is a revolutionary, integrated HR engine that automates the entire employee lifecycle. This engine is built upon the **Personal Profile**, a concept that transforms the traditional, static CV into a dynamic, user-owned "living CV". This architecture positions

KnowUs not as a simple HRIS or ATS, but as a comprehensive business process automation tool for the HR domain.

**The Personal Profile: A User-Owned Single Source of Truth** Every individual on the KnowUs platform has a single, personal profile that they own and control. This profile serves as the single source of truth for their professional information. Unlike traditional systems where employee data is owned by the company, the user maintains their own master data (name, address, etc.) and has complete control over access. This user-centric model is inherently GDPR compliant. When a user completes a course from a verified provider on the network, the certification is automatically and immutably recorded in their profile's **KnowUs Passport**, creating a trusted, verifiable record of their competencies.

**The "Two-Click Hiring" Revolution** The synergy between the Personal Profile and the **KnowUs Job Exchange** enables a groundbreaking "**two-click hiring**" process. Companies can publish pre-configured job descriptions linked to their organizational structure with a few clicks. Applicants apply with a single click, which automatically attaches their verified CV and certificates. Upon mutual approval, the system automatically links the user's Personal Profile to the position, seamlessly transferring all necessary data and triggering autonomous notifications to relevant departments (IT, payroll, etc.), eliminating all manual HR data entry. This radical automation significantly reduces time-to-hire and administrative overhead.

**Automated Onboarding and Offboarding** The system's automation extends to the entire employee journey. For new hires without a KnowUs profile, the company can manually enter their data. If the employee later creates a profile, they can import all previously entered data, creating a powerful incentive for organic user growth. The offboarding process is equally automated and secure, with time-limited data access governed by GDPR rules, mitigating legal risk.

### 3.2.2. The KnowUs Marketplace: Job Exchange and Task Exchange

KnowUs functions as a comprehensive dual-sided marketplace, addressing both human capital needs and B2B project requirements through two distinct but interconnected exchanges. This strategic breadth diversifies the platform's value proposition and revenue streams, creating powerful cross-sell opportunities.

- **The Job Exchange:** Focused on **permanent employment**, this module allows companies to find and hire new employees for vacant positions, leveraging the automated "two-click hiring" process.
- **The Task Exchange:** This module addresses the growing gig economy and the need for streamlined procurement by focusing on **project-based work**. It allows companies to find new partners, suppliers, and service providers for specific tasks. This is not a simple classifieds board but a complete B2B project lifecycle management tool.

**Operational Mechanics of the Task Exchange** A company seeking a service (e.g., a shipyard needing a canteen operator) posts a detailed project listing. Interested providers (e.g., catering firms or self-employed bookkeepers) can submit a proposal with a single click, which automatically attaches all their pre-configured, verified company data. This standardized process drastically reduces the administrative burden of evaluating bids.

Upon mutual agreement, both parties click "Approve" within the platform. This action is a strategic feature that formalizes the partnership and triggers deep system integrations: the service provider is automatically registered as a supplier in the client's profile, and their contact and invoicing solutions are directly linked to the client's internal contact and finance modules. This level of automation and deep integration makes the platform an indispensable part of a company's operational workflow, ensuring high user retention.

### 3.2.3. The Global Catalog and Codification System: A Scalable Engine for Trusted Data

A central pillar of the KnowUs platform is the **Global Catalog**, a repository for verified product data. The integrity and growth of this catalog are driven by a sophisticated **Product Codification System**, a core business asset designed for scalability, data governance, and network effects.

**The KnowUs Product Number (KU-P): Backbone of the Catalog** The backbone of this system is the **KnowUs Product Number (KU-P)**, a sophisticated 18-digit unique identifier (AABB-CCC-DDD-EEEE-EEEE) assigned to every product. This is not merely a static ID but an intelligent key that enables granular, logical categorization and allows the platform to dynamically adapt modules to the specific product being managed (e.g., showing a different service report for a telehandler versus a wheel loader).

A look into the multi-step codification process in the KnowUs beta. The system is far more than a simple registration form; it's a deep, data-structuring engine.

**(1) Classification:**

*First, a product is assigned to its core category, subcategory, and type to generate its classification prefix (e.g., 1001-000-826 for a UK-codified agricultural tractor).*

**(2) Management Data:** *Next, crucial operational data is added, such as mandatory inspection intervals and tracking requirements for serial or LOT numbers. This demonstrates the platform's capacity for industrial-grade asset management.*

**Codify New Product**

KU PRODUCT MAIN DATA CODE: 31000 000 000 000 000 008

Product Name: **Kubota M7003**

Variant	Manufacturer Art. no.	EAN	KU PS-Code
M7003	-	-	7645-3456
M7153	-	-	7645-3457
M7173	-	-	7645-3458
-	-	-	-

Dimensions: Length 4.768 mm, Height 3.030 mm, Width 2.500 mm, Weight 6.600 kg

**(3) Variant Identification:**

Finally, specific models or variants are registered. It is at this stage the final 8 digits of the KU-P Number are assigned, creating a unique identifier for each distinct variant (e.g., a full KU-P of 1001-000-826-7645-3458 for the Kubota M7173 tractor).

The KU-P structure is hierarchical:

- **AA (Category):** The highest level of classification. Crucially, this has been expanded beyond physical goods to include **Category 95 (Intangible Assets), 96 (Company Services), 97 (Personal Certificates/Education), and 98 (Company Certificates)**. This transforms KnowUs into a comprehensive enterprise asset management system for the modern economy.
- **BB (Subcategory):** A more specific grouping within a category (e.g., Construction Machinery).
- **CCC (Type):** The most granular product type (e.g., Wheel Loader).
- **DDD (Nation):** The nation of the codifying user, based on ISO 3166 codes for global compatibility.
- **EEEE-EEEE (Individual ID):** A unique identifier allowing for 100 million models per type, per nation.

The entire system is engineered for immense scalability, with vast unused capacity and plans for future expansion to 19 or 20 digits, ensuring a future-proof infrastructure.

**The Three-Tiered Codification Process** The population of the catalog is managed through a three-tiered process:

1. **KnowUs Codification:** The internal data team establishes a quality baseline by codifying products from manufacturers.
2. **Manufacturer/Reseller Codification:** A self-service model that empowers manufacturers to codify their own products, shifting the KnowUs team's role to quality control and enabling non-linear, scalable growth.
3. **User Registration:** The catalyst for network effects. Users can privately register products not yet in the catalog. The system creates a non-public KU-P number, providing valuable market data on product demand. When the official supplier later codifies the product, all existing user registrations are automatically upgraded to the verified entry, enriching the catalog for everyone.

This combined system ensures high data integrity, prevents data pollution, and creates a self-reinforcing growth flywheel where user activity directly fuels the value of the network.

### 3.2.4. Core Integrated Modules: Calendar and Mail

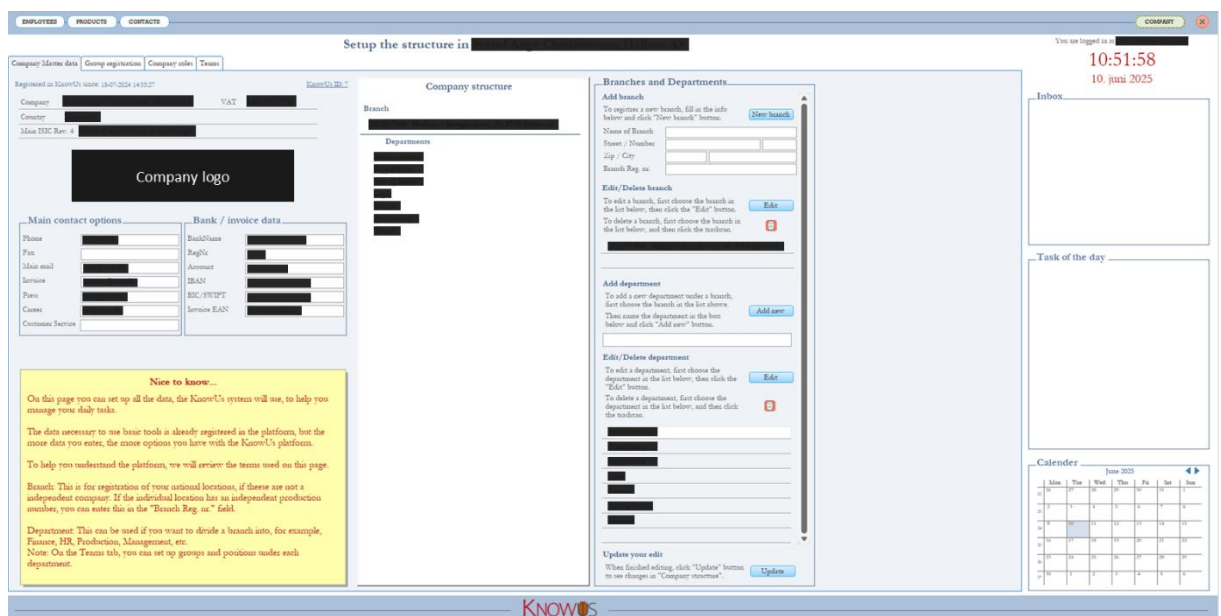
A foundational pillar of the KnowUs platform is the built-in Calendar and Mail module, which serves as the central nervous system for all internal and external communication. This module is not merely a feature but an engine for data unification and workflow automation, transforming unstructured conversations into structured, actionable data points. By eliminating the need for external email clients for internal communication, it ensures that all correspondence is captured, categorized, and retained within the single source of truth.

