



Fueling Innovation

June 2026

Executive Summary



Market Leadership

MotorK is a clear **European market leader** in automotive software, uniquely positioned to capture value from industry disruption and the accelerating digitalization of dealerships and OEMs

AI-Powered Platform

Spark is the only **end-to-end fully integrated AI-Powered B2B SaaS platform** for automotive sales in Europe, with AI fueling the profit-first digitalisation of dealerships and OEMs

Financial Inflection Point

MotorK has transitioned toward profitability, successfully moving from a hyper-growth phase to a **disciplined, efficiency-driven** operating model, with consistent quarterly EBITDA profitability since Q4 2024, while continuing to grow ARR

Dual-Strategy Go-to-Market

MotorK drives efficiencies for both (1) Dealership looking to digitalise the lifecycle including post sales maintenance, and (2) OEMs pushing for more controlled and centralised multi-country agency model

Expansion Strategy

Cutting edge innovation seamlessly expanding the platform offering and fueling growth through **upsell and cross-sell initiatives**, together with ongoing geographical expansion from currently 6 countries to a total of 9 countries by EOY 2026

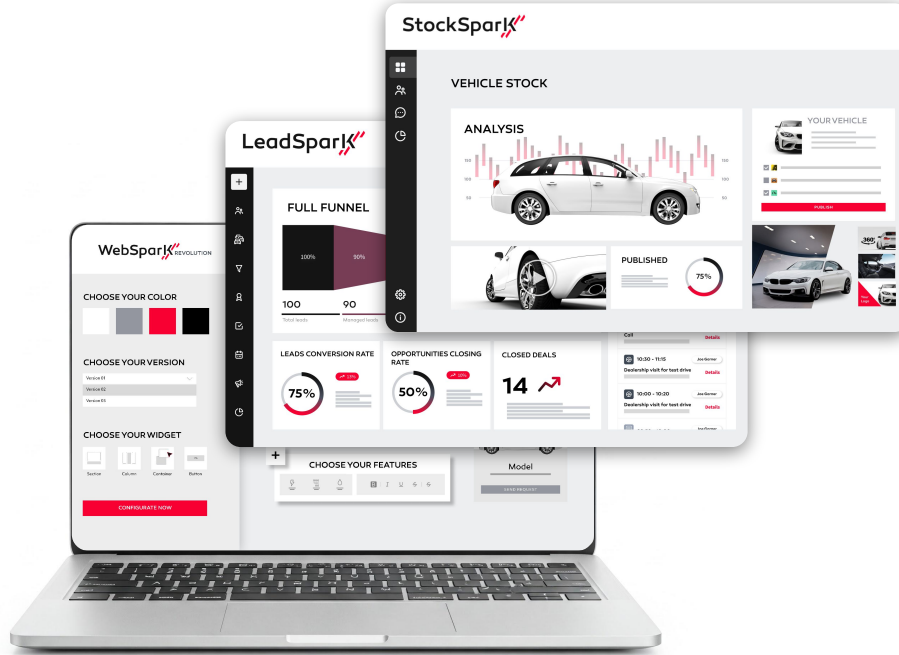
Best-in-class Team

Tier-1 leadership with 20+ years of global software expertise, combining deep vertical knowledge with a proven scale-up and market consolidation playbook

Aligned Ownership

Ownership structure is **uniquely aligned**, with significant founder and management ownership, a single PE fund holding the majority of the free float, and original investors fully committed, having never sold a single share - simplifying execution and alignment in any strategic process

Our Mission



We are the **leading European AI-powered SaaS platform** at the forefront of digitalising the automotive retail market.

Our solutions optimise the entire vehicle sales and maintenance life-cycle for **dealerships** (Retail) and **car manufacturers** (OEMs).

Our strategy leverages **AI-powered innovation**, an expanding ecosystem of **integrated apps** and strategic **partnerships**, and **market consolidation**.

We are committed to delivering exceptional customer experiences through our scalable, modular, and future-proof B2B SaaS platform, **Spark**.

At a Glance



€33.1M

CARR¹

€14.0M

Recurring
Revenue²

1%

Market Share

3,500+

Dealerships

30+

OEMs

290+

Employees

Recognitions & Awards:

- 2X Deloitte Technology Fast 500 EMEA
- Euronext TechShare
- Tech Tour 50
- FT 1000

