



**GreenMobility**  
YOUR CITY. YOUR CAR

PRELIMINARY 2025  
&  
GUIDANCE 2026

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# Our all-electric fleet of ~1,400 EVs



## PREMIUM

Our offering for a premium trip, longer rides, business or just more space.



## CORE

Our main fleet component. A small car with a spacious feel, perfect for trips in and around the city.



## CARGO

Niche offering to support transport of small goods. Cargo trip duration is longer than our average.



## BUS

Our newest offering, for groups, families, clubs, institutions or a trip to the airport with loads of luggage.

# GreenMobility is delivering on its financial guidance

## GreenMobility at a glance



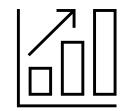
**+135,000**  
trips per month



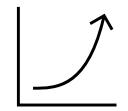
**~1,400**  
units in fleet



**DKK ~500m**  
market cap<sup>1</sup>



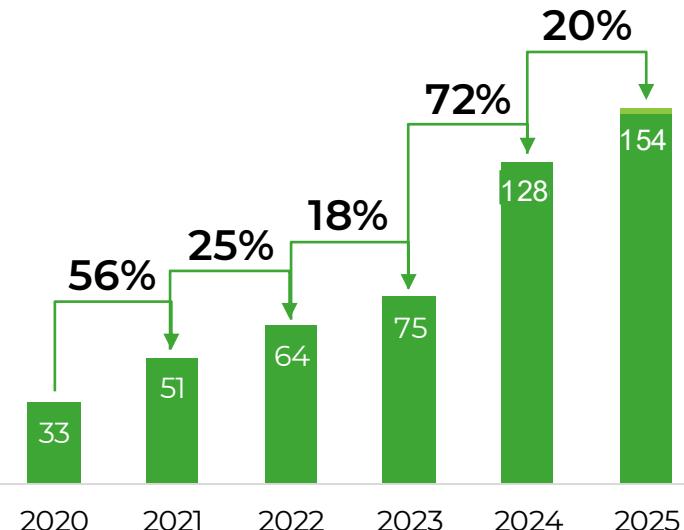
**17-19%**  
Latest revenue growth  
guidance 2025



**47-52%**  
Latest EBITDA growth  
guidance in 2025

## Revenue growth in Denmark

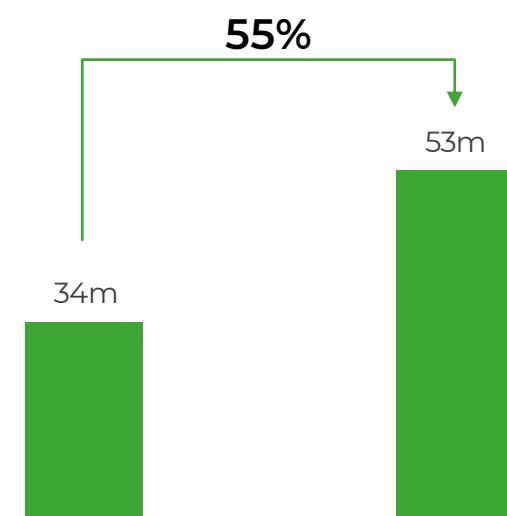
DKKK



• We have steady revenue growth in part due to increasing trip volumes and higher average revenue per car as a result of commercial projects.

## EBITDA growing significantly

DKKK



• Better operations (with scale) and disciplined cost control have been main contributors to EBITDA growth.

# Preliminary numbers 2025

**Revenue DKK 154 million vs. DKK 128 million in 2024 (20% growth)**

**EBITDA DKK 53 million vs. DKK 34 million in 2024 (55% growth)**

**Profit from continuing operations DKK 32 million vs. DKK 8 million in 2024**

**Cash at bank and in hand: DKK 17 million vs. DKK 10 million in 2024**

**Equity: DKK 35 million vs DKK 2 million in 2024**

**Solvency: 21% vs. 1% in 2024**

Notes: All numbers are unaudited



# Launch of Financial Targets 2028: Driving towards an autonomous future

## Our four strategic priorities

- 1** Denmark remains core as we see untapped growth opportunities
- 2** Average revenue growth of 8-12% with EBITDA growth of 12-16% per year
- 3** Strengthening the balance sheet, with an ambition to redistribute excessive cash
- 4** Bring autonomous driving to Denmark

