

# THE NEW AUTOMOTIVE VENTURES DEALERFUND

The new Automotive Ventures
DealerFund will help auto
dealerships navigate through
the next decade of
unprecedented change and
participate financially in the
AutoTech startups they
help to grow.



**LEARN MORE** 

# WELCOME TO THE AUTOMOTIVE VENTURES INTEL REPORT

Thank you for responding to our survey and providing feedback on the Intel Report. As a result, you'll see significant changes in this issue, and more to come next month.

As promised, we have made a donation to **BestFriends.org**, to help them on their mission to get our animal shelters to 100% "no-kill" by 2025.

In this month's issue, market valuations are in the process of resetting, and as a result, many VC firms are communicating with their portfolio companies to prepare for the worst: to cut costs, conserve cash and raise money if they can.

Yet, auto dealerships are very likely to experience another year of record profitability in 2022.





Thanks as always to you, our 4k+ loyal readers, and please send me a note if you have thoughts on how we can improve the Intel Report.

Many thanks,

Steve Greenfield steve@automotiveventures.com



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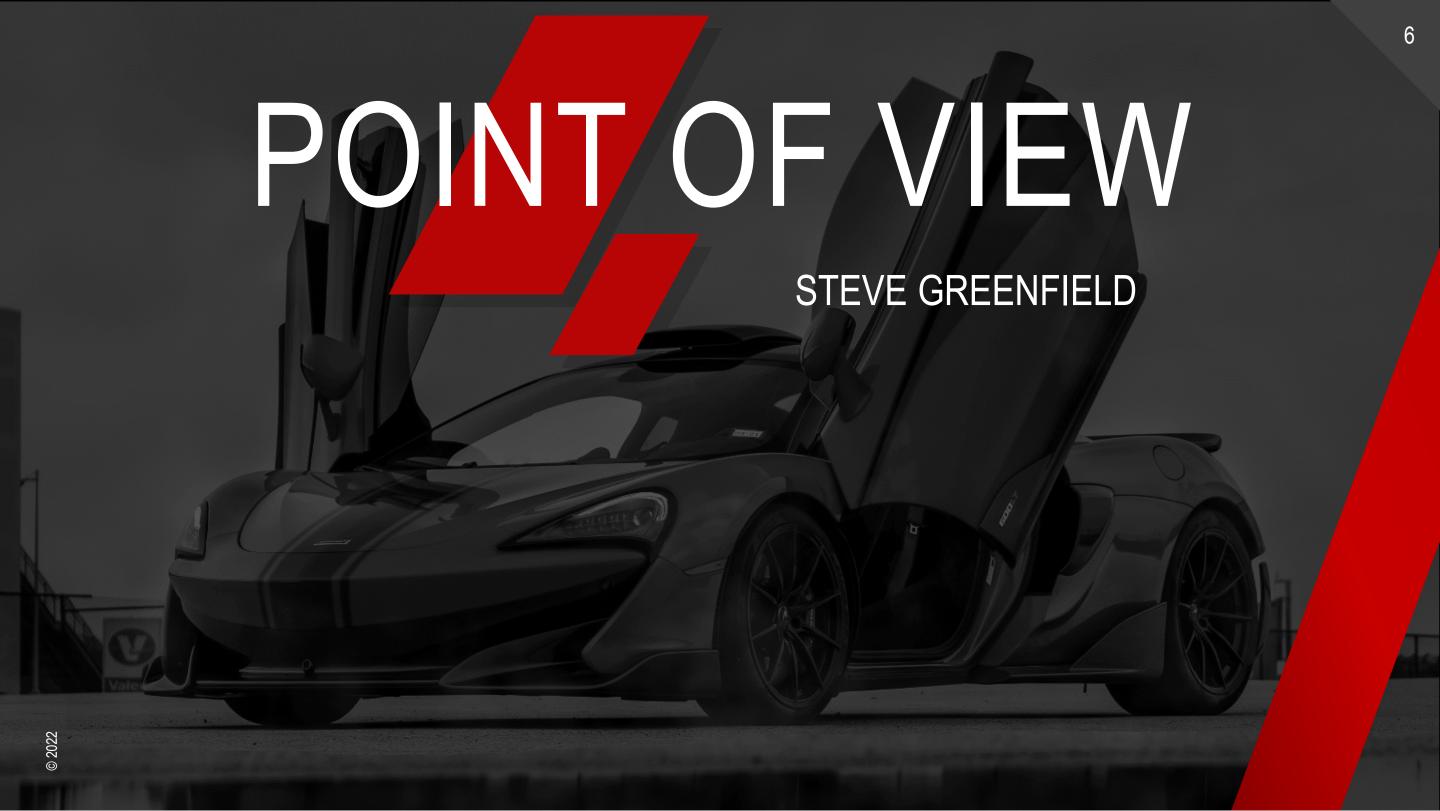
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AUTO TECH INVESTORS

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COMPANIES TO WATCH

**Q** 





#### AN UNCERTAIN MARKET

What a difference a few months have made.

