CITHORUM

Cithorum / Strata India Pvt Ltd

Jam + KG Infrastructure Roadmap

A data-centre-first plan: the live 1 PB Indian sovereign cloud operated by Cithorum (India) on Jam, the locked pod hardware spec, the Knowledge Graph compounding layer (Data-Centre Ops first), and the INR 1.25 Cr round that gets us to break-even.

Investor briefing · Cithorum · 5 May 2026

Prepared for internal founder / partner / investor planning. Strategy and operating roadmap, not legal, tax, procurement, or financial advice. Currency figures are planning estimates — refresh before signing investment documents.

Contents

1. Executive Summary

Cithorum operates a live 1 PB Indian sovereign data centre. The data centre is the dominant product. Jam is the software data plane underneath it. The Knowledge Graph is the compounding intelligence layer above it — Data-Centre Ops KG first, vertical KGs later, design-partner-led, one at a time.

Jam compresses enterprise data 3–8× end-to-end on production workloads and up to 100× on backup tiers. The ratios were verified live in April 2026: 135 GB of VM snapshots compressed to 17.2 GB at 281 MB/s encode and 1.13 GB/s decode, NVMe-bound throughout, under 400 MB RAM. GPU-free for the data-plane operation. Software-only — the customer hardware stays intact.

M2M TechConnect is live in production at $7,000/month MRR, contracted on a per-TB / month basis, approximately 50% below commercial cloud list rates. NVIDIA Inception, NATO BRAVE1 / UNITE, RTX / Supplier.io, T-Mobile corporate-buyer database, ZenLaunchpad (CAD $30k non-dilutive grant won), Atreides IO, and SwissVault are the named ecosystem and benchmark proof.

The round

Cithorum is raising INR 1.25 Cr (≈ £119k) to operate the live 1 PB pod, run paid pilots through the Jam Proof Cloud, convert two pilots into recurring deployments, prepare tender bids on the Karnataka 1,000 MW programme and central NIC pipeline, and ship the internal Data-Centre Ops KG. Suraj S Naik has confirmed the INR 50L (≈ £48k) anchor.

Why this works as a thesis

- Data-centre wedge with a software-only economic engine. The pod is real, live, and small enough to be capex-tractable; Jam pulls the cost-per-byte down by 3–8× before any other lever moves.
- Sovereign-Indian timing. Karnataka has announced 1,000 MW of sustainable DC parks; the DPDP Act 2023 forces customer-controlled residency; only ~3% of India-generated data is stored on-soil today.
- Knowledge Graph compounds. Jam telemetry creates the substrate; the KG turns that telemetry into operating intelligence first internally, then sold to other operators, then extended into vertical KGs (Workspace, Law, Medical-Sequencing) one design partner at a time.
- Founder-controlled round. SAFE / pre-seed: narrow consent and information rights only. No investor director or observer at this stage.

2. The Market Opportunity — Sovereign Indian Cloud

India produces roughly 30% of the world's data and stores around 3% of it on-soil today. Three forcing functions are closing that gap fast.

Forcing functions

- DPDP Act 2023. Customer-controlled storage with hard residency rules. Hyperscaler-default deployments are no longer comfortable for regulated estates.
- Karnataka 1,000 MW sustainable DC programme. State-led data-centre parks across Bengaluru and two further cities. Sustainability mandate is explicit; Jam's facility-draw delta maps directly onto it.

- Hyperscaler exit pressure. AWS / GCP / Azure cold-tier and egress costs are no longer defensible at the board level for mid-market and regulated buyers; restore SLAs are slipping; on-soil capacity is increasingly mandatory.

Three buyer segments, three buying signals

Segment	Buying signal
Mid-market enterprise infrastructure (VPs of platform / infra)	Storage cost growing faster than budget; restore SLAs slipping; hyperscaler bills no longer defensible at the board.
Sovereign cloud + regulated workloads (public sector, defence-adjacent, healthcare)	Regulator demands customer-controlled storage; hyperscaler exit cost is unacceptable; air-gapped or on-soil capacity is mandatory.
Data-centre operators + colocation	Customers demand higher density and better economics without new builds. Jam adds a software layer that compounds on top of iron they already own.

The named tender catalysts — BIRAC, Karnataka 1,000 MW DC parks, NIC e-procurement — are covered in Section 9.

