



Business plan



**APOLLONIA –
JOACHIM LUGOJAN**
THE SOLUTION FOR A COMPLETE WORKFLOW



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Company description

Mr. Joachim Lugojan is the founder and initiator of the Apollonia dental IT project. He is a trained IT specialist for system integration and has been working as a dentist since studying dentistry in 2012, including nine years with his own practice in Mannheim, Germany.

The founder is planning the development and construction of Apollonia!

Apollonia is a fully integrated, AI-powered platform for standardizing and optimizing the entire digital workflow in dentistry and dental technology. Its goal is to unite all steps – from diagnosis and digital planning to **CAD/CAM (Computer Aided Design/Computer Aided Manufacturing)** designs and manufacturing – in a single, seamlessly interoperable system, without media breaks or process interruptions.

The platform eliminates inefficiencies caused by fragmented and proprietary standalone solutions, thereby enabling higher productivity, faster turnaround times, and significant quality improvements in laboratories and practices. Apollonia integrates state-of-the-art AI algorithms for automation, decision support, and predictive models, making both dental treatment processes and dental manufacturing workflows more precise, efficient, and economical.

The German dental market, with over 71,000 dentists, serves as a strategic reference market. It offers ideal conditions for testing, optimizing, and establishing the platform before its systematic rollout to other European markets. These markets also face comparable structural challenges such as interface problems, a lack of interoperability, and time-consuming coordination processes – conditions under which Apollonia can fully realize its efficiency advantages.

The modular business model - consisting of planning, construction of dentures and aids, as well as billing services, a partner network and comprehensive full service - enables flexible adaptation to different market needs and rapid scaling. Apollonia's long-term

goal is to establish itself as the new market standard for intelligent, seamlessly integrated dental workflows throughout Europe. Three strategic guiding principles are central to this:

1. Increased productivity – significant time and cost advantages for practices and laboratories.
2. Quality improvement – more precise diagnoses, more accurate manufacturing and optimized treatment results.
3. Sustainability – Reduction of material and resource waste through digital continuity.

With its innovative strength, technological depth and clear market positioning, Apollonia addresses a highly attractive growth market and creates the basis for the digital transformation of the European dental industry.



Market analysis

The German dental market is considered one of the largest and most technologically influential single markets in Europe. With approximately 71,000 practicing dentists and around 9,500 dental laboratories, it generates annual revenues of over €20 billion. The CAD/CAM technologies, intraoral scanning, and AI-supported diagnostic procedures segments are experiencing particularly dynamic growth.

Despite technological advances, digital penetration in Germany is only estimated at 35 to 45 percent – a clear indication of the untapped potential for solutions like Apollonia. The market environment is currently highly fragmented and characterized by powerful, yet proprietary, standalone solutions – namely from providers such as exocad, 3Shape, and Cerec. While these solutions offer impressive functionality, their interoperability is limited. This results in redundant workflows, media breaks, and inefficiencies along the value chain.

Regulatory environment:

The German dental market is heavily influenced by the Medical Devices Act (MPDG) and the European Medical Device Regulation (EU-MDR). These regulations place high demands on software validation, data protection, interface standardization, and interoperability. This is precisely where Apollonia comes in: with a fully integrated, scalable, and AI-powered platform that maps the entire workflow – from intraoral scanning and CAD/CAM processes to manufacturing – in a unified, intelligently controlled system. Combined with a modular business model, this enables broad market adoption.

Market drivers in Germany:

- Demographic change: Increasing demand for prosthetic and complex care.
- Cost pressure: Forces practices and laboratories to optimize processes and increase efficiency.
- Skills shortage: Increases the need for automation and AI-supported assistance systems.

Challenges:

-) High investment barriers for new systems.
-) Brand loyalty of established users towards existing providers.
-) Complexity and duration of regulatory approval procedures.

However, the consolidation of fragmented system landscapes offers a clear competitive advantage for a fully interoperable provider like Apollonia.

European perspective

With approximately 340,000 dentists and tens of thousands of dental laboratories, Europe is one of the world's largest dental markets. Besides Germany, France, Italy, Spain, and the UK are among the most important individual markets, complemented by high-growth regions such as Benelux, Scandinavia, and Switzerland.

The European CAD/CAM market is growing by around 8 to 10 percent annually, driven by the same digitalization factors as in Germany: increasing patient needs, a shortage of skilled workers, cost pressures, and the desire for more efficient treatment and manufacturing processes. Here, too, proprietary systems dominate, and their limited interoperability creates system-related inefficiencies.

Thanks to its modular architecture, Apollonia can quickly adapt to national market conditions, languages, and regulatory requirements. Harmonization through the EU MDR (Medical Device Regulation) allows for rapid deployment in multiple member states after a single certification.

