

Introduction / Executive Summary



Investor Presentation

The Personal Change Layer Powering Successful Transformation

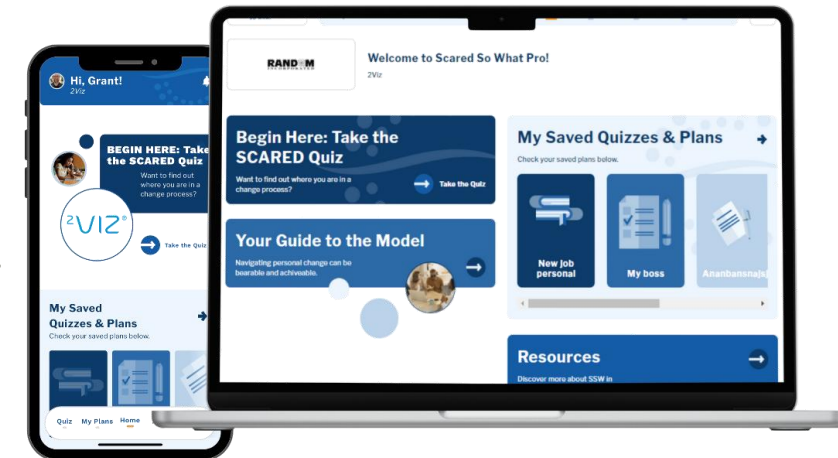
Scared So What® is a technology-enabled platform addressing the most consistent failure point in digital and organisational transformation: **personal change adoption**.

While traditional change management focuses on process, communication, and structure, **Scared So What®** uniquely operationalises the human side of change – at scale, in real time.

Already deployed across major organisations, including **Royal Mail, Parcelforce, and City of London Police**, with **6,000+ users** and **2,212 paid licences** sold.

We are raising **£650k (SEIS/EIS-qualified for a 14% Share)** pre-seed to scale enterprise adoption and complete development of SSWAI – the AI-powered personal change coach.

Disclaimer & Acknowledgement – See Appendix E.



4.7

Scared So What Ltd.

Excellent



THE PROBLEM

Transformation Fails Because the Human Experience Is Not Managed



\$2.3T

LOST GLOBALLY EACH YEAR DUE TO FAILED
DIGITAL AND ORGANISATIONAL
TRANSFORMATION

(Harkin, McKinsey, Et Al. See Appdix F)

\$340B

WASTED ANNUALLY IN GLOBAL ECONOMY
(McKinsey; MIT; Gallup; CIPD. See Appdix F)

Existing change models focus on process, structure, and technology – not how people experience change.

Organisations lack:

- “A structure, scalable way for individuals to navigate personal change”
- “Real-time visibility into readiness, resistance, and emotional response”

WHY NOW

Change Is Accelerating – Human Readiness Is Not

The personal side of transformation has become the critical missing layer.



Rising burnout, stress,
and overwhelm



Post-pandemic shifts in
wellbeing and inclusion
expectations



Hybrid work obscuring
human signals



Acceleration of AI,
automation, and job
redesign



Fast-moving change
cycles causing “change
fatigue”