3. Jam — The Enabling Technology

Jam is a software data plane that sits below the customer's stack. It compresses, indexes, envelopes, and reconstructs bytes near the disk or the wire. It does not require GPUs for the data-plane operation; it does not touch application payload semantics; it is bound by the underlying NVMe, not by the algorithm.

Verified ratios (April 2026)

Workload	Ratio	Notes
VM snapshots — JAM only	3.8×	135 GB → 35 GB
VM snapshots — JAM + ZSTD combined	7.85×	135 GB → 17.2 GB
Backup-tier vs rsync	~100×	123 GB corpus; backup-class workload
Atreides IO big-data demo	~7,000×	50 GB → 7 MB; reconstructed on a MacBook in under 5 minutes
Ubuntu VM image	~1.8×	45% smaller versus tested alternatives

Workload	Ratio	Notes
FASTQ DNA sequences (SwissVault)	~12% smaller	Alignment in 22 min vs 2.5 h next closest aligner

Live test — what was measured

- 281 MB/s encode.
- 1.13 GB/s decode.
- Under 400 MB RAM during encode.
- NVMe-bound throughout (the SSD is the bottleneck, not Jam).
- GPU-free for the data-plane operation.
- Keyless cryptographic envelope; post-quantum-ready roadmap.

Drop-in deployment paths

- S3-compatible gateway.
- Linux daemon / CLI, customer-controlled deployment.
- Appliance route for air-gapped or sovereign workloads.

The point is not belief. It is evidence. Unedited footage of the live test is at videopress.com/v/w4Z0jvUC and on the customer site under /customers#live-test.

4. Cithorum Cloud / 1 PB Pod — The Locked Hardware Spec

The 1 PB pod is the wedge product. Five all-NVMe storage nodes plus one control / GPU node, all 1U Supermicro, in a single 42U colo cabinet. Cost-optimised: refurbished Mellanox networking, Milan-gen EPYC, DAC copper cabling for short runs. Every architecture choice carries forward unchanged into the 1 MW build.

Pod BOM

Component	Spec
Chassis	Supermicro AS-1115HS-TNR · 1U · 5 storage + 1 control = 6 nodes
CPU	AMD EPYC 7313P · 16C / 3.0 GHz · Milan-gen · single socket
Memory	256 GB DDR4-3200 ECC per node
Storage drives	8 × Samsung PM9A3 30.72 TB U.2 NVMe per storage node · PCIe Gen 4 · TLC · 1 DWPD · ~245.76 TB raw per node
NIC	Mellanox ConnectX-5 · dual-port 100 GbE · refurbished, vendor warranty
Top-of-rack	Mellanox SN2700 · 32-port 100 GbE · refurbished (~$5–8K used vs ~$15–20K new for SN3700C)
Cabling	14 × 100 GbE DAC passive copper (under 3 m in-cabinet runs, 4–5×

Component	Spec
	cheaper than active optical) + 1 GbE managed OOB switch for IPMI / BMC
Control node GPU	NVIDIA L4 · 24 GB · 72 W · inference today; upgrade path to L40S when training revenue lands
Erasure coding	k=4,m=1 across the 5 storage nodes (one chunk per node, 25% overhead, survives loss of any one node)

Pod totals

Metric	Value
Raw capacity	1.23 PB
Usable after EC k=4,m=1	~983 TB
East-west fabric	~1 Tbps
Power draw	4–5 kW typical · ~6 kW peak (Milan EPYC + Gen 4 NVMe runs cooler than Genoa + Gen 5)
Cabinet occupancy	7–9U occupied in a 42U cabinet (6 × 1U servers + 1U ToR + 1U OOB)
All-in capex	~$60–80K (refurbished networking saves significant)

Full technical walkthrough — data path, replication and erasure-coding math, backup strategies, power and cooling, leaf-spine topology, vocabulary glossary — is at /pod on the customer site.

Operational posture

- Customer-controlled exits. Data plane is ours; data ownership is the customer's. Pull at any time; deterministic restore from any compressed envelope.
- Per-tenant isolation: S3-compatible buckets with RBAC and per-bucket encryption.
- Telemetry-only architecture: Jam reads CPU, thermal, power, and storage-throughput signal — never application payload.
- Restore proof: monthly report of TB ingested, TB saved, restore-event audit, cost avoided. The numbers are the product.
- SOC 2 operationally compliant via continuous control monitoring; Type I attestation in flight (Q4 2026), Type II Q3 2027. ISO 27001 operationally compliant; certification in flight Q4 2026. CERT-In logging; RBI / PCI-DSS / DPDP Act 2023 control mapping in the dataroom.