A strategic expansion approach envisions initially launching in digitally savvy markets with high per capita investment levels – such as the Benelux countries, Scandinavia, and Switzerland. Subsequently, the large volume markets of France, Italy, and Spain can be developed in a second phase. The planned European partner network, based on the “FlixBus principle,” allows for efficient expansion without the need to establish costly in-house production facilities in each country.

Competitive positioning

While global market leaders such as exocad , 3Shape and Cerec primarily offering specialized partial solutions, Apollonia positions itself as the only provider of a fully interoperable, AI-intelligent and scalable end -to -end workflow across all treatment and manufacturing stages.

This unique position gives Apollonia the chance to establish itself not only in Germany, but throughout Europe as the new market standard for integrated digital workflows in dentistry and dental technology – and thus to benefit significantly from the ongoing consolidation of the industry.



Employer

The initiator, Joachim Norbert Lugojan, is a highly qualified, internationally trained dentist with broad professional expertise that combines clinical excellence, entrepreneurial thinking, and technological innovation. Born on August 23, 1978, in Timișoara, Romania, and resident in Germany since 1989, he possesses strong intercultural competence, supported by his multilingualism in German, Romanian, Hungarian, and English.

His schooling began at the German primary school in Timișoara and continued after he moved to Germany, where he graduated from high school in Bingen in 1999. He then completed a comprehensive apprenticeship as an IT specialist for system integration at Deutsche Telekom. Even then, his affinity for complex technical systems, networks, and IT infrastructures was evident – skills he later applied specifically in medical contexts.

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After working on the "Toll Collect" toll project, he broadened his knowledge by studying economics at Philipps University of Marburg before pursuing his true calling: Dentistry. From 2005 to 2011, he studied at the renowned Victor Babeş University of Medicine and Pharmacy in Timișoara, graduating with a diploma thesis on "Prosthetic Status in Patients with Diabetes Mellitus." This was followed by continuous professional specialization through demanding advanced training in implantology, periodontology, aesthetics, and endodontics.

His dental career began in established practices in Bad Kreuznach, Rüdesheim, Rodalben, Karlsruhe, and Mannheim. In 2016, he took over the dental practice of Dr. Frank in Mannheim, which he successfully managed for over nine years. During this time, he demonstrated not only clinical expertise but also entrepreneurial acumen by optimizing treatment processes, establishing patient-centred service concepts, and modernizing the practice technologically. Since November 2024, he has continued his work in Switzerland, where he contributes his international experience and profound expertise.

Alongside his clinical work, Joachim Norbert Lugojan founded an innovative company in May 2025, specializing in the development, maintenance, and marketing of hardware and software solutions for (dental) medical data acquisition, processing, and administration. He thus combines his IT expertise with his medical experience to create pioneering digital solutions for the dental industry.

His exceptional language skills in four languages, knowledge of the Microsoft product range, in-depth IT and networking expertise, and international mobility – supported by multiple driver's license categories and an international driving permit – round out his profile. Personally, he is characterized by a strong willingness to learn, precision, interdisciplinary thinking, and a clear strategic focus. He dedicates his free time to technical literature, cycling, and travel, which further fosters his cultural openness.

Joachim Norbert Lugojan combines medical expertise, technological innovation and entrepreneurial vision – and thus exemplifies the modern, future-oriented healthcare entrepreneur.



CV of Joachim Norbert Lugojan, Dentist - Founder & Initiator

Date and place of birth : August 23, 1978 in Timișoara, Romania
Moved to Germany : April 1989
Marital status : Married, one daughter
Nationality : German

School education

September 1985 to April 1989 : German primary school in Timișoara, Romania
May 1989 to August 1990 : Primary school in Ingelheim, Germany
October 1990 to June 1999 : High school in Bingen, Germany
Graduation : High school diploma

Vocational training

09.2000 to 01.2003 : IT specialist for system integration at Deutsche Telekom

Professional Activities

January 2003 to December 2003 : Telekom – Toll Collect

Studies

04.2003 – 07.2005 : Studied economics at Philipps University of Marburg with study discontinuation.
10.2005 – 09.2011 : Studied dentistry at Victor Babeș University for Medicine and Pharmacy in Timișoara, Romania. Diploma thesis topic: Prosthetic status in patients with diabetes mellitus.

