NUCLEAUS

Total Addressable Market Analysis

Supply Chain Intelligence & Visibility - (NUCL-C1S03M008)

AI powered platforms for supply chain risk scoring, network mapping, real-time visibility, demand sensing, and material intelligence.

$12.5B

TAM (2025)
Composite SC Intel

$4.0B

SAM (2025)
Pure-Play + Adjacent

$1.5B

SOM (2025)
Top 20 Vendor ARR

10-14%

CAGR
2025–2030

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Delivering

- 16-slide presentation deck
- TAM/SAM/SOM with sourced cross-references
- Core TAM components sourced; SAM/SOM modeled and methodology disclosed



Market Intelligence

Market Definition & Scope

What we mean by "Supply Chain Intelligence & Visibility"

AI powered platforms for supply chain risk scoring, network mapping, real-time visibility, demand sensing, and material intelligence. Includes SC risk management, visibility/tracking software, and demand planning solutions.

SC Risk Management	Risk scoring, network mapping, sub-tier discovery, compliance monitoring (UFLPA, CSDDD)	*Exiger, Everstream, Resilinc, Interos, Altana, Sayari, Sourcemap, Prewave, Craft* (9 of 9)
Real-Time Visibility	Transportation tracking, carrier performance, ETA prediction, control tower platforms	*FourKites, project44, Shippeo, Tive, Transporeon (Trimble), Blume Global (WiseTech), Sensitech (Carrier)* (7 of 7)
Demand Planning & Sensing	AI-driven demand forecasting, inventory optimization, scenario modeling, S&OP platforms	*Kinaxis, o9 Solutions, Crisp, Verusen* (4 of 4)
White Space Segments	**Agentic AI** ($8.67B), **Cold Chain IoT** ($8.0B), **ESG & Regulatory Compliance** ($4.1B)	*~$20.8B total, ~$15.4B uncaptured*

Top-Down Approach

Global Market → Segment Narrowing

Global SCM Software Market (2025) — **$33.4B**

SC Intelligence & Visibility (TAM) — **$12.5B**

Composite analyst estimate (2025)

Pure-Play + Adjacent (SAM) — **$4.0B**

Nucleaus bottom-up validated estimate

Top 20 Active Pure-Play Vendors (SOM) — **$1.5B**

Sum of corrected est. vendor ARRs

Key Assumptions

SC Intel = ~37% of global SCM software ($12.5B / $33.4B) | SAM = AI-powered est. 30-35% of TAM ($3.5-4.5B) | SOM = $1.5B median (Top 10 $1.34B + Other 10 ~$170M)

Bottom-Up Approach

Supply Chain Intelligence & Visibility: Unit Economics × Addressable Customer Base

Segment	Count	ACV	Revenue
Global 2000 (complex SC)	2,000	$500K	$1B
Enterprise ($1B–$10B rev)	3,000	$250K	$750M
Mid-Market (SC-intensive)	5,000	$75K	$375M
Government & Defense	500	$300K	$150M
3PL & Logistics	1,500	$100K	$150M
TOTAL BOTTOM-UP			**$2.43B**

Note: ACV = Annual Contract Value, and is derived from vendor rev/customer ratios and deal multiples.

Unit Economics Assumptions

- **Enterprise ACV $250K–$500K**
  Derived from Kinaxis rev/customer, Interos ~$110K, vendor averages
- **Mid-market ACV $50K–$100K**
  Smaller deals, visibility-only or risk-only modules
- **Government pays FedRAMP premium**
  Exiger FedRAMP certified; UFLPA/CSDDD compliance

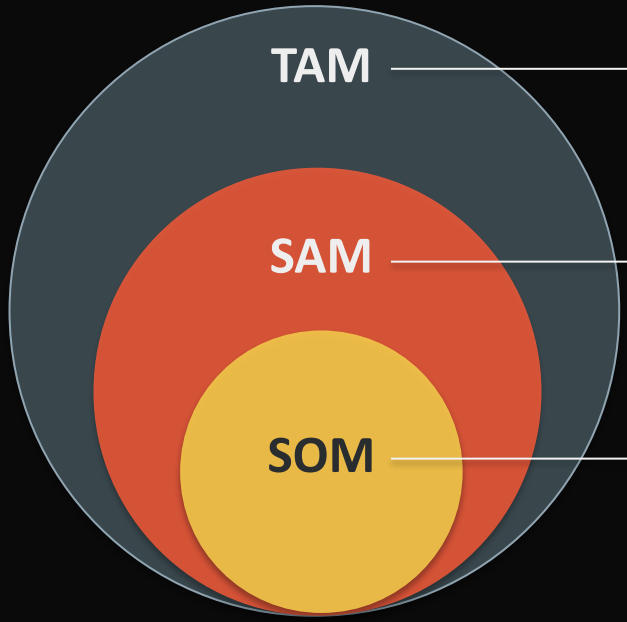
Reconciliation

Top-Down SAM: $4.0B | Bottom-Up: $2.43B

Delta = adjacent platform and services revenue not captured in pure-play vendor bottom-up

TAM / SAM / SOM

Supply Chain Intelligence & Visibility - Market Sizing (2025 → 2030)



Total Addressable Market

$12.5B → $22.5B 10-14% CAGR

Composite: SC Risk ($4.52B) + Visibility ($3.3B) + Demand Planning ($4.69B).

