



123fahrerschule

Strategy 2027

August 2024

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German Driving School Market

No player with > 1 % market share – consolidation on the road



Market size & key facts



- Market volume approx. **EUR 3.0 B 2025 with > 5 % annual growth**
- **Highly fragmented market** with > 9.000 driving schools

Current changes in the industry



- **Incipient consolidation of the market** is clearly noticeable (-2 % p.a.)
- Political process to digitize education will **increase speed of consolidation**

The challenges & opportunities



- Mainly **old business owners** without successor
- **Increasing prices for driving education** due to lack of instructors

Revenue	share	
	# companies	of industry revenue
< 100 K	35.9 %	9.7 %
100 K - 250 K	38.2 %	26.5 %
250 K - 500 K	17.3 %	25.8 %
500 K - 1 M	6.3 %	18.4 %
1 M - 2 M	1.7 %	9.8 %
> 2 M	0.5 %	9.8 %

**Average EBITDA
15 %**

123fahrschule in a Nutshell

Germany's largest driving school chain & digital disruptor of the industry



Digital market leader

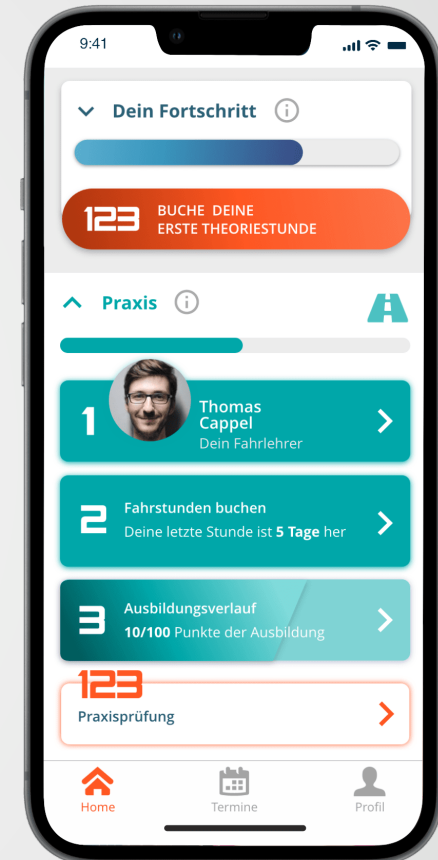


- **56 locations** in operation
- Strong focus on digitization, process automation & economies of scale
- Our unique self owned software is the only software in the German market to run a driving school with > EUR 20 M revenue
- Positive EBITDA following substantial YoY revenue growth
- Ready for scaling the business

Changes in legislation 2025



- **Theory lessons** can be attended online via ZOOM/Teams video call
- Flipped classroom with extended **e-learning**
- Aprox. **30 % of practical education** can be made on simulators



Financials H1 2024 on Track

Germany's largest driving school chain & digital disruptor of the industry

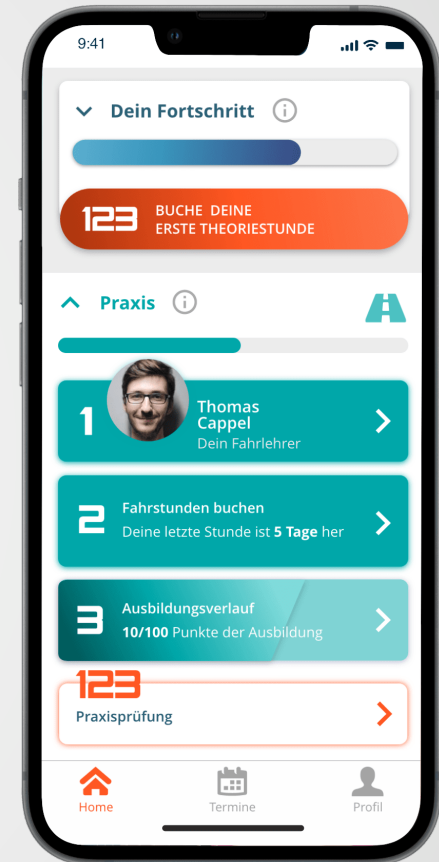


Preliminary Numbers H1 2024

- EUR 11 M Revenue
- € • EUR 0.5 M adjusted EBITDA
- Strong focus on Cash Flow and positive EBITDA

