Business Plan

Contract Execution Infrastructure

Nebula tracks commitments, enforces contracts automatically, and builds portable reputation so every party delivers what they promised. Post-Money SAFE. $380K at a $3.5M valuation cap. ESIC qualified.

$380K	$3.5M	16%	10.86%
RAISE	CAP	DISCOUNT	OWNERSHIP

Entity: Nebula Platform Pty Ltd

ACN: 667 540 025 | ABN: 51 667 540 025 | Brisbane, QLD

CONFIDENTIAL

EXECUTIVE SUMMARY

The opportunity.

Contract execution is still done by hand.

Every construction and infrastructure project runs on contracts. The $50B+ problem is that nobody enforces them in real time. Obligations are tracked in spreadsheets. Follow-up depends on individuals. Disputes escalate after the damage is done. The average major infrastructure dispute costs $52M, and globally, disputed sums on construction projects reached US$84B in a single year.

Nebula solves this by automating the entire contract execution lifecycle. Upload a contract. AI extracts every obligation, deadline, and deliverable in under 90 seconds. Self-executing rules enforce compliance every fifteen minutes without human intervention. Genuine delays are handled through mutual acknowledgement, not disputed variations, protected by six anti-gaming detection methods. Every action is recorded in a cryptographically anchored Proof Ledger. And every outcome builds a portable reputation score that follows each party from one agreement to the next.

Nebula is not a contract management tool. It is a contract execution system. The $2.2B CLM industry built software to help people read and track contracts. Every leader stops at extraction and alerts. Nebula is the enforcement, proof, reputation, and certification layer that does not exist in any competing product.

Nebula is seeking $380,000 via a Post-Money SAFE at a $3.5M valuation cap with a 16% discount. The company is ESIC qualified. The IP portfolio includes one PCT international patent application and eleven Australian provisional patent families, twelve total. This capital funds eighteen months of customer acquisition, product hardening, and preparation for a Seed round.

THE PROBLEM

Contract enforcement is broken.

Every other layer has software. This one does not.

Construction and infrastructure projects operate on complex contractual frameworks. EPC contracts, supply agreements, and O&M; contracts contain hundreds of obligations, payment conditions, and deliverables spread across multiple documents. The industry manages these obligations manually.

$52M	$15M/mo	$84B
AVG LOSS PER MAJOR DISPUTE	REWORK PER PROJECT	GLOBAL DISPUTES IN A SINGLE YEAR

The core failures

No single source of truth. Obligations live in spreadsheets, emails, and filing cabinets. Different parties maintain different versions.

Reactive enforcement. Issues are identified after deadlines pass, not before. By the time a breach is flagged, the project is already behind.

No accountability trail. When disputes arise, both parties present their own version of events. There is no immutable record of what was delivered, when, and by whom.

No portable reputation. A party's delivery history on one project has no bearing on the next. Every agreement starts from zero, every time.

THE SOLUTION

Seven engines.

One loop.

Each engine automates a step the two parties to a contract currently run by hand. Together they carry the agreement from signature all the way to a portable delivery reputation that travels with each party into every future agreement they sign.

ENGINE	WHAT IT DOES	DIFFERENTIATION
01 Extract	AI reads every obligation, deadline, and condition. 90 seconds. 94% accuracy.	Table stakes
02 Accept	Both parties confirm the register. Deadlines locked. Cryptographic timestamp.	Differentiator
03 Enforce	Self-executing rules check compliance every 15 minutes. Consequences fire automatically.	Only Nebula
04 Adapt	Mutual acknowledgement of genuine delays. Six anti-gaming detection methods.	Only Nebula
05 Prove	Every state change cryptographically anchored. Immutable record.	Only Nebula
06 Verify	Portable reputation built from verified delivery across every agreement.	Only Nebula
07 Certify	Multi-tier verified delivery credentials (Delivery, Excellence, Partner).	Only Nebula

The industry built tools to help people run the process by hand. Nebula is the process.

TECHNOLOGY

AI plus cryptographic anchoring.

Why this is the architecture.

AI contract parsing

Nebula's AI engine processes contract PDFs and extracts structured obligation data at 94% accuracy across EPC, O&M;, and supply contracts. Extraction takes under 90 seconds on a full contract document. The remaining 6% requiring manual review is flagged to the user with clause-level confidence scores.

Self-executing enforcement

Rules engine runs enforcement checks on a 15-minute cycle. When conditions are met or deadlines pass, the system automatically triggers the appropriate action: escalation, penalty accrual, or release of a payment condition. Humans are not in the loop for the mechanical work.