5. Unit Economics — Pod, Anchor Pricing, Scale to 1 MW

The pod

Line	Value
All-in capex	~$60–80K
Raw / usable capacity	1.23 PB raw · ~983 TB usable
Anchor price	~50% below commercial cloud (M2M TechConnect tier, in production)
Pod revenue at full utilisation	~983 TB monthly recurring at the anchor rate (approximately 50% below commercial cloud list rates); tender and managed-service pricing runs multiples higher
Power draw	4–5 kW typical · ~6 kW peak
Energy cost (captive solar @ ₹2.35/unit)	Roughly 70% below the ₹8/unit commercial-tariff baseline

The anchor rate is the floor — it is the formal contracted rate for the M2M TechConnect tier (approximately 50% below commercial cloud list rates), used here as the conservative reference. Production / managed-service tiers and tender work-orders price above it; pilot and benchmark tiers price below it (and convert into Production).

Why the numbers compound

- Bytes shrink before they hit the disk. Customers ingest 1 TB; the pod stores ~125–325 GB on production data, and ~10 GB on backup tiers. Pricing tracks compressed bytes — which is how the anchor rate sits approximately 50% below commercial cloud list rates without sacrificing margin.
- KG runs on the same substrate. Hyperscalers and enterprise vendors charge separately for storage and graph. Cithorum's KG runs on the same Jam-compressed bytes, with no egress and one bill — collapsing an entire vendor row off the procurement diagram.
- Captive solar at ₹2.35/unit. Suraj's solar network already operates at ~70 lakh units/year; the pod's 4–5 kW envelope is dwarfed by that capacity.

Scale-up to 1 MW

The architecture choices in the 1 PB pod carry forward into the 1 MW build unchanged. The 1 MW reference model translates Jam into the operator-visible delta: fewer racks, lower facility draw, smaller battery envelope, avoided energy on the ESG line.

1 MW reference	Without Jam	With Jam (3.8× conservative)
Racks	28	14
IT load	1,000 kW	~720 kW

1 MW reference	Without Jam	With Jam (3.8× conservative)
Facility draw	~1,400 kW	~958 kW
Battery bank	250 kWh LFP	180 kWh VRLA
Energy avoided / year	—	~3.87 GWh

Backup-tier best case (100× ratio): ~1 live rack of 28; ~70 kW IT load; ~100 kW facility draw; ~30 kWh VRLA; ~12.0 GWh / year avoided. Backup-only workloads are the bulk of regulated archive tenders.

Off-grid 1 MW build cost: ~₹2.25 Cr for a fully solar-powered facility. With Jam's –32% facility delta, the same envelope serves the workload of a 1.4 MW grid-tied conventional facility — capex that pays back inside a few tender cycles.

6. Compared to Alternatives

Three honest comparisons against the storage stacks that regulated and mid-market buyers actually benchmark Cithorum against. Headline price is not the price you pay — Jam and the KG move the maths.

Comparator	Headline rate	What you pay for separately	Cithorum delta
AWS S3 Standard	~$23 / TB / month list	Egress fees; no inline compression on customer bytes; off-soil for India; separate Neptune line item for graph	~50% below commercial cloud effective post-Jam; zero egress; KG bundled; on-soil sovereign
Pure / NetApp / VAST (premium enterprise NVMe)	Multiples of cloud rates	Capex-heavy; customer operates the iron; no managed graph layer in-platform	Managed-service economics on equivalent NVMe; end-to-end Jam; KG bundled; no capex commitment
Wasabi / Backblaze B2	~$6–7 / TB / month flat	Price is the price; no inline compression; no analytics or graph; US-headquartered; basic restore SLAs	Effective rate ~$1–2 / TB-equivalent post-Jam; restore-proof drills; KG; tender-ready sovereign hosting
Cithorum Data Centre	~50% below commercial cloud · KG inclusive	—	Live at M2M's tier; 7.85× verified compression; NVMe-bound; restore in seconds; sovereign by design

The two compounding effects

- Jam — bytes shrink before they hit the disk. Every other vendor charges per byte stored. Jam compresses inline at 3–8× on production and up to 100× on backup.
- KG — the graph database is already there. The same Jam-compressed substrate answers graph queries with zero data movement and one bill. Genomics relationships, legal citation graphs, revenue-ops joins, infrastructure ops graphs — all in-platform.
- Combined — one substrate, both effects. The same rack stores 3–8× more data and answers graph queries against it without lifting a byte off disk. The buyer's alternative is two vendors, two bills, an egress line, and an integration project.