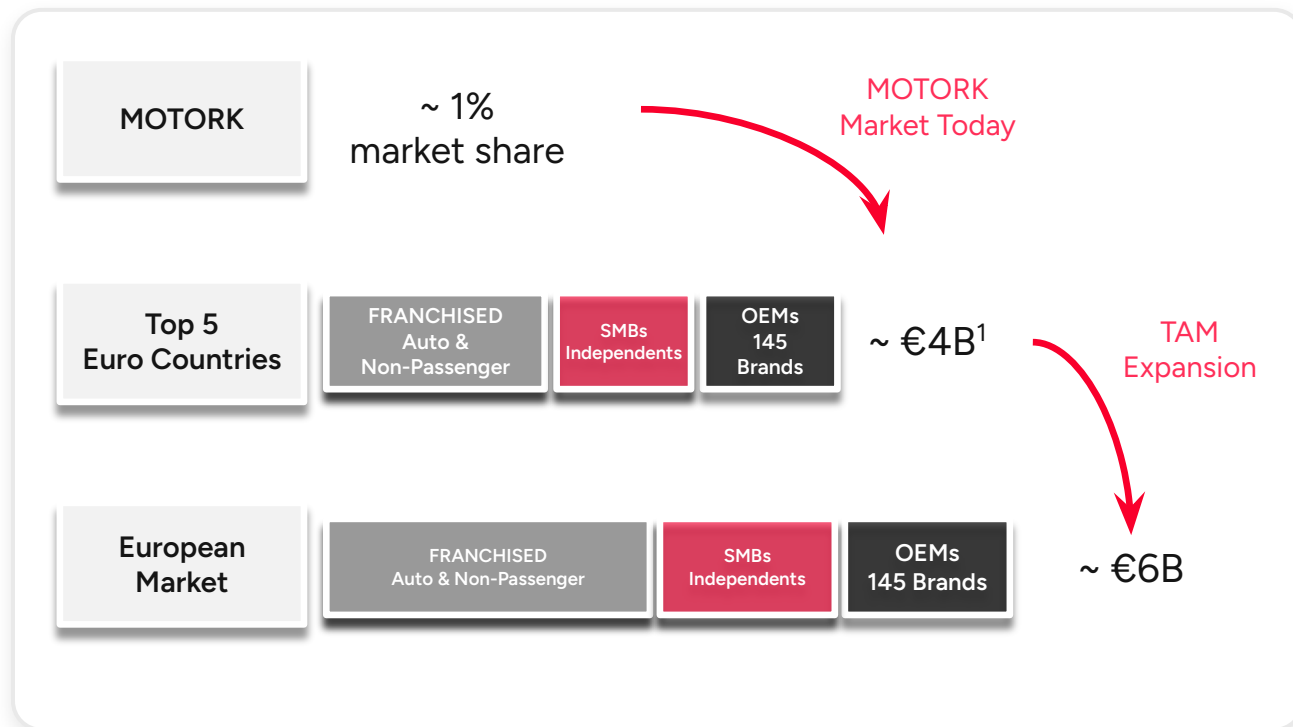
The European SaaS automotive retail leader, operating in 6 countries.



¹ In Q2 2026

² In H1 2026

The Market Opportunity



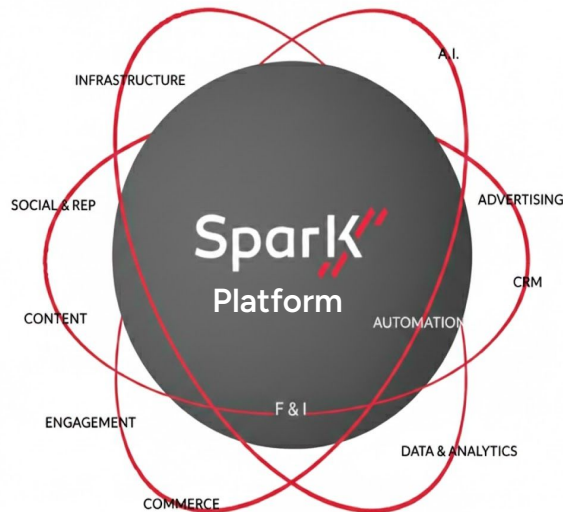
- Large **digitalisation gap** in the industry, with only 15% dealers digital ready²
- **Highly fragmented market** of 1,000+ vendors with small market share
- **Accelerating shift** to SaaS and AI-driven solutions
- **New Business paradigms:** Agency Model & OEM Direct Sales

Huge Untapped Opportunity

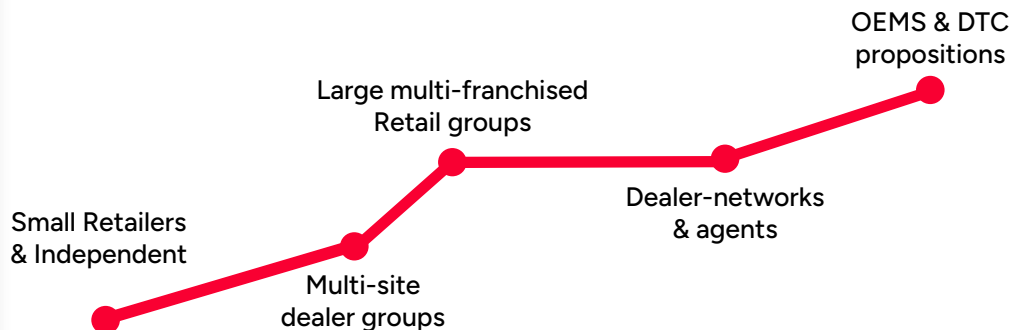
¹ Source: ICDP European Car Distribution Handbook 2022 and management estimates based on publicly available information and ACV potential. Euro 5 : Germany, France, Italy, Spain, UK.