Inflation is running much higher than the Fed's target of 2.0%, the US central bank is raising short-term rates, and market expectations for further tightening are climbing. This has caused substantial market turmoil, with most major stock indexes down by double digits since the start of the year. Many of the high-flying tech stocks that have driven market gains for years are down more than 30%.

The S&P 500 ended May at 13.9% below the all-time high it closed at on the first trading day of the year. The tech-heavy NASDAQ is down 23.7% over the same period.

The Automotive Ventures Mobility Index ended May at 194.3, which is 34% down from it's high in November 2021.

The SaaS Capital Index, which tracks the annualized run rate revenue multiples of the larger publicly-traded B2B SaaS companies sits at 9.3x, down from 16.9x last August, a drop of 45%.

The reset of valuation multiples in the public markets has started to hit private company valuations, although it may take a couple of quarters to trickle down to really feel the impact.



#### **CONSUMER SENTIMENT**

University of Michigan's <u>Index of Consumer Sentiment</u> dropped to 58.4 in May, down almost 30% from the prior year. Reasons cited include continued negative views on current buying conditions for houses and durables, as well as consumers' future outlook for the economy, primarily due to concerns over inflation.

It doesn't help that Russia's invasion of Ukraine, which started on February 24th, doesn't seem likely to find a resolution anytime soon.

There will not be a lack of funding for startups as the store of dry powder (record of \$1.81 trillion in January 2022) will continue to support fundraising. However, funders will be extra cautious with the stock market on the cusp of bear territory, and the possibility of a recession looming in the near future.

#### **ADVICE TO STARTUPS**

Sequoia Capital, the successful 50-year-old venture firm, has become known over the years for issuing memos to warn founders in its portfolio about market shifts. Their "R.I.P Good Times" memo in 2008 and "Black Swan" memo in March of 2020 have become legendary. This month, Sequoia published their "Adapting to Endure" memo to their portfolio companies, and it's worth noting some of their content.

Sequoia is calling this period of turbulence a "crucible moment." Just as they noted back in 2008, the same advice applies:

- 1. Manage what you can control:
  - a) Spending
  - b) Growth assumptions
  - c) Earnings assumptions
- 2. Focus on quality
- 3. Lower risk
- 4. Reduce debt

#### Y COMBINATOR'S PERSPECTIVE

Y Combinator, a Silicon Valley kingmaker, is advising its portfolio founders to "plan for the worst."

"The safe move is to plan for the worst. If the current situation is as bad as the last two economic downturns, the best way to prepare is to cut costs and extend your runway within the next 30 days. Your goal should be to get to Default Alive."

-Y Combinator memo titled "Economic Downturn"

The investment firm suggested startups cut their expenses and focus on extending their runways within the next 30 days. For those who don't have the runway to "reach default alive," YC is strongly suggesting that they consider raising money.

"If your plan is to raise money in the next 6-12 months, you might be raising at the peak of the downturn. Remember that your chances of success are extremely low even if your company is doing well. We recommend you change your plan."

-Y Combinator memo titled "Economic Downturn"

#### **DEALERSHIP PROFITABILITY**

Despite all of this, dealerships continue to print record profits.

# COINT OF VIEW

# >>> PUBLIC DEALER GROUPS: Q1 2022 PERFORMANCE

| COMPANY         |
|-----------------|
| Asbury (ABG)    |
| AutoNation (AN) |
| Group 1 (GPI)   |
| Lithia (LAD)    |
| Penske (PAG)    |
| Sonic (SAH)     |

| Gross<br>Margin<br>(% of Rev.) | Change<br>(vs. prior<br>year) |
|--------------------------------|-------------------------------|
| 20.2%                          | +2.8%                         |
| 19.4%                          | +1.9%                         |
| 18.9%                          | +2.6%                         |
| 19.1%                          | +2.6%                         |
| 17.7%                          | +1.9%                         |
| 15.9%                          | +1.5%                         |