**Mail Functionality:** The mail system is designed for seamless B2B communication. Users can initiate contact with any verified company on the network with a single click on their profile. The system intelligently routes incoming messages to the correct employees based on predefined company structures. Crucially, messages can be linked to specific positions, teams, or departments. This ensures that critical knowledge and communication history are retained with the role, not the individual, solving the pervasive problem of knowledge loss due to employee turnover.

**Calendar Functionality:** The integrated calendar functions as an operational hub for task and project management. It is linked to both individual employees and the company as a whole, allowing for the seamless assignment and tracking of tasks. Assigning a task in a project calendar automatically populates the personal calendars of team members and triggers an internal message containing all necessary information, such as material lists and technical drawings, directly linking the task to the relevant product and knowledge data.

### 3.2.5. The Strategic Core: Dynamic Organizational Structure

The most innovative and strategically valuable feature of the KnowUs platform is its ability to transform a company's organizational structure from a static chart into a dynamic, data-driven operational asset. This functionality is the cornerstone of the platform's potential to revolutionize business management.



*Screenshot from the KnowUs beta platform, illustrating the module for setting up a company's dynamic organizational structure, from branches down to individual teams.*

Within KnowUs, a company can map its entire hierarchy in granular detail—from the group level, through subsidiaries, branches, and departments, all the way down to individual teams and positions. The true innovation lies in the platform's capacity to link data, requirements, standards, and knowledge to every single level within this structure. For example, a company can link specific training course

requirements to a "Technician" position, or attach service manuals for a particular machine directly to the "Maintenance Team" responsible for it.

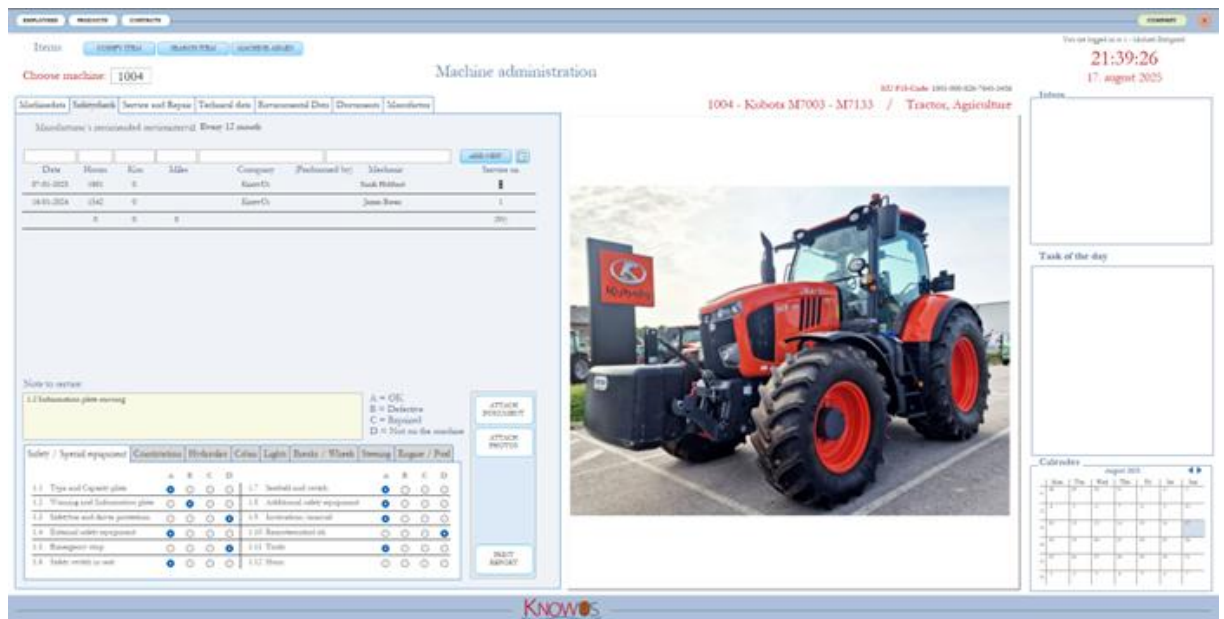
This transforms the organizational chart into a powerful engine for real-time business intelligence and strategic planning. With a single click, leadership can get an instantaneous snapshot of the company's situation—identifying knowledge gaps, tracking compliance, or analyzing resource allocation. It moves beyond a simple descriptive tool to become a predictive and strategic asset for planning future growth, simulating structural changes, and understanding their potential impact across the entire enterprise. This creates a defensible, proprietary data architecture and ensures high customer retention, as the platform becomes the indispensable core of the company's operational infrastructure.

### 3.2.6. Operational Workflow in Action: A Supply Chain Case Study

The true power of KnowUs is revealed when its core functionalities converge to create a seamless, automated, and transparent operational workflow. A case study of a construction company ("Renovado") illustrates this synergy:

1. **Internal Setup:** Renovado uses its private, encrypted database to map its organizational structure, creating teams and positions. It then creates **Norm Lists**—standardized inventories for specific teams, such as "Carpenter's Van, Tools." When a product (e.g., a specific screwdriver) is selected from the Global Catalog, all its master data is instantly transferred to Renovado's private inventory list.
2. **Demand Aggregation & Procurement:** The system automatically aggregates the total need for the screwdriver across all carpentry teams. Renovado can then generate a purchase order with a single click. Initially, if the supplier ("HandyBase") is not a KnowUs user, the system sends a standard email, providing immediate value by streamlining procurement. Renovado can add HandyBase to its private contacts, ensuring proprietary supplier relationships are protected.
3. **The Network Effect:** When HandyBase later joins KnowUs, the workflow transforms. The purchase order from Renovado no longer arrives as an email but as a digital order directly within HandyBase's KnowUs system, appearing on the relevant "to-do lists" for sales and warehouse staff.
4. **End-to-End Supply Chain Transparency:** The automation deepens if a third-party transport company on the KnowUs network is used.
  - When HandyBase marks the order as "packed," all parties see the status update in real-time.
  - When the transport company scans the package upon pickup, an invoice is **automatically generated** by HandyBase's system and sent to Renovado's system.
  - Upon final delivery, all parties are notified, and Renovado can approve the transaction, closing the loop.

This end-to-end digital thread eliminates manual data entry, provides complete real-time visibility for all stakeholders, and ensures data consistency across the entire supply chain, building a foundation of operational trust and efficiency.



*Example of a dynamic module triggered by a KU-P number. For this specific tractor, the platform displays a custom service and safety checklist, demonstrating how KnowUs tailors workflows to individual products.*

At its technological core, KnowUs is built on a robust Master Data Management (MDM) system. This ensures a single, authoritative source of truth for every person, process, and product registered on the platform. The MDM system includes sophisticated role and rights management that defines who is authorized to create, edit, or approve data, as well as comprehensive version history and audit trails for all changes, ensuring accountability and data integrity.

Robust APIs and extensive integration capabilities are fundamental to KnowUs's interoperability strategy. The core KnowUs system, however, operates as a closed, hermetic architecture to ensure absolute data sanctity and guarantee a Single Source of Truth for all internal operations. This 'Clean Data Doctrine' dictates that all essential modules are proprietary and internally developed, preventing data corruption from external, unverified software. The platform includes strictly controlled APIs (RESTful and GraphQL) designed primarily for **Read-Only data consumption** by legacy systems or for **one-time ingestion** of verified historical data during migration, ensuring that external business logic cannot compromise the integrity of the KnowUs MDM core. The User Experience (UX) is carefully crafted for simplicity, featuring a "zero-training" interface with guided workflows. Dashboards provide a clear overview of data quality, master lists, and inventory status, giving users actionable insights.

Finally, Data Security and Dataflows are paramount. KnowUs employs a dual database structure, comprising a local, private, and encrypted database for company-specific data and a global database for shared, verified master data. This architecture, combined with strict access controls and encryption, ensures both data protection and efficient data exchange between companies, and fully supports GDPR and other data protection regulations.

### 3.3. Future Module Development Plan (10 Years)

KnowUs's future growth hinges on a dynamic and responsive module development plan that strategically prioritizes features enhancing core value, strengthening network effects, and opening new revenue streams. The initial plan outlines an aggressive development pace, with modules 1-7 scheduled for Q2-Q3 of the first year, and a rapid expansion to 30+ modules by Q7 (Year 2-3). This pace will be maintained with a focus on embedding intelligence and expanding functionality across the platform.