² Source: Accenture and Capgemini Invent

One Platform, Multiple Applications



- Comprehensive **end-to-end** solution across the automotive retail lifecycle
- **Scalable, customizable, and easy** to deploy
- AI-powered **data-driven insights, predictive analytics, automation, hyper-personalisation, and streamlined operations**
- **One-stop-shop** solution for both dealers and OEMs
- **Future-proof**, adaptable technology platform
- Made for automotive retailers of **all shapes and sizes**:



The End-to-end Spark Ecosystem



ATTRACT

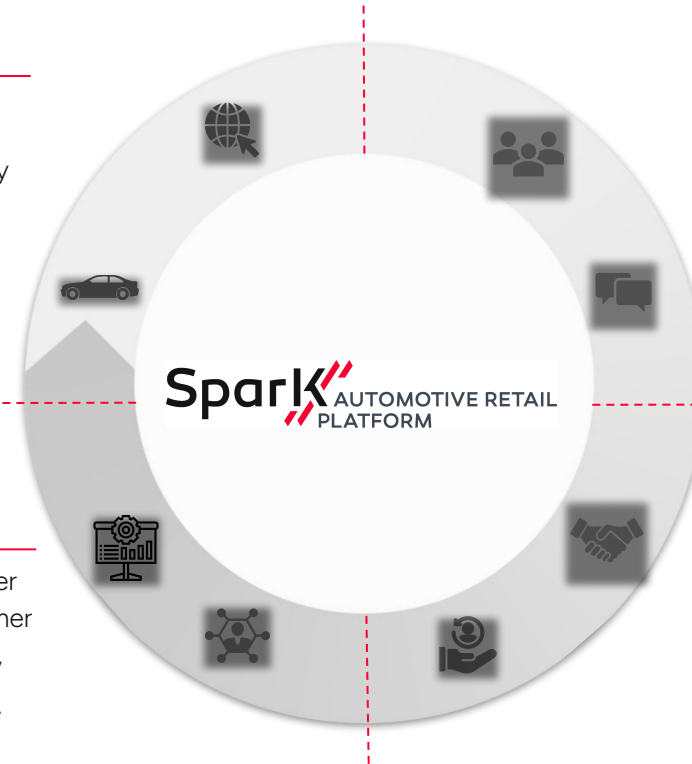
Attract audiences with optimised contents and improved online reputation, maximise traffic acquisition and generate more quality leads whilst reducing time to market

- Advertising **AdSpark**
- Web Page & Content **WebSpark**
- SEO
- Stock management **StockSpark**

GROW

One platform supporting the entire customer journey that allows you to anticipate customer needs and maximise lead generation before, during and after the sales cycle

- Predictive Analytics **PredictSpark**
- Reputation **FidSpark**



ENGAGE

Engage prospects anywhere, anytime and from any device whilst offering a personalised and highly interactive digital experience

- Automation **LeadSpark**
- Live chat **LiveSpark**
- Chatbot **CallSpark**
- Video chat
- Co-browse

CONVERT

Collect, organise, and manage customer information, all in one place and improve checkout experience whilst maintaining the highest levels of security and compliance