Organisations required
to report on wellbeing +
engagement metrics

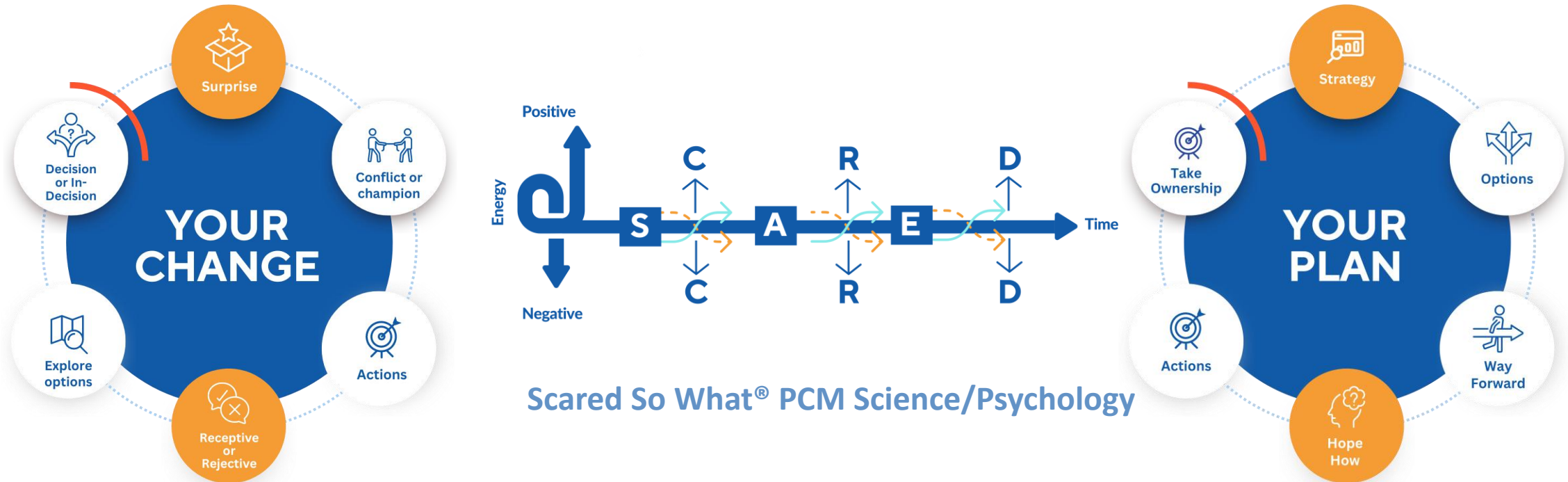
70% of transformations fail – not because of technology, but because people are left behind.

SOLUTION

Introducing Personal Change Management (PCM)

A New Layer for Human Transformation

Personal Change Management (PCM) enables individuals to navigate change with clarity, ownership, and confidence – while giving leaders real-time insight into readiness and risk.



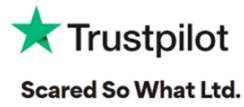
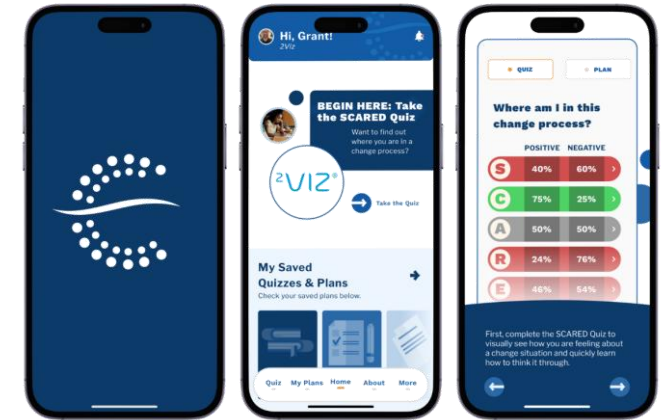
PCM bridges the gap between organisational ambition and human experience.

PRODUCT

An Integrated System for Personal Change at Enterprise Scale



- SSW Standard App
Personal reflection, guided practices, stress reduction
- SSW PRO App
Action planning, behavioural insights, enterprise deployment
- SSWAI (2026)
Ai-powered personal change coach
- Live Data Insights Dashboard
Real-time sentiment + early-warning signals
- Certification Programmes
Instructor / Coach accreditation (CPD + ITOL)
- Enterprise-grade compliance
GDPR/CCPA aligned



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MARKET OPPORTUNITY

A Large,
Established
Market – With
No Tools for the
Personal Side of
Change

95% of change models focus on organisations - not individuals.

PCM fills this blind spot.

TOTAL ADDRESSABLE MARKET (TAM)
\$355B Transformation & Change Spend Globally
(Statista, Grand View Research, McKinsey. See Appdx F)

SERVICEABLE ADDRESSABLE MARKET (SAM)
\$4.3B Organisational Change Management & Transformation Enablement

Serviceable Obtainable Market (SOM) UK Enterprises
£120M £15M initial UK opportunity across early-adopting enterprise and public-sector clients, validating repeatable SaaS deployment before UK and global expansion.

BUSINESS MODEL

Land With Pilots. Expand Through SaaS, Certification, and AI.

SaaS & Licensing (Core Engine)

- Standard App: £60 per user/year
- PRO App Suite (B2B): £96 per user/year
- SSWAI App Suite (B2B): £136 per user/year
- Enterprise enablement (£200k contracts)

Certification & Leadership Programmes

£299 - £1455 per learner

Data Licensing

High-value, anonymised insights (~£200k)

Explicitly pre-ARR, but clearly scalable

By 2030, SaaS will represent ~80% of all revenue.

