

# WHY WE INVESTED: LawX



At Motive, one of our areas of focus in Venture Capital is backing tech companies at the intersection of vertical solutions and embedded finance, particularly where AI and software are transforming the operational backbone of complex and underserved industries. One such sector is legal services, a €1T+ global market<sup>1</sup> still driven by manual workflows, fragmented tooling, and legacy infrastructure.

Today, advances in AI are not just improving legal knowledge work. They are unlocking the automation of operational workflows, where the majority of inefficiencies and cost leakage sit. We believe this shift creates a rare opportunity to build system of record platforms in legal and, over time, layer financial services on top.

That is why we are excited to announce our investment in LawX.

## INTRODUCING LAWX

LawX was founded in late 2024 in Berlin by Dr. Norman Koschmieder, Dr. Sara Brinkmann, and Torben Rabe. The company is building an AI native Legal Operating System designed to automate the operational backbone of law firms.

In just a few months since launch, LawX has already reached €1M+ in contracted annual revenue with over 50 customers<sup>2</sup> across notaries and SMB law firms in Germany. We believe this is a strong signal of early product market fit in a traditionally slow-moving industry.

1. As of March 2026, Company Materials

2. As of March 2026, Company Materials

## WHAT THEY ARE BUILDING

LawX is not another legal AI tool. It is a system of record platform designed to replace legacy infrastructure and unify core workflows across law firms.

At its core, LawX offers:

- End to end case management covering onboarding, CRM, document handling, communication, and billing
- AI driven workflow automation that aims to reduce manual data entry by around 60%
- An integrated billing and financial layer with a clear path toward embedded financial services
- A land and expand SaaS model starting with small teams and scaling to full office deployments
- A replacement first architecture that displaces traditional legacy systems

## WHY WE INVESTED

Our conviction in LawX is built on four key pillars.

### First, a structural shift in legal operations

Around 50% of law firm work is administrative and still largely manual.<sup>3</sup> AI is now enabling end to end automation of these workflows, shifting spend from labor to software.

### Second, system of record ownership in a fragmented market

LawX is taking a replacement first approach, owning the core data layer and workflows. This creates deep customer lock-in and long-term defensibility.

3. As of March 2026, Company Materials



### **Third, exceptional early traction and velocity**

Reaching €1M+ contracted ARR within a few months<sup>4</sup>, combined with zero churn as of End of Q1 2026 and strong expansion dynamics, is highly unusual for a system of record product in legal.

### **Fourth, embedded finance opportunities**

By controlling invoicing, accounting, cash collection, and financial workflows, LawX is well positioned to layer payments, financing, and insurance into the product over time.

### **THE TEAM**

LawX brings together a rare combination of legal domain expertise gained with tier 1 law firms, and high growth execution experience in international tech industry.

**Dr. Norman Koschmieder**, CEO, is a former General Counsel at Flink, Enpal and lawyer at top tier firm Hengeler Müller.

**Dr. Sara Brinkmann**, CPO, brings deep legal expertise McDermott combined with experience from high growth companies like Enpal and Flink.

**Torben Rabe**, COO, previously led operations and partnerships roles at Qonto, Bird, and Oliver Wyman.

Together, they combine deep understanding of legal workflows with the ability to build and scale high performance organizations in various industries.

4. As of March 2026, Company Materials

### **OUR CONVICTION THESIS**

We believe LawX is building a category defining platform for legal operations in Europe.

The strategy is clear. Start with notaries In Germany, where workflows are highly standardized and automation ROI is immediate. Expand into SME law firms, unlocking a much broader market. Build a full stack legal operating system that owns workflows, data, and financial infrastructure. Then extend into embedded financial services.

This follows a strategy Motive has seen succeed across vertical SaaS: own the workflow, control the data, monetize financial flows. With a rapidly growing European market and a structurally underserved customer base, LawX has the potential to become the system of record for legal operations across Europe.

### **LOOKING AHEAD**

We are proud to partner with Norman, Sara, Torben, and the entire LawX team as they build the operating system for the legal industry.

If you are a law firm looking to modernize your operations, or a builder working at the intersection of AI, vertical SaaS, and embedded finance, we would love to hear from you.

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