Adaptive mutual acknowledgement

When a delay is genuine and both parties agree, the register adjusts without a dispute. PROV-011 protects this flexibility with six detection methods: temporal pattern analysis, cross-party corroboration, statistical deviation scoring, velocity analysis, collusion detection, and Sybil detection. Flexibility is real. It cannot be abused.

Cryptographic proof layer

Every enforcement action, status change, and delivery confirmation is recorded in the Proof Ledger and anchored to Polygon. Court-admissible evidence of what happened and when. Blockchain is used here as infrastructure, not speculation: proof of events, tamper-evidence, and independent verification.

Technical stack

Frontend: Next.js, TypeScript. Backend: Prisma ORM, Supabase (PostgreSQL). Proof Ledger: Polygon. AI: cloud LLM APIs with zero-retention processing. Built end-to-end by the founder.

TRACTION

Internal pilot results.

12 weeks on a live $60M+ EPC project.

A twelve-week structured pilot across two active energy infrastructure contracts with combined value over $60M. Production data, not a demo. The numbers below are what Nebula surfaced against the manual process running in parallel.

347	38	11.5 hrs	4.2 days
OBLIGATIONS TRACKED	CAUGHT BEFORE BREACH	WEEKLY TIME SAVED	EARLY DETECTION AVG

METRIC	VALUE
Enforcement cycle frequency	Every 15 minutes
Previous process	Weekly manual review
Payment disputes caught at draft stage	3
Projected annual saving per project	$180,000+
Extraction accuracy on EPC contracts	94%

> *On a live $60M BESS contract, Nebula caught 38 overdue obligations before they became disputes. Average early detection: 4.2 days. That is the difference between a conversation and a $52M legal bill.*

MARKET VALIDATION

Industry survey results.

77 validated responses.

82 industry professionals surveyed across construction, energy, and infrastructure. 77 validated responses. Directors at large companies showed the highest adoption intent, indicating strong product-market fit at the enterprise level.

84/100	81/100	79/100
DIRECTORS AT 500+ FIRMS	PROJECT MANAGERS	ALL RESPONDENTS

WHY NOW

The market just moved toward us.

Four forces. One missing layer.

Disputes at record levels. US$84B in disputed sums on construction projects in a single year. Inadequate contract management is the primary cause on the record.

Contract software industry moving toward enforcement. Sirion, Ironclad, and Workday all announced agentic CLM in Q1 2026, all in the pre-signature part of the contract. None of them touch what happens after signing.

Contract framework breaking under autonomous commerce. Gartner forecasts 90% of B2B buying intermediated autonomously by 2028. When there is no human on either side, enforcement has to live in the system.

Verified delivery becoming the procurement standard. DoD SPRS v4.1.4, EU Data Act model clauses, and 2026 procurement research all point to persistent verified performance data as the defining shift. Nebula's Verify and Certify engines were designed for this moment.

COMPETITIVE LANDSCAPE

Nobody does all of this.

Every CLM stops at extraction and alerts.

Procore manages projects. Sirion, Ironclad, and Icertis extract contract data. ISNetworld and Avetta verify documentation. Luminance reads legal text. None of them enforce automatically, anchor records, build reputation, or certify outcomes.

CAPABILITY	SIRION / IRONCLAD	ISN / AVETTA	LUMINANCE	PROCORE	NEBULA
AI obligation extraction	✓	✗	✓	✗	✓
Alerts and dashboards	✓	✓	✓	✓	✓
Self-executing enforcement	✗	✗	✗	✗	✓
Adaptive mutual acknowledgement	✗	✗	✗	✗	✓
Cryptographic proof of delivery	✗	✗	✗	✗	✓
Portable reputation scoring	✗	✗	✗	✗	✓
Verified delivery certification	✗	✗	✗	✗	✓
Anti-gaming detection	✗	✗	✗	✗	✓
Built for both parties	✗	✗	✗	✗	✓

Funding context. Sirion $171M. Ironclad $334M at $3.2B valuation. Icertis $497M. DocuSign public as DOCU. ISN approximately $6B under Blackstone. Avetta approximately $3B under EQT. Procore and Ironclad can replicate features. They cannot replicate eight years of process knowledge or the Proof Ledger's immutable history.

THE MOAT

You cannot encode a process *the industry has never automated.*

A funded team can build a contract-reading model in six months. They cannot encode what the industry has learned over decades of running live agreements by hand. Every design decision inside Nebula is drawn from the practice the industry has already worked out on real projects. The rules exist. From here, every new agreement that runs through the system sharpens them further.

PROCESS KNOWLEDGE

Eight years of running live contracts by hand. The seven engines map 1:1 to steps the founder ran manually. A new entrant starts from zero.