TRACTION SNAPSHOT

- £72,831 paid pilot revenue (25 – 26)
- 6,000+ users across pilots & paid deployments.
- 2,212 PRO licences sold.
- Multi-year renewals with Royal Mail & Parcelforce.
- Clients include City of London Police, Parcelforce, Royal Berkshire Fire & Rescue, CDR Partners, N8 Talent.
- Accredited by CPD and ITOL, endorsed by The Oxford Review.
- Deployed across UK, USA, Malta, Portugal, Côte d'Ivoire.



Pre-seed stage with paid pilots validating enterprise demand ahead of recurring SaaS rollout. 8

COMPETITION & DEFENSIBILITY

No Existing Tool Measures Personal Change Readiness

- **Defensible IP**

- Proprietary Personal Change Management (PCM) behavioural model
- Technology platform purpose-built for personal change readiness and adoption
- Accredited PCM certification ecosystem (CPD & ITOL aligned)
 - 96 Certified PCM instructors (to date)

- **Enterprise Trust & Barriers to Entry**

- Public-sector validated deployments
- GDPR / data-privacy aligned by design
- UK Government-grade security risk ledger qualified
- First-party behavioural and sentiment data (non-replicable)

**Scared So What[®]
competes within organisational
change and transformation –
differentiated by exclusive focus
on personal change readiness
and adoption.**

FINANCIALS (5-YEAR VIEW)

