

UberCab



Next-Generation Car Service

Cabs in 2008

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

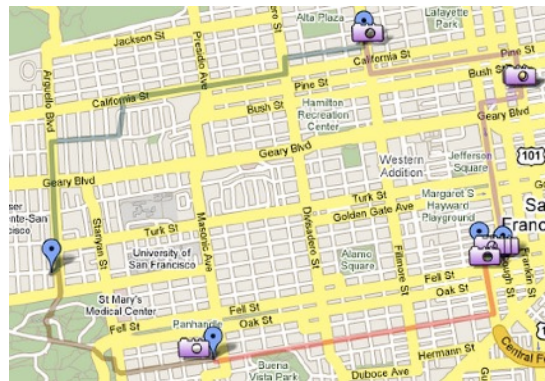
UberCab apps

- 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

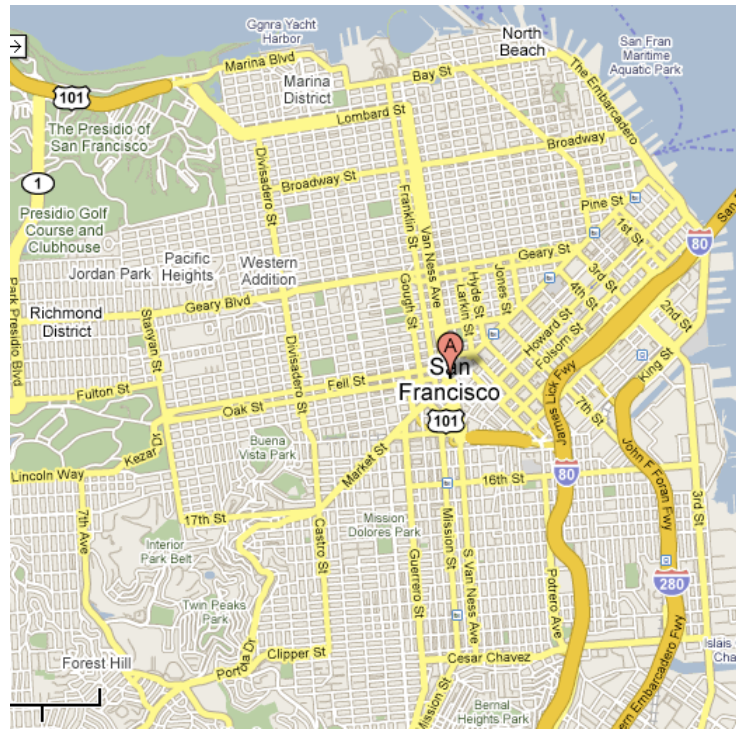
- Premium – S550 for SF Beta clients
 - 30mpg with S400 BlueHybrid (in 2010)
- Standard – Lexus GS450h or e320– 23mpg