The prioritization of future B2B modules and tools is driven by an in-depth analysis of market trends and the strategic advantages of KnowUs's integrated ecosystem:

- **Advanced Supply Chain Management (SCM):** Building on existing inventory management capabilities, future modules will integrate predictive demand forecasting, automated procurement processes, and real-time logistics tracking. This will leverage AI for optimization, enabling businesses to anticipate needs, manage supplier relationships more efficiently, and improve supply chain resilience.
- **AI-Driven Recruitment and HR Development:** The current HR module will be significantly enhanced with AI-powered candidate matching, automated skill gap analysis, and personalized learning recommendations. Integration with leading e-learning platforms will facilitate seamless upskilling and professional development for employees within the network.
- **Comprehensive ESG Reporting and Sustainability Management:** Beyond basic CO2 data tracking, KnowUs will develop a full ESG reporting solution. This will include automated data collection from integrated systems, dynamic compliance dashboards, and tools for managing environmental impact, social responsibility, and governance policies, meeting increasing regulatory and stakeholder demands for transparency.
- **Advanced Financial Management and B2B Payments:** To streamline financial workflows and improve liquidity, new modules will introduce sophisticated invoicing, multi-currency payment processing, integrated B2B Buy-Now-Pay-Later (BNPL) options, and real-time payment solutions directly within the platform's marketplace. This directly addresses the rapid growth in digital B2B payments and BNPL trends.
- **Expanded Marketplace Functionality:** To facilitate more complex and high-value B2B transactions, the marketplace will evolve to include features such as differentiated pricing models, advanced negotiation tools, Request for Quote (RFQ) management, and enhanced supplier search and comparison capabilities.
- **Enhanced Data Analytics and Business Intelligence (BI):** By leveraging the centralized MDM, KnowUs will develop advanced dashboards and reporting tools. These will provide deeper insights into operational efficiency, identify emerging market trends, and enable robust benchmarking against industry peers, transforming raw data into actionable intelligence.
- **Automated Compliance and Risk Management Tools:** Building on existing GDPR compliance, future modules will offer automated regulatory updates, dynamic risk assessments, and comprehensive internal audit trails, ensuring continuous adherence to evolving global and industry-specific standards.

A core principle of KnowUs's product development is the pervasive integration of AI, not merely as a standalone feature but as an embedded enabler for exponential value creation across the entire platform. Instead of developing AI as an isolated "module," the strategy is to infuse AI capabilities into existing and future functionalities. This transforms KnowUs from a conventional data management and administrative tool into an "intelligent" ecosystem. For example, AI can drive predictive maintenance schedules for a company's machinery, automate initial candidate screening and skills matching in HR, and offer personalized product recommendations and dynamic price adjustments within the marketplace. This approach aligns with the prevailing trend where AI is becoming the "new standard" in SaaS and enterprise software, with autonomous systems and human-machine collaboration redefining operational efficiency. This pervasive integration of AI will not only significantly enhance user experience and operational efficiency for businesses but also dramatically increase the platform's overall value proposition. This, in turn, is expected to drive higher adoption rates and increased transaction volume, creating a powerful competitive advantage by making the platform smarter, more proactive, and more indispensable. This strategic embedding of AI is crucial for KnowUs to achieve its ambitious growth goals and attract the necessary investment for global dominance.

### 3.4. Technological Architecture and Data Security

KnowUs's technical foundation is built on a modern, scalable cloud-native architecture, meticulously designed to support global expansion and ensure high availability from day one. This cloud-first approach enables dynamic resource allocation, allowing KnowUs to rapidly scale infrastructure in response to user growth and market demand across different geographic regions. The flexibility of cloud computing is critical for a platform with global ambitions, as it facilitates seamless expansion into new markets without the prohibitive upfront costs of traditional on-premise infrastructure.

Data management and storage are central to KnowUs's design, reflecting a dual database strategy that balances privacy with collaborative functionality. Company-specific data is stored in a local, private, and encrypted database, ensuring confidentiality and control for each individual business. Concurrently, a global database houses shared, verified master data for products and suppliers, enabling efficient and secure data exchange across the network. This architecture is crucial for building trust and facilitating seamless interactions within the KnowUs ecosystem. Managing the costs associated with data storage is an important operational consideration. Cloud storage prices vary significantly, for example, from approximately \$0.020 to \$0.044 per GB per month for standard storage on Google Cloud, and from \$0.01 to \$0.15 per GB per month across different tiers on Azure. This necessitates a strategic approach to cost-effective data storage and continuous optimization of storage solutions as the platform scales.

Robust APIs and extensive integration capabilities are fundamental to KnowUs's interoperability strategy. The platform is built with both RESTful and GraphQL APIs, along with webhooks for real-time event notifications. This enables seamless integration with a wide range of existing enterprise systems, including ERP, CRM, HRIS, and SCM platforms. This open and interconnected approach is vital for enterprise adoption, as it allows companies to leverage their existing technology investments while integrating with the KnowUs ecosystem.

A paramount focus for KnowUs is GDPR compliance and advanced data security. The platform is designed with stringent data security measures, comprehensive access controls, and a commitment to complying with global data protection regulations like GDPR. This includes continuous monitoring of data flows and implementing robust data verification services. The cost of such services can vary, with fees per transaction typically ranging from \$0.50 to \$2, and prices per report starting around \$64.95. For enterprise needs, pricing is often customized to reflect the high volume of verifications. Proactive cost management for cloud infrastructure and data verification is a critical component of KnowUs's long-term financial viability. As KnowUs scales to a global user base comprising millions of companies, infrastructure costs (including compute, storage, and bandwidth) and data verification expenses will inevitably become significant operational outlays. While cloud services themselves offer scalability, maintaining healthy profit margins requires continuous and proactive optimization strategies. This includes leveraging tiered storage solutions to match data access needs with cost-effective storage types, optimizing data transfer routes, and negotiating volume discounts with cloud providers as usage grows.

## 4. Traction & Live Validation (Proof-of-Concept)

While the vision for KnowUs is global, its foundation is rooted in immediate, real-world execution. We are not building a theoretical model based on sandbox testing; we are scaling a validated architecture. To drastically de-risk the technological foundation for our investors, the core logic and structural elements of the KnowUs platform are currently deployed and functioning as a **Live Proof-of-Concept (PoC)**.

### 4.1. The Live Sandbox: A Complex Industrial Group

The KnowUs logic is currently active within a highly complex Danish industrial group comprising 6 distinct subsidiaries. This is not a controlled beta environment; it is a live, high-stakes operational setting characterized by severe operational bottlenecks, cross-company data fragmentation, and heavy daily

logistics. If a system can create order and unified operations in this environment, it can scale to any global enterprise.

#### 4.2. Validating the "Closed-Loop" Master-Data Architecture

The greatest point of failure in modern enterprise software is the reliance on fragile API-integrations. Through this PoC, we have actively demonstrated the power of the KnowUs "Closed-Loop" architecture. The system successfully manages the cross-company logistics, resource allocation, and master-data for a fleet of over **1,100 heavy machinery assets**.

Instead of relying on a web of APIs to connect each of the 6 subsidiaries' individual maintenance, finance, and operational systems, the KnowUs logic unifies the data at its core. This proves that our central thesis works in practice: System fragmentation can be eliminated without APIs.

#### 4.3. ESG and Compliance Under Pressure

A critical component of the PoC is the handling of modern compliance and sustainability metrics. The live environment is used to track and manage rigorous ESG (Environmental, Social, and Governance) data for the 1,100 heavy assets across the group. This real-world stress test proves that the logic behind the *Global Catalog* and the *Dynamic Organizational Structure* modules is fully capable of handling strict, real-time regulatory demands and translating them into automated workflows.

#### 4.4. Drastic De-Risking for Global Scale

For potential investors, this live validation represents a massive de-risking of the venture. It provides empirical evidence that:

1. The Founder possesses the execution capability to implement complex systems in heavily resistant environments.
2. The "Closed-Loop" logic translates directly into measurable operational efficiency and financial savings.
3. The foundational architecture is proven under heavy industrial pressure.

The core engine is built and validated. The upcoming capital injection is not to figure out *if* the system works, but strictly to fund the global scaling of a proven operational model.

### 5. Go-to-Market Strategy: From Danish Launchpad to Global Dominance

#### 5.1. Denmark as a Strategic "Arbitrage" Opportunity

The choice to launch in Denmark is a highly sophisticated strategy that can be viewed as a form of "market-maturity and regulatory arbitrage". KnowUs is leveraging a unique set of local conditions to de-risk its most vulnerable and capital-intensive early phase before scaling globally. While a typical US-based startup faces intense competition and high CAC from day one, KnowUs can leverage Denmark's publicly-funded entrepreneurial support networks - which engage with approximately 35,000 new businesses annually - as a unique, low-cost, and high-velocity user acquisition channel. This pathway is a significant competitive advantage that is difficult for international rivals to replicate.

Critically, this Danish launch is not a test of an unproven concept; it is the commercial scaling of a system whose core principles have already been validated in the Danish market. **Two years ago, a first-generation version of the KnowUs system was organically adopted by eight local industrial companies.** These businesses continue to use the system in their daily operations today, demonstrating a strong product-market fit and near-zero churn. This history of real-world validation fundamentally de-risks our market entry, confirming that we are scaling a solution for a known and existing demand.

Furthermore, Denmark's high digital maturity reduces the costs associated with user education, while its rapid adoption of EU legislation means the platform is "compliant-by-design" for the entire EU-27 market. This drastically reduces the cost and complexity of subsequent European expansion. This strategy allows KnowUs to achieve product-market fit and initial traction with far greater capital efficiency than its rivals, giving it a significant head start.

