CONFIDENTIAL INVESTMENT OVERVIEW. 2026

AnyGroup *AS*

A Norwegian venture studio concentrating on three core ventures: pet services, on-demand logistics, and commercial advisory. A built product pipeline sits behind them, powered by one shared technical engine.

CONSOLE	STAGE	RAISING	CORE VENTURES
Oslo, Norway	Seed	NOK 8-9M	3 + pipeline

MARKET OPPORTUNITY

Three Core Markets. *Focused* Execution.

This round concentrates on pet services, on-demand logistics, and commercial advisory. Three uncontrolled Norwegian markets served by one shared engine.

805K	PET CARE / ANYMAL	Norway has ~805,000 pet-owning households (EyeGenMIA, 2025-26), a fragmented market with no dominant digital marketplace today.
Not independently sized	ON-DEMAND DELIVERY / ANYHENT	Item pickup and delivery, proved against Oslo secondhand resale volume on Finn.no/Tise (platform-level data unobtainable). A proper market sizing is planned as part of post-funding work.
Not independently sized	COMMERCIAL ADVISORY / ANYMORE	Regulatory compliance software for Norwegian commercial building owners and managers. No public dataset confirms total qualifying building stock; sizing is planned post-funding. Regulatory precision is the moat, not bare breadth.

Pipeline markets (HORECA Oslo, 12,475 registered businesses; pre-15M 2026; PVF parking, where competition Park4.NO signed ~NOK 100K seed) are documented in the appendix workbook. Sources: EyeGenMIA and population reports (2025-26), SSB business counts (2024), prior competitive research. "Not independently sized" indicates a genuine data gap, not zero market.

PORTFOLIO

Three Core Ventures. *One Shared Engine.*

AnyGroup concentrates this round's capital on three spearheads: Anymal, AnyHent, and AnyMore. Four further products, including the B2B-focused AnyPrep, sit built and ready in the pipeline. Figures marked *pipeline* come from the Year 3 OPEX financial model, not confirmed live traction. No venture has paying customers today.

THIS ROUND'S CORE FOCUS

Anymal

PET COMMERCE · PET CARE MARKETPLACE

A lean listed Tonneguen marketplace connecting pet owners with service providers: dog walking, pet sitting, grooming, training, and more. Stripe Connect destination charges at a 20% take rate.

ACTIVE USERS (TO MODEL)	MODELED GMV (YR)	MODELED TAKE (YR)	ACTIVE, BETA METRICS
1,000	NOK 2.2M	NOK 500k	*Pending confirmation*

AnyHent

ON-DEMAND PICKUP & DELIVERY · EMPLOYED · PRE-LAUNCH

An Uber/Bolt-style model for item pickup and delivery, weighing into the Oslo secondhand resale niche (Finn.no/Tise purchases, Dogbuyer on anyone.no). Stripe Identity driver verification is the first gate before live operations.

DELIVERIES (TO MODEL)	MODELED TRANSACTIONS/DAY	MODELED REVENUE (YR)	ACTIVE, PILOT TO DATE
800	NOK 200	NOK 40k	*Pending Identity go-live*

AnyMore

COMMERCIAL & STRATEGIC ADVISORY · OPERATIONAL, TWO PAYING CLIENTS

The group's commercial advisory arm provides embedded revenue leadership and strategic support for Norwegian SMEs. Kate can establish and work completely alone, with client engagements currently pending, not yet signed. Its strategic role: a low-capital revenue engine that funds other operations as engagements are signed, and a proof-of-market for the product pipeline.

HOURS / WEEK	REVENUE / HOUR	PAYING CLIENTS	MODELED YR REVENUE
NOK 1,750 ex VAT	NOK 55-90k	2	NOK 2.0M

PIPELINE, BUILT, NOT YET PRIORITIZED

AnyPrep: Compliance engine ("Internator") for Norwegian commercial real estate. 35 regulatory checks, NOK 900k/building, 12 build and complete. Parked until the core three reach scale, or activated earlier with a strategic prospect investor.

AnyTime: B2B SaaS reservation platform for HORECA/Anything (NOK 799/mo). Phase 1 codebase complete. Infrastructure finalization pending. Parked until the core three reach scale, or activated earlier with a strategic HORECA investor.

AnyWater: CEC painting & storage marketplace on private land (20% take rate). Complete backend built on the shared engine, demonstrating that the studio model compounds. Launch deferred pending core venture traction.

AnyFix: "No Cure, No Pay" home services marketplace, challenging Mittanbud and Finanbudsjuntget. MVP scoped to three Oslo micro-categories (flatpack assembly, waste removal, move-out cleaning). Full backend built with Stripe Connect escrow. Parked until the core three reach scale.

BUSINESS MODEL

Multiple Revenue *Streams, One Group*

Four operating models create diversified revenue across the portfolio while centralizing costs, a structure designed for capital efficiency returns. Take rates and modeled Year 1 revenue below come from the group financial model (see downloadable workbook).

VENTURE	MODEL	PRICE / TAKE RATE	MODELED Y1 REVENUE	TAM
Anymal live	Marketplace take rate	20% of booking	NOK 500K	805K pet households
AnyHent live	Per delivery	25% of delivery fee	NOK 40K	not sized
AnyMore live	Hourly / retainer	1,750kr, 55-90k/mo	NOK 2.0M	not sized
AnyPrep pipeline	Subscription per building	990 / building	NOK 99K	not sized
AnyTime pipeline	B2B SaaS	NOK 799 / mo	NOK 192K	12.5K HORECA businesses
AnyWater pipeline	Marketplace take rate	20% (80/20 host split)	NOK 32K	not sized
AnyFix pipeline	Marketplace take rate	12% blended (tiered 2-15%)	NOK 35K	not sized

Modeled Y1 Revenue figures are outputs of the group financial projection model, not confirmed actuals. See the accompanying "AnyGroup Financial Projections" workbook for full assumptions, sources, and Year 1/3/5 detail per venture.