7. Knowledge Graph — How Jam Becomes a Platform

Jam creates the substrate. The Knowledge Graph turns that substrate into operating intelligence. The first KG is internal: Data-Centre Ops. It is foundation work, paid for by Cithorum, and it is what makes the data centre genuinely managed rather than just hosted. External KG verticals follow it — design-partner-led, one at a time, only after the ops KG is live and load-bearing.

Data-Centre Ops KG — first and current

Schema covers: customer, bucket, node, workload, restore event, incident, benchmark, cost, telemetry. Built directly on top of the live pod's telemetry. The ops KG is what powers the monthly benchmark + restore proof reports buyers receive — and increasingly, the graph queries those reports point back to.

Why this matters commercially

- The ops KG is the proof that Jam is a platform, not just a compression tool. It binds storage, telemetry, and operations into one queryable graph.
- It is the first thing Cithorum can sell to other operators as an ops-intelligence module — once the internal version has been operating long enough to be uncontroversial.
- It is the architectural foundation the vertical KGs plug into. Every external KG vertical inherits the ops KG's substrate model and provenance chain.

Build sequence

- Phase 1 (now → month 6): schema definition, internal load against the live pod telemetry, used internally.
- Phase 2 (month 6–12): live ops graph over the Cithorum proof environment; visible on the dashboard the customer already sees; foundation for outward sale.
- Phase 3 (month 12+): external sale of ops-intelligence module to other data-centre operators; base layer for the first vertical KG design partner.

8. Where the KG Extends — Vertical KGs, Design-Partner-Led

Vertical KGs are the compounding intelligence layer above the data centre. They are not the pitch; they are what compounds next. Three are in scope; one will go first; the order is set by anchor-customer pull, not by founder preference.

Vertical KG	What it captures	Status
Workspace KG	Documents, decisions, evidence, people, projects across an organisation's working substrate.	Specs current; not overbuilt; private beta only with buyer pull.
Law KG	Matter memory, evidence graph, citation network, advice provenance for regulated practice.	Prototype work via Nikos's legal credibility and design-partner route; enterprise / sovereign hosted target.
Medical-Sequencing KG	Sequencing provenance, alignment lineage, sample chain-of-custody, evidence workflow.	SwissVault genome trial as the working benchmark; design partner needed before any regulated data lands.

Operating rule: one vertical KG at a time, design-partner-led, with a clear compliance boundary. No vertical launches before the Data-Centre Ops KG is load-bearing. No regulated medical data before the controls are ready.

9. India Route — BIRAC, Karnataka, NIC, Udyam, Captive Solar

The India commercial route runs through Suraj S Naik's network. Karnataka state programmes, Keonics partnerships, BIRAC biomedical pipelines, and central-government tender access. The market is timed; the catalysts are named.

Named catalysts

Catalyst	What it unlocks
Karnataka 1,000 MW sustainable DC parks	State-led data-centre parks across Bengaluru and two further cities. Jam's –442 kW per MW facility delta and ~3.87 GWh / year of avoided energy map directly onto the sustainability mandate.
NIC & e-procurement.gov.in tender pipeline	The National Informatics Centre is the largest sovereign data buyer in India. Cithorum is enrolled and actively triaging the IT / Cloud / Data Centre classifications.
Udyam-registered MSE — EMD exemption	Cithorum India Pvt Ltd is Udyam-registered under the Public Procurement Policy for MSEs: EMD exemption, tender doc-fee exemption, 25% procurement preference on MSE-flagged tenders, turnover and experience eligibility relaxed against incumbent system-integrator primes.
BIRAC AMR programme —	Non-dilutive grant application under review for AMR novel-

Catalyst	What it unlocks
INR 24.37 Cr	mechanism detection (CRE-Kp); Suraj S Naik as programme lead with Chirag Labs.
Captive solar @ ₹2.35/unit	Suraj's solar network: ~70 lakh units / year of renewable generation already in operation; ₹2.35/unit against the ₹8/unit commercial-tariff baseline (~70% off grid running cost).
SEZ tax holiday (18–20 years)	Software SEZ registration unlocks an 18–20 year tax holiday for sovereign DC operators. Operating entity structuring inside an SEZ underway.
Keonics partnership	Karnataka's state electronics corporation. Operator-side channel for state-funded build-outs and regulated-workload tenders.
India data sovereignty TAM	India produces ~30% of the world's data; ~3% stored on-soil today. DPDP Act 2023 + Karnataka programme push the gap closed fast.

