CONFIDENTIAL SUPPLEMENTARY MATERIALS, 2026

AnyGroup AS *Due Diligence Package*

A supplement to the AnyGroup AS investor deck: cap table, risk factors, competitive landscape, exit thesis, and legal and corporate readiness. Prepared for prospective seed investors alongside the main deck and financial model.

ENTITY	ORG. NUMBER	DOMICILE	VERSION
AnyGroup AS	837 778 972	Oslo, Norway	1.0, Aug 2026

CAPITALIZATION

Cap Table

Current ownership structure as of the most recent share issuance. Additional shareholders are expected before the seed round opens; this table will be updated at that time.

SHAREHOLDER	SHARE CLASS	SHARES	OWNERSHIP
Don-Freddie Grande Ingvarsson	Ordinary	15,000,000	50%
Henrik Alexander Finnling	Ordinary	15,000,000	50%
Total Issued		**30,000,000**	**100%**

Share capital: NOK 30,000. Par value: NOK 0.001 per share. This table reflects issued shares as of this package's date. Additional shareholders are expected to be onboarded before the seed round opens; this table will be updated at that time.

OPTION POOL

No formal ESOP or option pool is currently established. With three new hires planned this round (Marketing/PR, Technical Development, Sales), we recommend establishing a 10 to 15 percent option pool concurrent with this raise, carved from founder shares pre-money in the standard structure, rather than adding it post-close.

ILLUSTRATIVE DILUTION, THIS ROUND

For reference only. Actual valuation is subject to negotiation with the lead investor, as stated in the main deck.

PRE-MONEY VALUATION	RAISE	POST-MONEY	NEW INVESTOR OWNERSHIP	EXISTING SHAREHOLDER DILUTION
NOK 25M	NOK 8M	NOK 33M	24.2%	24.2%
NOK 30M	NOK 8.5M	NOK 38.5M	22.1%	22.1%
NOK 35M	NOK 9M	NOK 44M	20.5%	20.5%

Illustration assumes no option pool top-up at close. If a 12% pool is carved out pre-money as recommended above, existing shareholder dilution increases correspondingly and new investor ownership percentage is unaffected.

RISK DISCLOSURE

Risk Factors

Presented directly and in full, consistent with the rest of this materials package. Naming these ourselves is a credibility signal, not a weakness.

REGULATORY

Gig-worker classification risk

AnyHent's driver model relies on independent contractors. Norwegian and EU trends toward reclassifying platform workers as employees could increase labor costs or require a structural change to the delivery model.

REGULATORY

Data protection exposure

Anymal and AnyHent (Stripe Identity) both process personal or sensitive data. GDPR non-compliance in either product creates group-wide reputational and financial exposure.

EXECUTION

No paying customers today

Every core venture is pre-revenue as of this package's date. Financial projections rely on modeled growth rates, not observed demand. See the Conservative Case in the financial model for a stress-tested downside.

EXECUTION

Aggressive growth assumptions

Modeled Year 1 to Year 3 growth rates range from 145% to 216% annually across ventures. These are unvalidated planning assumptions, not extrapolations from real cohort data.

KEY PERSON

Concentrated leadership

Two founders currently direct all six ventures. The planned hires (Marketing/PR, Technical Development, Sales) reduce but do not eliminate this concentration. Founder departure or incapacity would materially affect execution across the entire portfolio.

COMPETITIVE

Established players in every core market

Pawshake, Rover, and Gudog already operate pet-sitting marketplaces in Norway. Hellhjem and Instabox already run parcel and delivery networks relevant to AnyHent. GoToMarket.no and Growth Nordic already offer embedded fractional commercial leadership similar to AnyMore. See Competitive Landscape below for detail.

CAPITAL

Continued capital need beyond this round

Even in the base case, the group does not reach group-wide self-funding until Year 3. In the Conservative Case, it never does through Year 5. Investors should expect at least one further round.

PLATFORM DEPENDENCY

Concentrated vendor reliance

All six ventures run on the same three vendors: Supabase, Netlify, and Stripe Connect. A pricing change, policy shift, or outage at any one of them affects the entire portfolio simultaneously, not just one product.

MARKET POSITION

Competitive Landscape

Named competitors per core venture, and the specific basis on which AnyGroup intends to compete against each.