| SG&A*<br>(% of<br>Gross<br>Profit) | Change<br>(vs. prior<br>year) |
|------------------------------------|-------------------------------|
| 56.0%                              | -(2.8%)                       |
| 55.4%                              | -(5.9%)                       |
| 59.1%                              | -(3.7%)                       |
| 55.7%                              | -(5.3%)                       |
| 57.4%                              | -(8.9%)                       |
| 65.5%                              | -(3.2%)                       |

| EBITDA<br>Margin<br>(% of Rev.) | Change<br>(vs. prior<br>year) |
|---------------------------------|-------------------------------|
| 8.6%                            | +1.9%                         |
| 8.3%                            | +1.9%                         |
| 7.3%                            | +1.8%                         |
| 8.2%                            | +2.1%                         |
| 6.1%                            | +2.0%                         |
| 5.0%                            | +1.2%                         |

Source: Stephens

SG&A after removing Rent

3 2022

# HOW WILL DEALERS COME OUT OF THIS?

Regardless of the aforementioned economic uncertainties, the overall macro view of the automotive segment is strong. J.D. Power reports that in addition to the 2.9 million new vehicles that weren't sold into fleets over the past two years, there is an additional 1.9 million retail units that were lost during the same period. Add the two figures together, and we have nearly 5.0 million new vehicle sales that must be fulfilled before the market equilibrates back to normal.

## >>> 4.8 MILLION PENT UP UNIT DEMAND

New vehicles sales that must be fulfilled before the market equilibrates back to normal

1.9 Million

Lost **Retail** sales during COVID

2.9 Million

Lost **Fleet** sales during COVID

© 2022

Source: J.D. Power

#### WILL THE OEMS MAINTAIN DISCIPLINE?

With all the talk about "Build to Order", keeping "Days in Stock" down, and better matching of supply/demand on the production line, time will tell if OEMs can maintain discipline without being tempted to get back into an environment where they overproduce to claim market share gains.

If history is any indication, it's very likely that we'll get back to our old ways of inflated inventory, which will, in turn, drive increased incentives to help liquidate units. Thanks to J.D. Power for this data of how the years after the 2008 recession played out. Discipline be damned.

OEMs are also maintaining pressure on dealerships to hit Sales Effectiveness targets, which measures a dealership's performance relative to the market area of responsibility and average dealership sales penetration.

## HISTORY: LACK OF OEM PRODUCTION/PRICE DISCIPLINE



Dealerships which have below average sales will be driven to sell more vehicles once availability returns, which drives down prices. Dealerships that are far below the average are targets for consolidation.

# POINT OF VIEW

#### **ACCELERATING RATE OF CHANGE FOR DEALERSHIPS**

The changes facing auto dealers keep coming.

<u>News this week out of Europe</u> about the evolution of the dealer body away from franchisees and towards more of an "Agency" model.

The agency model, which is being talked about more and more in the press but is not very well defined, is an evolution away from a more typical franchised dealership model to "agents" who sell product on the OEM's behalf. This model is more attractive to the automakers because they see the potential to reduce operating costs and eliminate discounting.

The Concept: As an OEM moves towards a direct-sales model, the dealers need less expensive facilities - to store fewer vehicles; consumers order the vehicle ahead of time so inventory costs are lower; advertising costs are lower; and, there isn't any competition on price as all vehicles sell at MSRP.

Outside of the U.S., Mercedes-Benz is also moving toward a more direct-sales – or "agency" – model, and is targeting 80 percent of European sales through this method by 2025.

This week, Mercedes-Benz announced plans to cut 15 to 20 percent of its dealerships in Germany, and about 10 percent of their dealerships globally, as part of a broad overhaul of its distribution network.

They were quick to add that there are no plans for a U.S. dealership consolidation at the present time.

At the same time, Mercedes is targeting 25% of all of their international sales to be online by 2025.

The automaker says the moves will cut distribution costs and allow it to rein in incentives as the automaker seeks to move even farther upmarket with higher average selling prices.

And it isn't only Mercedes who is making big changes overseas.

Just last week, Stellantis has said it would <u>end all current sales and</u> <u>services contracts with European dealers</u> for its 14 brands, effective June 2023.

The plan is to move the Stellantis distribution structure in Europe towards an "agency model," where carmakers take more control of sales transactions and prices while dealers focus on handovers and servicing, no longer acting as the customer's contractual partner.

The new Stellantis distribution structure would be operational in all of Europe's 10 largest markets by 2026, and they envision allowing their dealerships to capture 5% front-end profit on new cars sold.

We will be keeping a watchful eye on how this dynamic unfolds over in Europe and its implications on the U.S. market.

