

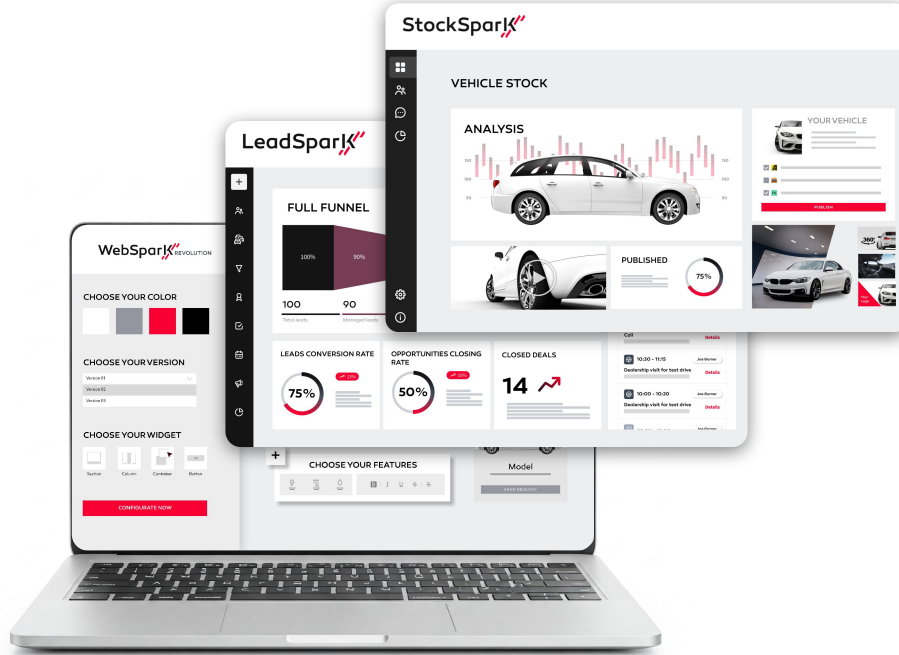


Fueling Innovation

November 2025

Boaz Zilberman

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



€35.9M

CARR¹

€23.8M

Recurring
Revenue²

1%

Market Share

5,000+

Dealerships

30+

OEMs

310+

Employees

Recognitions & Awards:

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

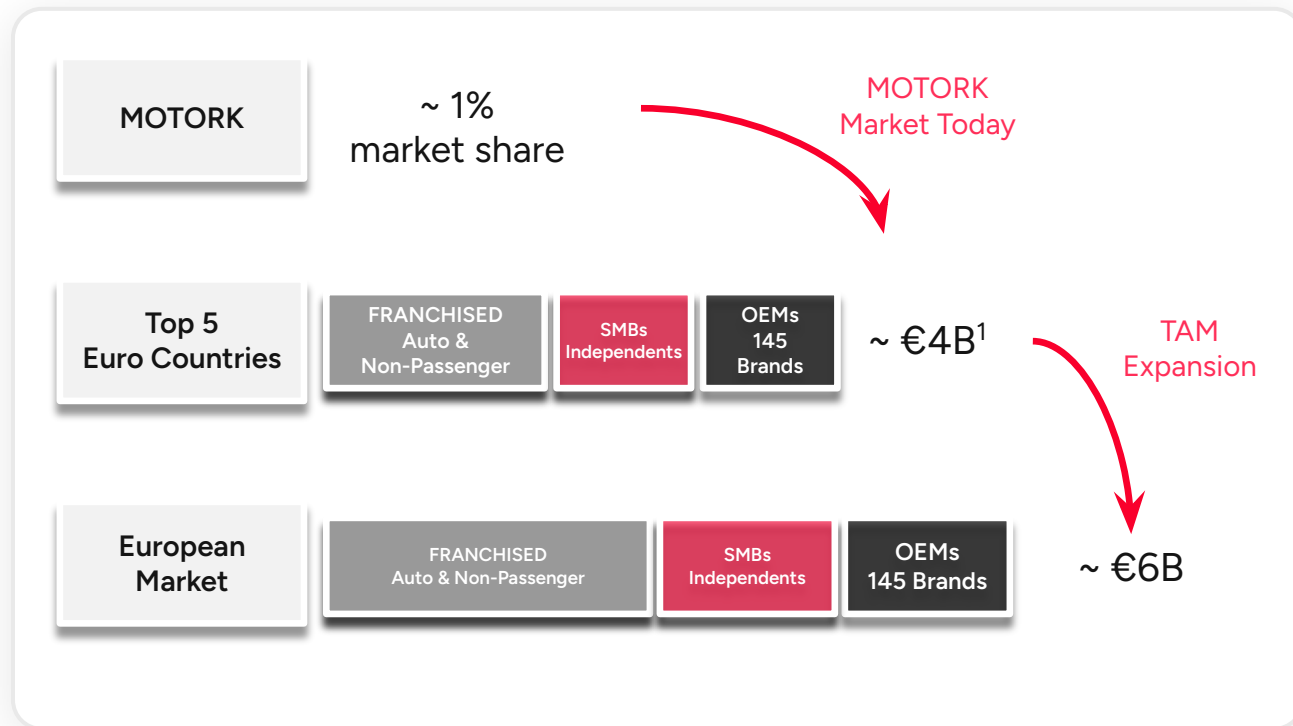
The European SaaS automotive retail leader, operating in 6 countries.