Continuing education

09.2012 – 04.2014 : Curriculum Implantology
01.2016 – 01.2017 : Curriculum Periodontology
09.2020 – 04.2022 : Curriculum Aesthetics / Endodontics

Dental activities

01.2012 – 10.2012	: At the practice of Kessler, Bad Kreuznach, Germany
10.2012 – 03.2013	: At the practice of Dr. Kröhl, Bad Kreuznach, Germany
04.2013 – 08.2013	: At the practice of Drs. Pogarell - Baum, Rüdesheim an der Nahe, Germany
09.2013 – 09.2015	: At the practice of Dr. Detzel , Rodalben, Germany
10.2015 – 12.2015	: At the Amedis group practice, Karlsruhe, Germany
01.2016 – 03.2016	: At the practice of Dr. Frank, Dürerstraße 11, Mannheim, Germany
04.2016 – 09.2024	: Self-employed with own dental practice as a dentist, in Mannheim, Germany
11.2024 - present	: Dentist at the AAZ Dental Clinic, Aarau, Switzerland
05.2025	: Business for the development, maintenance and marketing of Hardware and software for data acquisition, data storage - preparation, data administration and data processing for (dental) medical procedures and applications Founded in Eisleben Lutherstadt, Germany.

Profile, knowledge and qualifications

Language skills

-) Mother tongue bilingual:
-) German and Romanian
-) Fluent in German, both spoken and written.
-) Fluent in Romanian, both spoken and written
-) Fluent in spoken and written English
-) Basic Hungarian knowledge

Software skills	: Complete Microsoft product range
Other skills	: Network setup, administration and hardware knowledge
Driving licence categories	: AM, A1, ABC1, BE, C1E, CE, L and international driving licence
Hobbies & Sports	: Specialist literature, travel and cycling

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Team

The core team assembled by initiator and visionary Joachim Lugojan—a dentist—comprises experienced specialist firms and IT professionals:

Areas of activity and responsibility of the initiator Joachim Lugojan

As the initiator, overall project lead (subject matter expert), Product Owner, and Clinical Lead, Mr. Joachim Lugojan assumes responsibility for the substantive, dental, and strategic direction of the Apollonia project. He defines the product vision, the intended medical use, software requirements, and the workflows for both dental practice and dental laboratory operations. Furthermore, he prioritizes features for development, coordinates external technology and development partners, evaluates deliverables, and conducts the technical acceptance testing of the developed software modules.

His responsibilities also include providing subject-matter guidance for AI development, creating realistic test and application scenarios, organizing pilot projects, recruiting dentists and dental laboratories as cooperation partners, and supporting the preparation of regulatory, clinical, and data protection documentation. Mr. Lugojan represents the project to investors, funding agencies, business partners, and potential customers, guiding Apollonia from the conceptual phase through to market readiness and the subsequent market launch. Technical programming and implementation are carried out by specialized external technology and development partners.

Appendix 6 of the business plan, "Areas of Activity and Responsibility of the Initiator Joachim Lugojan (Dentist)" lists all the services and activities performed by Mr. Joachim Lugojan.

Areas of activity and responsibility of specialist firms and IT staff

-) Firm **M&M GmbH** and **SEQLY** in St. Georgen (BW) Germany
-) Firm **Vayu GmbH** in Heidelberg (BW) Germany & the **Engineering Firm Prof. Marmitt** in Mannheim (Baden-Württemberg), in cooperation with additional IT specialists.

Commissioned by the future Apollonia company, external technology and development partners are undertaking the technical conceptualization, development, integration, testing, and documentation of the Apollonia digital dental platform. The objective is to translate the functional and dental-medical requirements defined by the initiator, Mr. Joachim Lugojan, into a high-performance, secure, scalable, and market-ready software solution.

Based on the product vision, use cases, and dental workflows defined by Mr. Lugojan, the external partners will first prepare a detailed technical requirements analysis. Building on this, they will develop the software architecture, database structure, and user interfaces, as well as the necessary frontend, backend, cloud, and interface components.

The scope of services includes, in particular:

-) Technical requirements analysis and creation of functional specifications
-) Design of a modular and scalable software architecture
-) Development of user interfaces and interaction concepts
-) Frontend, backend, database, and cloud development
-) Development and integration of planned AI functions
-) Integration with practice management systems, intraoral scanners, CBCT/CT systems, as well as CAD/CAM and manufacturing systems
-) Setup of secure data transmission and interface solutions
-) Implementation of user, role, and permission concepts
-) Implementation of data protection, information security, and cybersecurity measures
-) Creation of prototypes and functional development versions
-) Execution of technical functional, integration, security, load, and system tests
-) Error analysis, troubleshooting, and continuous quality improvement
-) Technical support for pilot projects with dental practices and dental laboratories
-) Creation of required technical development and system documentation
-) Participation in establishing a quality and risk management system

-) Technical support for regulatory assessment and preparation for CE conformity
-) Preparation of the software for market launch in Germany and the European Union
-) Setup of operational, maintenance, update, support, and data backup concepts

External technology and development partners work closely with Mr. Lugojan, who serves as the initiator, overall technical project manager, product owner, and clinical lead. Mr. Lugojan defines and prioritizes technical requirements, answers dentistry-related queries, evaluates development outcomes, and performs the technical acceptance of individual software modules. The external partners are responsible for the proper technical implementation of the approved requirements.