- Existing cab/towncar fleets get 14-16 mpg

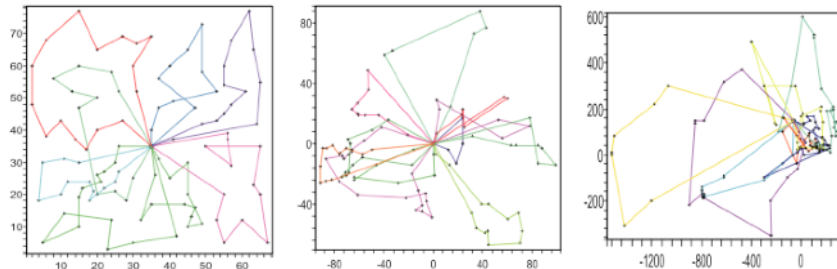
Initial Service Area

- Central SF to Start, Manhattan soon after



Technology

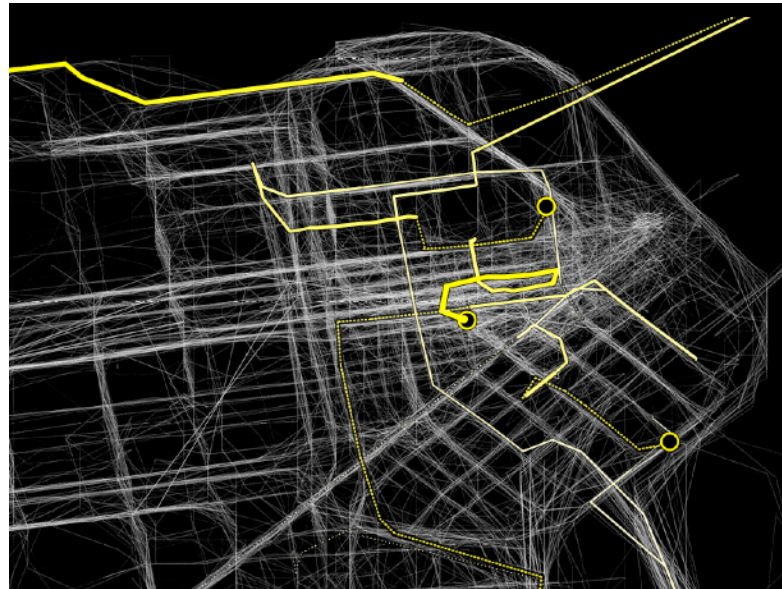
- Mobile phones + intelligent scheduling
 - Applications for iphone, blackberry, symbian
 - Operations research for route optimization



- 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

| Taxi and Limousine Service (US \$ mln): The United States 2004 - 2014 | | | |
|---|-------------------|-------------|------------|
| Year | The United States | % of Region | % of Globe |
| 2004 | 3,858.07 | 89.89% | 22.70% |
| 2005 | 3,942.95 | 89.85% | 22.42% |
| 2006 | 4,029.70 | 89.82% | 22.13% |
| 2007 | 4,118.35 | 89.78% | 21.85% |
| 2008 | 4,208.95 | 89.74% | 21.56% |
| 2009 | 4,301.55 | 89.71% | 21.29% |
| 2010 | 4,396.19 | 89.68% | 21.03% |
| 2011 | 4,492.90 | 89.64% | 20.76% |
| 2012 | 4,591.75 | 89.61% | 20.49% |
| 2013 | 4,692.76 | 89.57% | 20.22% |
| 2014 | 4,796.00 | 89.53% | 19.95% |

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

Composition of Market

- Focus on Urban service on-demand

MAJOR MARKET SEGMENTS



| Market Segment | Share |
|------------------------------|-------|
| Retail - non-airport trips | 64.0% |
| Business - non-airport trips | 15.0% |
| Retail - airport trips | 12.0% |
| Business - airport trips | 9.0% |