¹ In Q3 2025

² In the first nine months of 2025

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

Our Competitive Differentiation

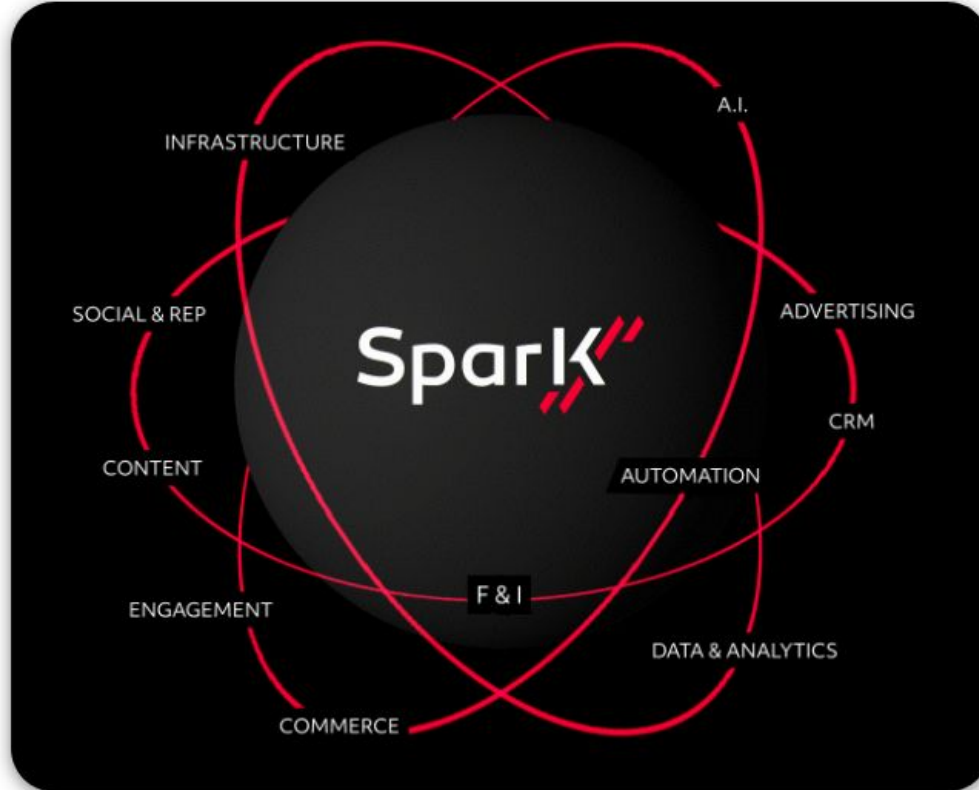


Other Vendors

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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

Our Platform



- 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

The End-to-end Spark Ecosystem



ATTRACT

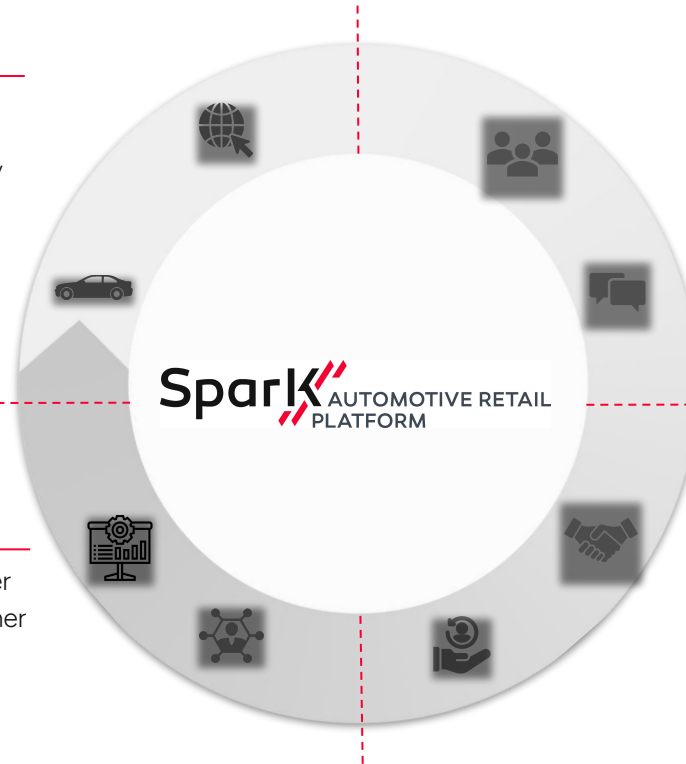
Attract audiences with optimised contents and improved online reputation, maximise traffic acquisition and generate more quality leads whilst reducing time to market