Development is carried out based on bindingly agreed work packages, specifications, budgets, quality requirements, and milestones. Upon completion of a development phase, the results are technically verified, documented, and submitted to Mr. Lugojan or the Apollonia company for technical acceptance. Any errors or deviations identified are rectified within the contractually stipulated timeframes.

All source code, software modules, interfaces, data models, technical documentation, user interfaces, AI models, and other work products developed under the engagement must be fully documented. The necessary rights of ownership, use, modification, and exploitation are to be transferred comprehensively and permanently to the Apollonia company in accordance with the respective contracts. The use of undocumented third-party software or components with unresolved licensing status is strictly prohibited.

Furthermore, the external technology and development partners support Apollonia with technical maintenance, further development, troubleshooting, the installation of security-critical updates, and the preparation of future product versions. This ensures that the product can not only be developed to market readiness but also operated reliably, securely, and with technical viability for the future following its market launch. Strategic product decisions, the determination of the intended medical purpose, the technical evaluation of the software, and the decision regarding the final market launch remain the responsibility of the Apollonia company and the project and corporate management designated by it.

Appendix 7 till 11 of the business plan list, all services and activities are falling within the areas of activity and responsibility of the specialist firms and IT staff.



Marketing and sales strategy

Apollonia's marketing and sales strategy follows a consistently multi-stage approach focused on market penetration, brand building, and sustainable customer loyalty. The starting point is its positioning as the only system that fully integrates, interoperates, and actively controls all process steps of digital dentistry and dental technology through artificial intelligence.

This USP is consistently anchored as a central guiding principle in all communication and sales activities.

1. Market entry phase – Reference market Germany

The German dental market serves as a pilot and reference market to demonstrate the technological superiority, process advantages, and economic benefits of the platform in an established, regulated environment.

-)] Target group focus: Opinion leaders, Key Opinion Leaders (KOLs) and early adopters in practices and laboratories.
-)] Measures: Personal contact and targeted pilot projects create credibility and generate high-profile success stories.
-)] Stages: Presence at leading trade fairs – especially IDS Cologne – with live demonstrations, interactive application presentations and case studies.

2. Communication strategy – Thought leadership & building trust

Apollonia is establishing itself as an innovation leader in the dental market through continuous, high-quality professional communication:

-)] Trade media: Placement of articles, interviews and case studies in relevant dental and technology publications.
-)] Knowledge transfer: Publication of white papers, practical case studies and industry reports.

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-) Academic cooperation: Collaboration with universities and training institutions to familiarize prospective dentists and dental technicians with the platform at an early stage.
-) Digital channels: LinkedIn, specialist forums, webinars and targeted content marketing for expert positioning and lead generation.

3. Sales strategy – hybrid model for maximum market coverage

Sales are conducted using a hybrid model that combines flexibility with scalability:

-) Direct sales: Focused on large practices, laboratory groups and university hospitals with individual onboarding, tailored implementation concepts and premium support.
-) Indirect distribution: Through a certified partner network that includes locally based laboratories, dental dealers and service providers to maximize market penetration and logistical efficiency.
-) Price and performance structure: Multi-tiered pricing model to optimally address different investment readiness levels and market segments.

4. Growth phase – European expansion

Following successful establishment in the reference market of Germany, market entry into digitally savvy markets with comparable regulatory frameworks will follow:

-) Phase 1: Benelux, Scandinavia, Switzerland – markets with high technology acceptance and above-average per capita investment willingness.
-) Phase 2: Large volume markets such as France, Italy and Spain.
-) Strategy: Use of German key performance indicators as a proof- of -concept, deployment of country-specific sales teams and linguistically and culturally localized marketing measures.

5. Customer loyalty & marketing

Long-term customer loyalty is secured through continuous added value:

-) Product maintenance: Regular software updates, integration of new AI modules and expansion of functional interfaces.
-) Training programs: Exclusive training courses, webinars and community support increase the application potential.

-) Data-driven consulting: Analysis tools provide individualized optimization suggestions for processes, costs, and quality.
-) Community building: Establishing an Apollonia user club as a platform for exchange, best practices and brand ambassadors.

Strategic goal

With its combination of clear positioning, targeted reference market development, hybrid sales structure and scalable expansion, Apollonia is creating the foundation to establish itself not only as a product, but as a new European market standard for integrated, AI-supported dental workflows.



Management and Organization

Apollonia's organizational structure has been geared from the outset towards scalability, interdisciplinarity, and agile development. The goal is to ensure efficient decision-making processes, enable short response times to market changes, and simultaneously harmonize innovation and practical relevance.

The focus is on a clear separation between strategic leadership, operational implementation and technological development, which allows for optimal focus and resource management.