Serviceable Addressable Market

$4.0B → $9-12B ~18-22% CAGR

DIRECTIONAL ESTIMATE: AI-powered pure-play + adjacent within TAM. Modeled vendor ARR.

Serviceable Obtainable Market

$1.5B → $3.5-5.0B ~19-27% CAGR

DIRECTIONAL ESTIMATE: Top 10 ARRs ($1,337M) + Other 10 ($94M) + est. ($75M) = $1.5B.

Kinaxis is the only verified pure-play ARR; separate verified datapoints (Coupa $8.0B, Transporeon €1.88B, Logility $490M, Sayari $235M) used elsewhere.

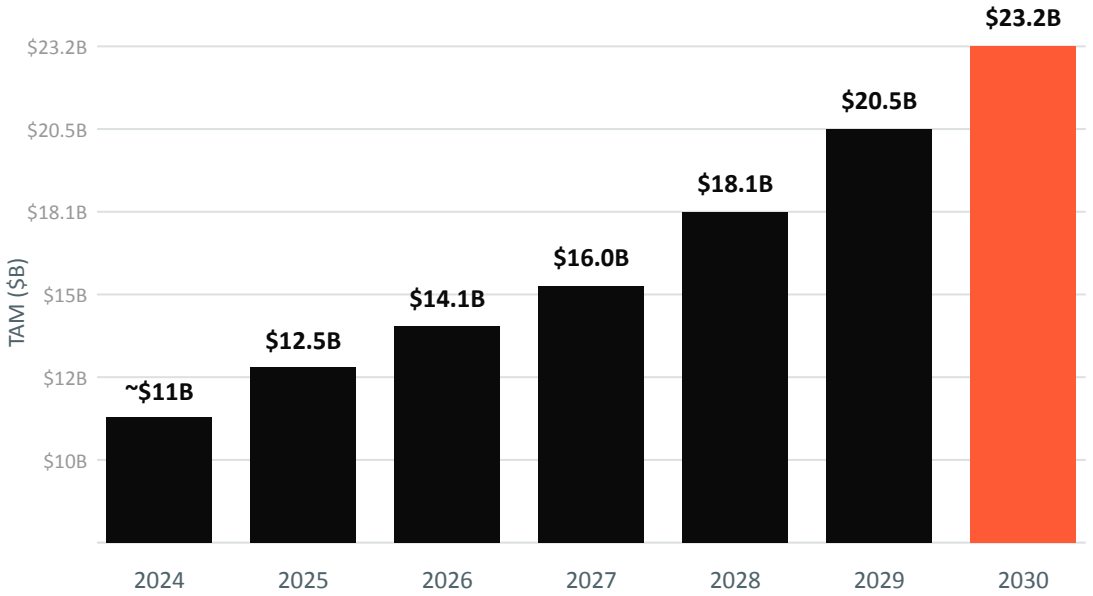
Sources: Nucleaus vendor ARR estimates. SAM/SOM are directional estimates.



Sizing & Projections

5-Year Growth Projections

TAM Forecast: Supply Chain Intelligence & Visibility



Note: Year-by-year projections from broad averaged sub-segment CAGRs:

Growth Drivers

UFLPA Enforcement Surge
7,325 shipments stopped FY2025 (+51% YoY); 77% China denial rate

EU CSDDD Compliance
~1,000 companies in scope (post-Omnibus); application deferred to July 2029

Agentic AI for SC
$8.67B TAM; only ~12% scaled. Capture rate: Nucleaus est.

Cold Chain IoT Intelligence
$8.0B TAM; ~45% captured (Nucleaus est.). Pharma, food, logistics.

M&A Consolidation
~$12.6B+ in 15 deals (2022-2025). PE mega-buyers reshaping market.

Analyst Report Comparison

Cross-referencing 5 major research firms across 3 TAM sub-segments

Research Firm	Market Defined	2024/2025 Size	2030 Forecast	CAGR
Analyst 1	SC Risk Management	$4.52B (2025)	$9.22B (2030)	15.3%
Analyst 2	SC Visibility Software	$3.3B (2025)	$10.9B (2034)	13.4%
Analyst 1	Demand Planning Solutions	$4.69B (2025)	$7.8B (2030)	10.8%
Analyst 3	SC Visibility (cross-ref)	$3.1B (2025)	$10.4B (2035)	13.0%
Analyst 4	Demand Planning (cross-ref)	$4.81B (2024)	$11.71B (2033)	10.4%

Key Takeaway

Three TAM sub-segments sourced from major analyst firms and cross-referenced across multiple reports. SC Risk: $3.5-4.5B. SC Visibility: $3.1-3.5B (within 12%). Demand Planning: $4.7-5.2B. Composite TAM of $12.5B at 10-14% CAGR represents the analyst consensus midpoint.