- 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

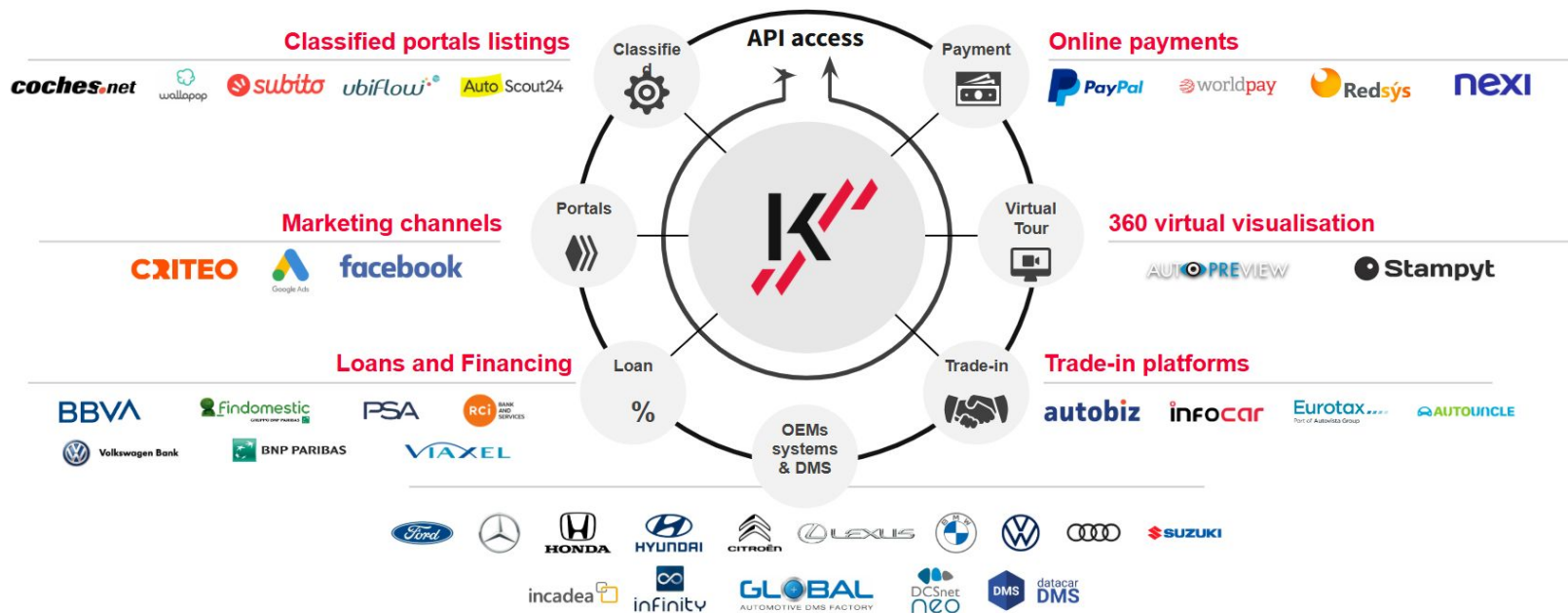
Collect, organise, and manage customer information, all in one place and improve checkout experience whilst maintaining the highest levels of security and compliance

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

SparkK Platform Integrations



Seamless integration with **300+** vendors via API



Our Customers



OEMs

Dealerships

Customer Type	Large automotive manufacturers	Single-site dealers to large multi-brand groups
# of Active Customers	30+	6,000+
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	<ul style="list-style-type: none">→ Brand consistency across countries & products→ Direct Sales→ Omnichannel→ Cost reduction	<ul style="list-style-type: none">→ Outdated infrastructure→ Omnichannel readiness→ Low lead-to-sale conversion→ CRM & process integration
How We Deliver Value	<ul style="list-style-type: none">✓ Strategic one-stop-shop partner✓ End-to-end platform✓ AI-driven insights to monitor performance✓ Multi-country projects	<ul style="list-style-type: none">✓ Scalable platform from Website and Lead management to After Sales✓ Unified data experience