- CRM **LeadSpark**
- E-commerce **SellSpark**

Our Competitive Differentiation



Other Vendors

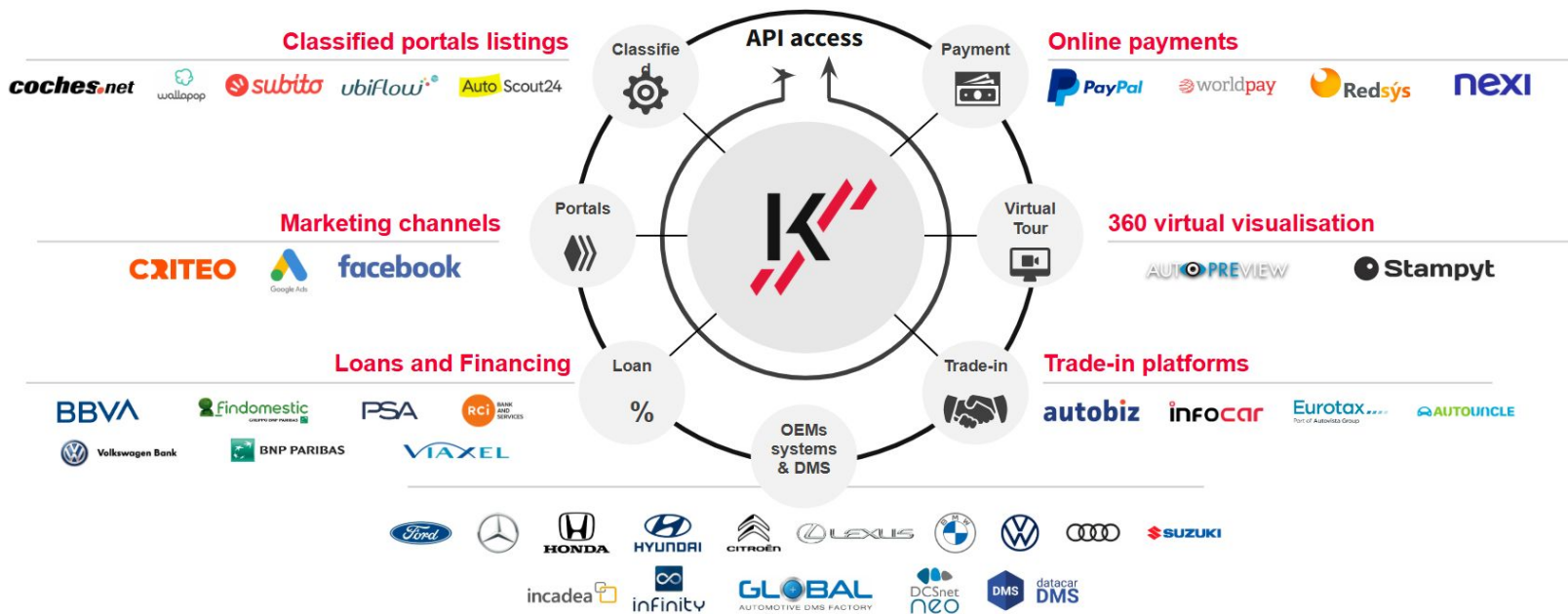
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Industry Specialization	Vertical or multi-industry focus	Vertical focus on Automotive
Customer Experience	Limited or single-solution approach	Omnichannel end-to-end platform
Geographic Reach	Primarily local with limited exceptions	Operating in 6 EU countries
Project Scalability	Not suited for large-scale projects	Trusted by 30+ OEMs and major retail groups
Solution Type	On-premise / Basic SaaS	Cloud-based SaaS platform
Artificial Intelligence	Minimal or no AI integration	AI embedded at the core
System Integrations	Dozens of integrations	300+ integrations with OEM and dealer systems

SparK Platform Integrations



Seamless integration with 300+ vendors via API



Our Customers



Top Dealers

Our leading dealers with whom we have established partnerships



Top OEMs

Our trusted and highly regarded OEMs with whom we collaborate



Our Growth Strategy



Innovate

- Largest automotive retail R&D team in Europe, with 100+ FTEs
- AI-powered solutions across all products
- Continuous innovation driving industry leadership, with 30% of Revenue invested in R&D in FY2025



Land & Expand

- Customer acquired via organic growth (2,000) & M&A (1,500)
- Platform migration unlocks upsell potential up to 400% for retail customers
- Scalable solutions driving long-term customer growth



Consolidate

- Consolidator in a highly fragmented market with over 1,000 small vendors
- 6 Post IPO acquisitions to increase market share or customer base
- Accelerating geographic & product expansion

Our AI Innovation Roadmap



Launching the **Industry's First AI-Native CRM Super App** by year end

Integrating lead management, marketing automation, and intelligent outreach into **one seamless platform**

Radically **Simplified User Experience**

Designed using customer feedback + generative AI UX design for all user levels and sales reps to marketing executives

Positioned to become the **De facto CRM in Automotive**



Tangible Results



Average Dealer ROI: **26x**

	AVG. ANNUAL WEBSITE VISITS	AVG. LEADS IN UNITS	AVG. SALES (INVOICES)	AVG. REVENUE	AVG. PROFIT	AVG. COST	ROI
SMALL DEALER	45.356	469 (1,03%)	62	€845.463	€106.240	€7.186	14x
MEDIUM DEALER	70.981	1855 (2,61%)	227	€1.980.714	€297.786	€13.927	21x
LARGE DEALER	237.349	5905 (2,49%)	332	€5.556.060	€712.595	€16.216	43x

A typical client sees a 30% increase in leads when switching to WSK

Tangible Results



Average Dealer ROI: **2x**

	NUMBER OF CONTACTS	PURCHASE CONVERSION	TURNOVER GENERATED	DIRECT TURNOVER	PROFIT	COST	ROI
LARGE DEALER	473.579	43.298 (9,14%)	€19.833.509	€3.904.254	€976.063	€546.457	1.8x
MEDIUM DEALER	24.566	1534 (6,24%)	€783.238	€225.298	€56.324	€21.869	2.5x