We continue to make dealership visits, asking owners to articulate their vision of what the future looks like and identify operational gaps that might be filled by technology solutions, a process that will ultimately define the areas of investment for the DealerFund. I look forward to sharing our findings with you in future Intel Reports.

#### **WRAPPING UP**

As Sequoia noted in their March 5, 2020 "Black Swan" memo communicating the potential impact of COVID-19 on their portfolio companies:

"Having weathered every business downturn for nearly fifty years, we've learned an important lesson — nobody ever regrets making fast and decisive adjustments to changing circumstances...

...In downturns, revenue and cash levels always fall faster than expenses. In some ways, business mirrors biology. As Darwin surmised, those who survive "are not the strongest or the most intelligent, but the most adaptable to change."

It's an exciting time for this industry, and I look forward to working with you to create the future.

Steve Greenfield
CEO and Founder

Automotive Ventures



-AYRTON SENNA





# THE AUTOMOTIVE VENTURES MOBILITY INDEX

The Automotive Ventures Mobility Index is a group of publicly traded mobility stocks that tracks the health of the mobility market, composed of the global publicly traded mobility companies, weighted by market capitalization of each company and indexed back to 100 as of January 1, 2015.



### AV MOBILITY INDEX: LARGEST MONTHLY MOVERS

Changes during the month of May 2022

| LARGEST \$ CHANGE |                   |  |  |  |  |  |
|-------------------|-------------------|--|--|--|--|--|
| INCREASE          |                   |  |  |  |  |  |
| Penske (PAG)      | \$1.50b <b>1</b>  |  |  |  |  |  |
| AutoNation (AN)   | \$907m <b>1</b>   |  |  |  |  |  |
| CDK Global (CDK)  | \$624m <b>1</b>   |  |  |  |  |  |
| DECREASE          |                   |  |  |  |  |  |
| Tesla (TSLA)      | \$335.4b <b>↓</b> |  |  |  |  |  |
| Uber (UBER)       | \$24.8b <b>↓</b>  |  |  |  |  |  |
| Toyota (TSE:7203) | \$20.8b <b>↓</b>  |  |  |  |  |  |

| LARGEST % CHANGE |                |  |  |  |  |  |
|------------------|----------------|--|--|--|--|--|
| INCREASE         |                |  |  |  |  |  |
| Innoviz (INVZ)   | 32.2% 🛊        |  |  |  |  |  |
| Penske (PAG)     | 20.7% 🛊        |  |  |  |  |  |
| AutoNation (AN)  | 15.0% 🛊        |  |  |  |  |  |
| DECREASE         |                |  |  |  |  |  |
| AutoWeb (AUTO)   | 78.0% ↓        |  |  |  |  |  |
| Embark (EMBK)    | <b>75.9% ↓</b> |  |  |  |  |  |
| Carvana (CVNA)   | <b>75.4% ↓</b> |  |  |  |  |  |

### AV MOBILITY INDEX: RELATIVE MARKET CAPS

As of May 31, 2022



WOBILITY INDEX

### AUTOMOTIVE VENTURES MOBILITY INDEX



Source: Automotive Ventures; Market Cap weighted; Indexed back to Jan 2015



VISIT

WWW.MOBILITYINDEX.INFO

# AUTO TECH

Where you can find more information, including subindexes for manufacturers, dealer groups, third party marketplaces, auctions, autonomy and electrification.