Anymal — Pet services marketplace

COMPETITOR
Pawshake
Established Nordic pet-sitting marketplace, active in Oslo

COMPETITOR
Rover
Global pet-sitting platform, over 65,000 sitters worldwide

COMPETITOR
Gudog
Formerly Dogley, Nordic dog-sitting and walking platform

> Anymal's differentiation: broader service scope beyond sitting and walking (grooming, training), Norwegian-first identity verification, and integration with AnyGroup's shared infrastructure for faster feature iteration than single-product competitors.

AnyHent — On-demand pickup and delivery

COMPETITOR
Hellhjem
Established Norwegian parcel and delivery network, owned by Arnedia and Posthord Norge.

COMPETITOR
Instabox
Nordic parcel delivery and locker network expanding same-day delivery capabilities.

ADJACENT
Bring / PostNord
Incumbent parcel logistics, not on-demand but could add same-day P2P services.

> AnyHent's differentiation: purpose-built for the Finn.no and Tise secondhand resale niche, a use case none of the above serve directly today.

AnyMore — Commercial and strategic advisory

COMPETITOR
GoToMarket.no
Norwegian fractional CMO service for B2B and SaaS companies

COMPETITOR
Growth Nordic
Nordic fractional commercial executive and embedded leadership service, closest positioning match to AnyMore

> AnyMore's differentiation: part of a venture studio with direct visibility into three live products, giving its advisors real operating pattern-matching rather than generalist consulting experience alone.

LONG-TERM VIEW

Exit Thesis

A multi-year framing, not a near-term plan. Presented to show we have thought about the path to a liquidity event, not as a commitment or timeline.

STRATEGIC ACQUISITION

Vertical Consolidation

Nordic marketplace groups (Schibsted/Finn.no) or insurance and pet-industry players could acquire Anymal for its supply-side network and identity-verification infrastructure once it reaches meaningful scale.

STRATEGIC ACQUISITION

Logistics Network Acquisition

AnyHent's Finn.no and Tise-focused niche makes it a plausible acquisition target for an established parcel network, such as Hellhjem or Instabox, looking to add on-demand P2P capability to their existing infrastructure.

FINANCIAL SPONSOR

Portfolio-Level Sale

If the three core ventures reach independent scale, AnyGroup itself becomes a candidate for a holding-level sale or recapitalization by a Nordic growth equity fund, similar to how other venture studios have exited operating portfolios.

No specific acquirer discussions are underway. This section reflects management's current thinking on plausible exit paths, not a committed strategy or timeline.

CORPORATE READINESS

Legal and Corporate Status

Prepared with reference to the Norwegian Companies Act (aksjeloven). This is informational, not legal advice. AnyGroup AS is engaging Norwegian counsel to finalize round documentation.

Asl. 11-1	A convertible loan requires a general meeting resolution with two-thirds majority, not a board resolution alone. This is being scheduled to align with the round timeline and will not be left until immediately before close.
Asl. 10-4	Existing shareholders (Grande, Finnling) hold statutory preemption rights on new shares. These must be formally waived by two-thirds general meeting resolution as part of closing this round.
Foretaksregisteret	Any capital increase or convertible loan will be registered with the Norwegian Register of Business Enterprises within the statutory deadline, with updated articles of association filed alongside.
Share Register	The company's share register (aksjeeierbok) will be updated for each new investor at close, including the 2 to 3 additional shareholders expected to be onboarded before this round opens.
Securities law	This round is being run as a targeted placement to a limited number of investors, intended to fall within the prospectus exemption threshold. Broad, informal distribution of this package beyond named prospective investors is not authorized.
Founder Vesting	Founder share vesting (commonly four years with a one-year cliff) is not yet documented. Investors should expect this to be a standard closing condition and it will be addressed in term sheet negotiation.
GDPR	Anymal and AnyHent each process personal data under the Norwegian Personal Data Act and GDPR. Data processing records and privacy policy status are available on request during formal diligence.

This document is for informational purposes only and does not constitute an offer or solicitation to buy or sell securities, nor legal or financial advice. It supplements, and should be read alongside, the AnyGroup AS investor deck and financial projections. Past performance is not indicative of future results. All projections and dilution illustrations are forward-looking, unaudited, and subject to significant uncertainty. AnyGroup AS is not a licensed financial advisor and this package has not been reviewed by external counsel at the time of distribution.

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