Management level

The management team consists of a managing partner (CEO) who is responsible for overall strategy, investor communications, and market positioning. This is complemented by:

-) Chief Technology Officer (CTO) – responsible for product development, system architecture and the technological innovation agenda.

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-) Chief Financial Officer (CFO) – responsible for financial planning, controlling, investor relations and risk management.
-) Chief Marketing Officer (CMO) – drives market penetration, brand development and strategic positioning in target markets.
-) The management is advised by a scientific and technical advisory board comprised of experienced dentists, dental technicians, and digital health experts. This board ensures that technological developments always align with practical market requirements and regulatory frameworks.
-) A letter of intent and a cost estimate for the project have been received from a renowned IT company based in Baden-Württemberg (Germany). In addition, other companies are offering further services and work.

Organizational units

Apollonia's core organization is divided into three main areas:

1. Product Development & Technology

-) Responsible for software architecture, interface development, AI algorithms, quality assurance and release management.

2. Sales & Marketing

-) Responsible for customer acquisition, existing customer support, brand building, content marketing, and the development and maintenance of strategic partner networks.

3. Operation & Support

-) Coordination of implementations at customer sites, conception and execution of training courses, service and support processes, and collaboration with partner laboratories.
-) Hybrid development model with external specialists
-) The Apollonia platform is developed using a hybrid model consisting of an internal core team and targeted external experts.
- Involvement of external developers for specialized modules, complex interface integration or short-term scaling needs.
- Working method according to Agile- Scrum methodology in clearly defined sprint cycles, controlled by the internal Product Owner team, which takes over the prioritization and acceptance of the developments.
- Quality assurance through regular stand-up meetings, code reviews, and joint testing phases.

- Knowledge management and know-how transfer between internal and external teams ensures sustainability and innovation capability.
- Security standards through binding NDAs, role-based access rights and audit-proof documentation of all development stages.

Interdisciplinary project teams

For the development of individual functional areas – such as intraoral scanner integration, CAD/CAM optimization or AI-supported treatment planning – cross - functional project groups are formed in which software developers, usability experts, dentists and dental technicians work closely together.

This approach ensures that technological innovations are not only technically feasible, but also meet the requirements of everyday clinical and dental practice.

Scaled growth model

The organizational structure is designed so that it can be expanded modularly when expanding into other European markets:

-) Centralization of core functions such as R&D, software architecture, strategic planning and central marketing.
-) Decentralization of market activities: Sales, implementation and support are managed on a country-specific basis through regional branches or certified partners.
-) Global developer resources can be brought in on a project-specific basis to implement country-specific regulatory requirements or language localizations in a timely manner.

Strategic benefits of the organizational structure

This structure allows Apollonia to combine strategic leadership expertise, agile technology development, and market-oriented implementation strength. This creates the foundation for scalable and sustainable expansion – initially in the German market and subsequently in the most important European dental markets.



Timeline

The implementation of Apollonia follows a clearly defined, phase-oriented project plan that encompasses both technical development goals and market launch and scaling strategies. Each phase is defined with precise milestones, evaluation points, and responsibilities to ensure efficiency, flexibility, and a results-oriented approach.

Phase 1: Concept & MVP Development (0 – 12 months)

Goal: To create a technical foundation and develop a marketable first prototype.

Activities:

-)] Detailed requirements analysis involving dentists, dental technicians and AI experts.
-)] Definition of the system architecture, data and interface standards.
-)] Development of a Minimum Viable Product (MVP) with the core features:
 -)] Data integration in intraoral scanners
 -)] CAD/CAM connectivity (open interfaces)
 -)] First AI-supported process control (e.g., automated workflows, partial analyses)
 -)] Setting up a secure cloud and server infrastructure in accordance with EU data protection standards (GDPR, MDR).

Milestones:

- Completion of MVP version 1.0 (end of month 9)
- Internal beta tests and initial feedback from practical use (months 10–12)
- Selection and onboarding of the first German pilot customers.

Phase 2: Pilot operation & market entry in Germany (months 13 – 36)

Goal: Validation of the system under real market conditions and acquisition of initial reference customers.

Activities:

- Practical tests with selected pilot customers in dental practices, laboratories and clinics.
- Optimization of system stability, performance and UX (usability, user interface).
- Integration and testing of partner laboratory connections.
- Start of first targeted marketing campaigns (trade fair appearances, trade press, webinars).
- Establishment of the first partner network in Germany.

Milestones:

- Completion of functional validation (month 18).
- Publication of reference projects and technical articles.
- Generating the first paying customers in Germany.

Phase 3: Scaling & Optimization Phase (Months 22 – 36/39)

Goal: Technical expansion, functional broadening and rollout in initial European markets.