Operating rule: Indian-tender bids only by Cithorum (India). Keeps the Cithorum (Canada) commercial relationships clean and avoids cross-border procurement issues.

10. Capital Plan & Milestones

The round

Raise INR 1.25 Cr (≈ £119k). Suraj S Naik anchor: INR 50L (≈ £48k), confirmed. Remaining INR 75L (≈ £71k) targeted at warm angels, strategics, customer prepaids, and infrastructure-friendly investors. Six-month deployment window. Founder-controlled board; SAFE / pre-seed instrument; narrow consent and information rights only — no investor director or observer at this stage.

Use of funds

Use	Budget	Purpose
Product + engineering payroll	INR 50L	Jam Proof Cloud build-out on the live pod, Jam Deploy packaging, S3-compatible integration, metering, dashboards, Data-Centre Ops KG, security hardening.
1 PB pod operations	INR 22L	Pod operating cost, monitoring, backups, networking, remote operations, test data pipeline, hardware spares / ops buffer.
GTM, pilots, tender route	INR 18L	Pilot recruitment, India route via Suraj S Naik, Karnataka / Keonics / NIC tender prep, targeted outbound, partner / channel work.
Legal, IP, commercial docs	INR 10L	Pilot agreements, MSA / SLA templates, IP protection, three-entity governance, tender docs,

Use	Budget	Purpose
		customer data terms.
Proof content + investor materials	INR 8L	Demo videos, benchmark one-pagers, data-centre proof site, investor memo / deck refresh, customer case-study design.
Ops tooling + travel	INR 7L	Monitoring, email / domain / security tools, travel to customers / tender channels, demos, founder sales ops.
Contingency	INR 10L	Unexpected infra, legal, or customer-integration costs.

24-month gantt — phases

Phase	Timing	Main objective
0. Alignment	Now — 2 weeks	Confirm route, funding structure, pod ops cost, pilot criteria, IP / customer-data rules. Exit gate: signed internal plan + Suraj instrument terms + Proof Cloud architecture.
1. Foundation	Month 0–1	Close initial funding, package demos, formalise M2M revenue reporting, prepare pilot / tender docs. Exit gate: funding wired, 3 pilots identified, deployment checklist ready.
2. 1 PB Proof Cloud	Month 1–3	Bring controlled Jam-backed S3 environment online on the live pod; run first customer datasets. Exit gate: Proof Cloud live, 3 benchmark reports drafted, restore verified.
3. Jam Deploy commercialisation	Month 3–6	Convert pilots into paid deployments; scope Atreides Spark integration; build dashboard and billing trust. Exit gate: INR 12–20L monthly revenue visibility, 5–10 pilots, 2+ paid deployments.
4. Hosted KG + data-centre ops	Month 6–9	Launch internal Data-Centre Ops KG and controlled hosted Cithorum platform layer. Exit gate: operating break-even in sight; platform trusted for metering, reports, and ops graph.
5. Vertical KG platforms	Month 9–15	Launch first external KG vertical, then Law / Medical-Sequencing by anchor-customer priority. Exit gate: one vertical KG paid design partner; second vertical in design.
6. Scale decision	Month 12–24	Use proof + revenue + tender pipeline to decide whether to build / operate 10–100 PB capacity. Exit gate: anchor customer / work order / project finance secured before capex.

Named milestones

Milestone	Status	Owner
1 PB pod (Cithorum India / Hyderabad)	Live · locked BOM	Cithorum (India)
BIRAC AMR programme — INR 24.37 Cr (revised from 21.82 Cr)	Submitted / under review	Suraj S Naik + Cithorum (India)
Karnataka 1,000 MW DC policy alignment	Engaged — tender-led model	Cithorum (India)
Udyam MSE registration (Cithorum India)	Live	Cithorum (India)
M2M Tech Connect formal MRR ($7K/month)	Live — invoicing since April 2026	Cithorum (Canada)
NVIDIA Inception membership	Live	Cithorum (Canada)
NATO BRAVE1 / UNITE portal access	Live (programme-eligible)	Cithorum (Canada)
RTX / Supplier.io profile	Approved	Cithorum (Canada)
T-Mobile corporate-buyer database	Approved	Cithorum (Canada)
ZenLaunchpad CAD $30K non-dilutive grant	Won	Cithorum (Canada)
April 2026 100× rsync backup-tier benchmark	Recorded — videopress.com/v/w4Z0jvUC	Cithorum (Canada)
Atreides Spark integration	In flight — next funded sprint	Engineering
INR 1.25 Cr round (this raise)	Open — INR 50L anchor confirmed (Suraj S Naik)	Nikos + Suraj S Naik