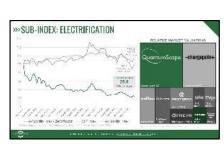












# MOBILITY TECH LANDSCAPE

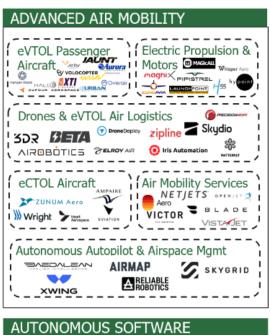


### MOBILITY TECHNOLOGY LANDSCAPE





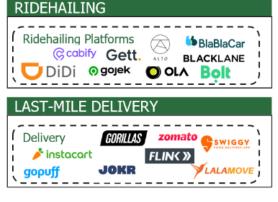




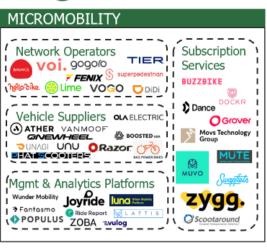










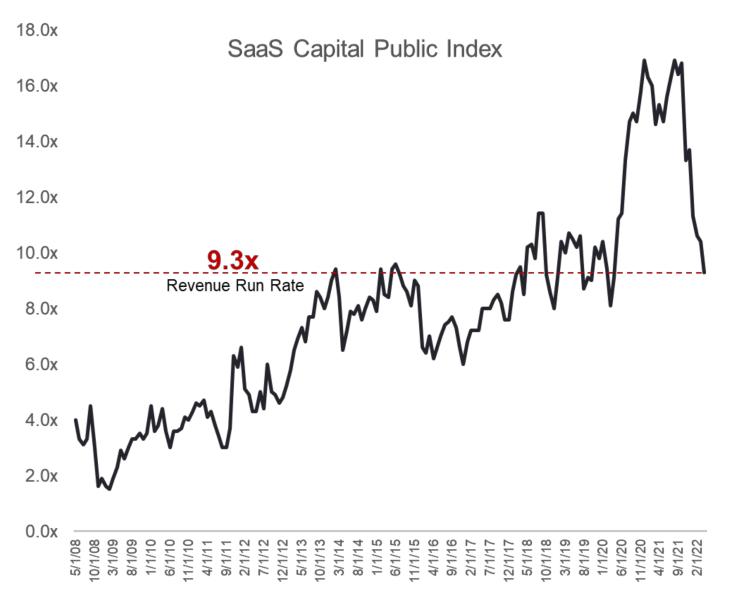




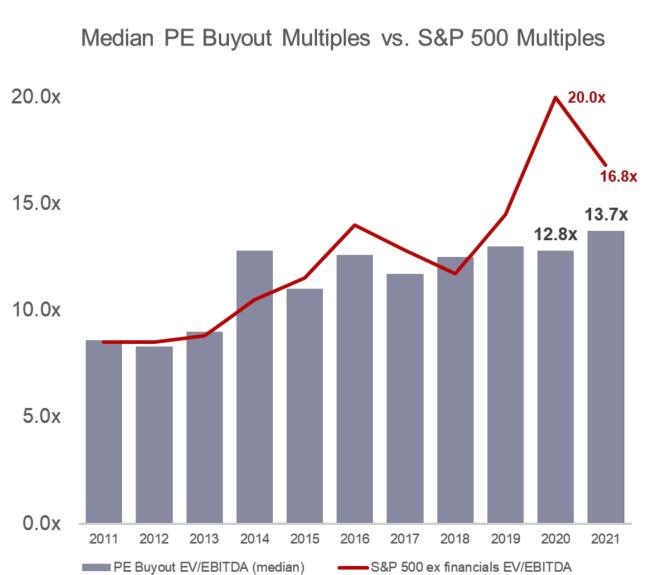


|                                  | PRE-SEED  | SEED  | SERIES A  | SERIES B   | SERIES C  |  |
|----------------------------------|---|---|---|--|---|--|
| ARR                              | \$0   | \$0 - \$200k  | \$1m - \$1.5m   | \$3m - \$5m  | \$10m+  |  |
| ARR GROWTH (Y/Y)                 | NA  | 300%  | 300%  | 250%   | 200%  |  |
| VALUATION                        | \$1m - \$3m   | \$4m - \$11m  | \$15m - \$40m   | \$50m - \$140m   | \$100m+   |  |
| ROUND SIZE                       | \$200k - \$500k                                       | \$1m - \$4m   | \$5m - \$14m  | \$15m - \$40m  | \$20m+  |  |
| INVESTORS                        | Friends, Family, Angels                               | Angels, Micro VCs   | VCs   | VCs VCs  |   |  |
| TEAM                             | Smart, committed team with relevant experience        | Strong fit between founders' skills and market need             | Proven ability to attract and manage great hires  | Experienced leaders in most functions; Proven ability to recruit senior people   | Complete senior management team                           |  |
| PRODUCT/MARKET FIT               | Market research indicates strong need for the project | Product is loved by early users; strong engagement & stickiness | High usage, low churn;<br>passionate customers; large<br>TAM                                      | Increasing evidence of strong product/market fit in huge market                  | Clear and increasing evidence of product/market fit       |  |
| SALES/MARKETING & UNIT ECONOMICS | Understanding best practices;<br>good ideas           | Signs of organic traction                                       | Early evidence of a repeatable,<br>scalable, profitable sales<br>model; CAC payback <12<br>months | Short sales cycle relative to ACV;<br>Net dollar retention>100%;<br>LTV:CAC >3:1 | Predictable, profitable, scalable sales/marketing machine |  |
| TRACTION                         | Growing waiting list of first pilot customers         | Engaged first users; adding a few \$k in MRR per month          | Get from 0 to \$100k MRR<br>within 12 – 18 months;<br>Growing 300%/year                           | Growing 250% per year  | Growing 200% per year;<br>negative net MRR churn          |  |
| DEFENSIBILITY                    | None  | Speed to market   | Brand is emerging; evidence of unique data asset  | First signs of a successful brand, platform or data play                         | Strong signs of a successful brand, platform or data play |  |
| MARKET POTENTIAL                 | Belief in \$10M+ ARR potential                        | Conviction there's \$100m - \$300m+ ARR potential               | Increasing evidence of \$500m+ ARR potential  | Increasing confidence in exit potential  | Increasing confidence in strategic buyer or IPO potential |  |