**Marketing Strategy: A Phased Approach from Local Foundation to Global Prominence** Our marketing strategy is predicated on a deliberate, phased approach that carefully aligns marketing investments with platform maturity and market penetration. This ensures maximum capital efficiency and mitigates risk by avoiding large-scale global campaign expenditures before the market and the organization are ready. The large-scale global sponsorships represent the end-game vision, not the starting point.

- **Phase 1: Danish and Nordic Market Validation (A "Hands-on" Approach)** During the initial years, with a focus on Denmark and subsequently the Nordics, the marketing strategy will be targeted, cost-effective, and grounded. The primary objective is to build a solid user base, validate the business model, and ensure the platform's infrastructure can handle a scaled user influx before further expansion. Tactics in this phase include:
  - **Targeted Content Marketing:** Advertisements and editorial articles in national trade magazines and newspapers relevant to our core segments (e.g., construction, transport, industry).
  - **Public Relations:** A proactive PR effort to secure media coverage and position KnowUs as a key innovator in the B2B market.
  - **Physical Presence:** Active participation in relevant national and local trade fairs, such as the Craftsman Fair in Fredericia and the Transport Fair in Herning. This creates direct contact with potential customers and builds credibility.
  - **Community Engagement:** Sponsorships of smaller, local sports teams. These investments, typically amounting to a few thousand Danish kroner, create goodwill and visibility within the local communities where many of our initial users operate.
- **Phase 2: European Expansion (A Scalable Playbook)** As we expand into the rest of the EU and the UK market, we will apply the same fundamental playbook that has proven successful in the Nordics. This model will be adapted to each country's specific market conditions and media landscape. During this phase, the marketing budget will be increased to include partnerships and sponsorships at a European level, which will naturally be of a larger financial caliber but still carefully calibrated against growth in revenue and user base.
- **Phase 3: Global Dominance (Full-Scale Activation)** Only when KnowUs has established a solid global presence and the platform has been stress-tested to handle a massive, global user influx will the full-scale marketing 'package' be activated. It is at this point that global branding initiatives, such as sponsorships of the Tour de France or Formula 1, become relevant to cement KnowUs as a worldwide brand and the indispensable operating system for B2B commerce.
- **An Operational Rollout Strategy for Global Expansion** To translate our global ambitions into a concrete operational reality, KnowUs will establish a dedicated division within our global HQ, a "Global Expansion Office," whose sole purpose is to open new markets with maximum efficiency. This office will be the engine of our expansion, powered by a series of specialized "Launch Teams." Each team, a small, agile unit, will execute a standardized "Hub Launch Playbook" to establish our presence in new countries.

Our global rollout is structured in three distinct phases over a 10-year period:

1. Phase 1: Foundation and Refinement (Years 1-3): The initial focus will be on establishing the first 10-15 hubs in strategically important core markets (e.g., the Nordics, UK, Germany). This phase is dedicated to building and perfecting our playbook for market entry.
2. Phase 2: Acceleration and Scaling (Years 4-7): With a validated playbook, we will accelerate our pace, opening an additional 70-80 hubs with a focus on large markets like North America and key Asian countries. The Global Expansion Office will scale to manage multiple launches in parallel.
3. Phase 3: Global Coverage and Consolidation (Years 8-10): In the final phase, we will open the remaining 60-70 hubs to achieve our planned global footprint, including smaller regional clusters. By this stage, the process will be fully optimized for high efficiency and predictability.

This phased approach provides our go-to-market strategy with a concrete timeline and a robust operational dimension, ensuring our expansion is both ambitious and highly structured.

- **Dynamic Adjustment Based on the Competitive Landscape** We recognize that this timeline is not static. We will continuously monitor the competitive landscape. If a competitor makes moves that could potentially threaten our long-term strategic goals, we are prepared to accelerate our own scaling. This entails an agile approach where we can increase the pace of both product development and marketing ahead of schedule to defend and expand our market position.

**Customer Success as a Growth Engine** KnowUs identifies customer success as a fundamental driver of network expansion, not merely a support function. In a network-based business model, customer success is a core revenue-generating activity. A positive user experience leads to higher engagement and lower churn. More importantly, satisfied and engaged users are far more likely to invite their suppliers and partners to the platform, as illustrated in the Renovado/HandyBase case study. This user-driven acquisition loop has a near-zero marginal CAC. Therefore, investing in customer success directly improves the crucial LTV:CAC ratio by both increasing LTV (via lower churn) and decreasing the blended CAC (via more organic signups), demonstrating a mature understanding of SaaS growth dynamics.

## 5.2. Kickstarting the Task Exchange: Solving the Transactional Cold Start Problem

Our Go-to-Market strategy, leveraging Denmark's municipal entrepreneurial networks, is a powerful engine for initial user acquisition. However, attracting users to the platform is only the first step. A separate, deliberate strategy is required to ignite activity on our B2B Task Exchange and solve the classic "chicken-and-egg" problem inherent in any marketplace. Our approach is a phased, hands-on strategy designed to manufacture initial liquidity, ensure early success stories, and seamlessly transition into organic, self-sustaining growth.

### Phase 1: The "Concierge" Approach (First 100 Transactions)

In the earliest stage, we will not rely on automated matching. Instead, the KnowUs team will act as a "concierge" or manual matchmaker for the first 100-200 tasks posted on the exchange. When a company posts a project, our internal team will proactively identify 3-5 ideal suppliers already on the platform and personally invite them to submit a proposal. Conversely, when a high-quality service provider joins, we will actively help them find their first relevant project. This high-touch approach guarantees a positive experience for early adopters, creates a foundational set of successful case studies, and allows us to gather invaluable data on user needs and potential friction points.

## Phase 2: Incentivizing the Flywheel (Transactions 101 - 1,000)

Once the initial, manually curated transactions are complete, we will accelerate adoption by lowering the barrier to entry. This will be achieved through targeted economic incentives designed to encourage trial and build momentum:

- **Fee Waivers:** The 0.15% transaction fee will be completely waived for a company's first five completed projects.
- **First Mover Credits:** The first 500 companies to post a task on the exchange will receive a "project credit" (e.g., €100) to subsidize their first transaction, making the initial trial effectively risk-free.

These subsidies are a direct, short-term investment in kickstarting the network effect flywheel, ensuring a rapid increase in transactional volume.

## Phase 3: Leveraging "Single-Player Mode" for Organic Growth

The most powerful, long-term solution to the cold start problem is built into the platform's core design: KnowUs provides immense value even before a user's partners are on the network. We call this "Single-Player Mode."

As illustrated in our supply chain case study, a company like "Renovado" can use KnowUs from day one to manage its internal inventory, create standardized equipment lists (Norm Lists), and generate purchase orders with a single click. This provides immediate, standalone value by optimizing their internal operations. Once Renovado is fully integrated and experiencing these benefits, the incentive to invite their supplier, "HandyBase," onto the platform becomes immense. By doing so, their manual email workflow is instantly transformed into a fully automated, real-time digital process, benefiting both parties.

Our strategy is therefore to onboard companies by focusing on this immediate, internal value proposition first. We solve their private operational pains, and in doing so, we create an army of motivated advocates who will organically pull their entire supply chain onto the network, ensuring long-term, scalable growth for the Task Exchange.

## 6. Financial Projections (10 Years)

KnowUs's financial forecasts for the next ten years (2025-2034) are built on a foundation of comprehensive market analysis, realistic growth assumptions, and a clear understanding of the platform's dual revenue streams. The projections show a path to significant scaling and profitability, driven by a compelling value proposition and a robust go-to-market strategy.

### 6.1. Realistic Market Share and Growth Targets

The total addressable market (TAM) for KnowUs, comprising 359 million corporations and 665 million entrepreneurs globally in 2025 - a total of 1,024 million entities. With an annual growth rate of 2%, this result in a TAM of 1,311 million entities in 2035. While the original business plan aimed for a 10% market share by 2035, a more realistic and defensible target, given the complexity of global expansion, is a 3% market penetration by 2035. This corresponds to approximately 39 million active users (businesses/entities) on the KnowUs platform by the end of the forecast period. This revised target still represents a significant scale and market share, aligning with the growth trajectories of successful SaaS companies while maintaining a credible path to execution.

The 10-year growth plan for user acquisition (companies) is structured to reflect an initial rapid adoption phase, followed by sustained, high growth:

- **Year 1 (2026):** 3,149 users (Pilot and early adopters, establishing product-market fit).
- **Year 2 (2027):** 32,275 users (Aggressive early growth driven by initial marketing campaigns and positive feedback).
- **Year 3 (2028):** 496,231 users (Achieving the "350,000+ users" milestone outlined in the plan's Q8-Q12 timeline, signaling successful market penetration and early traction).
- **Year 4 (2029):** 2,034,548 users.
- **Year 5 (2030):** 8,689,215 users.
- **Year 6 (2031):** 14,250,313 users.
- **Year 7 (2032):** 20,084,034 users.
- **Year 8 (2033):** 26,200,536 users.
- **Year 9 (2034):** 32,610,310 users.
- **Year 10 (2035):** 39,324,197 users (End of the 10-year forecast period representing 3% market penetration).
- **Year 11 (2036):** 40,307,302 users

## 6.2. Revenue: Subscriptions and Transaction Fees

KnowUs generates revenue from two primary streams: subscription fees and transaction fees.