NETWORK EFFECTS

Both parties must be on Nebula for enforcement to work. Each new participant increases value for every other. No counterparty network in any DIY tool.

IMMUTABLE HISTORY

Years of Proof Ledger records compound into an irreplaceable audit trail. A competitor starts with zero historical data. The audit trail is the product.

REPUTATION LOCK-IN

Delivery scores follow parties across projects. Leaving means losing verified history. Switching costs grow with every project completed.

AI TRAINING LOOP

Every contract processed improves extraction. Every enforcement outcome trains the system. A new entrant starts with zero training data.

DISPUTE EVIDENCE LAYER

The Proof Ledger is an immutable timeline of every state change with counterparty confirmation. In a $52M dispute, Nebula records are independently verifiable evidence admissible in adjudication.

INTELLECTUAL PROPERTY

Twelve patent families.

Deep architectural moat.

One PCT international application plus eleven Australian provisional patents. Each patent covers a distinct layer of the Nebula stack. Together they form an interlocking defensive architecture that is expensive and time-consuming to design around.

PCT-001 Core Platform Architecture. International patent filed under the Patent Cooperation Treaty, covering AI-powered obligation extraction, self-executing enforcement, adaptive mutual acknowledgement, and blockchain-anchored proof of delivery. Pathway to protection across 150+ PCT member countries.

REF	TITLE	COVERAGE
PROV-001	Enforcement Algorithms	Automated consequence execution
PROV-002	Predictive Breach Detection	AI models predicting breaches before they occur
PROV-003	Inter-Agent Negotiation	Autonomous commerce future-proofing
PROV-004	Cascade Risk Detection	Cross-obligation impact analysis
PROV-005	Dispute Evidence Assembly	Tamper-evident evidence for disputes
PROV-006	Financial Instrument Scoring	Insurance, surety, and lending data product
PROV-007	ZK Reputation Verification	Privacy-preserving reputation queries
PROV-008	Domain-Agnostic Schema	Horizontal expansion beyond construction
PROV-009	Point-of-Interaction Verification	Real-time certification at procurement touchpoints
PROV-010	Certification Determination	Multi-tier certification from delivery data
PROV-011	Anti-Gaming and Anomaly Detection	Data integrity protection for reputation scores

MARKET

Construction is the entry point.

Every contract is the market.

Nebula enters through construction and EPC, where contract complexity is highest. The architecture is domain-agnostic and expands to mining, oil and gas, government procurement, defence, pharmaceuticals, and every industry with multi-party delivery obligations.

$12.9T	$2.2B	$6.5B
TAM / GLOBAL CONSTRUCTION	SAM / CONTRACT SOFTWARE	EXPANSION / PREQUALIFICATION

The $6.5B prequalification and certification segment is the direct displacement target. ISNetworld and Avetta together serve approximately 63% of North American prequalification using input-based verification. Nebula replaces input verification with outcome-based verification, backed by cryptographically anchored delivery data across every project a party has run.

GO-TO-MARKET

Three phases to market.

Founder network, case study engine, flywheel.

Phase 1 / Founder-led sales / Now to Month 6

Direct outreach to EPC project directors. 5 to 10 pilot customers via the founder's existing professional network. Effective CAC approximately $0. The founder has eight years of direct experience running multi-million dollar EPC contracts and peer-level access to the exact buyer persona.

Phase 2 / Case study engine / Month 6 to 12

Publish ROI results from the first cohort of pilots. Target mid-tier contractors and asset owners. 30 to 50 customers. CAC approximately $200 via content, referrals, and professional body speaking slots. Engineers Australia QLD, PMI Brisbane Chapter, and industry publications are the credibility channels.

Phase 3 / Marketplace flywheel / Month 12+

Parties with strong Nebula delivery scores attract better projects and better terms. Network effects drive organic growth. Clay agentic stack activated for signal monitoring, contact enrichment, and personalised outreach. First principal writes 'Nebula Verified preferred' in a tender, and every counterparty on that project must join or lose competitive advantage. The flywheel accelerates.

> *The first project on the platform is free. Not a demo. A real contract, with real obligations, real enforcement, and real cryptographically anchored records. Effective CAC of $200 against lifetime value of $17,250 is a 23:1 ratio that makes the unit economics work at any scale.*

BUSINESS MODEL

Four revenue layers.

Every layer feeds the same data asset.

SaaS subscriptions

Per-project licensing for obligation tracking, enforcement engine, and compliance reporting. Annual contracts with usage-based tiers. $199 per month at the Professional tier.

Proof Ledger transaction fees

Per-transaction fee for recording enforcement actions in the cryptographically anchored ledger. Revenue scales with enforcement volume.