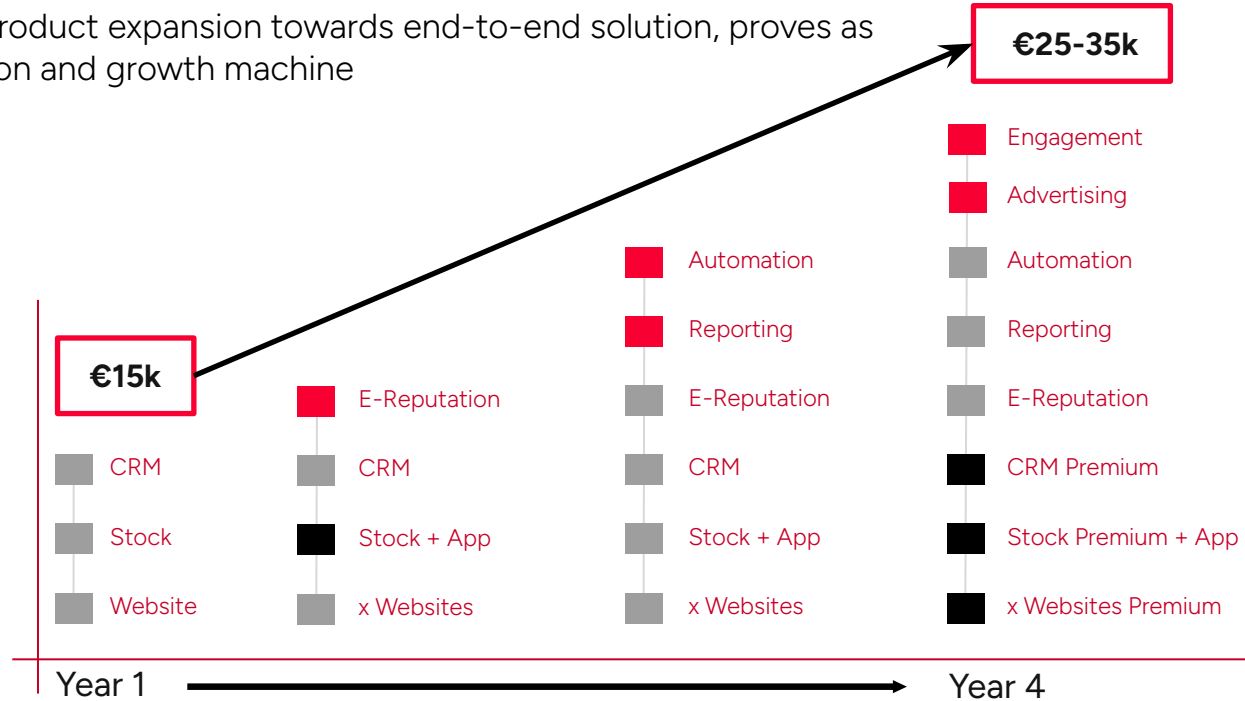
Land and Expand



Our consistent product expansion towards end-to-end solution, proves as an upsell, retention and growth machine

ACV*

Spark Service Stack



Successful M&A Track Record



	2021		2022		2023	
						
Country	Spain	France	France	Benelux	Germany	Italy
Rationale	Market Share	Product	Market Share	New Country	Country Expansion	Market Share
Synergies	Up & Cross-sell	Cross-sell	SaaS Migration	Cross-sell	Up & Cross-sell	Up & Cross-sell
Customer Base	~1,000	~100	~150	~500	~700	~2,000
ACV	€1.7K	€12.5K	€8.2K	€3.0K	€1.9K	€1.0K
ACV Upside	+++ Price Increase	+++ Push Cross-sell	+ Nurture Top Clients	++ Cross-sell	+++ Cross-sell & Price Incr.	+++ Cross-sell & Price Incr.

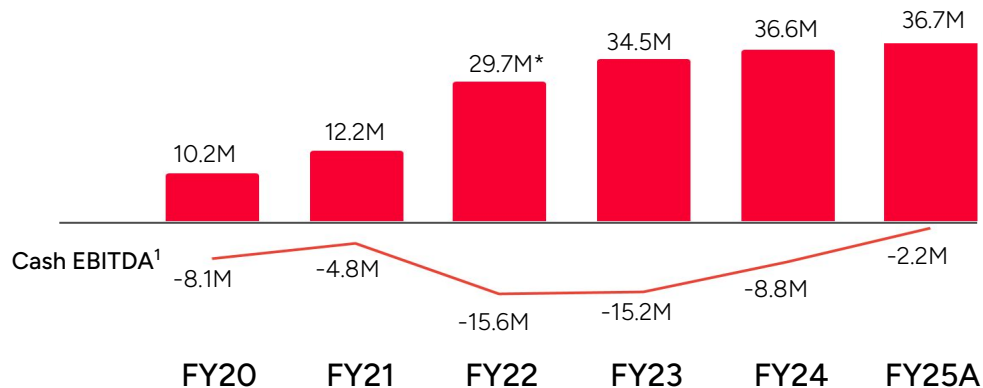
Monitoring more than 50 targets for future M&A initiatives

Our Financials



Key Highlights

- Last 5 years CARR CAGR of 29%
- Pipeline of €10M+ fueling future growth
- Synergy activations and cost controlling measures improving bottom line
- Clear, solid path towards profitability
- Undervalued in the market



2026 Guidelines

- Flat CARR increase YoY
- FY 2026 break-even Cash EBITDA position

¹Cash EBITDA is a consistent measure of trading performance, aligned with the interests of our shareholders and a good proxy of cash generated during the year.