## We are preparing for a future with self-driving cars

- We have untapped revenue growth and remain focused on the Danish market. We do not believe the time is right for international expansion.
- We believe car-sharing is still in its early adoption phase. We aim to grow revenues organically on average at a rate of +8-12% p.a. and EBITDA at a rate of +12-16% per year towards 2028.
- Our balance sheet has strongly improved. We will consider options for capital allocation including share buy-backs and communicate considerations in due course. Our aim is to be able to redistribute cash when solidity<sup>1</sup> is above 20%.
- We will be the frontrunner of autonomous driving and bring it to Denmark.

# Delivering sustainable value creation: Achieving 8-12% organic growth with a focused strategy

We aim to expand market presence in Denmark and make focused investments in technology

**Growing population**

**5%**

Copenhagen Municipality is forecasting 4.9% population growth from 2025 towards 2030<sup>1</sup>.

**Families without a car**

**52%**

In the Greater Copenhagen Region, 52% of families do not have a car, in total 555k families. 86k of families have two cars for private use<sup>2</sup>.

**New customers**



We have a limited market share among visitors in Denmark. We have distribution dialogues with mobility partners to reach more visitors in their trip planning stage.

**Growing customer base**

**17 y.o.**

Legislative changes allows 17-year-olds to drive. It generates ~14k new potential customers in Copenhagen<sup>3</sup>.

**Dynamic pricing impact**

**5-15%**

Dynamic pricing technology can grow revenues by 5-15%<sup>4</sup> and we will deploy it with our next-gen platform in 2026.

**New technology**



We invest in safety and security technology (sensors) and see higher compliance rates, reduced costs and more customer satisfaction with the car-sharing experience.

# Our 2026 financial guidance: Revenue growth and continued improvement of EBITDA margin

## Guidance 2026

Revenue  
**+8-12%**  
(vs. 2025)

EBITDA  
**+12-16%**  
(vs. 2025)



### Focus on building sustainable profitability

- We will deliver through an expanding market, new revenue growth pockets, digitalization and operational excellence





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**CONTACT:**  
Kasper Gjedsted  
Group CEO

