

## AIRA PUBLISHES INVESTMENT THESIS

**Aira (AI Revenue Assistant Software Stockholm AB, publ) today publishes its investment thesis ahead of its Capital Markets Day later today.**

### The European AI Sales Agent

Eurostat reports more than 25 million B2B SMEs across Europe. Every one of them has a founder or sales-driven entrepreneur who needs better intelligence on who to sell to and what to say. At Aira's price point, that addressable population represents a European TAM of €20 to €25 billion. The wave is timed: the AI-in-sales market is going from \$31B to \$383B by 2034, and the AI agents market from \$5B to \$47B by 2030. The opportunity is not creating a market. It's serving one that has been structurally underserved by US-built enterprise software, at the exact moment the technology to serve it has arrived.

Europe does not have a winner yet.

### The three pillars

#### 01. The intelligence layer

Twenty years of operating experience on European company data. A moat that takes a decade to build, not a quarter. *Anyone can sign a data partnership. Almost nobody can turn the data into intelligence.*

#### 02. The product gap

Mobile-first. Zero onboarding. Built for the entrepreneur and the individual founder, not for enterprise IT departments. The category is dominated by US-built software administered by IT and sold to revenue teams. Nothing in the European market serves the founder running their own pipeline.

#### 03. The consolidator

Europe's AI sales tooling market is fragmented across dozens of point solutions, mostly undercapitalised and without distribution. Aira intends to use listed equity as acquisition currency to consolidate selected segments.

### Where Aira is today

Early commercial phase. Product live. Customers across Europe. Partner network in build-out. AI-native company. Ten people, built to operate at the scale of a company many times its size.

### Where Aira is going

European from day one. Customers already across multiple markets. The ambition is to become the category-defining AI sales agent for Europe within three years.

**The benchmark.** The Aira team previously built Upsales, the Swedish B2B sales platform listed on Nasdaq First North in 2019. Upsales took 18 years to reach €10 million in ARR. Aira's ambition is to reach the same milestone in three years. The same team, the same operating know-how on European company data, applied to a market that no longer requires a hundred-person sales organisation to scale.

## The path.

- **Phase 1. Establish the product (2026).** Scale the early commercial phase. Activate the partner-led distribution model. Build the customer base across European markets.
- **Phase 2. Scale distribution (2026 to 2027).** Compound the affiliate and creator network. Expand the iteration loop with customers and partners into a defensible operating system.
- **Phase 3. Consolidate the category (2027 onward).** Deploy listed equity to acquire complementary AI sales tools and consolidate fragmented segments around the Aira platform.

## The team

### Management

- **Daniel Wikberg.** Founder and CEO. Built Upsales. Listed on First North 2019.
- **Fredrik Seidl.** CTO, previously CTO at Upsales
- **Ninnie Karlsson.** CFO (via NIN9 AB)
- **Adam Normelli.** Head of Marketing, previously CMO at Upsales

### Board

- **Olle Rydqvist.** Chairman. Co-founded Kleer Group. Six DI Gasell awards.
- **Daniel Wikberg.** Founder and CEO
- **Baltsar Sahlin.** CEO and Founder of Mynt AB

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*Sources: Eurostat, Structural Business Statistics. Global Market Insights. MarketsandMarkets.*

### Further information

Further information are available at [www.aira.app](http://www.aira.app)

### About Aira

Aira is an AI-powered sales agent built for B2B entrepreneurs and sales professionals. The product monitors financial reports, board changes and news to surface the right moment to reach out, before the competition knows the opportunity exists. No manual data entry, no CRM admin. Just intelligence that turns signals into revenue.

Founded in 2024 and headquartered in Stockholm, Sweden.



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