Meet the Executive Team



Amir Rosentuler, Chairman



- Over 30 years of executive management & entrepreneurial experience in listed companies
- Extensive experience scaling technology businesses and public markets

Marco Marlia, Co Founder and President



- Co-founder of MotorK
- Automotive News 2019 Rising Stars Winner
- Co-founded several online companies focused on web development, search engine marketing and lead generation
- Deep industry expertise and founding vision for MotorK

Boaz Zilberman, COO and Chief of Staff



- Over 20 years in software growth companies.
- Proven track record in M&A, partnerships, and integration (25 acquisitions, 100+ partnerships)

Zoltan Gelencser, Interim CEO



- Over 20 of years extensive leadership experience in global finance roles in the US, Asia, and Europe
- Brings significant global finance and data-driven strategy expertise

Meet the Executive Team continued



Xavier Vandame, CRO

- Over 30 years in the automotive industry
- Experience in driving growth, customer partnerships, and innovation in complex sales ecosystems around the globe



Massimiliano Cumerlato, VP Customer Enablement

- Over 20 years driving revenue scale and market expansion within european digital SaaS ecosystems
- Deep expertise in spearheading automotive digital transformation and high-value customer partnerships



Yair Pinyan, CR&DO

- Over 20 years in R&D organisations
- Strong R&D leadership, successfully transitioned product to SaaS



Thomas Becker, CHRO

- Over 30 years of experience in the technology sector
- Experience spans global markets including the UK, US, and continental Europe
- Expertise in human capital strategy, organisational development, and M&A integration

Takeaways



Large, untapped **€4B opportunity** in Top 5 European markets, where digitalisation is now critical for OEMs and dealers and competition is fragmented

Only end-to-end SaaS provider purpose-built for the automotive vertical, uniquely positioned for European scale

AI-native platform, with embedded intelligence driving automation, efficiency, and customer insights

Proven leadership team with a strong track record in scaling high-growth tech businesses

Attractive valuation vs. SaaS peers, offering significant upside potential as the business scales

Solid recurring revenues, strong customer retention, and a **clear path to profitability**

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Annex

June 2026

Our Customers



OEMs

Dealerships

Customer Type	Large automotive manufacturers	Single-site dealers to large multi-brand groups
# of Active Customers	30+	3,500+
Contract Length	12-36 months	24-48 months
Digital Maturity	High expectations; require deep integrations and scalability	Varied maturity; need for guidance and enablement
Key Needs & Challenges	→ Brand consistency across countries & products → Direct Sales → Omnichannel → Cost reduction	→ Outdated infrastructure → Omnichannel readiness → Low lead-to-sale conversion → CRM & process integration
How We Deliver Value	✓ Strategic one-stop-shop partner ✓ End-to-end platform ✓ AI-driven insights to monitor performance ✓ Multi-country projects	✓ Scalable platform from Website and Lead management to After Sales ✓ Unified data experience



Our Customers continued



	OEMs	Dealerships
ARR Contribution	€5.3M in Q2 26, 18% of ARR	€24.9M in Q2 26, 82% of ARR
ACV (Average Contract Value)	High (multi-country, longer-term)	Medium to low (modular, volume-based)
Engagement Channels	Strategic projects, integrations	SparkKClub, training, dealer associations

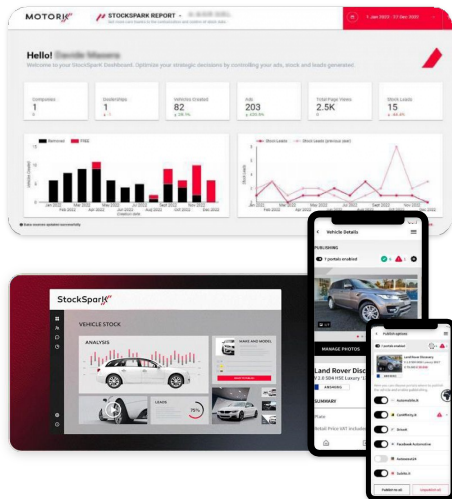
Our Revenue Streams:

- Recurring SaaS subscriptions (core ARR driver)
- Professional services (integration, onboarding)
- Upsell/cross-sell of advanced modules

StockSpark[™]

In a Nutshell

AI-powered Automotive
Inventory Manager to import,
enrich and publish stock across
all digital portals and tools