Our Customers continued



	OEMs	Dealerships
ARR Contribution	€5.3M in Q3 25, 16% of ARR	€26.9M in Q3 25, 84% 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

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 32% of Revenue invested in R&D in FY2024



Land & Expand

- Customer acquired via organic growth (2,000) & M&A (4,000)
- 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 2025 **AI Innovation Roadmap**



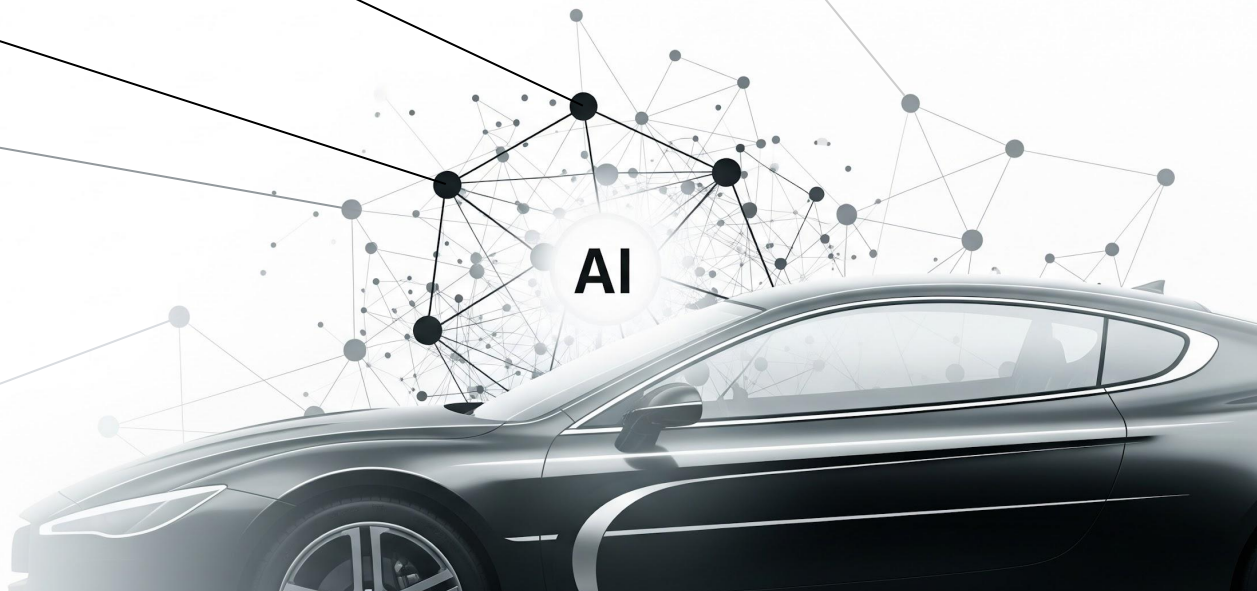
Launching the **Industry's First AI-Native CRM Super App** by year end