### PUBLIC MARKET SAAS AND PE BUYOUT MULTIPLES





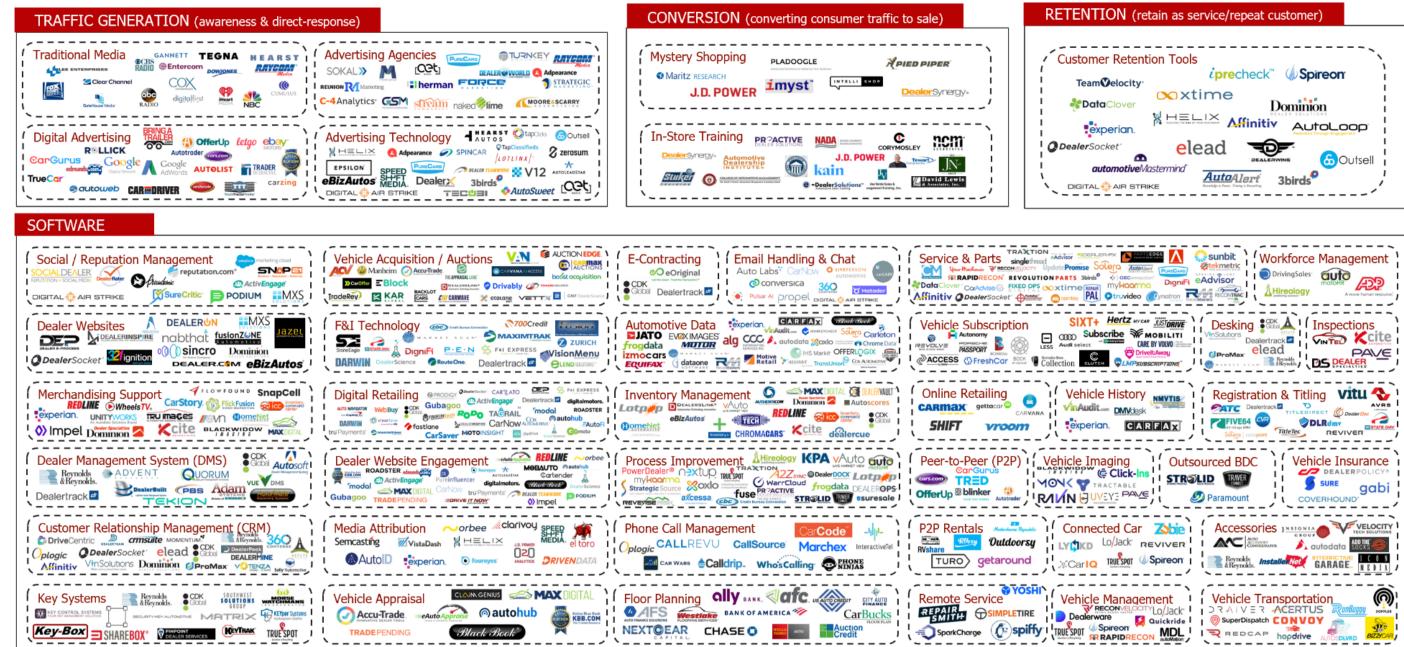


Source: PitchBook | Geography: U.S.



### DEALERSHIP AUTO TECH LANDSCAPE





# 2022 TRANSACTIONS



### MAY 2022 TRANSACTIONS













S100m Convertible Pref.

A NIO CAPITAL

1九1言



FINN

S110m Series B

korelya





TWAICE



SOUTH 8
TECHNOLOGIES

S12m Series A

ANZU PARTNERS



Wap Car

Acquired by

CARSOME













Acquired by

SWI





























































#### **OVERVIEW OF TRANSACTION**

Caribou (formerly known as MotoRefi), is an auto fintech whose mission is to help people take control of their car payments, and they have closed a \$115 million Series C funding round, which brings the company's valuation to \$1.1 billion.