Clear Path From Paid Pilots to SaaS-Led Scale

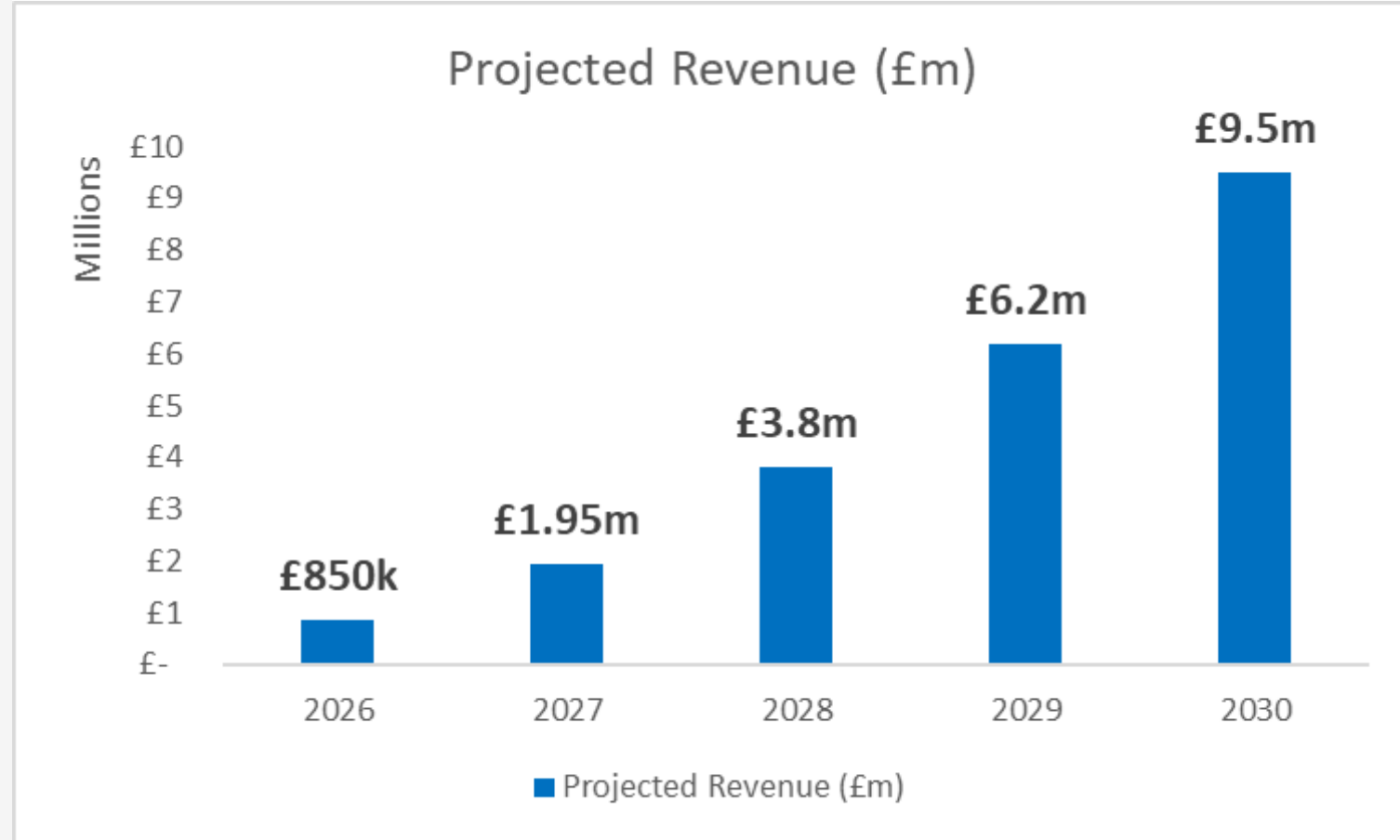
2025 Pilot Revenue:
£72,831

EBIDTA: positive with one-person operation

Revenue growth driven by:

- Expansion of SSW PRO B2B
- Global consumer rollout
- SSWAI deployment from Q3 2026
- **Annual Recurring Revenue (ARR):** Driven by enterprise & B2B2C SaaS licensing, with high retention and expansion potential
- **Monthly Recurring Revenue (MRR):** Scales through multi-year enterprise contracts and per-seat licensing
- **5-Year Projection Alignment:** Revenue streams align directly to the 5-year financial model, reaching **material ARR scale by Year 3** with operating leverage thereafter
- Services accelerate adoption; SaaS drives long-term valuation multiple

2026 - 2030 Revenue Projections



By 2030, SaaS represents 80% of revenue, driving strong EBITDA margins.

Raising £650k

SEIS/EIS-qualified

Funding unlocks

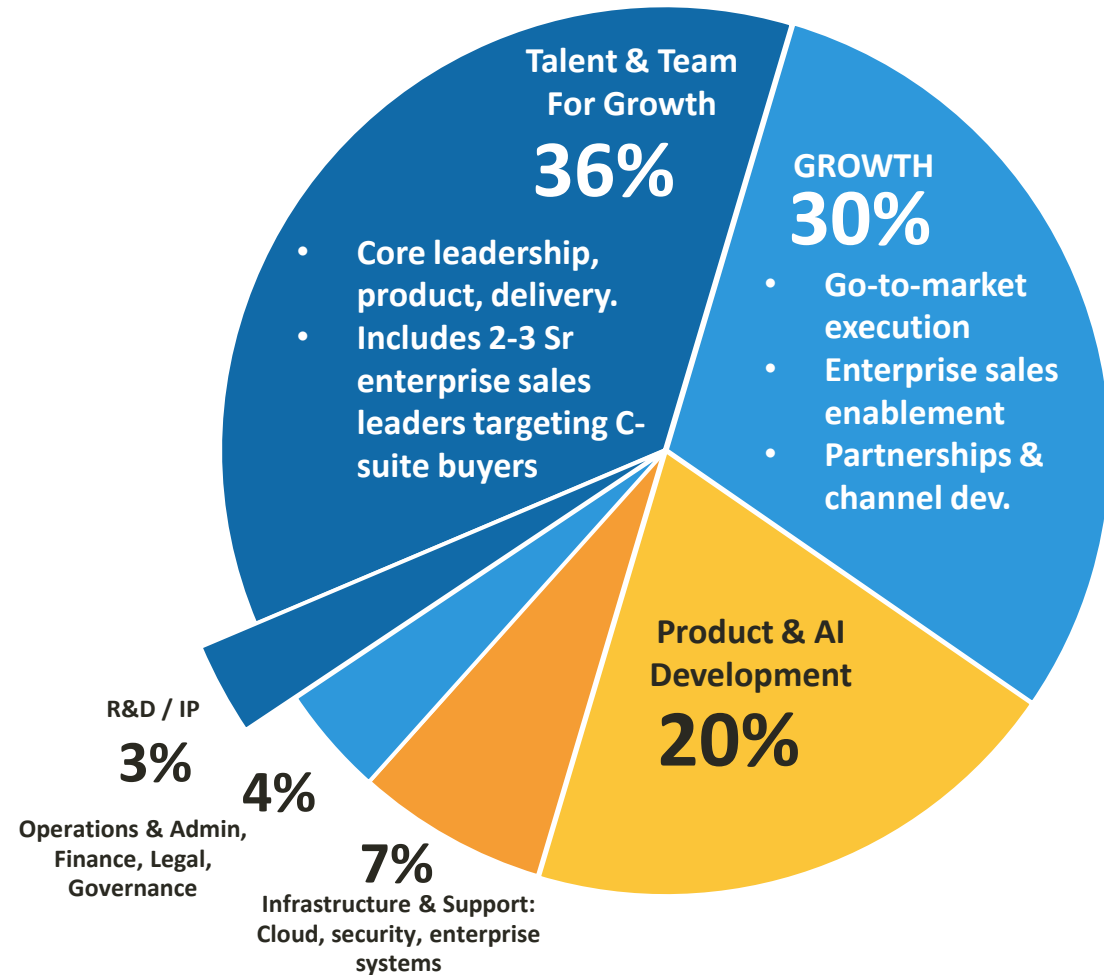
- UK enterprise expansion
- US market entry foundation
- AI product launch (SSWAI)
- Formal partner ecosystem
- Certification and instructor network
- Scalable operations + commercial infrastructure