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

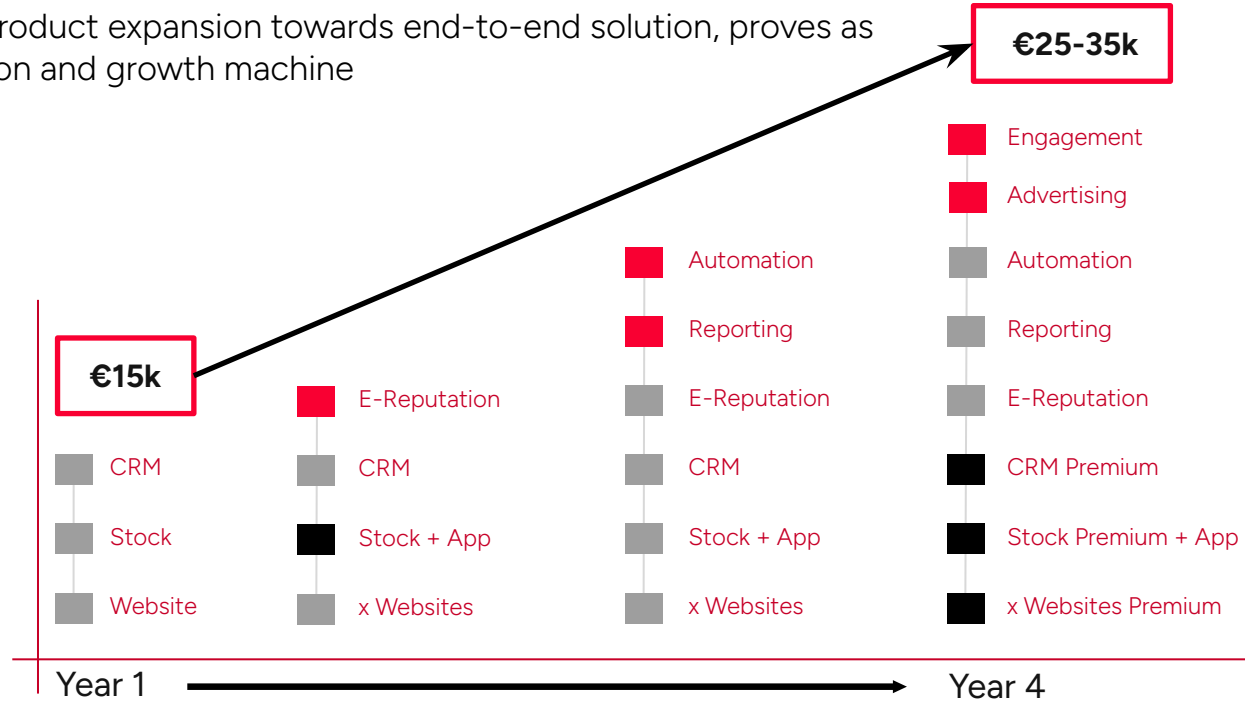
Land and Expand



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

ACV*

Spark Service Stack



Successful Track Record of M&A



	2021		2022			2023
			FranceProNet			
Country	Spain	France	France	Benelux	Germany	Italy
Rationale	Market Share	Product	Market Share	New Country	Country Expansion	Market Share
Synergies	Up & X-Sell	X-Sell	SaaS Migration	X-Sell	Up & X-Sell	Up & X-Sell
Customer Base	1,000	100	164	530	725	2,000
ACV ⁽¹⁾	€1.7k	€12.5k	€8.2k	€3.0k	€1.9k	€1.0k
ACV Upside	+++ Price increase	+++ Push x-sell	+ Top clients to nurture	++ X-sell existing base	+++ X-sell & price increase	+++ X-sell & price increase

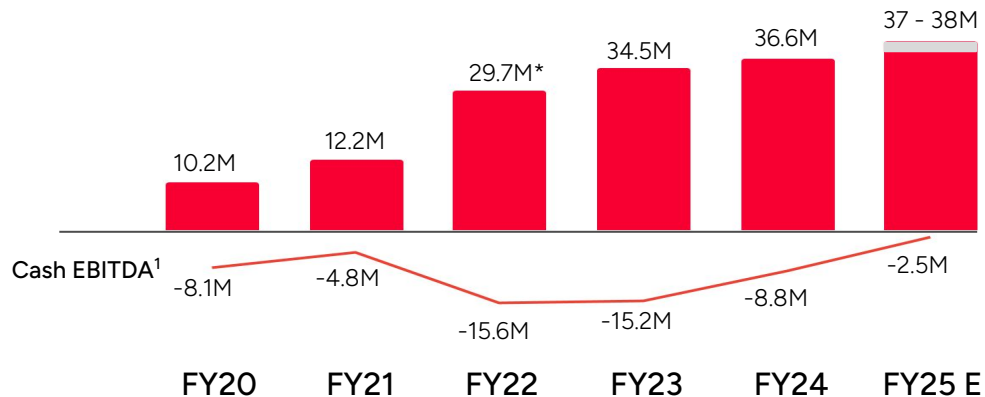
Next: Monitoring more than 50 targets for future M&A initiatives

Our Financials



Key Highlights

- Last 5 years CARR CAGR of 29%
- Pipeline of €12M+ fueling future growth
- Synergy activations and cost controlling measures improving bottom line
- Clear, solid path towards profitability
- Undervalued in the market



2025 Guidelines

- Single digit CARR increase YoY
- Cash EBITDA positive on a monthly basis by year end

¹ Cash 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 and Interim CEO



- 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, CFO



- 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



Johnny Quach, CPMO

- Over 15 years in product and growth leadership at high-scale software and travel-tech companies
- Proven track record in scaling global platforms, launching new business lines, and driving substantial user growth across multiple markets



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

November 2025

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 **€1Bn**, 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