Activities:

-) Expansion of the platform to include additional data formats and more complex AI algorithms (e.g., predictive diagnoses, automated treatment plans).
-) Expansion of the partner network (including service partners, universities and dental suppliers).
-) Organizational and personnel expansion in sales, marketing and tech support.
-) Rollout in digitally savvy markets: focus on Benelux countries and Scandinavia.
-) Adapting marketing materials to country-specific requirements.

Milestones:

-) System version 2.0 with enhanced AI features (month 30).
-) Opening of initial regional support units in target markets.
-) Achieving a defined number of new customers per target region (KPI-based).

Phase 4: Extended European expansion and rollout in the USA (months 36 – 72)

Goal: Market penetration in large volume markets and establishment as a European standard.

Activities:

- Software localization (language, regulatory adjustments).
- Intensification of sales channels and cooperation with national subsidiaries.
- Strengthening the brand as the “standard for intelligent dental workflows”.

Milestones:

- Revenue share > More than 70% outside Germany (from year 6 onwards).
- Establishment of a Pan-European support and training network.

Phase 5: Long-term R&D – Intelligent, voice-controlled platform (parallel, 36 – 84 months)

Goal: Continuous development into the leading intelligent dental workflow platform with innovative future features.

Activities:

-) Development and integration of voice-controlled user interfaces.
-) Implementation of a medical holographic emergency program for emergency simulations and live assistance.
-) Adaptation of new AI trends (deep learning, multimodal models).
-) Close cooperation with research institutions and technology partners.

Milestones:

-) First marketable voice control in a workflow system (within 4 years).
-) Prototype release of the holographic assistance system (by year 5-6).

The planned dental IT project duration is at least 6 years, with several development initiatives running in parallel. Key evaluation and control points are planned every 6–9 months to:

- To optimize resource allocation.
- To incorporate market feedback promptly.
- Strategy flexibly adaptable to changing market conditions.



Investments and financial plan

Apollonia's hardware investments encompass all essential laboratory equipment and machinery, as well as the associated IT infrastructure, necessary for a modern, digitized workflow in dental technology and dentistry. At the heart of this is the VHF R5 5-axis milling and grinding machine, which enables both wet and dry processing and is equipped with an ionizer for clean internal surfaces, an automatic tool changer, and the capability to process titanium and CoCr prefabricated abutments. Complementing this is a comprehensive tool set with 30 specialized milling cutters of varying designs and coatings, suitable for diverse materials such as plastic, wax, zirconia, cobalt-chromium, and titanium.

Professional delivery, commissioning, and training on the operation of the milling machine are provided throughout Germany, ensuring a smooth introduction at the production site. The TABEO 2 M ZIRKON 120 sintering furnace, which reaches temperatures up to 1650 degrees Celsius and is equipped with a wide range of programming and service functions, is designed for processing zirconia ceramics. To support production, a Quattro Tandem compressor with two drying units and electronic controls is installed; its commissioning and installation are included in the scope of supply. The SILENT powerCAM EC extraction system, with its dust bagless operation and automatic filter cleaning, ensures a clean and quiet working environment.

The 3Shape E8 lab scanner is intended for digital data capture, supplemented by the wireless 3Shape Trios 6 Pod scanners with state-of-the-art scanning and diagnostic technology. The scanners are powered by the latest high-performance laptops and workstations equipped with the latest hardware. Accessories such as abutment holders, transfer plates, and calibration objects ensure precision and accuracy in the workflow. The software landscape includes various specialized modules for design, implantology, orthodontics and other areas, which are provided as license models and must be renewed annually.

The IT infrastructure is based on externally hosted servers and services from an ISO 27001 certified, GDPR-compliant data centre, which includes solutions for continuous

integration, quality assurance, collaboration, and data management. Various cables, installation fees, and training courses are also part of the investment to guarantee comprehensive functionality and operational reliability.

These investments form the basis for a highly integrated, efficient and scalable digital dental workflow that seamlessly supports both manufacturing processes and digital planning and diagnostics.

See Appendix 4 (Apollonia Laboratory Setup).

In addition to the equipment described, I recommend investing in redundant data backup systems and a company-wide IT security architecture to meet the increasing demands for data protection and reliability in the medical environment. Likewise, additional training and support capacities should be planned for long-term scalability to optimally support the expansion of the customer base and the partner network.

Investment needs

Looking for: **Seed/Early Stage Investment**

Use of funds: Product development, CE certification, go -to -market strategy, team building, sales partners.

Participation in a digital future model with high margins and international scaling potential.