Outlook 2024

- EUR 22 - 24 M Revenue
- EUR 1.0 M adjusted EBITDA



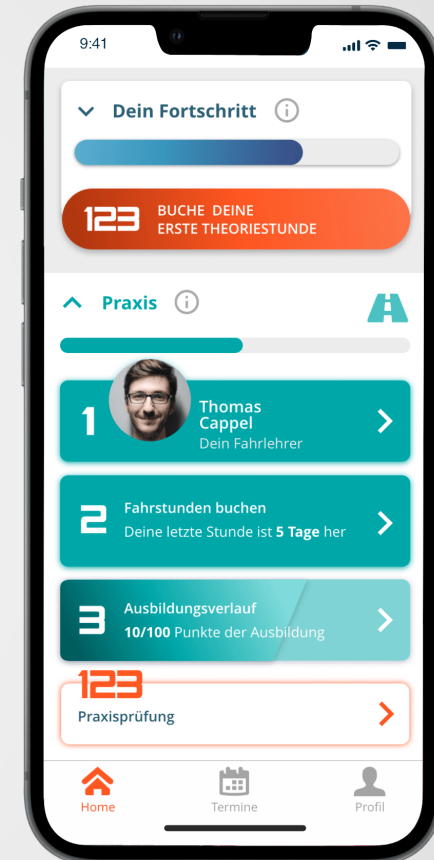
Competitive Analysis

Getting a major player in Germanies private education industry

Company	Locations	Revenue	Rev./Location
FOM	35	EUR 180 M	EUR 5.140.000
Berlitz	50	EUR 68 M	EUR 1.300.000
123fahrschule	56	EUR 22 M	EUR 390.000
All German Driving Schools	14.000**	EUR 3.000 M	EUR 214.000
Studienkreis	800	EUR 68 M	EUR 82.500
Schülerhilfe	1000	EUR 96 M	EUR 96.000

Major KPI: *Revenue/Location*

- Our locations are already generating more revenue than other major companies in the education industry
- Optimization of our locations until mid-2025 to **reach EUR 500.000*** for each location
- With improved marketing, operations and the change of legislation we expect to reach **EUR 750.000 Rev./Loc.** until end of 2026* *(run rate)



**Locations found on Google Maps by 123fs

Great Potential With Our Strategy 2027

Dominating the major markets



Focus on major cities



- Focus on cities with **more** than **150.000 inhabitants**
- One location on each 150.000 inhabitants

Driving School as a Service (DSaaS)



- Offer the 123fahrschule concept as a service to local partners in cities **less** than **150.000 inhabitants**
- Model with full-service offering (cars, accounting, HR)

Simulator Centers

- Opening Simulator Centers in cities **> 500.000 inhabitants**
- Brand name "FahrerWerk" & partnering with other driving schools

Cities	Possible Locations	Market (A&B)
> 500.000	99	EUR 492 M
> 150.000	161	EUR 805 M
< 150.000	399	EUR 1994 M
TOP 4 (123fs)	49	EUR 245 M

Already covered TOP 4 cities are having significant potential for future growth

Implementation of Our Strategy in 2025

Dominate our largest three cities



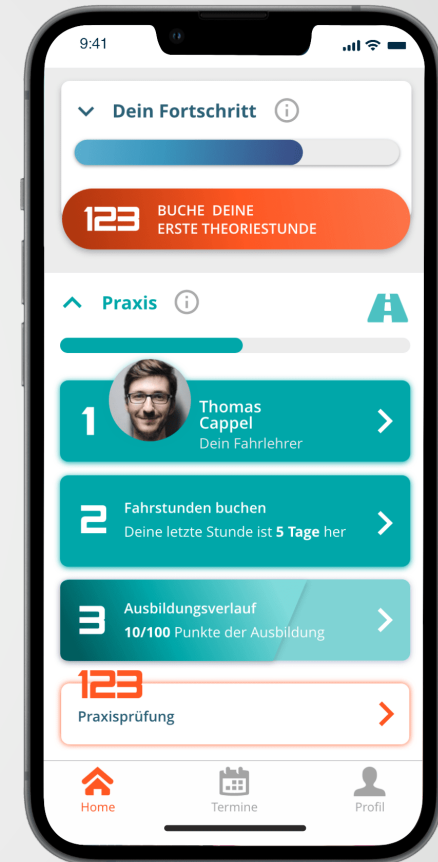
Apply "Growth System & Hack"