- 2007 Market

Target Cities

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

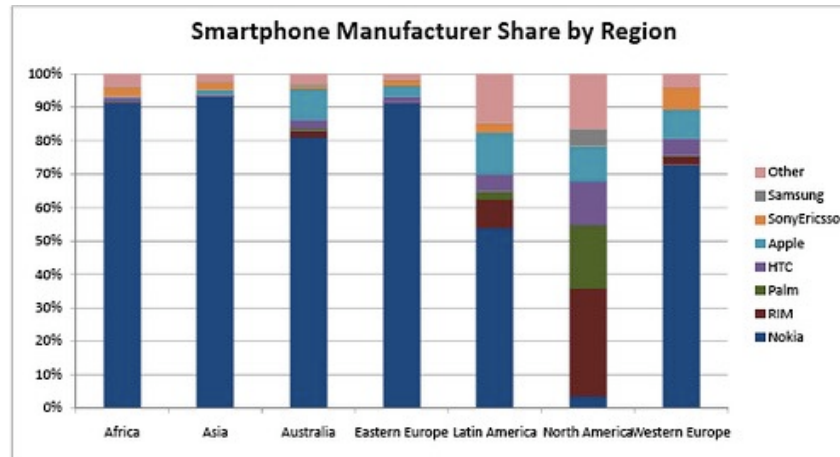
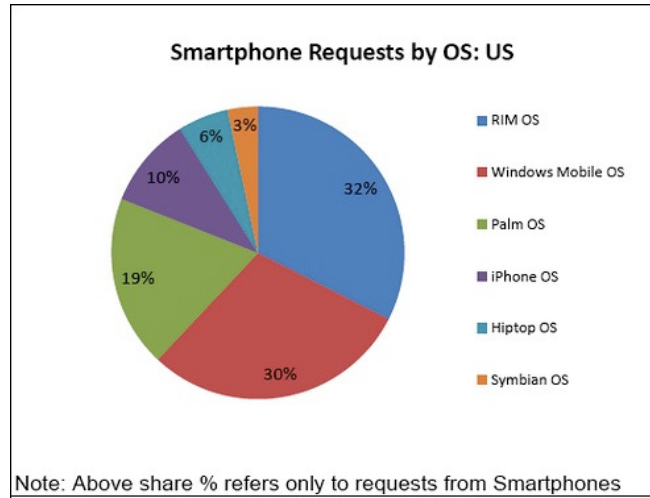
| North America & the Caribbean | | | | | | 168 |
|--|------------|----------------|---------------|--------------|--------------|-----|
| The United States: Taxi and Limousine Service in 2009, US \$ mln | | | | | | |
| City | World Rank | US \$ mln | %Country | %Region | %World | |
| New York | 1 | 978.53 | 22.75 | 20.41 | 4.84 | |
| Los Angeles | 3 | 354.23 | 8.23 | 7.39 | 1.75 | |
| Chicago | 5 | 325.61 | 7.57 | 6.79 | 1.61 | |
| Houston | 12 | 189.53 | 4.41 | 3.95 | 0.94 | |
| Philadelphia | 15 | 168.01 | 3.91 | 3.50 | 0.83 | |
| Dallas | 21 | 120.01 | 2.79 | 2.50 | 0.59 | |
| San Jose | 23 | 118.63 | 2.76 | 2.47 | 0.59 | |
| San Francisco | 25 | 116.79 | 2.71 | 2.44 | 0.58 | |
| San Diego | 26 | 113.64 | 2.64 | 2.37 | 0.56 | |
| Detroit | 31 | 108.92 | 2.53 | 2.27 | 0.54 | |
| Phoenix | 32 | 108.27 | 2.52 | 2.26 | 0.54 | |
| San Antonio | 39 | 90.62 | 2.11 | 1.89 | 0.45 | |
| Indianapolis | 46 | 77.28 | 1.80 | 1.61 | 0.38 | |
| Baltimore | 51 | 72.14 | 1.68 | 1.50 | 0.36 | |
| Washington D.C. | 54 | 70.28 | 1.63 | 1.47 | 0.35 | |
| Others | | 1,289.07 | 29.97 | 26.88 | 6.38 | |
| Total | | 4301.55 | 100.00 | 89.71 | 21.29 | |

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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

SmartPhones, Aug2008



Future Optimizations

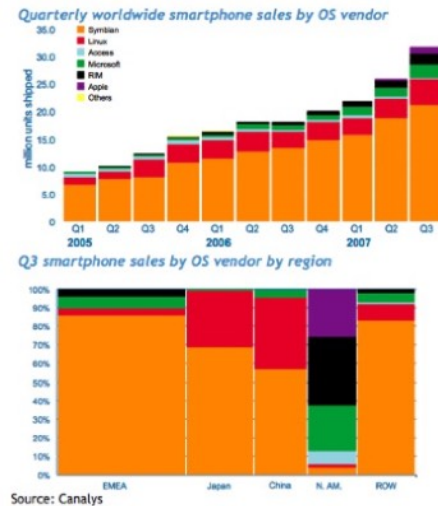
- Cheaper cars by buying used
- Less expensive hybrid vehicles (prius)
- More accurate GPS technology
- Discounted rates for Sun-Tues multi-hour bookings
- Pay premium for on-demand service
- “get here now” costs more than “tomorrow at 5pm”

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