Reputation and verification API

Contractors and clients pay to query verified reputation scores and project history through a third-party verification API. Highest-margin stream at scale.

Insurance, surety, and lending data

Verified delivery performance data generates actuarial risk signals for insurance underwriting, surety bond assessment, and project finance lending. Insurers and lenders become distribution partners: once a major lender requires Nebula scores, entire portfolios move onto the platform.

$750	$17,250	23:1	85%+
CAC (BLENDED Y2)	LIFETIME VALUE	LTV : CAC	GROSS MARGIN

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Revenue	$60K	$406K	$1.6M	$4.4M	$10.8M
Paying customers	12	65	200	473	961
Gross margin	84%	92%	94%	96%	97%
EBITDA	($210K)	($376K)	($306K)	$1.0M	$5.4M
Team size	2 – 3	5 – 7	10 – 15	20 – 30	40 – 60

FOUNDER

Timi Adeyemi.

Founder and CEO, Nebula Platform Pty Ltd.

Domain expert

Eight years leading EPC electrical engineering on multi-million dollar battery energy storage projects for major energy companies. Lives the exact contract execution pain Nebula solves. Active on live projects where Nebula is the parallel system in use.

Technical builder

Built Nebula Platform and Locus (locusdocs.com) end-to-end as a solo founder. Next.js, Prisma, Supabase, Polygon. Two shipping products, zero outsourced development. Twelve patent families filed before asking for a dollar.

Academic foundation

Two Masters degrees from the University of Sydney and the University of Leicester. Deep expertise in power systems engineering, BESS dynamic modelling, and inverter control strategies. Working toward RPEQ and CPEng.

Prior startup experience

Lavo (Australian hydrogen energy startup): investor relations, international joint venture partnerships, and factory inspections in China. Understands fundraising, international operations, and commercial scaling.

> *I did not build Nebula by observing the problem from the outside. I built it because I know exactly what the manual process looks like. I encoded the process I was already running into software, then made it better than any human could run it.*

SUBSIDIARY

Locus.

Document intelligence, shipping today.

Locus is a local-first desktop application that reads documents, understands them, and answers questions with cited sources. Files never leave the user's machine. Revenue-generating today. It validates the AI document parsing capability that feeds directly into Nebula's extraction engine.

In a commercial review experiment on a ~$24M hybrid EPC contract, the Locus engine identified 22 commercial issues beyond an existing reviewer's comments, proving extraction accuracy on the hardest contract type in the market.

ATTRIBUTE	VALUE
Current version	v3.0.0 (shipping)
Platform	Windows (macOS planned)
Pricing tiers	Focus $12/mo, Pro $29/mo, Command $49/mo
Breakeven	Approximately 4 paying users
Website	locusdocs.com

Locus pays its own server bills. Nebula is the venture-scale business. The two products share the extraction technology, and every contract processed through Locus sharpens the model that runs inside Nebula.

USE OF FUNDS

Every dollar has a job.

18 months of runway against named milestones.

CATEGORY	AMOUNT	%	WHAT IT BUYS
Engineering	$152,000	40%	First full-time engineering hire. Platform hardening. Enterprise features.
Customer Acquisition	$95,000	25%	Customer onboarding. Content engine. Clay stack. Conference attendance.
Infrastructure and Blockchain	$57,000	15%	Polygon anchoring costs. Cloud infrastructure. LLM API spend at scale.
Operations and Legal	$38,000	10%	PCT national phase. USPTO filings. Company operations.
Reserve	$38,000	10%	Buffer for unforeseen costs during pilot scale-up.

18-month milestones

TIMING	MILESTONE
Month 1 – 6	5 to 10 pilot customers. Product hardening. First paying customer.
Month 6 – 12	30 to 50 customers. Case study engine live. Reputation beta.
Month 12 – 18	100+ customers. Seed round preparation. First principal pilot.

DEAL TERMS

Investment structure.

$380K Post-Money SAFE. ESIC qualified.

$380K	$3.5M	16%	10.86%
RAISE AMOUNT	VALUATION CAP	DISCOUNT	INVESTOR OWNERSHIP

TERM	VALUE
Instrument	Post-Money SAFE
Pre-money valuation	$3,120,000 ($3.5M cap less $380K)
Founder ownership (post-raise)	89.14%
Investor ownership (post-raise)	10.86%
ESIC qualified	Yes
Prior capital	$20,000 (founder, November 2025)
IP portfolio	1 PCT international plus 11 provisional patents (12 total)
Runway to Seed	18 months

Full-time on Nebula the day the SAFE closes. First capital deployed: one enterprise engineering hire and the first paying customer within 90 days of close.

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