

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
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- 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

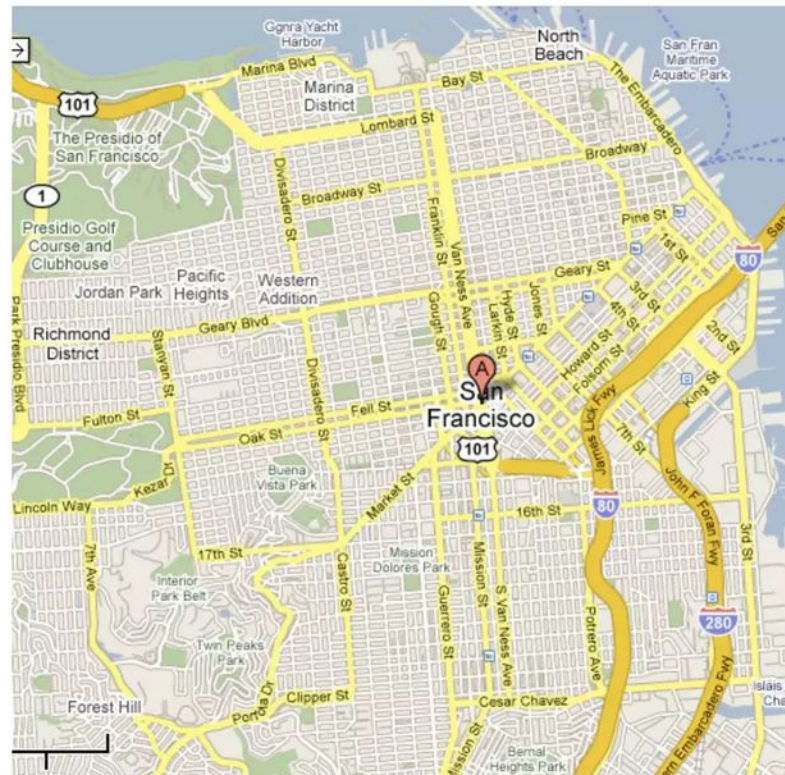
- Premium – S550 for SF Beta clients
 - 30mpg with S400 BlueHybrid (in 2010)
- Standard – Lexus GS450h or e320– 23mpg



- Existing cab/towncar fleets get 14-16 mpg

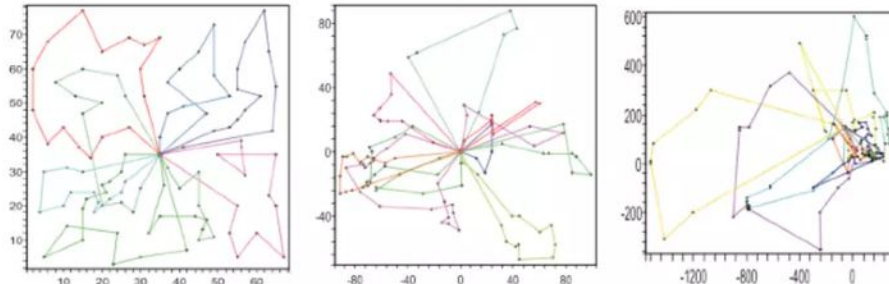
Initial Service Area

- 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



- 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

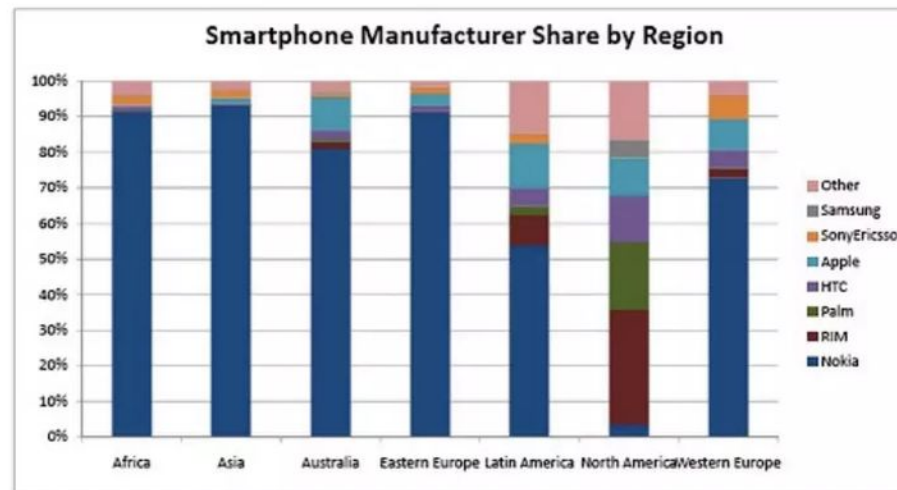
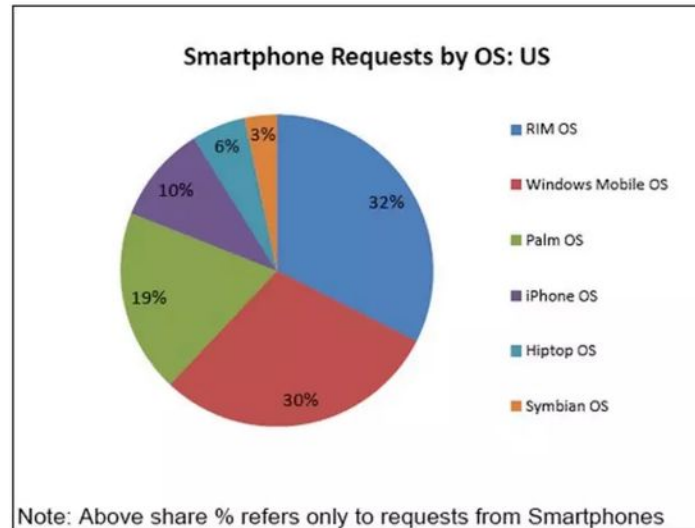
The United States: Taxi and Limousine Service in 2009, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
New York	1	978.53	22.75	20.41	4.84
Los Angeles	3	354.23	8.23	7.39	1.75
Chicago	5	325.61	7.57	6.79	1.61
Houston	12	189.53	4.41	3.95	0.94
Philadelphia	15	168.01	3.91	3.50	0.83
Dallas	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

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

SmartPhones, Aug2008



Future Optimizations

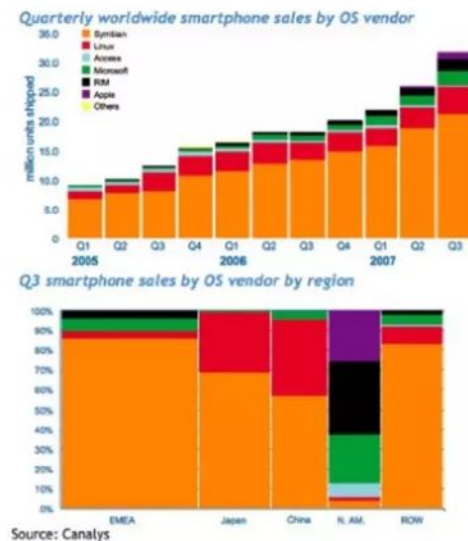
- Cheaper cars by buying used
- Less expensive hybrid vehicles (prius)
- More accurate GPS technology
- Discounted rates for Sun-Tues multi-hour bookings
- Pay premium for on-demand service
- “get here now” costs more than “tomorrow at 5pm”

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