- **Subscriptions (Subscription Revenue):** The platform operates on an accessible, subscription-based model, with a starter package of €67 per month for a basic subscription for companies with up to 10 employees, and then €1.4 per month for each additional employee. This equates to an average annual subscription revenue of €804 per company for the basic subscription. Subscription revenue is directly tied to the number of active users on the platform. To calculate the average revenue per company using KnowUs, an estimate of the average company size (number of employees) for the businesses expected to use the platform is necessary. Since KnowUs's pricing is designed to be accessible to all businesses, and small- and medium-sized enterprises (SMEs) constitute the majority of the global market (90% of all businesses are SMEs, and 93% of companies in the EU have fewer than 10 employees), it is assumed that the average KnowUs company will have 10 employees in the early years and will gradually increase to 15 employees in later years as larger companies adopt the platform.
- **Transaction Fees (Digital Utility Toll):** KnowUs charges a low Strategic Network Facilitation Fee of 0.15% on the underlying value of B2B commerce (purchases and sales of goods and services) executed through its integrated platform. This revenue stream leverages the total economic activity of the network. The true Total Addressable Market (TAM) for this fee is directly linked to the Gross Domestic Product (GDP) value of B2B trade in the markets we penetrate. The global GDP is projected to be at €97 trillion in 2025, and our fee captures value from the facilitation of this trade. This positions the fee as a Digital Utility Toll, making KnowUs a foundational layer of economic infrastructure.

## 6.3. Costs: Personnel and Operations

KnowUs's personnel forecast is built on a deliberate strategy for global presence and a robust, "top-down" model that reflects our operational needs. The projection to reach 35,000 employees is a strategic necessity to build and support a worldwide, trusted network.

The workforce will be structured as follows:

- **Global Headquarters (Denmark):** A core team of around **2,000 employees** will be based at the global HQ, responsible for management, core R&D, and central administration.
- **International Hubs:** The remaining **33,000 employees** will be distributed across approximately **150 international operational hubs**. This results in a strategic average of around 220 employees per hub.

The key to understanding this scaling model is that the vast majority of this workforce is a direct investment in building the platform's core asset: The Global Catalog. The functional breakdown of a typical hub confirms this:

- **Data Codification (65%):** Approximately 143 employees in an average hub will be dedicated to proactively assisting local and national suppliers in codifying their products and services. This hands-on support is a crucial value-add that accelerates the growth and quality of the catalog, which in turn drives the entire network effect.
- **Commercial & Support (35%):** The remaining staff will consist of Customer Success, Sales & Marketing, and local Management teams to drive commercial growth and ensure a strong user experience.

This model demonstrates that our personnel costs are not merely overhead; they are a direct investment in creating a defensible, proprietary data asset on a global scale. The costs associated with this scaling plan, as detailed in the attachment "Global Workforce Scaling," are fully accounted for in the financial overviews below.

- **Rationale for a Globally Distributed Workforce**

While a target of 35,000 employees may seem extraordinary, the figure is based on a deliberate strategy for global presence and a conservative assessment of the human resources required to build and support a worldwide, trusted network. The key to understanding this scaling model is that the workforce is highly decentralized and designed to provide significant local value.

The vast majority of this workforce will not be located at a central headquarters but distributed across a global network of national teams. In each nation where KnowUs establishes a presence, we will build a dedicated national team responsible for local operations, growth, and support. These teams will include:

- **National Customer Success Teams:** To provide high-quality, local-language support, ensuring a strong user experience and high retention rates.
- **National Sales & Marketing Teams:** To execute the go-to-market strategy with local market knowledge.
- **National Leadership:** To manage operations and strategic growth within the nation.
- **National Data Teams:** This group will constitute the **largest single component of our global workforce**. Their primary role is to proactively assist local and national suppliers, manufacturers, and service providers in codifying their products and services for the Global Catalog. This "hands-on" support is a crucial value-add that accelerates the growth and quality of the catalog, which in turn drives the entire network effect. A significant portion of the data team can consist of employees who do not require long, formal education, enabling cost-effective scaling of this critical function.

To illustrate the scale: Distributed across 100 nations, the target averages 350 employees per nation. In large, complex markets like the United States, we envision multiple departments distributed across states - some with several hundred employees each - to effectively service the enormous number of local businesses.

**A Conservative Forecast Demonstrating Financial Robustness** It is important to emphasize that this figure of 35,000 employees represents a **deliberately conservative and high-cost forecast**. Our financial projections are based on this scenario to rigorously demonstrate that the business model is robust enough to support a significant global organization and the associated costs.

However, due to the deep and pervasive automation built into the KnowUs platform, we fully expect that the actual operational efficiency will allow us to achieve our global goals with a **significantly smaller workforce**. By presenting this conservative cost model, we provide investors with confidence that the financial plan is sound, even under high-cost assumptions, while retaining significant upside potential through the efficiency gains our own system creates.

- Other Operating Costs:** These costs are projected as a percentage of total revenue, reflecting industry benchmarks for SaaS companies and adjusted for KnowUs's high-growth phase. Sales & Marketing (S&M) expenses will be significant in the early years to drive brand awareness and user acquisition. These will be high in year 2-4 and gradually decline to a sustainable level of 20% in later years. Research & Development (R&D) will see significant investment for continuous module development and innovation. R&D expenses will start high (e.g., 80% of revenue in year 1) and stabilize around 20-25% of revenue in later years, aligning with benchmarks for established SaaS companies. General & Administrative (G&A) costs will initially be high and will be optimized to 15% of revenue as the company scales. Infrastructure & DevOps (I&D) costs are projected to start high, at approximately 25% of revenue in the early years and fall to 5% as the platform scales. Customer Support & Success costs (C&S), crucial for user retention, will start at around 15% of revenue and gradually optimize to 7% as the user base matures and self-service options expand. For the first two years, a fixed cost base for non-personnel operating expenses will be assumed to ensure sufficient funding for critical activities before significant revenue is generated.

## 6.4. Financial Overviews (€ Million)

The following tables provide a summary of KnowUs's projected financial performance over the next ten years.

€ Millions	Year 1 (2026)	Year 2 (2027)	Year 3 (2028)	Year 4 (2029)	Year 5 (2030)	Year 6 (2031)	Year 7 (2032)	Year 8 (2033)	Year 9 (2034)	Year 10 (2035)	Year 11 (2036)
<b>Global GDP</b>	97,773,248	100,667,336	103,908,824	107,254,688	110,665,387	114,118,147	117,541,692	121,067,943	124,699,981	128,440,980	132,294,210
<b>Subscription</b>	1.3	26.1	417.3	1,711.0	7,307.4	12,675.5	17,864.5	23,305.0	29,006.5	34,978.4	35,852.8
<b>Transactions</b>	0.0	0.7	10.8	44.8	192.6	317.4	449.5	589.2	736.9	893.0	919.8
<b>Total Revenue</b>	<b>1.3</b>	<b>26.8</b>	<b>428.1</b>	<b>1,755.8</b>	<b>7,500.0</b>	<b>12,992.9</b>	<b>18,314.0</b>	<b>23,894.2</b>	<b>29,743.4</b>	<b>35,871.4</b>	<b>36,772.6</b>
<b>S&amp;M</b>	0,3	10,7	256,9	877,9	2,250,0	2,598,6	3,662,8	4,778,8	5,948,7	7,174,3	7,354,5
<b>R&amp;D</b>	1,1	21,4	256,9	526,7	1,500,0	2,338,7	3,296,5	4,301,0	5,353,8	6,456,8	6,619,1
<b>G&amp;A</b>	0,3	5,3	64,2	263,4	1,125,0	1,948,9	2,747,1	3,584,1	4,461,5	5,380,7	5,515,9
<b>I&amp;D</b>	0,3	6,7	107,0	351,2	745,0	649,6	915,7	1,194,7	1,487,2	1,793,6	1,838,6
<b>C&amp;S</b>	0,2	3,2	51,4	175,6	745,0	1,299,3	1,282,0	1,672,6	2,082,0	2,511,0	2,574,1
<b>Total Operating</b>	<b>2,1</b>	<b>47,4</b>	<b>736,5</b>	<b>2,194,8</b>	<b>6,374,9</b>	<b>8,835,1</b>	<b>11,904,1</b>	<b>15,531,3</b>	<b>19,333,2</b>	<b>23,316,4</b>	<b>23,902,2</b>
<b>Profit / Loss</b>	<b>-0,8</b>	<b>-20,6</b>	<b>-308,3</b>	<b>-438,9</b>	<b>1,125,0</b>	<b>4,157,7</b>	<b>6,409,9</b>	<b>8,363,0</b>	<b>10,410,2</b>	<b>12,555,0</b>	<b>12,870,4</b>
<b>Revenue Growth Rate (%)</b>	0,00%	1,898,43%	1,497,67%	310,07%	327,15%	73,24%	40,95%	30,47%	24,48%	20,60%	2,51%
<b>EBITDA Margin (%)</b>	<b>-37,50%</b>	<b>-43,50%</b>	<b>-41,86%</b>	<b>-20,00%</b>	17,65%	47,06%	53,85%	53,85%	53,85%	53,85%	53,85%
<b>Rule of 40 (%)</b>	<b>-37,50%</b>	1854,93%	1455,81%	290,07%	344,80%	120,30%	94,80%	84,32%	78,33%	74,45%	56,36%

**Note on Operating Margin and the Rule of 40:** The early years show significant negative operating margins and Rule of 40 percentages due to aggressive investment in personnel, marketing, and R&D to achieve rapid growth and market penetration. This is characteristic of hyper-growth SaaS companies that prioritize market share and future revenue over early profitability. As the company scales, these percentages are expected to improve dramatically and move toward positive territory as revenue catches up to and eventually surpasses the initial heavy investments. The Rule of 40 is a benchmark for balancing growth and profitability, and while early companies often show high burn, the long-term trajectory aims for this balance.