- Roll-Out of new locations in **cities** with **existing operations**
- Top-Down: **Berlin, Hamburg, Cologne**
- Migrate 6 smaller locations to DSaaS model – 50 existing locations remaining
- **20 new** locations opened until **mid-2025**
- Existing operations in cities reduces time to reach positive cash flow

70 locations mid-2025

- Run Rate end of **2025**: **EUR 35 M**
- Run Rate end of **2026**: **EUR 50 M**



Funding Needed Until End of 2025

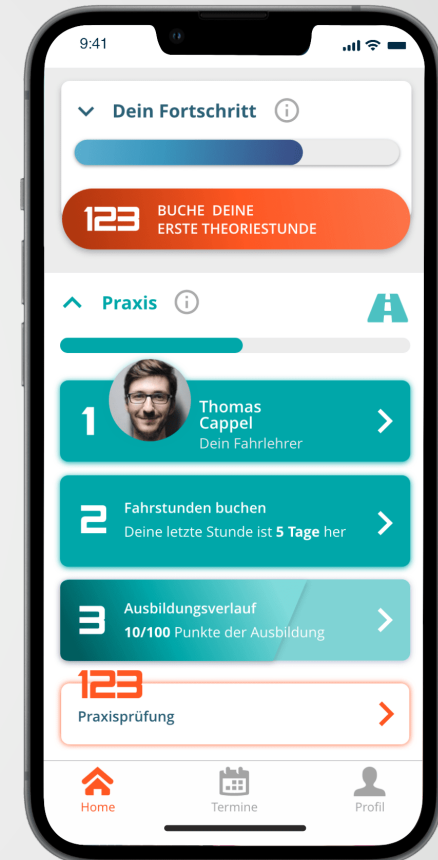
Capital flows into growth



Task	Cost/Location	Total
Open 20 new locations incl. simulators	EUR 50.000	EUR 1.000.000
Losses on new locations until positive cash flow	EUR 15.000	EUR 300.000
Proof of concept Simulator Center Cologne	EUR 200.000	EUR 200.000
Refitting/Renovating 25 existing locations incl. simulator	EUR 50.000	EUR 1.250.000
Increased working capital		EUR 0 – 500.000
Total		EUR 2.750.000

Apply maximum capital efficiency

- Raise capital step by step based on progress and results
- Roll-Out & Working capital might be partially funded with debt



Key Investment Considerations

Low risk – High upside potential



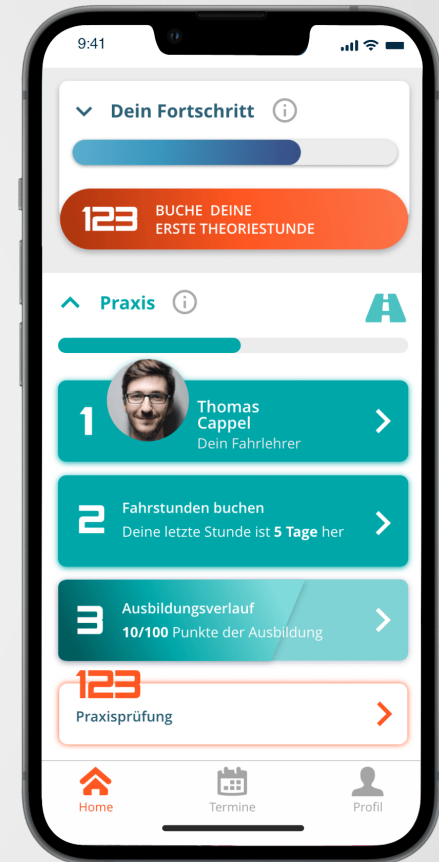
Proven Business Model

Good Momentum Through Upcoming Digitization

Major Investments in Company Setup Already Done

Proven Growth Model

Future Growth After 2025 Can Be Funded by Cash-Flow



Thank You for Your Attention



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