Overview

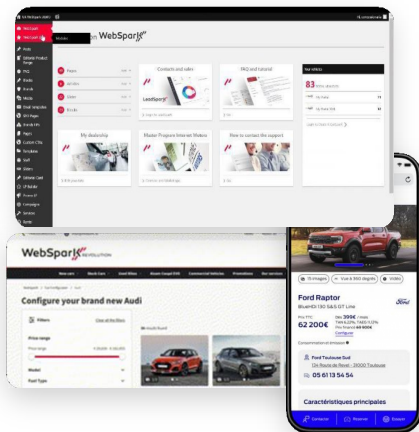
- Vehicle inventory management solution integrated with major European DMSs (dealer management system) for stock intake and with leading portals / marketplaces for stock distribution
- Applies AI-driven enrichment to vehicle inventory across new and used cars, trucks and motorcycles, leveraging JATO data, standardized imagery and automated generation of images, videos and descriptions to increase lead generation
- Improves time-to-market and stock rotation by automating publishing, pricing logic and publication workflows, supported by clear operational metrics that reduce manual processing

Platform Positioning

- Serves as the primary inventory data layer within MotorK's Spark platform, supplying normalized stock data used across marketing, sales and analytics modules
- Deployed on a standalone basis but most commonly sold as part of a broader Spark bundle, supporting multi-product adoption and expansion
- Generates incremental revenue through third-party integrations and usage-based services, including visual enhancement and content automation capabilities
- Forms a core component of the Enterprise offering, enabling OEMs to manage dealer networks through shared inventory rules, standardized processes and centralized governance

In a Nutshell

Lead-Generating **Digital Showrooms**, SEO optimized and adaptable to retailers of all shapes and sizes



Overview

- Provides a no-code, WordPress-based website platform for independent retailers, franchised dealerships, multi-brand dealer groups and OEMs, offering extensive configuration flexibility while remaining simple to deploy and operate via drag-and-drop and menu-based tools
- Optimized for mobile, structured to drive organic traffic and capable of generating quality new, used and after-sales leads alike natively, with AI embedded to simplify content generation and site maintenance
- Ensures brand compliance for OEMs across Europe while enabling seamless stock visualization across all vehicle types and meeting regulatory requirements related to data privacy, security, accessibility, copyright and trademark standards

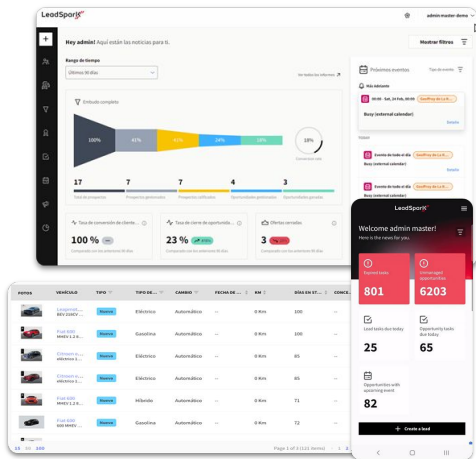
Platform Positioning

- Serves as a core digital storefront within the MotorK ecosystem, adaptable to customer needs ranging from lightweight used-vehicle focused sites to fully customized, SEO-optimized platforms with bespoke widgets and functionality
- Supports a broad and mature product family that extends core website functionality through modular components, including AI-powered live chat, in-site payments and financing and specialized plugins such as B2B vehicle auctions and car rental solutions

LeadSpark

In a Nutshell

Next-gen **Auto Retailing CRM** that unifies every lead, interaction and quote to maximize conversion



Overview

- Manages leads while integrating directly with dealer stock and DMS, enabling offer and quote generation, centralized customer communications across email and WhatsApp and real-time visibility into key business metrics through dashboards
- Stores and structures customer and lead data across new vehicle, used vehicle and after-sales activities, enabling consistent use in marketing campaigns and customer communications
- Built collaboratively with dealerships, LeadSpark combines CRM usability, process automation and AI-enhanced lead routing to improve sales conversion at the dealership level

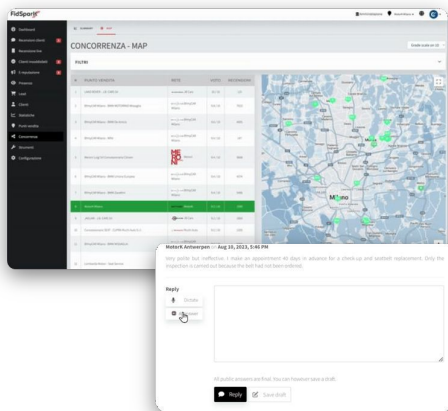
Platform Positioning

- Represents MotorK's most widely adopted solution, scaling from small independent retailers to large dealer groups and centralized OEM operations
- Acts as the day-to-day CRM for showroom sales teams through deep integration with stock and DMS, supporting lead management, offer and quote generation and centralized customer communications
- Combines intuitive workflows with robust data, dashboards and performance metrics, enabling managers to monitor performance and optimize automotive retail operations