Capital

Capital is deployed to accelerate revenue, not experimentation.

CASHFLOW & USE OF FUNDS

£650K to Reach Repeatable SaaS Revenue and AI Validation



GO-TO-MARKET STRATEGY

HOW WE WILL SELL: Enterprise-Led, Multi-Channel

1. Direct Enterprise Sales

- Senior sales leaders targeting CEO, HR, Transformation, and Sales Leadership
- Mid-to long-term contracts with ARR expansion

2. Public Sector & Regulated Industries

- Framework agreements, pilots, and scale-up deployments
- Proven traction with emergency services and national organisations

3. Certification-Led Distribution

- Coaches, consultants, and leaders certified to deploy the model
- Creates inbound enterprise demand

4. Strategic Partnerships

- Consulting, technology, and platform partnerships
- Embedded into transformation programmes

5. B2C Entry (Secondary)

- Direct-to-consumer app creates data, brand, and future upsell funnel
- Scales for global recognition, adoption, and revenues

**Enterprise first.
Platform-led scale.
Global expansion.**

ASK / ROADMAP / TEAM

Building the Global Standard for Personal Change Management

Raising £650K (SEIS/EIS-Qualified) for 14% equity share, pre-seed growth

Milestones:

- Enterprise expansion in UK (2026)
- First recurring SaaS contracts (2026)
- SSWAI pilot validation (2026)
- International scale-up readiness (26 – 27)

We are not improving change management – we're bridging the gap.

Meet the team



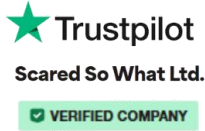
Dr Grant Van Ulbrich
Founder & CEO. Award
winning author, speaker,
coach.



Oliver Turnbull, NED
Technology Board. CEO
of 2Viz Technology

Combining over 50 years in global hospitality leadership, technology development, operations, revenue generation – Pracademics, published, vetted.

APPENDIX



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Appendix A – Metrics Lite (Pre-Seed Stage)

Metrics Snapshot – Pre-Seed, Paid Pilot Stage

Scared So What® is a **pre-seed company transitioning from paid enterprise pilots to recurring SaaS revenue.**

The metrics below reflect **validated demand, real usage, and early retention signals**, rather than full SaaS recurrence, which will commence following SSW PRO and SSWAI rollouts.

Commercial Validation Metrics

- **£72,831 in paid pilot revenue (2025-26)**
- **2,212 paid licenses issued across enterprise deployments**
- **6,000+ users engage across pilots and paid programmes**
- **Enterprise and public-sector customers with long sales cycles and high ACV**
- **Multi-year renewals secured with Royal Mail and Parcelforce**

These metrics validate willingness to pay and repeat enterprise demand ahead of SaaS subscription launch.