FINANCIAL PROJECTIONS

Cost vs. Investment, *Year 1 / 3 / 5*

Consolidated across the full portfolio (three core ventures and pipeline) plus shared group overhead and new hires. Pipeline products (AnyPrep, AnyTime, AnyWater, AnyFix) are costed at maintenance-only levels here, since none are actively resourced this round. Positive net investment respect means the group reads external capital that product, negative means the portfolio is self-funding.

METRIC	YEAR 1	YEAR 3	YEAR 5
Total Revenue	NOK 2.69M	NOK 11.5M	NOK 31.4M
Total Opex (Ventures)	NOK 3.40M	NOK 4.51M	NOK 7.13M
One-off Build Cost	NOK 0.40M	NOK 0	NOK 0
Group Overhead	NOK 0.90M	NOK 1.09M	NOK 1.32M
Team Expansion (New Hires)	NOK 1.80M	NOK 2.38M	NOK 3.15M
Total Cost	NOK 6.50M	NOK 8.38M	NOK 11.6M
Net Investment Required	NOK 3.81M	-NOK 3.14M (surplus)	-NOK 19.8M (surplus)

Model assumptions: Anymal and AnyTime rating anchored to EyeGenMIA pet population data and SSB HORECA business counts respectively. Anything anchored to discovered rate card. Illustrative, not forecast. Sensitivities: actual traffic volume on Finn.no/Tise and/or conversion on Anymal are the most sensitive inputs. Net Flow: Net Investment Required for an all-internal or maintenance-only build. Note, since none are actively resourced this round, it concentrates Year 1 deficit in the workbook since feeds the model with growth rates out to 5yr, under that scenario. The group approaches but does not reach self-funding by Year 5. All recurring roughly NOK 11.6M in steady-state Year 5 OPEX is internal capital that prior rather than roll-forward.

INVESTMENT THESIS

Why AnyGroup, *Why Now*

CONCENTRATION

Diversified Exposure, Single Relationship

One investment, three markets across pet services, on-demand logistics, and commercial advisory. Each venture has its own unit economics and a clear path to scale independently of further products, without the overhead of managing multiple cap tables.

APPROACH

Active Builder, Not a Passive Fund

AnyGroup embeds operators and engineers directly into each venture. This lean model compresses the path to product-market fit and reduces execution risk.

OPPORTUNITY COST

Shared Infrastructure, Compounding Efficiency

Supabase, Netlify Functions, and Stripe Connect follow the same pattern across every product in the portfolio. Every new venture gets most of the infrastructure for free.

TRACTION & MOMENTUM

Real Activity. *Not Just Plans.*

Beyond the model, here is what has actually been executed to date: verifiable operational output, not projections.

LIVE	LIVE	LIVE	LIVE
Advisory arm operational	**Anymal partner outreach**	**Anymal fleet pipeline**	
Kate is the group's commercial advisory arm. Its operations run on a standalone Lean cost (NOK 1,750/h, retainers 55-90k/mo). Two client engagements are currently pending, positioning it to generate near-term revenue while the product verticals scale.	Over 1,200 Norwegian pet-service companies contacted, covering groomers, dog walkers, and pet sitters. Outreach automated through automated BRREG driven outreach, building the supply side ahead of full launch.	+240 B2B transport companies contacted with Lorem delivery features. Its fleet tool is in dialogue, live driver onboarding form on anyhent.no, and KYC additional contacts queued.	
DEPLOYED	**HARDENED**	**REPEATABLE**	
Every product deployed	**Production-grade payments**	**The studio engine works**	
Every product in the portfolio (the three core ventures and all four pipeline products) has a live or staging deployment on Netlify. Supabase, Netlify, and Stripe Connect infrastructure. No separate	Server-side price validation, identity verification via Stripe Identity, and EU-region data residency across the stack, built for regulatory scrutiny from day one.	AnyWhere work from concept to complete backend using the shared engine: proof that each additional venture is faster and sharper than the last.	

CAPITAL REQUIREMENT

The Seed Round

Capital funds the three core ventures, a shared team expansion, and R&D capacity. Range and split below are derived from the financial model, a starting point for negotiation with a lead investor rather than a fixed final term.

CAPITAL SOUGHT (INDICATIVE)	
NOK 8-9M	Team Expansion: Marketing/PR, Technical Development & Sales Hires — 23%
VALUATION	Anymal: scale towards live beta, marketing & supply-side growth — 15%
To be set with lead investor	AnyHent: identity verification, fleet onboarding & Oslo launch — 14%
RUNWAY	Group Overhead: founder compensation, legal, accounting — 10%
18-24 months	AnyWhere: scale advisory engine, go-to-market for product verticals — 17%
ROUND TIMELINE	R&D: product development capacity — 6%
Opens Aug 10, 2026, target close Sept 23, 2026	Reserve: contingency — 10%

*The rate offered to the lead investor, valuation, pro-rata rights, and governance terms (Board seat, Observer rights, etc) are negotiable and subject to the lead investor's discretion. Kate Pro-rata rights are standard and are not negotiable. Modeled Year 1 net investment required is NOK 3.81M. Year 3 NI turns positive (surplus) and Year 5 NI is a surplus of NOK 19.8M (surplus) reflecting growth. Anything AnyHent, AnyMore, AnyPrep, AnyTime, AnyWater, and AnyFix are costed at maintenance-only levels since they aren't actively resourced this round