## 7. Team and Organization

### 7.1. The Founder & Leadership: An Operational Architect

**Michael René Dalsgaard – Founder & Lead System Architect** KnowUs is not born out of a Silicon Valley garage by software theorists; it is forged in the operational engine room of complex, heavy industries. Michael René Dalsgaard is an Operational Architect and Integrator with a unique background that combines military discipline with top-tier cognitive system-building capabilities.

- **The Execution Backbone (18 Years in the Royal Danish Navy):** Michael served 18 years in the Danish Navy and NATO, culminating his career as a Sergeant. This extensive background instills a profound capability for crisis management, structured execution, and the ability to build

resilient organizations that operate flawlessly under pressure. He doesn't just design systems; he builds the teams that execute them.

- **Top 15% Cognitive Logic (The Architect):** Tested in the 88th percentile (Top 15%) for Abstract Reasoning (AdaptGRT), Michael possesses a documented, exceptional ability to decode highly complex, fragmented data patterns. Where standard developers build API-patches to connect broken data silos, Michael has the cognitive capacity to architect a complete, logical **"Closed-Loop" Master-Data infrastructure** from the ground up – eliminating the need for APIs entirely.
- **Proven Commercial & Operational Track Record:** Michael has previously built the operational and commercial foundation that drove a **600% growth** in a Danish scale-up. Currently, he serves as the Group Operations & ESG Manager for an industrial group with 6 subsidiaries, where he manages a fleet of over 1,100 heavy assets.
- **The Live Validation (Proof-of-Concept):** KnowUs is not a theoretical whitepaper. Michael has utilized his current operational environment to validate the core logic of the KnowUs architecture. Elements of the system are currently functioning as a **Live Proof-of-Concept** within this highly complex 6-company group, successfully managing real-world operational bottlenecks and asset logistics.

*Michael is not building KnowUs to create another software app; he is building it to solve the exact multi-billion dollar fragmentation problem he faces daily on the executive floor.*

## 7.2. Strategic Leadership and Organizational Blueprint

To realize a vision as ambitious as KnowUs, a sophisticated and deliberately engineered organizational structure is paramount. Our strategy is built to anticipate and accommodate hyper-growth, mitigate key-person risk, and ensure seamless global expansion from day one. We have proactively designed a framework that moves beyond conventional startup models to establish a resilient, scalable, and purpose-built leadership engine.

### 7.2.1. The Dual-Team Structure for Global Scalability

The organizational blueprint is based on a **dual-team structure** that creates a clear division of labor between high-level international strategy and local operational excellence.

- **The Core Corporate Team:** Comprised of the C-level executives, this team is the custodian of the global vision. Its primary function is high-level international strategy: identifying new markets, defining the global brand philosophy, and managing strategic partnerships.
- **National Operations Teams:** Beginning with a team for Denmark and the Nordics, these national leaders are tasked with local implementation, operational excellence, and tailoring delivery to meet regional needs.

My vision for KnowUs is to engineer a scalable organization from its inception, built upon a federated model designed to balance global strategic alignment with local operational agility. To empower and accelerate the strategic work of our future leadership team, I have, as founder and CEO, authored a detailed organizational blueprint. This proposal, detailed in the attachment, **'KnowUs - An Organizational Blueprint for Global Growth,'** will serve as the catalyst for the strategic discussions that will shape and finalize our corporate structure.

This model is designed to eliminate the classic "headquarters vs. field office" conflict. By ensuring that the leaders of both teams are drawn from the same initial, vetted talent pool and have collaboratively built the

company's foundational roadmap, we foster a unified culture where strategic direction is informed by operational reality.

### 7.2.2. The "Leadership Proving Ground": A Sophisticated C-Level Talent Strategy

The cornerstone of our human capital strategy is a unique and sophisticated approach to C-level appointments that fundamentally de-risks high-stakes hiring. Instead of recruiting for a single C-level position, we will hire **two exceptional individuals for each of the seven core leadership roles** (CMO, COO, CTO, CFO, CIO, HR Manager, and QEHS Manager) without immediately conferring the official title.

This cohort of 14 leaders, alongside the founder, will form an initial strategic team tasked with creating the company's final, definitive roadmap. This collaborative period acts as a **"leadership proving ground"** - a real-world crucible that provides an unparalleled assessment of each candidate's skills, collaborative spirit, and strategic alignment, far beyond what traditional interviews can reveal.

Upon completion of this phase, the founder will assign the official C-level titles to the individuals best suited for the corporate, international roles. The other, equally competent, individual will then be appointed to lead the corresponding function in the national team for the initial market (Denmark/Nordics). This innovative model provides three profound benefits:

1. **Mitigates Hiring Risk:** It ensures the most critical leadership positions are filled by vetted, high-performing individuals proven in a real-world environment.
2. **Creates a Talent Pipeline:** It establishes a built-in succession plan and ensures both corporate and national teams are led by deeply competent, philosophically aligned professionals.
3. **Attracts Elite Talent:** The process is designed to attract "intrapreneurs" - talented individuals with an entrepreneurial mindset who are motivated by impact and the opportunity to earn a top leadership role based on merit.

The recruitment process itself will be unconventional, utilizing confidential, curiosity-driven job postings that hide the company's name to filter for candidates motivated by the challenge, not just a brand.

### 7.2.3. Global Organizational Structure: A Decentralized Hub Model

Our strategy for employee growth is fundamentally decentralized. To ensure local market insight and scalable recruitment, our global workforce will be distributed across a network of national and regional operational hubs. These hubs will vary in size based on market complexity, creating three primary archetypes:

1. **Large National Hubs (300-500+ employees):** For major strategic markets like the UK, Germany, and key US states.
2. **Medium-Sized Hubs (~220 employees):** For most other developed economies.
3. **Regional Hubs (50-150 employees):** To serve smaller nations or geographically dense clusters (e.g., the Nordics, Benelux).

To ensure uniform quality and culture across this distributed workforce, we will establish an **internal training center** in each national hub. All new employees will undergo a standardized onboarding program covering our mission, values, and platform architecture before transitioning to position-specific training. This guarantees that we can onboard hundreds of new employees each month and ensure they are fully equipped to deliver high-quality results from day one.

### 7.3. Core Management Roles and Responsibilities

The following outlines the clear division of responsibilities between the corporate (global) and national leadership roles within our dual-team structure.

Role	Corporate Director Responsibilities (Global)	National Manager Responsibilities (Denmark/Nordics)
<b>Chief Operating Officer (COO)</b>	Overseeing international market entry, designing global operational processes, and managing the international supply chain.	Managing day-to-day national operations, overseeing local supply chain and logistics, and implementing corporate processes.
<b>Chief Technology Officer (CTO)</b>	Directing the international platform evolution, setting the long-term technical roadmap for global scalability, and managing global tech partners.	Leading local development teams, implementing new features in the national market, and ensuring regional platform stability.
<b>Chief Financial Officer (CFO)</b>	Managing corporate-level financial strategy, overseeing international funding and investor relations, and ensuring global fiscal compliance.	Handling national financial management, including budgeting, accounting, and payroll, and providing localized financial reporting.
<b>Chief Information Officer (CIO)</b>	Defining the global IT strategy, overseeing cybersecurity and data management across all markets, and implementing corporate-level IT solutions.	Managing local IT systems and support, ensuring data integrity and security for the national team, and providing local IT solutions.
<b>Chief Marketing Officer (CMO)</b>	Developing global marketing strategy and brand vision, overseeing international campaigns, and managing global media relations.	Executing local marketing campaigns, tailoring branding to the national market, and managing local media and community relations.
<b>Human Resources (HR) Manager</b>	Developing the global HR strategy and corporate culture, overseeing international talent acquisition, and establishing global policies.	Managing national recruitment, onboarding, and training, handling employee relations, and ensuring compliance with local labor laws.
<b>QEHS Manager</b>	Establishing global Quality, Environmental, Health, and Safety policies, ensuring international compliance, and managing corporate risk assessment.	Ensuring local compliance with QEHS standards, conducting national audits, and implementing safety protocols for the national team.

## 8. Culture: The Foundation of Our Competitive Advantage

The foundation of KnowUs's success is its deeply ingrained corporate culture, built on the principles of trust, respect, and a strong sense of community. We firmly believe that our culture is not merely an HR function but the very essence of our identity and our most sustainable engine for growth and innovation. This ethos is manifested through a "KnowUs family" philosophy, where mutual trust, unwavering commitment, and deep respect form the bedrock of our collective success.

