Next-Generation Car Service
Cabs in 2008

• Most use aging & inefficient technology
  – Radio dispatch, no 2-way communication
  – Most common car, Ford Crown Victoria = 14 mpg

• Hailing is done by hand or phone
  – No GPS coordination between client/driver
  – Significant fareseeking or “dead-time”
The Medallion System

• Taxi-monopolies reduce quality of service
  – Medallions are expensive, and drivers underpaid
    – Medallions cost ~$500k, drivers make 31k
    – No incentive/accountability for drivers/clients

• Digital Hail can now make street hail unnecessary
UberCab Concept

• A fast & efficient on-demand car service
• Market: Professionals in American cities
• Convenience of a cab in NYC + experience of a professional chauffeur. But in SF and NYC
• Latest consumer web & device technology
  – automate dispatch to reduce wait-time
• Optimized fleets and incented drivers
• The “NetJets of car services”
1-Click Car Service

- Must be a member to use the service
  - Professional and trustworthy clientele
- Not hailed from street
  - So no medallion licenses are required, since clients are service members & use digital-hail
- Guaranteed Pick-up (unlike a yellowcab)
  - Mobile app will match client & driver
  - See photos of each other
Key Differentiators

• Members Only - Respectable clientele
• 1-click hailing – “Pickup here in 5 mins”
• Fast Response time – easier than calling
• Luxury automobiles – Mercedes Sedans
• Great drivers – “Rate your trip” feature
• High-tech solution: Geo-aware auto-dispatch
• Optimized fleet – Logistical LBS software
Operating Principles

• Luxury service on-demand
• Modern and fuel-efficient fleet
• Customer-focused, computer-coordinated
• The best end-user experience possible
• Statistically optimized response time
• Pre-paid, cashless billing system
• Profitable by design
UberCab apps

- 1-Click request from Geo-aware devices
- SMS from any phone: “pickup @work in 5”
UberCab.com

• Book Trips, show Fleet status, trip history
• Pre-specify locations with labels + coordinates
  – To enable easy texting of pickup locations
• Google Maps integration
  – Lat/long for “home”, “bob-work”, “alice-apt”
Use-Cases

- Trips to/from restaurants, bars & shows
- Fast local transport where parking isn’t easy
- Airport pickup/dropoff (pre-scheduled)
- Working while commuting (wifi in cars)
  - 3 person rideshare to a South-Bay campus
- Dropping off Kids at School
- Elderly transport
User Benefits

- Cabs don’t guarantee pickup, can take 45 mins
- Cab aren’t as safe or clean as limos
- Car services require 1-3 hours notice
- Car services transfers average over $60 + tax

- UberCab would be faster & cheaper than a limo, but nicer & safer than a taxicab
Environmental Benefits

- Better Utilization of Vehicle Resources
  - In NYC, 35% of time is spend looking for fares
  - In less dense cities, can be over half “dead-time”
  - As swarm size increases, efficiency will improve
- Hybrid vehicles (2x efficiency of a cab)
  - Mercedes S400 BlueHybrid, Lexus GS-450h
  - Reduce carbon footprint, better use of time in car
- Ridesharing/Carpooling incentives – lower rates
  - Trip to SFO, or Ballpark to Marina after a game
UberCab Fleet

• Premium – S550 for SF Beta clients
  • 30mpg with S400 BlueHybrid (in 2010)
• Standard – Lexus GS450h or e320 – 23mpg

• Existing cab/towncar fleets get 14-16 mpg
Initial Service Area

- Central SF to Start, Manhattan soon after
Technology

- Mobile phones + intelligent scheduling
  - Applications for iphone, blackberry, symbian
  - Operations research for route optimization

- Payment/utilization/reputation tracking
- Patent-pending system design
Demand Forecasting

• Cars hover in statistically optimized positions
  – minimize expected pickup time given hour of week & weather/traffic conditions
Overall Market