In a Nutshell

E-Reputation Manager to collect, manage and showcase customer reviews across all major platforms



Overview

- Triggers, centralizes and manages customer reviews across Google and Meta platforms, automatically distributing surveys, categorizing responses and flagging potential issues to help dealers address concerns proactively and improve overall review quality and brand perception
- Google-certified independent review system, automating review collection through direct integration with dealership DMS and the triggering of email and SMS notifications
- Enabled with AI to respond to and address negative reviews in real time, supporting consistent reputation management at scale

Platform Positioning

- Addresses a core driver of dealership foot traffic by improving review quality and visibility across Google and Facebook, alongside broader digital presence and website optimization
- Leverages DMS data to identify customers and systematically generate, collect and publish reviews, creating a repeatable approach to reputation management
- Integrates natively within the Spark platform and operates alongside LeadSpark to align customer communications, reviews and ongoing engagement

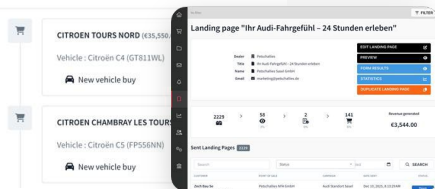
PredictSpark

In a Nutshell

AI-powered predictive marketing campaign manager to drive customer loyalty and improve LTV



Invoices



Overview

- Applies AI to collect, structure and analyze after-sales invoice data, identifying customers likely to require additional services and triggering automated email and SMS reminders while tracking conversion, ROI and customer loyalty
- Creates targeted audiences from the Spark platform database to power in-app email and SMS campaigns and generates telemarketing campaigns deployed through LeadSpark and CallSpark
- Uses AI-assisted workflows, drag-and-drop templates and audience filtering to simplify the creation and management of email campaigns

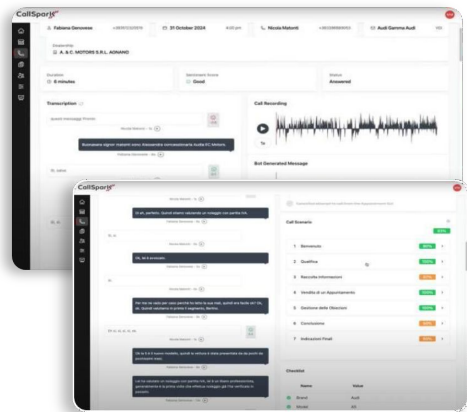
Platform Positioning

- Extends the Spark platform into predictive, data-driven marketing by working alongside LeadSpark to connect campaign execution with revenue and ROI measurement as one of the most recent product additions
- Provides dealerships with clear visibility into campaign performance, enabling more effective marketing spend allocation and improved conversion outcomes
- Supports recurring customer engagement by driving timely after-sales outreach and reinforcing long-term customer loyalty



In a Nutshell

AI-enabled call management that centralizes, tracks and analyzes inbound and outbound dealership calls



Overview

- Operates within the LeadSpark ecosystem as an AI-enabled call management platform integrated with the CRM, recording, transcribing and analyzing inbound and outbound calls, measuring sentiment, generating insights and supporting configurable call routing and AI call agents
- Supports sales coaching, complaint analysis and call coverage by ensuring inbound calls are tracked, reviewed and addressed, improving responsiveness and operational oversight at the dealership level
- Fully compliant with data privacy and protection in all the EU, CallSpark notifies the customer the call is being recorded and processes all the data according to local legislation

Platform Positioning

- Extends the LeadSpark CRM into voice-based customer communications, allowing dealerships to manage calls alongside leads, customer data and sales activity within a unified workflow
- Enabling call recordings, transcripts and insights to be accessed and analyzed in the context of broader customer engagement and performance tracking within LeadSpark
- Supports consistent call handling and oversight at scale through configurable routing, AI call agents and compliance-ready processes aligned with dealership and OEM operating requirements

Market Analysis



The addressable market for LMS & CRM solutions in Italy, France, Germany and Benelux is a significant component of the total market accounting for about **€1B**, with large and medium franchises accounting for a high share of spend

Current annual spend per dealer site varies significantly, from €5,000 to €60,000, indicating **considerable headroom for growth** across all countries

Software spend in automotive retail is typically 0.2-0.3% of revenue and 1.1-2.1% of gross profit for franchise dealerships, suggesting **significant under-penetration** and **potential for increased adoption**

Very few smaller dealerships currently utilise dedicated CRM & LMS software, presenting a substantial opportunity for market penetration

The process from lead inception to sales conversion is **exceptionally complex**, requiring dealers to capture, record, and manage customer relationships across multiple channels and platforms

Dealer purchasing will consolidate around Vehicle Management Systems (VMS), Customer Relationship Management (CRM), Transaction Management Systems (TMS), and Dealer Management Systems (DMS). **Proper integration** will be key to realising the full value