Market Intelligence

Key Buyers & Geography

Top Buyer Personas

65% — **VP Supply Chain / CSCO**

Sole decision maker in most orgs. Primary budget holder for SC technology.

55% — **VP Operations / Logistics**

Increasing SC tech investment. 60% plan >$1M spend in next 12 months.

64% — **Chief Procurement Officer**

Cites SC visibility as top risk mitigation strategy. UFLPA/CSDDD owner.

56% — **Compliance / Risk Lead**

Rates compliance as top priority for next 12-24 months. UFLPA, CSDDD, Entity List.

31% — **CTO / VP Engineering**

AI is a top 3 funded SC initiative. Integration complexity is #1 barrier.

Top Geographies

North America — **35–40%**

$1.4–1.6B (2025)

US leads. UFLPA enforcement driving adoption.

Europe — **22–28%**

$0.9–1.1B (2025)

EU CSDDD/Omnibus is #1 regulatory catalyst.

Asia-Pacific — **21–26%**

$0.8–1.0B (2025)

Fastest growing. China, Japan, Australia, Singapore.

Rest of World — **8–13%**

$0.3–0.5B (2025)

UAE, India, Brazil. Emerging SC digitization.

Top Verticals: Manufacturing (37%), Retail/CPG (22%), Pharma/Healthcare (18%), Logistics/3PL (13%), Gov/Defense (10%)

Persona stats are directional; sourced from different surveys measuring different constructs. Geo and vertical splits: analyst estimates.

Vendor Landscape

20 pure-play vendors across three sub-segments - (NUCL-C1S03M008)

SC Risk & Compliance Intel	Exiger, Everstream Analytics, Resilinc, Interos, Altana AI, Sayari, Sourcemap, Prewave, Craft
Real-Time Visibility & Tracking	FourKites, project44, Shippeo, Tive, Transporeon (Trimble), Blume Global (WiseTech), Sensitech (Carrier)
Demand Sensing, Planning & Material Intel	Kinaxis, o9 Solutions, Crisp, Verusen
Indirect Competitors (10)	SAP (IBP/Ariba), Oracle (SCM Cloud), Blue Yonder, Moody's, Coupa, IBM (Sterling), Descartes, E2open (WiseTech), Sphera, Aravo

Notable M&A (2022–2025, ~$12.6B+): Coupa ($8.0B, Thoma Bravo) | Transporeon (~$2.0B, Trimble) | Exiger (~$1.2B, Carlyle) | One Network ($839M, Blue Yonder) | Logility (~$490M, Aptean) | Sayari ($235M, TPG) | Resilinc (Vista)

Assumptions & Methodology

Key Assumptions & Methodology

Assumptions

- 92% of SC leaders say tech investments haven't fully delivered; 47% cite integration complexity
- 80%+ plan AI for demand forecasting/inventory; only 37% deploy AI for risk management
- UFLPA enforcement: 7,325 shipments stopped FY2025 (51% increase); denial rate 77% for China-origin goods
- EU CSDDD post-Omnibus: ~1,000 companies in scope (5,000+ emp / €1.5B+ turnover); application deferred to July 2029
- M&A pace: 15 deals totaling ~$12.6B+ in disclosed value (2022-2025). 4 PE mega-buyers active.
- Average pure-play vendor ARR $45-200M. Only Kinaxis publicly verified (~$466M ARR, TSX:KXS Q2 2026). All other ARRs are modeled estimates from verified data.

Methodology

Top-Down

Global SCM Software ($33.4B) → SC Intel & Visibility (~37%) → SAM est. 30-35% of TAM ($3.5-4.5B).

Bottom-Up

Two approaches: (1) Vendor ARR: Top 10 ($1,337M) + Other 10 ($94M) + est. ($75M) = $1.5B SOM. (2) Unit economics: 12,000 customers × ACV = $2.43B.

Triangulation

Cross-referenced multiple analyst reports and Nucleaus vendor-level estimates.

SAM Validation

Top-down SAM: $4.0B. Unit economics bottom-up: $2.43B. Delta ($1.57B) = ERP/SCM, consulting, GRC. Adjacent is not independently measured.

Verified: Kinaxis ARR (TSX:KXS). M&A values: Coupa $8.0B (SEC), Transporeon €1.88B (Trimble 10-K), Logility $490M (SEC 8-K), Sayari $235M (TPG PR). All other vendor ARRs are modeled. SAM/SOM are directional estimates.