[kg@greenmobility.com](mailto:kg@greenmobility.com)  
+45 21 41 80 30

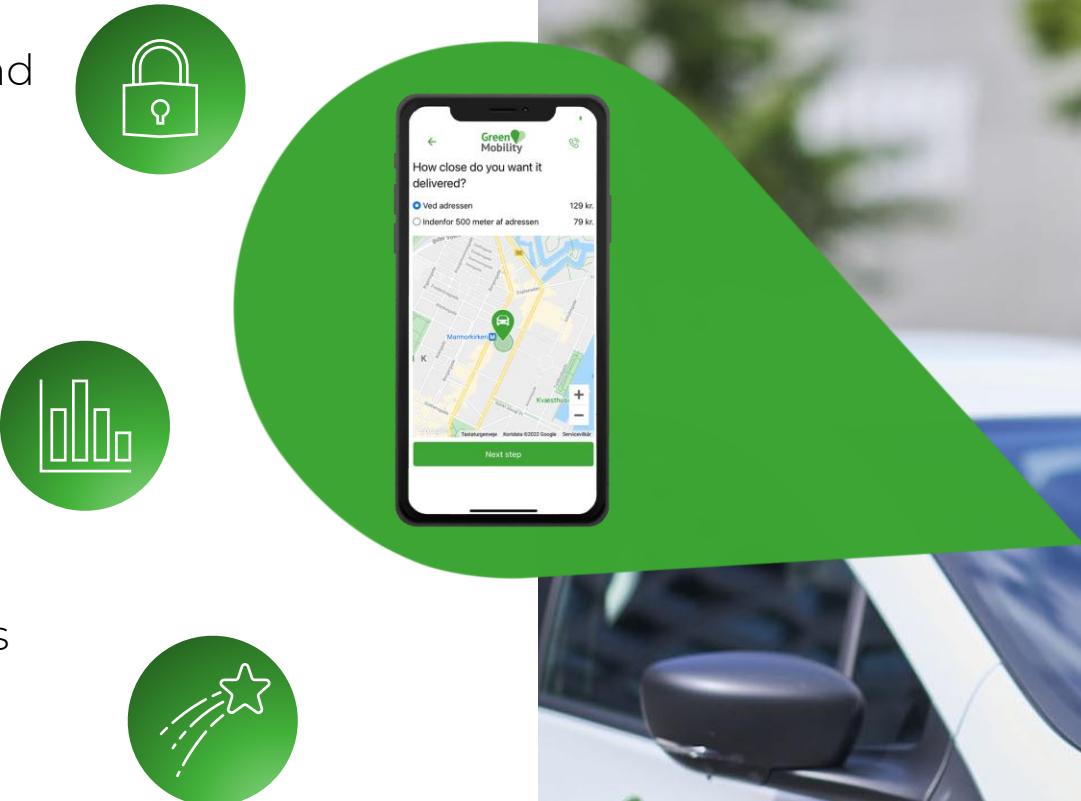
# TECHNOLOGY



# We are launching our next-gen app platform in 2026...

## Technology as a driver for margin expansion

- 💡 We have updated cars with safety and security measures (cameras, smoke and damage detectors).
- 💡 Impact: Preventive effect and better documentation for invoicing of customers.
- 💡 With our next-gen app, we can implement dynamic pricing, better overview of car types etc.
- 💡 Sensors are put in parking spots across Copenhagen – we can check and suggest available parking at the destination.



# ... and we are looking to leverage and implement AI to become a fully AI-powered car-sharing platform

From a digital platform yesterday to an AI-powered service platform today

## Expand revenues across fleet and services

- ♥ AI-enabled pricing algorithms (implementing dynamic pricing with GreenMobility app 2.0)
- ♥ AI-enabled car placement to fit demand patterns

## Enhance our team – focus on strategic development

- ♥ AI enables further automation of internal functions, increased efficiency and reduced costs
- ♥ 95% of Q&A can be resolved with chatbots and we focus human enabled-support for complex issues
- ♥ With more resources, our teams focus on strategic development activities

## Better fleet and vehicle health management

- ♥ AI can analyze data in real-time from sensors in vehicles to detect potential vehicle damages
- ♥ With AI we can identify and address issues immediately



# We want to bring autonomous car-sharing to Denmark – no one has a better foundation

## Our advantages in Denmark:



**Operational  
excellence**



**Training data**



**Strong customer  
relationships**



**Political  
insights**

## Why we build for the future

Self-driving cars have 22-26 trips per day while we have 3-6 trips per day. Technology is being commoditized, while customer relationships remains key.

### **80% fewer injury-causing crashes<sup>1</sup>**

Fewer damages leading to lower damage costs and reduced costs to insurance.

### **... as customers pay more...**

Ride-sharing customers were willing to pay over \$10 more for driverless rides than for a Lyft or Uber during peak demand periods<sup>2</sup>.

### **... for better urban living**

Ride-sharing with self-driving cars reduces the need for parking spaces, giving more space to urban residents.



# GreenMobility is stabilized, now we focus our double-down on selected efforts in our Financial Targets 2028

## Pockets of revenue growth

We seek to capture more trips in core markets from urban growth, new customer segments, and new offerings.

**52% of families in Greater Copenhagen area do not have a car.**

## Deploy new technology

Technology creates a better user experience and allows to capture more revenue while reducing costs.

**Cars with safety and security sensors reduce our operating costs and increase our revenue.**

## Operational excellence

Operational excellence remains key, we focus on disciplined cost control and lean management.

**We invest in areas backed by data to grow customers, revenue and earnings.**

## Capital allocation

We continue to evaluate options to maximize shareholder value with cash redistributions.

**We can redistribute cash if our threshold of an equity ratio of 20% is exceeded.**

## Prepare for self-driving cars

We believe GreenMobility has the best foundation to manage fleets of self-driving cars, and we are building that platform.

**We seek to be among the first in Denmark to offer self-driving cars.**