KnowUs actively cultivates this environment through several concrete initiatives:

- **A Close-Knit and Supportive Community:** We foster an environment where every employee feels like an integral part of a supportive family. Collaboration and mutual support are not just abstract ideals but daily practices that ensure everyone can contribute meaningfully and thrive, both personally and professionally.
- **Flexibility and Work-Life Balance:** We are convinced that optimal results are achieved when employees maintain a healthy balance between their professional and personal lives. To this end, we offer flexible working hours and generous vacation policies, providing ample space for family life, personal interests, and essential rejuvenation.

- **Development and Recognition:** We are committed to the development of each employee, and we celebrate both small victories and significant achievements. Comprehensive skills development programs, structured mentorship arrangements, and a culture of open feedback ensure continuous professional and personal growth for all team members.

### A Strategic Investment in Our People: The "We Hire the Whole Family" Approach

A distinctive and powerful aspect of our culture is our "we hire the whole family" philosophy. A concrete example of this is our unique onboarding program for new international leaders. To ensure a deep and meaningful integration into the "KnowUs family," we invite not only the newly recruited leader but also their spouse/partner and children to a one-week introductory program at our headquarters in Denmark. While the leader receives intensive training, their family is given a unique opportunity to experience Danish culture, and social events are arranged to build personal relationships across borders.

This approach is a strategic investment in our people. It demonstrates our commitment to employee well-being that extends far beyond the office walls, creating a cohesive community where employees and their families feel genuinely valued. For potential investors, this underscores a crucial point: KnowUs is not merely a technology platform but a living organization driven by individuals who are passionate about making a tangible difference. This deep human strength gives KnowUs the resilience, adaptability, and creative drive needed to achieve our ambitious global goals.

## 9. Capital Requirements and Investment Case

KnowUs presents a compelling investment case, positioned to capture a significant share of the fast-growing global B2B SaaS and payments markets. The financial projections show a clear path to substantial revenue growth and eventual profitability, underpinned by a robust strategy and a highly scalable platform.

### Investment Highlights:

- **Massive Market Opportunity:** KnowUs operates within a total addressable market of over 900 million companies and startups globally, where the B2B SaaS market alone is expected to exceed €1 trillion by 2030, and the B2B payments market is reaching into the hundreds of trillions.
- **Disruptive Holistic Platform:** By consolidating fragmented administrative tasks and data management into a single, verified "source of truth," KnowUs offers a unique solution to "SaaS sprawl," providing unmatched efficiency and data integrity for companies worldwide.
- **Powerful Network Effects:** The rigorous verification process and integrated marketplace foster a trusted, multi-sided network where value increases exponentially with each new participant, creating a defensible competitive advantage.
- **High-Leverage Revenue Model:** The combination of an accessible subscription fee with a low transaction fee on a massive global trade volume ensures scalable revenue growth, with transaction fees poised to become a primary long-term profit driver.
- **AI-Driven Future:** The strategic embedding of AI across all modules transforms KnowUs into an intelligent ecosystem that enhances automation, personalization, and predictive capabilities, aligning with major industry trends.
- **Experienced Leadership & Scalable Team:** A strong management team, complemented by a clear plan for scaling personnel to 35,000 employees by 2035, demonstrates the capacity for aggressive global expansion and operational expertise.

- **Clear Growth Trajectory:** The 10-year financial projections outline a path to 31.7 million users by 2035, generating significant revenue and indicating a strong investment return as the company matures and achieves operational efficiency.

**Capital Requirements:** To drive the aggressive growth strategy, including extensive product development, global marketing campaigns, and rapid team expansion, KnowUs will require significant capital injections in its early and growth stages. The detailed financial projections in section 5.4 illustrate the substantial initial investments required, particularly in personnel, sales & marketing, and R&D, which will result in negative operating margins in the first years. This is a common and expected characteristic for hyper-growth SaaS companies that prioritize market penetration and long-term value creation over immediate profitability. The investment will be primarily allocated to:

- **Product Development:** Accelerating the development of new modules and the pervasive integration of AI functionalities.
- **Global Market Penetration:** Funding the aggressive marketing campaigns, expansion of the sales team, and international launches.
- **Talent Acquisition:** Attracting and retaining top-tier talent across all functions, from engineering to customer success.
- **Infrastructure Scaling:** Investing in robust and scalable cloud infrastructure to support millions of users and trillions in transaction volume.

### 9.1. Milestone-Driven Investment Plan and Staged KPIs

To ensure transparency for our investors and maintain a disciplined focus on execution, our capital requirements are tied to a milestone-driven, staged plan. Each funding stage is designed to achieve specific, measurable Key Performance Indicators (KPIs) that de-risk the investment and validate the next phase of our ambitious growth. This approach provides a clear roadmap for how capital is translated into tangible value.

- **Phase 1: Seed Funding - Validating the 'Launchpad' Model (Years 1-2)**
  - **Primary Goal:** To validate the business model, product, and go-to-market strategy in our pilot market (Denmark and the Nordics) and prove that a real, paying market exists for KnowUs.
  - **KPIs to Trigger Series A Funding:**
    - **User Adoption:** Achieve **50,000 active, verified business users** by the end of Year 2.
    - **Financial Validation:** Achieve an **Annual Recurring Revenue (ARR) of €40 million**, demonstrating strong market willingness-to-pay and validating our pricing model.
    - **Core Functionality Adoption:** A minimum of 40% of users have mapped their basic organizational structure.
    - **Network Effect Ignition:** Registration of the first 10,000 user-initiated products in the Global Catalog and execution of the first 100 successful transactions on the B2B Task Exchange.

- **Phase 2: Series A Funding - Scaling and Optimization (Years 3-4)**
  - **Primary Goal:** To prove that the business model is scalable and repeatable outside the pilot market, focusing on strong product-market fit in with key European markets.
  - **KPIs to Trigger Series B Funding:**
    - **Scalable Growth:** Reach **1,700,000 active users** across the Nordics and selected EU markets by the end of Year 4.
    - **Monetization at Scale:** Achieve a **total annual revenue of over €1.5 billion**, with transaction fees constituting a significant and growing portion of the total.
    - **Healthy Unit Economics:** Demonstrate a stable and healthy LTV:CAC ratio of 3:1 or better.
    - **"Stickiness" & Retention:** Maintain an annual churn rate below 5%, proving the platform's indispensable value.
- **Phase 3: Series B and Growth Capital - Global Market Capture (Year 5+)**
  - **Primary Goal:** To use the validated and optimized playbook to aggressively capture global market share and create an impenetrable competitive moat.
  - **KPIs for Continued Growth:**
    - **Market Dominance:** Reach **3.9 million active users globally** by the end of Year 5, on a clear trajectory towards our 10-year goal.
    - **Financial Maturity:** Achieve and maintain a positive "Rule of 40" score (Revenue Growth % + EBITDA Margin % > 40%).
    - **Ecosystem Leadership:** Establish 50+ successful third-party integrations via our API, cementing KnowUs as a central platform, and achieve recognition of the KU-P number as a de facto standard within selected industries.

## 9.2. Capital Requirements and Use of Funds

To execute the aggressive growth strategy outlined in this plan, KnowUs will require strategic capital injections during its early stages. Our financial projections (section 5.4) show significant operating losses in the first four years. This is a deliberate decision to invest heavily in product development, global market penetration, and talent acquisition. This front-loaded investment model is essential to build the network effects and technological moat that will secure our long-term market dominance.

Our capital requirements are directly linked to the milestones and KPIs defined in section 8.1. Each funding round is designed to finance operations until the next validation point, ensuring disciplined and transparent use of investor capital.

The table below specifies the capital requirements for the initial funding rounds. Our KPIs are intentionally balanced between aggressive user growth - to cement the network effect - and strong revenue metrics that validate the business model's profitability.

Funding Round	Timeframe	Estimated Capital Requirement	Primary Objectives and Use of Funds
Seed Funding	Years 1-2	€65.4M	<ul style="list-style-type: none"> <li>- Finance operating losses to validate the "launchpad" model in Denmark and the Nordics.</li> <li>- <b>Achieve Phase 1 KPIs:</b> 50,000 active users and an <b>Annual Recurring Revenue (ARR) of €40M</b>, proving market willingness-to-pay.</li> <li>- Scale the organization to 450 employees and complete the development of core modules.</li> </ul>
Serie A Funding	Years 3-4	€580M	<ul style="list-style-type: none"> <li>- Fund the aggressive expansion into select EU markets and optimize our scalable playbook.</li> <li>- <b>Achieve Phase 2 KPIs:</b> 1,700,000 active users and a <b>total annual revenue of over €1.5B</b>, with a strongly growing contribution from transaction fees.</li> <li>- Drive the exponential growth of the organization towards 4,000 employees and solidify the platform's technological lead.</li> </ul>

This capital requirement is calculated from our budgeted operating losses, with a 25% buffer included for unforeseen expenses and to ensure healthy working capital.

We are confident that this well-defined capital plan is not merely a request for funding, but an invitation to become a foundational partner in building a category-defining company that will deliver an exponential return.