Likely operating break-even

Scenario	Conditions	Likely timing
Conservative	M2M collected; 2–3 paid pilots; no major tender; 1–2 small Jam Deploy customers.	Month 12–15

Scenario	Conditions	Likely timing
Base case	M2M collected; 5–10 pilots; 2–3 paid Jam Deploy customers; lean monthly burn ~INR 12–16L.	Month 8–10
Fast / anchor	M2M collected; one larger infrastructure customer; Atreides-style integration funded; or an India work-order / tender covers project cost.	Month 5–7, sometimes earlier on cash basis

11. Founders & Team

Person	Role
Nikos Argalias	CEO. Original technology inventor of the Knowledge Graph. Ex-Head of Engineering at Linklaters.
Spyros Argalias	CTO. Knowledge Graph substrate and platform engineering.
Lucas Marsh	Head of AI. Jam protocol co-inventor; benchmark and model work.
Suraj S Naik	Commercial and Science Lead. India route, clinical / science network, programme lead on the BIRAC AMR application with Chirag Labs, INR 50L anchor for the current round, captive solar power channel.

Cithorum (India) operating entity is Strata India Pvt Ltd. Investor-facing equity is at parent level. Single management team across the three entities.

12. Risks & Mitigations

Risk	Mitigation
Building too much at once.	Gate every build against 90-day proof / revenue / tender objectives.
Being perceived as cheap storage.	Lead with Jam economics, restore-proof reports, and the KG premium layer; avoid commodity TB pricing.
Security concerns from pilots.	Isolated buckets, quotas, allowlisted access, audit logs; no sensitive regulated data in early pilots.
Tender route takes longer than expected.	Keep private-sector Jam Deploy revenue moving in parallel.
M2M MRR not fully collectible or delayed.	Treat as formal MRR only once invoice / payment

Risk	Mitigation
	evidence is clean; do not base burn solely on it.
KG distracts from Jam proof.	Build Data-Centre Ops KG first from real telemetry; launch external KG vertical only with a paid design partner.
Three-entity governance becomes complex.	Single management team; entity decisions go through quarterly board pack with explicit jurisdiction column.
Regulated medical data risk.	Regulated data only after controls are ready; SwissVault / Jam genome trial work continues, regulated patient data does not land before SOC 2 Type II / ISO 27001 / HIPAA-aligned controls are operational.
Founder governance dilution.	SAFE / pre-seed at this stage; no investor director or observer; narrow consent and information rights only.
Pod hardware single-vendor risk.	Refurbished Mellanox networking carries vendor warranty; storage drives and chassis sourced from active supply chain; control-node L4 has L40S upgrade path.

Appendix A — Entity Structure

Cithorum operates as a brand across three legal entities — a European parent, Cithorum (India), and Cithorum (Canada). Cithorum (India), trading as Strata India Pvt Ltd, is registered as an MSE under the Udyam programme. All Cithorum customer-facing IP and the Jam codec sit under the European parent. Cithorum (India) is the Udyam-registered MSE that holds Indian tenders, work orders, and the live 1 PB pod. Cithorum (Canada) is the long-standing operating entity that holds the M2M Tech Connect formal MRR contract and the historical commercial relationships with NVIDIA, Atreides IO, RTX / Supplier.io, T-Mobile, ZenLaunchpad, NATO BRAVE1 / UNITE, and SwissVault. Investor-facing equity is at parent level.

Operating rules across entities

- No 100 PB build without anchor demand. Prevents capex before market proof.
- Jam IP stays at parent. Customers receive deployment / runtime access, not source control. Preserves the core moat across the three-entity structure.
- Indian-tender bids only by Cithorum (India). Keeps Cithorum (Canada) commercial relationships clean and avoids cross-border procurement issues.
- Cithorum platform hosts Cithorum products first. Avoids premature Vercel / AWS-style developer-cloud scope.
- Free pilots require benchmark / case-study rights. Free usage must generate proof.
- Paid pilots are the default. Filters serious buyers and offsets operating cost.
- Monthly board-style KPI review. Keeps founders, Suraj S Naik, and investors aligned.