The round was led by Goldman Sachs Asset Management.

#### SIGNIFICANCE TO INDUSTRY

Auto lending is the fastest-growing consumer credit market in the U.S., with total auto debt having doubled to roughly \$1.5 trillion in little more than 10 years. With the cost of car ownership soaring, Caribou is providing consumers with much-needed financial relief, saving its customers on average more than \$100 a month on their auto loan through refinancing. The company is expanding its services across the auto financial landscape, recently launching its digital car insurance marketplace.

Founded in 2016, Caribou has rapidly grown its core auto refinancing offering by connecting car owners with lenders from credit unions, community banks and other trusted financial institutions. Caribou now also provides a quick and easy way to shop and compare car insurance from trusted national carriers in minutes with its new car insurance marketplace. By combining technology with expert lending and insurance teams, Caribou is prioritizing transparency and trust in the car ownership experience.



# \$115m Series C

Goldman Sachs

Asset Management

### JANUARY – FEBRUARY 2022 TRANSACTIONS



#### January 2022



INRAS

Acquired by

Joby



**EVage** 

S28m Seed

Red**Blue** 





















































































#### February 2022







driivz

Acquisition by





**BRITISHVOLT** 

S54m Series C

**GLENCORE** 









Spireon

Ácquisition by

**\$** SCLERA



\$125m Series C

Jefferies

loadsmart

S200m Series D

SoftBank Latin America Fund









**CelLink** 

S250m Financing



**LEASY** 

S2m Financing

GOUACH

€3.3m Financing

breega



HELLA

S5.95h Acquisition by

faurecia





**CAZOO** 

Convertible Notes









TRUNK

主线科技

Series B

00 BAIC





























TENNECO

\$1.6b Acquisition by

**APOLLO** 



annotell.

S24m Series A

metaplanet.



**Dealer** 

Acquired by

(cbc)



Acquired by

**VCTON** 





GO>TO

SPAC IPO



**YOSHI** 

Minority investment

**BRIDGESTONE** 















### MARCH – APRIL 2022 TRANSACTIONS



Investments

This Month







mœve

S105m Series A2

Si Speedinvest



















SUMMIT

\$14m Investment

C>PRICORN

















VOLOCOPTER

S170m Financing by

WP CARE



2trde

€7m Seed Round

Adevinta Ventures



StoreDot











IRGENT.LY













CARTHONA

















































hivemapper

S18m Series A

Multicoin Capital

FIVE

Acquisition by

(H) BOSCH



**S** Bcomp<sup>®</sup>

S35m Investment by







carwow

Minority Investment by

(XP)

THE DYMOND GROUP OF COMPANIES

RECURRENT

\$4.5m

**Financing** 



nodar

S12m Series A

NA

Meter Feeder

S2.6m Seed

Extension



BUILT

S64m Series C

TIGERGLOBAI

• CDK • Global

BERING

S675m Financing

Vy Capital

Shift 

E

S9m Financing

USV Union Square Ventures

S8.3b Acquisition



Ever Charge ....

Acquisition by



Trillium

Acquisition by

optibus

S8.0m Series A

GOOD GROWTH CAPITAL





**AUTOMOTIVE** 





























Fantasmo









Acquisition by

samba**safety** 





















# **VISIT**

## WWW.AUTOMOTIVEVENTURES.COM/ AUTO-TECH-TRANSACTIONS

Where you can find more information, about major automotive technology deals for prior years, dating back to 2012.













### JUNE 2022 COMPANIES TO WATCH





#### stellaautomotive.com

STELLA handles your car dealership's inbound calls, answers questions, finds and books service appointments in seconds accessing multiple automotive dealership booking tools, watches phone lines, transfers calls and takes messages.



#### theautominer.com

The Auto Miner cleans customer data with managed marketing services designed exclusively for dealers. With industry-leading data cleansing, you can be certain that your marketing is reaching low-funnel customers who are ready to buy.



#### moove.ai

Moove.ai leverages connected vehicle data to fully realize transportation safety and efficiency. They provide a data backbone to connect all the disparate data required to fully orchestrate the transformation. They apply machine learning to rapidly identify issues in the system. They provide a real-time system for monitoring and managing orchestration.



#### invisible.ai

Invisible Al's vision platform tracks real-time human motion to help customers run accurate, reliable and safe operations. Invisble Al automates manual work tracking using intelligent cameras, and get results within minutes.