## 10. Risks and Exit-strategy

As with any ambitious enterprise, KnowUs faces inherent risks that must be proactively managed. At the same time, a clear understanding of potential exit strategies gives investors' confidence in liquidity and investment returns.

### 10.1. Identified Risks and Mitigation Strategies

- **Market Adoption and Competition:**
  - **Risk:** Slower than expected user adoption or intense competition from established players (e.g., LinkedIn, ERP/CRM giants) or new vertical SaaS solutions could hinder market penetration.
  - **Mitigation:** The focus on a holistic, integrated platform with verified data creates a strong competitive advantage and network effect, making it "hard to copy." The accessible pricing model targets the vast SME market, while modularity appeals to diverse needs. Aggressive marketing aims for rapid brand recognition and critical mass. Continuous product innovation and customer success initiatives will drive retention and organic growth.
- **Technological Scaling and Infrastructure:**
  - **Risk:** Challenges in scaling the cloud infrastructure to support millions of users and massive transaction volumes or managing escalating infrastructure costs.
  - **Mitigation:** A cloud-native architecture designed for global scalability is fundamental. Proactive cost management strategies, including tiered data storage, data transfer optimization, and negotiating volume discounts with cloud providers, will be continuously implemented. The technical expertise of the CTO and DevOps team is critical for robust infrastructure management.

- **Data Security and Compliance:**
  - **Risk:** Data breaches, cyberattacks, or a failure to comply with evolving global data protection regulations (e.g., GDPR) could undermine trust and lead to significant fines.
  - **Mitigation:** KnowUs is designed with strong data security, encryption, and access controls from the ground up, using a dual database structure for privacy. Continuous monitoring, regular security audits, and dedicated legal/HSEQ teams ensure ongoing compliance and a rapid response to threats. The rigorous verification process for companies further enhances overall platform security.
- **Financial Management and Capital Needs:**
  - **Risk:** Higher than expected burn rate or an inability to secure subsequent funding rounds could impact the growth trajectory.
  - **Mitigation:** Detailed financial projections and disciplined budget adherence are paramount. The management team, particularly the CFO, has a strong understanding of venture capital and fundraising. Scenario planning and continuous monitoring of key financial metrics (e.g., the Rule of 40, LTV:CAC) will ensure capital efficiency and adequate liquidity.
- **Talent Acquisition and Retention:**
  - **Risk:** Difficulties in attracting and retaining top-tier talent, especially software developers and AI specialists, in a competitive global market.
  - **Mitigation:** KnowUs's unique culture, which values family, flexibility, and employee development, is a key differentiator for talent attraction and retention. Competitive compensation packages and a focus on meaningful work will further enhance recruitment efforts.
- **Transaction Volume and Monetization:**
  - **Risk:** Lower than expected transaction volume through the marketplace, affecting transaction fee revenue.
  - **Mitigation:** Continuous improvement of marketplace features (e.g., BNPL, RFQ tools) to facilitate high-value B2B transactions. Active promotion of the marketplace to users and integration with core business processes will drive adoption and transaction volume. The low transaction fee encourages usage, while the high volume compensates for the low percentage.

### A Direct Competitive Comparison

We recognize that we are entering a market with established, resource-rich competitors. Giants like SAP and Salesforce dominate their respective niches, while platforms like LinkedIn have become synonymous with professional networking. Our strategy, however, is not to compete head-to-head with these players on their home turf. Our strength - and our impenetrable moat - lies in the **synergy** created by integrating all these functions into a single, verified data platform.

A company can purchase separate, best-of-breed solutions for HR, CRM, and supply chain, but they will always remain isolated data islands, require manual processes and creating friction. KnowUs is the central nervous system that connects them. The matrix below visually illustrates how KnowUs offers a holistic value proposition that no single competitor can match.

Feature / Parameter	KnowUs	SAP/Oracle (ERP)	Salesforce (CRM)	LinkedIn	Workday (HRIS)
Holistic All-in-One Platform	✓✓✓	✓	✗	✗	✗
Verified "Single Source of Truth"	✓✓✓	✓	✓	✗	✓
Built-in B2B Marketplace & Network	✓✓✓	✗	✓	✓	✗
"Zero-Training" Adoption Philosophy	✓✓✓	✗	✗	✓	✗
Automated Cross-Company Workflows	✓✓✓	✗	✗	✗	✗
Accessible SME Pricing Model	✓✓✓	✗	✗	✓	✗

**Note on Scoring:** The scoring reflects the depth of integration and strategic importance, not just feature presence. A single checkmark (✓) indicates the feature exists, often as a non-core or siloed module. The triple checkmark (✓✓✓) for KnowUs signifies that the feature is a fundamental part of our DNA, with the entire business model built around its deep, synergistic integration.

Examples:

- **Holistic Platform (All-in-One):** While ERPs like **SAP** (✓) are vast, they are often a collection of acquired systems integrated over decades. **KnowUs** (✓✓✓) is architected from day one as a single, seamless platform where the synergy between modules is the core product, not an afterthought.
- **Built-in B2B Marketplace:** **Salesforce** (✓) has a marketplace for software (AppExchange), and **LinkedIn** (✓) has one for talent. **KnowUs** (✓✓✓) provides a marketplace for operational tasks, services, and products that is deeply integrated into the workflow engine. An agreement on our marketplace automatically triggers procurement, invoicing, and inventory updates, making it an active operational motor, not just a directory.

This matrix clearly illustrates that while individual features exist in the market, no competitor has architected its solution around the synergistic core of a unified, verifiable data model. Our competitors sell tools; we are offering an operating system for B2B commerce. This is the fundamental and defensible advantage of KnowUs.

### 9.1.1. Strategic Defense Against Unbundling: The Value of a Unified Data Core

Our most potent defense against "unbundling" - the threat from specialized competitors attacking individual niches (like HR or a marketplace - is not to compete on individual features, but on the exponential value created by the synergy between our modules. The foundation for this synergy is the platform's unified data core: a single, verified, and dynamic model of a company's organization, employees, assets, and relationships. Point solutions will always remain isolated data islands. KnowUs acts as the central nervous system that connects them. The value is not that we have an HR module, but in how that HR module interacts in real time with the task marketplace, the organizational structure, and the global product catalog.

## 10.2. Exit-strategy

KnowUs's long-term strategy is designed to maximize shareholder value, with potential exit opportunities that align with typical successful SaaS company trajectories. While the specific timing and nature of an exit will depend on market conditions, company performance, and investor preferences, the most likely paths include:

- **Strategic Acquisition:** This is the most common exit strategy for SaaS companies, with approximately 75% of SaaS exits occurring through mergers or acquisitions. Larger technology of enterprise software firms often seeks to acquire innovative SaaS platforms to gain market share, integrate new product capabilities, or acquire a valuable customer base. KnowUs's holistic platform, comprehensive data, and strong network effects would make it an attractive target for a

major corporation seeking to consolidate its B2B offerings or expand into new segments. Potential buyers could include large ERP/CRM vendors (e.g., SAP, Oracle, Salesforce) or other tech giants looking to enter or dominate the integrated B2B ecosystem.

- **Initial Public Offering (IPO):** Although less common for SaaS companies (only slightly over 3% pursue public listings), an IPO remains a potential long-term exit for a company that achieves significant scale and profitability. If KnowUs successfully reaches its ambitious user and revenue goals and establishes itself as a dominant global platform, a public listing could provide significant liquidity for early investors and founders. This would require sustained high growth, strong financial fundamentals, and a mature operational structure.
- **Private Equity Buyout:** Private equity firms could acquire a significant stake or full ownership of KnowUs, providing liquidity to existing shareholders while further accelerating growth through operational improvements and strategic investments. This option offers founders partial or full liquidity while potentially retaining involvement in the company's continued growth.

A focus on strong financial fundamentals, including predictable recurring revenue (subscriptions), high-leverage transaction revenue, efficient customer acquisition (a healthy LTV:CAC ratio), and disciplined cost management, is critical to optimizing valuation across all potential exit scenarios. Maintaining clean financial records, increasing profit margins, and demonstrating clear future growth potential will enhance KnowUs's appeal to prospective buyers and investors, ensuring a profitable outcome for all stakeholders.

## 11. Conclusion: A Paradigm Shift

The analysis in this business plan demonstrates that KnowUs is not an incremental improvement on existing software; it is a paradigm shift.

A visionary reading of this plan will reveal that we are not merely creating a verified network where companies can trade safely and avoid fraud. At its core, **this is about establishing a foundational layer of digital trust and legitimacy for every organisation, public and private.**

You will discover that the Personal Profile is not just a 'living CV' that automates recruitment. **We are redefining professional identity so that an individual's potential is instantly visible and trustworthy, independent of traditional gatekeepers.**

You will understand that our Global Catalog is not just a database for efficient procurement. **It is about creating a universal language for "things," enabling us to solve some of the world's greatest challenges: sustainability, supply chain transparency, and the fight against "greenwashing".**

And you will understand that the Dynamic Organizational Structure is not just a powerful management tool. **It is an operating system for human collaboration within all organisations, designed to unlock collective potential on a global scale.**

KnowUs is more than a software company; it is an enterprise dedicated to building an indispensable utility. This represents a unique and compelling opportunity to partner in an enterprise poised to redefine the future of the global digital economy.

## 12. Contact information

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