

28 September 2021

The Manager

Market Announcements Office  
Australia Securities Exchange  
20 Bridge Street  
SYDNEY NSW 2000

**Electronic Lodgement**

**A2B Investor Day – Strategy Presentation**

Attached is an announcement for release to the market.

Authorised for lodgement by:



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Company Secretary

**Investor Relations**

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0403 372 612



## **ASX Release**

28 September 2021

### **A2B Investor Day – Strategy Presentation**

A2B today announced its new strategy developed to deliver a step change in revenue by further scaling its mobility services business domestically, deploying its technologies globally, and breaking into new payment categories.

The Chief Executive Officer of A2B Andrew Skelton said “At our full year results in August we demonstrated the resilience of our business, highlighting what A2B was and what A2B is today. Today’s strategy lays out the specifics of our vision of what A2B is becoming.

“We are transforming our business into a scalable, cloud-based technology stack which delivers global mobility solutions and payment services. We are embarking on a new era of transparency and engagement, sharing the key metrics and scorecard by which we intend to achieve our ambitions for the company.

“We have restructured our business into three key divisions and have set out to:

In Mobility Services - grow our market share in the Australian personal mobility and deliveries markets by leveraging our scale, technologies, and brands.

In Mobility Platforms - deploy our technologies globally and at scale through Mobile Technologies International to amplify existing growth opportunities from subscription and payments revenues in overseas markets.

In Payments - grow our payments business outside Mobility by leveraging our payment capabilities in new verticals including selected channels in the SME sector.

“We are targeting a significant opportunity by consolidating and leveraging A2B’s leading payments and technology offerings, product expertise and experience in running large networks to benefit mobility services providers globally. Our new strategy has the capacity to deliver a step change in revenue underpinned by sustainable earnings growth that ultimately improves long-term value for shareholders.

“This is a strategy that is embraced across our business and guides our daily decisions. It builds on the foundations that we have created in recent years as we have faced into global and regulatory disruption in mobility and payment services. And it comes at a time that Government mandated restrictions on public mobility and stay-at-home orders have brought challenges – but have also brought opportunity through the need for transformational change and innovation.

“We are in a resilient position, poised for an almost immediate recovery with the imminent reopening of the economy, and importantly, we are ready to monetise our new businesses



and to respond to permanent shifts in how people work, live, move around and pay. This strategy will accelerate growth from our existing core and upscale our new businesses.

"In four years' time we will have diversified our revenue streams, expanded our addressable markets and built a business that is digitised and at the forefront of mobility and payments innovation. We are not confined to Australia or limited to taxi related services. We will be a bigger and wider reaching business" Mr Skelton said.

Andrew Skelton CEO and Ton van Hoof CFO are presenting the new strategy at 11am on Tuesday 28 September. To join please email "Attending" to:  
[dana.standfield@a2baustralia.com](mailto:dana.standfield@a2baustralia.com).

