



PREMIUM EV • ENTRY STRATEGY • 2026 – 2029

BEYOND TECHNOLOGY

Building Premium Trust for Denza in Europe





Entering a red ocean

25

EV BRANDS IN
EUROPE

11

NON EUROPEAN
EV BRANDS

25%

CUMULATIVE MARKET
SHARE



Starting from scratch

NO

BRAND EQUITY

NO

CUSTOMER BASE

NO

EUROPEAN HERITAGE



The Rule of TWO

2

VEHICLES

D9 & Z9

2

STRATEGIES

B2B & B2C



Researching the problem

10

INTERVIEWS

With Industry experts and
potential clients

4

FIELD OBSERVATIONS

In comparable dealerships

50+

SOURCES CONSULTED

Papers, consulting reports,
govt. statistics, industry
databases



Understanding the problem





A targeted market entry

B2C

NORWAY – SWEDEN – DENMARK – NETHERLANDS – BELGIUM

B2B

12 KEY EUROPEAN CITIES

Like Madrid & Barcelona



B2C - Why there, Why them?

Nor, Swe, Den, NI & Be make up the top 5 largest EV markets in Europe



The Nordic Countries rank 1,2 and 3 in sustainability

No established legacy brand - lower risk market entry



Meet Elias Van Dersen



AGE

54

NET WORTH

~€1M investable assets

LOCATION

Amsterdam

VALUES

- 01 Craftsmanship over hype
- 02 Experience over status
- 03 Elegance over spectacle
- 04 Technology as refinement

"The best technology isn't the most visible. It's the technology that makes everything feel effortless."



B2B - Why there, Why them?

60% OF CARS ARE SUVs

50% CARS SOLD TO B2B

PTC SEGMENT

- Premium Transportation
- Companies purchasing direct or through leasing

USE CASE

- Chauffeur services
- Corporate mobility
- Premium executive transport



An attractive market opportunity

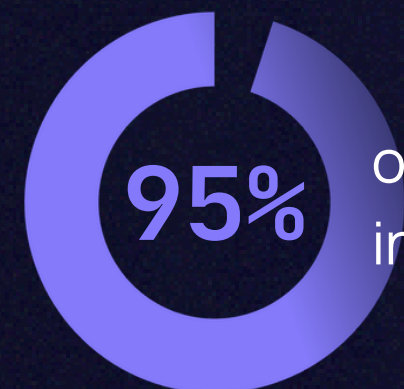




The Z9 strategy: capturing B2C's needs



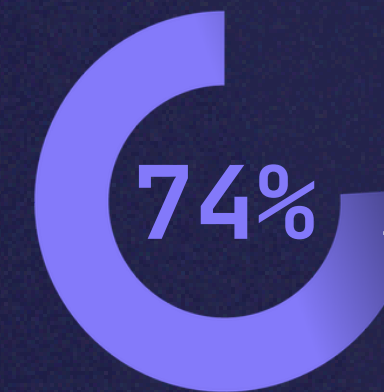
of €100k+ cars are sold to individuals



of new cars are sold in dealerships

Z9

BRAND
BUILDER



of EV buyers use digital tools vs 42% of ICE buyers

#1

Reason for buying a luxury car:

DRIVING ENJOYMENT



Winning the B2C segment

BUILDING CREDIBILITY.

01

EV Reviewers and Industry Publications

Generate validation of Denza's technology and premium credentials

03

Product showcases and demos; D9 referral mechanism

02

Industry Podcasts & Youtube

04

Billboards & SEO/SEM



Winning the B2C segment

CREATING CULTURAL RELEVANCE.

01

Product seeding among influential professionals

Place cars with respected individuals
who shape peer perceptions

03

Key Opinion Leaders

02

Sponsor Corporate Events

04

Golf, ski resorts



Winning the B2C segment

DELIVERING A PREMIUM EXPERIENCE.

01

Concierge Test Drives

Bring car directly to prospects
through personalized demos

03

Omnichannel Journey

02

Experience Flagship Centers

04

Premium Delivery, Onboarding & Follow-up

Flagship Experience Center

Integrated into lifestyle
→ premium city locations

Community building →
client events

Understated Luxury
aesthetic

Concierge Consultation →
appointment only

Curated Vehicle Gallery →
2-3 cars

Hospitality-led
lounge → luxury, not retail

SOURCES: BASED ON FIELDWORK VISITS AND BENCHMARKING WITH COMPETITORS



The D9 strategy: capturing B2B's needs





Winning the B2B segment

ACQUIRING AND CONVERTING INSTITUTIONAL BUYERS.

01

Dedicated KAM teams

Account coverage for enterprise and fleet prospects.

02

Volume Purchase Plans

Tailored commercial programs for fleet scale, offering rebates

03

Corporate Demos

04

Fleet Prospecting



Winning the B2B segment

LEVERAGING PREMIUM ECOSYSTEMS.

01

Premium Hotels

Position the D9 as the preferred executive mobility experience

03

Executive Chauffeur Services

02

Airport Transfer Companies

Embed D9 in high-frequency premium travel touchpoints

04

Luxury Hospitality Brands



Winning the B2B segment

CONVERTING ADOPTION TO ADVOCACY.