#### zendar.io

Zendar is building the highest resolution automotive radar in the world. Their product combines the benefits of radar, such as long-range and all-weather operation, with the resolution of lidar. They aim to make autonomous driving safe and accessible for everyone.



#### 2trde.com

2trde is a B2B platform for used car trading, providing software solutions for mobility providers such as car dealerships, leasing companies, and manufacturers, helping to increase efficiency in the secondary market for used cars and driving greater profitability.



#### voyantphotonics.com

Voyant offers a new class of LiDAR that fit in the palm of your hand, can analyze any environment, in any lighting from bright sunlight to pitch darkness with millimeter precision, are immune to interference, that sense position, motion, and even the materials objects are made of, and are affordable for any application.



#### serverobotics.com

Serve Robotics was the first autonomous vehicle company to commercially launch Level 4 self-driving robots. They aim to make delivery affordable, sustainable and convenient

# 2022 COMPANIES TO WATCH



| JAN                                  | FEB                                      | MAR  | APR   | MAY  | JUN                                       | JUL | AUG | SEP | ОСТ | NOV | DEC |
|--------------------------------------|--|--|---|--|---|-----|-----|-----|-----|-----|-----|
| AWAKE Mobility  awakemobility.de     | VOLTAIQ<br>voltaiq.com                   | FERMATA<br>ENERGY<br>fermataenergy.com     | designated driver designateddriver.ai               | © carmigo carmigo.io   | STELLA AUTOMOTIVE AI Stellaautomotive.com | ?   | ?   | ?   | ?   | ?   | ?   |
| eyegage.com                          | 1KOM<br>MA5°<br>1komma5grad.com/en       | Utilimarc° utilimarc.com                   | Thumds Up Referrals Without Asking getathumbsup.com | STURN STURN STURY Standards to the tradic turnautomotive.com | the autominer the autominer.com           | ?   | ?   | ?   | ?   | ?   | ?   |
| cerebrum-sensor.com                  | RLP rapidliquidprint.co                  | Viaduct<br>viaduct.ai                      | © EVmatch<br>evmatch.com                            | HEY CHARGE heycharge.com                                     | move.ai                                   | ?   | ?   | ?   | ?   | ?   | ?   |
| Vinai.io                             | visionary machines visionarymachines.com | OTTOMETRIC ottometric.com                  | 4 SCreen<br>4screen.com                             | STABI stableins.com  | invisible ai                              | ?   | ?   | ?   | ?   | ?   | ?   |
| CarDana<br>DRINGNUCUAL<br>Cardana.co | DriveU.auto  driveu.auto                 | SOELECT INC SO HOSE SET ESTEE  Soelect.com | © CarmaCare   | EverWash everwash.com  | ZENDAR.                                   | ?   | ?   | ?   | ?   | ?   | ?   |
| <b>♦ CHARGE</b> LAB  chargelab.co    | LECTRIUM lectrium.io                     | annotell.                                  | cinch.io  | SUMMIT<br>NANOTECH<br>summitnanotech.ca                      | 2trde<br>2trde.com                        | ?   | ?   | ?   | ?   | ?   | ?   |
| Kindred kindredmotorworks.com        | knowsmoke knowsmoke.com                  | SECURE<br>SECURETHINGS<br>Securethings.ai  | RIDE co   | /IDDIONICS addionics.com                                     | OYANT PHOTONICS Voyantphotonics.com       | ?   | ?   | ?   | ?   | ?   | ?   |
| Bcomp°<br>bcomp.ch                   | PIONIX<br>pionix.com                     | >>SHIFT5 shift5.io                         | Assured assured.claims                              | GOUACH<br>gouach.com   | 5 serve                                   | ?   | ?   | ?   | ?   | ?   | ?   |



# VISIT

# WWW.AUTOMOTIVEVENTURES.COM/COMPANIES-TO-WATCH



# AUTO TECH

Where you can find more information about our Companies to Watch from 2020 and 2021, as well as our Companies to Watch Press Kit.





# Thank you!

We have made a donation to Best Friends Sanctuary, in your honor.

#nokillby2025

www.bestfriends.org







In memory of Lamb Chop, who crossed the rainbow bridge on May 12, 2022. You taught us how to live, LC.



# FUNDING THE NEXT WAVE OF INNOVATION IN TRANSPORTATION TECHNOLOGY

We believe the way we invest today is how we move tomorrow. We create value beyond capital through our exclusive thought leadership and deep institutional networks.

#### PITCH TO US!

Automotive Ventures, LLC
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The views expressed in the report accurately reflect the analyst's personal views. The analyst has not received compensation for the views expressed in the report.