For further information contact Dana Standfield 0403 372 612



**Investor Day**  
28 September 2021



## A2B | Today's Presenters



**ANDREW  
SKELTON**

**MANAGING  
DIRECTOR & CEO**

**STRENGTHENED  
POSITION AS  
LEADER IN MOBILITY  
AND PAYMENTS**



**TON  
VAN HOOF**

**CFO**

**DEVELOPED FY22-  
25 A2B BUSINESS  
STRATEGY**



**AIRFRANCEKLM  
GROUP**



**DEON  
LUDICK**

**CTO**

**EXPANDED  
TECHNOLOGY  
CAPABILITY**



**CYRUS  
ASHER**

**CCO  
CABCHARGE**

**LAUNCHED COVID-  
19 COMMUNITY  
IMPACT INITIATIVE**



**GARY  
BECUS**

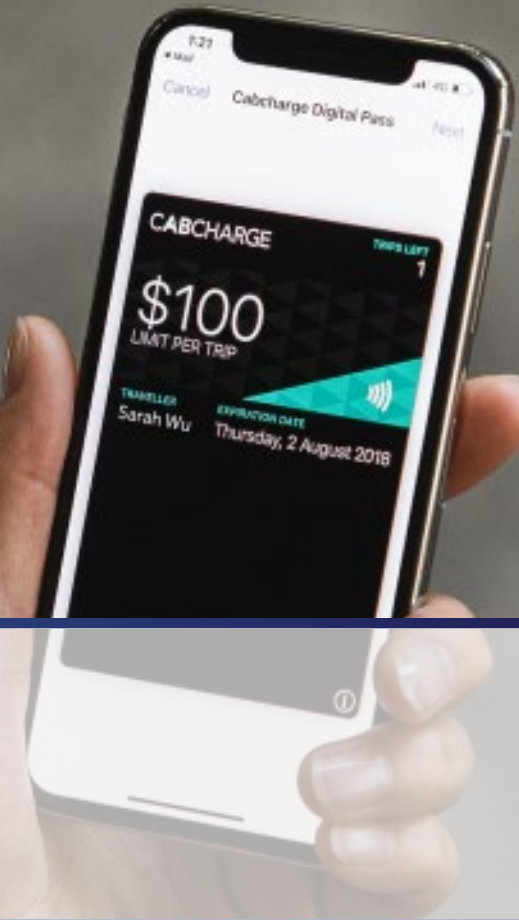
**CCO  
PAYMENTS**

**LAUNCHED  
FLAMINGOPAY  
AND FLAMINGO  
PAY PLUS**



## A2B | Table of Contents

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## 1. Business Update – What A2B Is

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*We Are at the Forefront of Mobility and Payments Innovation*



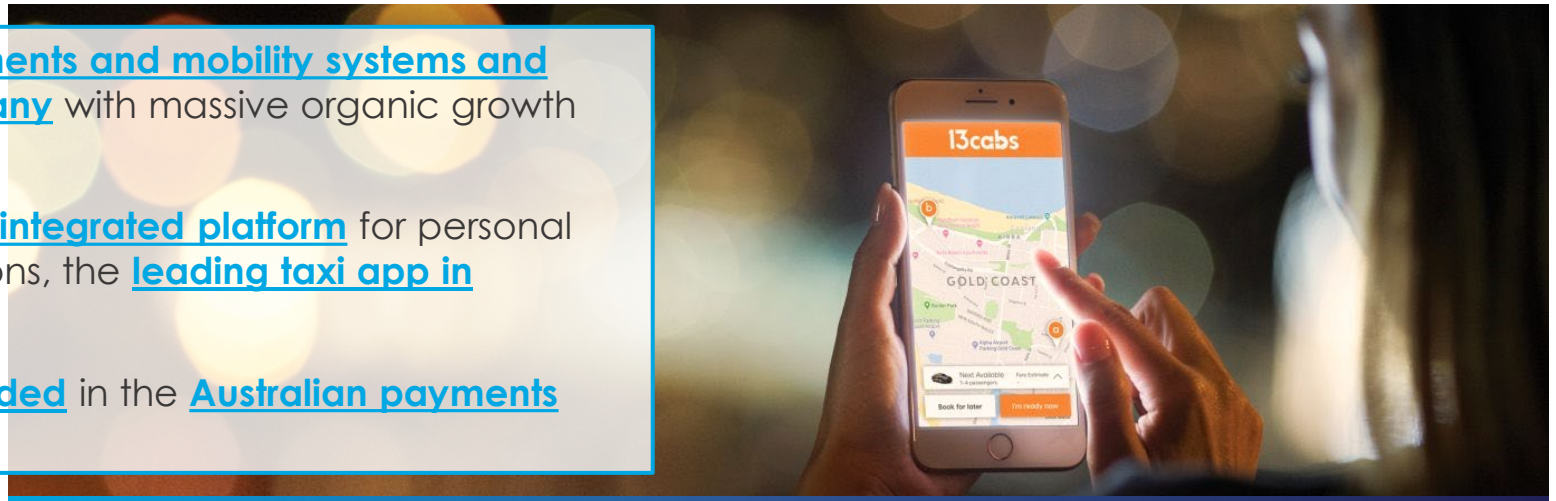
# 1 Business Update – What A2B Is Who We Are



- We do not own taxis.
- Drivers are not employees.
- We are not a taxi operating company.



- We are a payments and mobility systems and services company with massive organic growth prospects.
- We provide an integrated platform for personal transport solutions, the leading taxi app in Australia.
- We are embedded in the Australian payments landscape.