- $4.2B annually and growing
- Top 4 players combined only 22% of revenues

### 7.25 THE UNITED STATES

<table>
<thead>
<tr>
<th>Year</th>
<th>Taxi and Limousine Service (US $ mn): The United States 2004 - 2014</th>
<th>% of Region</th>
<th>% of Globe</th>
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</thead>
<tbody>
<tr>
<td>2004</td>
<td>3,858.07</td>
<td>89.89%</td>
<td>22.70%</td>
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<td>2005</td>
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<td>2012</td>
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<td>2013</td>
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<td>89.57%</td>
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<td>2014</td>
<td>4,796.00</td>
<td>89.53%</td>
<td>19.95%</td>
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</table>

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com
Composition of Market

- Focus on Urban service on-demand

**MAJOR MARKET SEGMENTS**

<table>
<thead>
<tr>
<th>Market Segment</th>
<th>Share</th>
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<tbody>
<tr>
<td>Retail - non-airport trips</td>
<td>64.0%</td>
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<tr>
<td>Business - non-airport trips</td>
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<tr>
<td>Retail - airport trips</td>
<td>12.0%</td>
</tr>
<tr>
<td>Business - airport trips</td>
<td>9.0%</td>
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</tbody>
</table>

- 2007 Market
Target Cities

- Focus on SF/NYC to begin
- Expand to LA, Chicago, Houston, PA, Dallas
  - This covers 50% of entire US market

---

### North America & the Caribbean

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<thead>
<tr>
<th>City</th>
<th>World Rank</th>
<th>US $ mn</th>
<th>%Country</th>
<th>%Region</th>
<th>%World</th>
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<td>San Francisco</td>
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<td>2.64</td>
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<td>Detroit</td>
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<td>2.27</td>
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<td>Phoenix</td>
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<td>108.27</td>
<td>2.52</td>
<td>2.26</td>
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<td>San Antonio</td>
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<td>90.62</td>
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<td>Indianapolis</td>
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<tr>
<td>Baltimore</td>
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<td>72.14</td>
<td>1.68</td>
<td>1.50</td>
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<tr>
<td>Washington D.C.</td>
<td>54</td>
<td>70.28</td>
<td>1.63</td>
<td>1.47</td>
<td>0.35</td>
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<tr>
<td>Others</td>
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<td>29.97</td>
<td>26.88</td>
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<td>Total</td>
<td>4301.55</td>
<td>100.00</td>
<td>89.71</td>
<td>21.29</td>
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</tr>
</tbody>
</table>

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com
Potential Outcomes

• Best-Case Scenario
  – Becomes market leader, $1B+ in yearly revenue

• Realistic Success Scenario
  – Gets 5% of the top 5 US Cities
  – Generates 20-30M+ per year profit

• Worst-Case Scenario
  – Remains a 10 car, 100 client service in SF
  – Time-saver for San-Francisco based executives
Future Optimizations

- Cheaper cars by buying used
- Less expensive hybrid vehicles (prius)
- More accurate GPS technology
- Discounted rates for Sun-Tues multi-hour bookings
- Pay premium for on-demand service
- “get here now” costs more than “tomorrow at 5pm”
Marketing Ideas

- YellowCab is the only recognizable brand
  - Become the ubiquitous “premium” cab service
- Invite Only, referred from an existing member
- Possible slogan: The One-click cab
- The NetJets of Limos
- Cabs2.0
Location-Based Service

- Extend infrastructure to other LBS applications
  - Delivery, non-critical medical/governmental use

- Growing to a $3.5B industry by 2010
Progress to Date

- Ubercab.com reserved + “ubercab” SMS code
- California LLC + trademark filed
- Iphone dev license applied for Nov28,08
- Bank Account + Paypal account created
- 5 advisors & 15 clients now recruited
- Provisional patent filed
- **NEXT:** buy 3 cars, develop app, Feb1st demo
  - Raise a few million, small-office + GM in SF