01

Referral Programs

Incentivize intros across executive networks

02

Corporate Testimonials

Showcase real-world impact from enterprise clients

03

Case Studies & ROI Calculators

04

Fleet Showcase Events



Iberia Pilot Program

TEST, LEARN & BUILD VISIBILITY WITH MINIMAL INVESTMENT.

Pilot Focus

- Premium transportation, Hotel shuttles and Airport transfers
- Get referrals from clients of B2B firms
- Digital sales channel
- Attempt to upsell existing clients
- Use of existing infrastructure





Building Residual Value

Buy back plan at **45%** of car **original value** after
a 5-year leasing plan

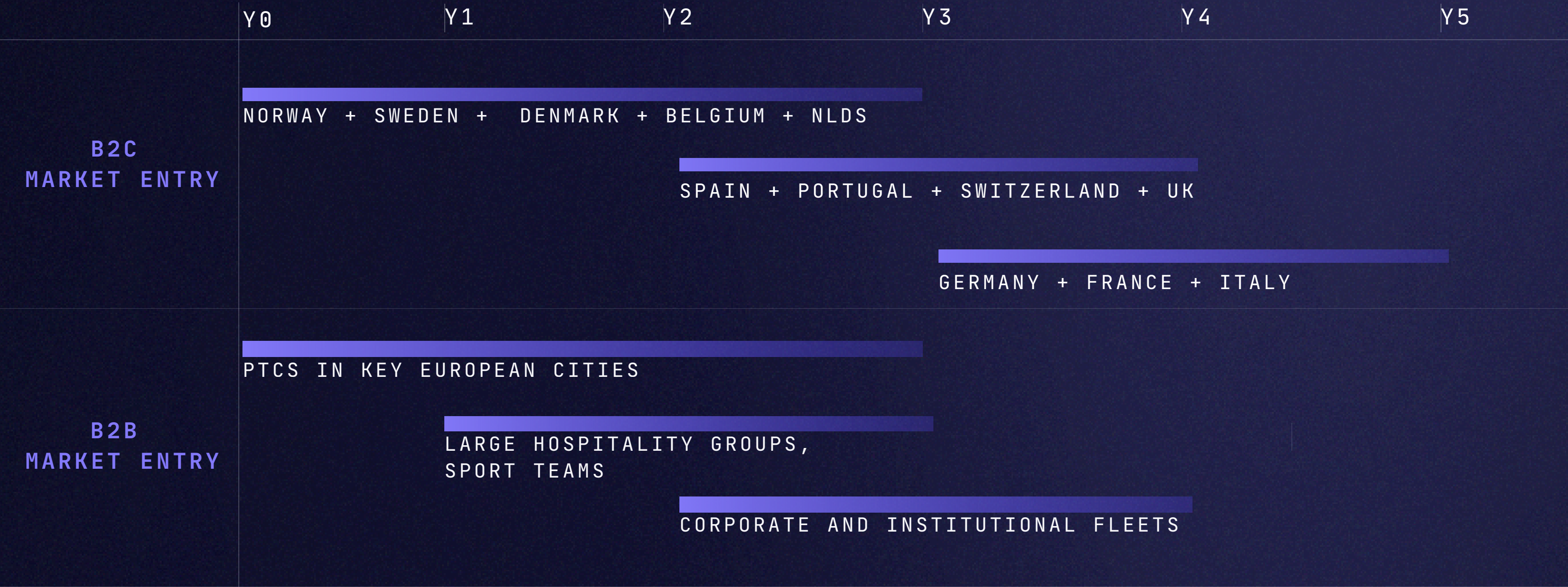
Extra benefits for balloon option contracts,
including extended warranties and better rates

Long term value building (5+ yrs) by monitoring
second-hand market

Favourable deals with leasing firms thanks to > than average RV,
achieved through frequent checkups and extended warranties



A phased launch to win Europe





Financing the Z9 & D9 strategy in year 1

102.45M

OPEX & CAPEX YR 1

78.95M

REVENUES YR 1

-43M

PROFIT YR 1
(BASE CASE)



A positive profit trajectory after year 1

Y1 profit in Millions

(€57.8) – (€28.6)

pessimistic - optimistic case

Y2 profit in Millions

(€5.6) – €24.3

pessimistic - optimistic case

Y3 profit in Millions

€23.6 – €54.2

pessimistic - optimistic case

Break-even

~3.87 yrs

base case





Mitigating leasing adoption risks

THE RISK:

Low residual value undermines leasing adoption

THE MITIGATION STRATEGY:

Guaranteed buy-back at 45% after a 5-year leasing plan



Mitigating visibility risks

THE RISK:

Technology advantage erodes before brand equity forms

THE MITIGATION STRATEGY:

Referral mechanism linking D9 riders directly to a Z9 test drive request



Our main takeaways

0 1

Trust is the barrier, not technology

0 2

Northern Europe is the right beachhead

0 3

Dual-segment strategy is coherent, not opportunistic

0 4

Residual value is the single most critical commercial risk



D E N Z A

Technology opens the
door. **Trust** walks
through it.

T H A N K Y O U



D E N Z A

Thank you!



Chiara Bernardi



Marco Cadeddu



Nicole Heffernan



Quentin Istas



Vicente Lorenzutti



Gaia Toriello



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