Apollonia prices vs. conventional lab costs = Apollonia's price advantage for dentists



PFM crown, fully veneered

Laboratory price approx.: € 180.00

Apollonia price: € 144.00

Price advantage with Apollonia: € 36.00



3-unit bridge including veneer, non-precious metal alloy

Laboratory price approx.: € 450.00

Apollonia price: € 360.00

Price advantage with Apollonia: € 90.00



3-unit bridge including veneer, zirconium

Laboratory price approx.: € 570.00

Apollonia price: € 456.00

Price advantage with Apollonia: € 114.00

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Each additional unit including veneering, zirconium

Laboratory price approx.: € 180.00

Apollonia price: € 144.00

Price advantage with Apollonia: € 36.00



1-4 surface inlay, e.max

Laboratory price approx.: € 135.00

Apollonia price: € 108.00

Price advantage with Apollonia: € 27.00



Cover denture, 2 TK veneered

Laboratory price approx.: € 1,000.00

Apollonia price: € 800.00

Price advantage with Apollonia: € 200.00



Telescopic prosthesis, 3 TK veneered

Laboratory price approx.: € 1,400.00

Apollonia price: € 1,120.00

Price advantage with Apollonia: € 280.00



Partial denture with attachments, 4 PFM crowns

Laboratory price approx.: € 1,380.00

Apollonia price: € 1,104.00

Price advantage with Apollonia: € 276.00



Full denture

Laboratory price approx.: € 480.00

Apollonia price: € 384.00

Price advantage with Apollonia: € 96.00

Implant and braces



Dental implant

Laboratory price approx.: € 2,000.00

Apollonia price: € 1,600.00

Price advantage with Apollonia: € 400.00



Removable braces

Laboratory price approx.: € 1,100.00

Apollonia price: € 880.00

Price advantage with Apollonia: € 220.00



Invisible dental aligner

Laboratory price approx.: € 3,000.00



Snoring mouthpiece

Laboratory price approx.: € 395.00

Apollonia price: € 316.00

Price advantage with Apollonia: € 79.00

All prices include 7% VAT.

Important note: The name "Apollonia" is currently merely a working title for the software project. Upon completion of the development and branding phase, the software will be marketed under a **new brand name** and **registered accordingly under trademark law**.



Capital requirements, profitability and liquidity

The Apollonia dental IT project requires a total investment of **6,572,754.00 Euro**. The start-up phase comprises the first three years, during which short-term profit realization is deliberately avoided in order to lay the foundation for sustainable growth.

The profit phase begins in the fourth fiscal year with a projected pre-tax profit of 1,303,410.00 Euro. In the 5th fiscal year, the expected profit increase rises significantly to 7,926,810.00 Euro. This means that the entire investment, including profit shares, can be fully returned to investors as early as the 5th year. The higher profit margin means that in the 5th year, not only Germany but also other EU countries will be served. In the 6th year, the profit increases to 22,810,005.00 Euro.

In its sixth year, Apollonia serves not only EU countries, but also the USA and Canada. In the following years, other interesting countries such as the Gulf States and Asia will be added.



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Please refer to Appendix 1 – Financial Plan for detailed planning data and financial figures.



SWOT analysis

Strengths

The Apollonia dental IT project boasts a clearly structured and meticulously calculated investment and cost plan, which sends a strong signal of professional project preparation to potential investors. The technology employed is of a very high standard: the acquisition of modern dental equipment such as the VHF R5 milling and grinding machine, the 3Shape E8, and the TRIOS 6 Pod intraoral scanners ensure precision, efficiency and future-proofing in production.

Another key advantage is the highly qualified senior-level development team, which has experience with complex projects in both the medical and IT sectors. This ensures that the initial phase (product development) is implemented with a high level of expertise and minimal onboarding effort.

The detailed separation between the development and operational phases also creates cost transparency and allows for a reduction in fixed costs after market entry. The break-even calculation (starting month 37 with conservative revenue assumptions) provides a clear economic target.

Weaknesses

The biggest weakness lies in the high total financing requirement of € 6,572,754.00 in the first 36 months. This capital commitment is only sustainable if the sales forecasts are realized.

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Personnel costs are very high in the first three years, which can lead to significant liquidity problems in the event of project delays. Furthermore, the project is currently labour-intensive and therefore dependent on the availability of key personnel during the software development phase.

Another potential bottleneck would be if revenue projections from month 25 onwards do not materialize. Should market access be delayed, the break-even point will shift significantly.

Opportunities

The market for digital dental technology, particularly CAD/CAM-based manufacturing and intraoral scanning, is growing at an above-average rate. With the planned technologies, Apollonia will be able to serve both B2B dental laboratories and B2C dental practices, thus expanding its target group.

The high level of automation (e.g. automatic material changer, combined wet/dry processing) opens up economies of scale and makes expansion to other locations possible.

Furthermore, the modular software architecture can be used in the medium term for new licensing models or SaaS services, generating additional recurring revenue. Investment in premium software solutions like 3Shape and the clear documentation and collaboration structure (Jira, Confluence, GitLab) ensure long-term innovation capability.