Appendix B – Operating Metrics (Metrics Lite)

Operating Metrics – Transitioning to SaaS

- **Revenue model:** Hybrid (paid pilots → SaaS subscriptions)
- **ARR / MRR:** Not yet live (pre-seed stage)
- **Sales motion:** Founder-led enterprise sales
- **Contract types:** Pilots, licenses, enterprise enablement
- **SaaS rollout:** In progress (SSW PRO → SSWAI)

ARR, MRR, NRR, and churn metrics will become applicable post-SaaS rollout in line with subscription deployment from 2026.

Operating Metrics – Transitioning to SaaS

- SaaS-led model targeting **75-80% gross margins**
- Delivery costs front-loaded during pilot phase
- Capital-efficient acquisition via founder-led enterprise sales
- Long-term LTV driven by multi-year enterprise relationships
- EBITDA positive at pilot scale due to lean operating structure

Appendix C – Usage & Adoption Quality

Adoption Quality Signals (Pre-SaaS Proxies)

- Consistent completion of guided reflection journeys
- Repeat engagement across multiple change milestones
- Active use by leaders, coaches, and managers – not just individuals
- Deployed in **high-risk transformation environments** (policing, logistics, infrastructure)

Engagement occurs during periods of uncertainty, indicating behavioural relevance rather than novelty usage.

Cohort & Retention Indicators

- Pilot durations ranging from 3 to 12 months
- License expansion from initial cohorts to wider teams
- Renewal intent confirmed in enterprise accounts
- Stakeholder adoption across HR, L&D, Operations and Leadership

These indicators act as pre-SaaS proxies for retention and net revenue expansion.

Appendix D– IP, Data & Security Readiness

Intellectual Property, Data & Enterprise Readiness

Intellectual Property

- Proprietary Personal Change Management (PCM) model
- Original behavioural framework developed through masters and doctoral research
- Trademarked brand and methodology
- First-party behavioural and sentiment datasets (non-replicable)

Data & AI Readiness

- AI trained exclusively on first-party PCM research and data
- Human-in-the-loop coaching architecture
- Personal agency and consent-led design
- Ethical AI deployment aligned with wellbeing outcomes

Security & Compliance Roadmap

- GDPR & CCPA compliant
- Enterprise-grade privacy and access controls
- Public-sector validated deployments
- ISO 27001 & Cyber Essentials Plus – Partner validated

Appendix E - Disclaimer

Please read carefully

This presentation has been prepared by Scared So What Ltd. for informational purposes only. It is not intended to be, and should not be construed as, an offer to sell or a solicitation of an offer to buy any securities, nor as investment, financial, legal, or tax advice.

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Appendix F - References

Evidence to Support Research

MARKET SIZE / SCALE: “Harvard Business Review and related academic research consistently show that organisational and digital transformation represents one of the largest areas of management consulting spend globally, with persistent failure driven by unmanaged human factors (Beer & Nohria, 2000; Christensen et al., 2013; Kane et al., 2019). Market sizing estimates from Statista and Grand View Research, McKinsey place this transformation and change-related spend at approximately \$300–355B globally.”

- Beer, M. and Nohria, N. (2000) ‘Cracking the code of change’, Harvard Business Review, 78(3), pp. 133–141.
- Christensen, C.M., Wang, D. and van Bever, D. (2013) Consulting on the Cusp of Disruption. Harvard Business Review.
- Kotter, J.P. (1996) Leading Change. Boston: Harvard Business School Press.
- Kane, G.C. et al. (2019) The Technology Fallacy. Boston: MIT Press.
- Gallup (2023) State of the Global Workplace.

CHANGE FAILURE: “Estimates reflect synthesised economic impact of failed or under-adopted organisational and digital transformation, based on published failure rates, investment scale, and workforce disengagement data (McKinsey; MIT; Gallup; CIPD).”

- McKinsey & Company (2018) Unlocking success in digital transformations. Available at: <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/unlocking-success-in-digital-transformations>
- Kane, G.C., Phillips, A.N., Copulsky, J. and Andrus, G. (2019) The Technology Fallacy: How People Are the Real Key to Digital Transformation. Boston: MIT Press.
- Gallup (2023) State of the Global Workplace. Washington, DC: Gallup Press.
- CIPD (2023) Good Work Index. London: Chartered Institute of Personnel and Development.
- Harkin, B. (2024) The Cost of Failed Change: Deriving the Economic Impact of Disengagement and Transformation Failure. London: Independent research synthesis.