Risks (Threats)

A foreseeable risk is technological dependence on device and software manufacturers. License changes or support restrictions could lead to unplanned additional costs.

From a market perspective, there is a risk of delayed or weaker market entry, particularly if competitors with comparable technology are already established. A further risk could arise from the market situation in the national and international financial markets.

Regulatory changes in the medical device sector or in data protection legislation (GDPR) could also cause additional compliance costs.

Finally, there is the classic risk that the break-even planning is too optimistic if start-up sales grow more slowly than forecast. Since fixed costs are high in the initial phase, this could quickly impact liquidity.

Conclusion

Apollonia is a technologically advanced and well-planned dental IT project with significant market potential. The key to success lies in the rigorous implementation of the market entry strategy, strict cost and liquidity management, and safeguarding against external dependencies. With a consistent focus on efficiency and revenue growth from month 36 onward, break-even can realistically be achieved in month 48 or even earlier.



Sustainable and scalable differentiation strategy

A sustainable and scalable differentiation strategy is one of the key success factors of the Apollonia dental IT project. The goal is to create a clear market position that not only generates short-term competitive advantages but is also sustainable and resilient to market fluctuations in the long term. At the heart of this strategy is a clearly defined customer benefit tailored to the specific needs of the target groups. Apollonia offers its users not just a functional solution, but a holistic user experience that is both rationally convincing and emotionally engaging.

The key unique selling propositions (USPs) are based on a combination of innovative technology, a unique design approach, and exclusive access to specific know-how that is difficult to replicate in its entirety. This advantage is actively expanded through continuous research, ongoing optimization of product and service elements, and strategic partnerships. In parallel, an innovation roadmap is in place that enables the company to adapt to technological trends early on and implement new features quickly and in line with market demands.

Another strategic focus is the scalability of the business model. Apollonia is designed to be transferred to new markets and expanded to additional target groups without fundamental structural changes. This includes the possibility of expanding the offering with complementary products or services to tap into further revenue streams. The protection of its differentiating features is ensured by a targeted package of measures, including trademark law, potential patent applications, contractual exclusivity agreements, and the development of proprietary databases.

This strategic approach ensures that Apollonia not only clearly differentiates itself from its competitors, but can also maintain and expand this position over the long term. At the same time, it creates a solid foundation for organic growth, international expansion, and attracting external investors.



Video Clips

There are two video clips in German and English on the P-Cloud, where Mr. Joachim Lugojan, founder and initiator of the [Apollonia dental IT project](#), explains the Apollonia project.

Link German:

<https://e.pcloud.link/publink/show?code=XZ86JNZL4tOGJriMKQ8h4EqTwxDB7wgPXDV>

Link English:

<https://e.pcloud.link/publink/show?code=XZR6JNZPYg8tN9O9NyVvKV0K3FAcLPDIrvy>

QR codes for the video clips. Just scan:



German



English

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You can find further information and downloads regarding Apollonia on the INNO CONSULTING website:

<https://innoconsulting.org/projekte/apollonia-dental-software/>

<https://innoconsulting.org/download/>



Final statement

Based on business research and a careful consideration of both negative and positive possibilities, it is possible, given the market conditions, that **Apollonia** the company can successfully position itself in the market and close good deals in the future. Profits and losses cannot be predicted for the future. Market studies and future projections were conducted based on current business conditions and available information. All calculations and studies resulted in a positive assessment. Stress tests and known risks in the business world were considered. The business plan was prepared in collaboration with the client, Mr. Joachim Lugojan, using his knowledge, information, documents, and figures to the best of our knowledge and belief.

Nothing should stand in the way of **Apollonia** 's successful launch!

Attachments:

Appendix 1 Apollonia - Summary – EN

Apollonia - Appendix 2 - Financial Plan – EN

Appendix 3 Three-Pillar Business Model – EN

Appendix 4 Apollonia Investor Pitch Desk – EN

Appendix 5 Apollonia Demo Program – DE + EN

Appendix 6 Areas of Activity & Responsibility: Initiator Joachim Lugojan, Dentist – EN

Appendix 7 Areas of Activity & Responsibility: M&M GmbH and SEQLY – EN

Appendix 8 Areas of Activity & Responsibility: Vayu GmbH – EN

Appendix 8a Areas of Activity & Responsibility: Engineering Office Professor Marmitt – EN

Appendix 9 Average Planning for full Development of Apollonia to Market Readiness – EN

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Apollonia's business plan was prepared by the management consultancy Oliver Brunn Mittelstandsberatung with projected figures and information from the client & initiator, Mr. Joachim Lugojan.



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Aschersleben, 11th. of September 2026

Oliver Brunn Consulting

A handwritten signature in blue ink, appearing to be 'Oliver Brunn', written over a horizontal dashed line.

Oliver Brunn, Management consultant