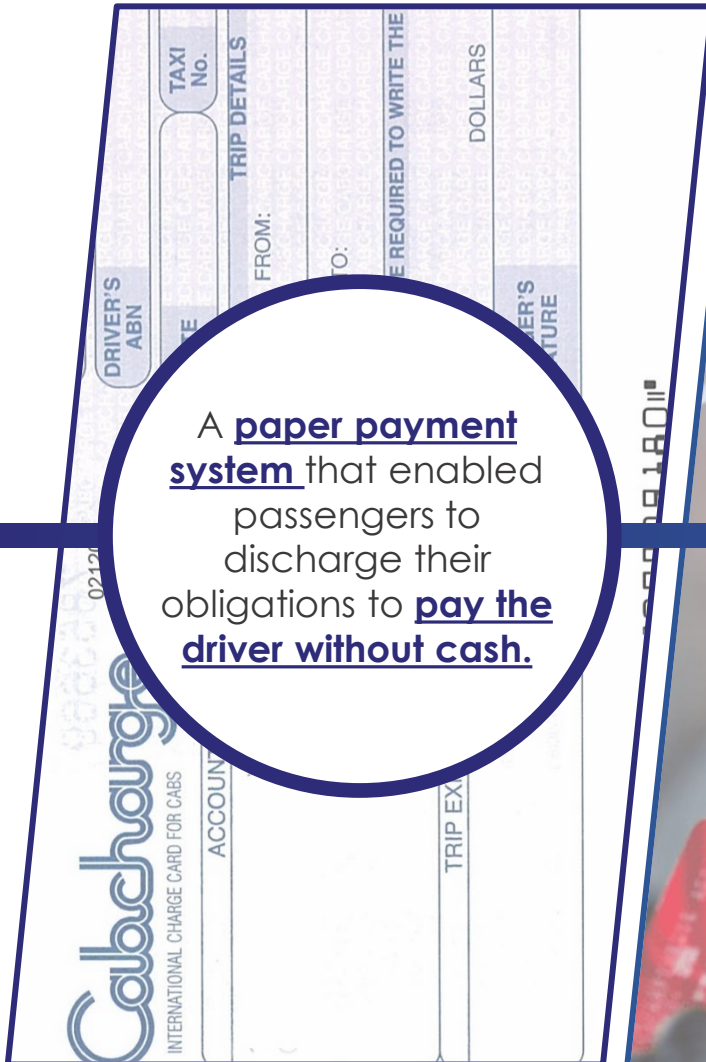


# 1 Business Update – What A2B Is

## Our Business Model is Steeped in Digital Transformation



### What A2B was.



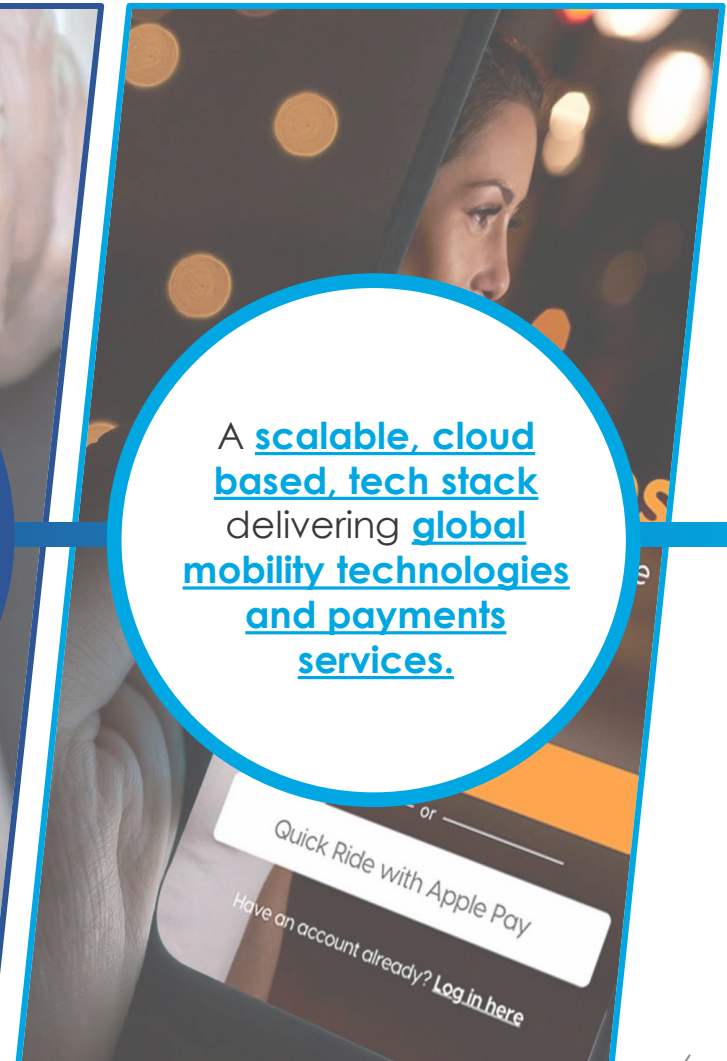
A paper payment system that enabled passengers to discharge their obligations to pay the driver without cash.

### What A2B is.



Technologies and payment solutions enabling the operation of personal transport, digital payments and on-demand deliveries.

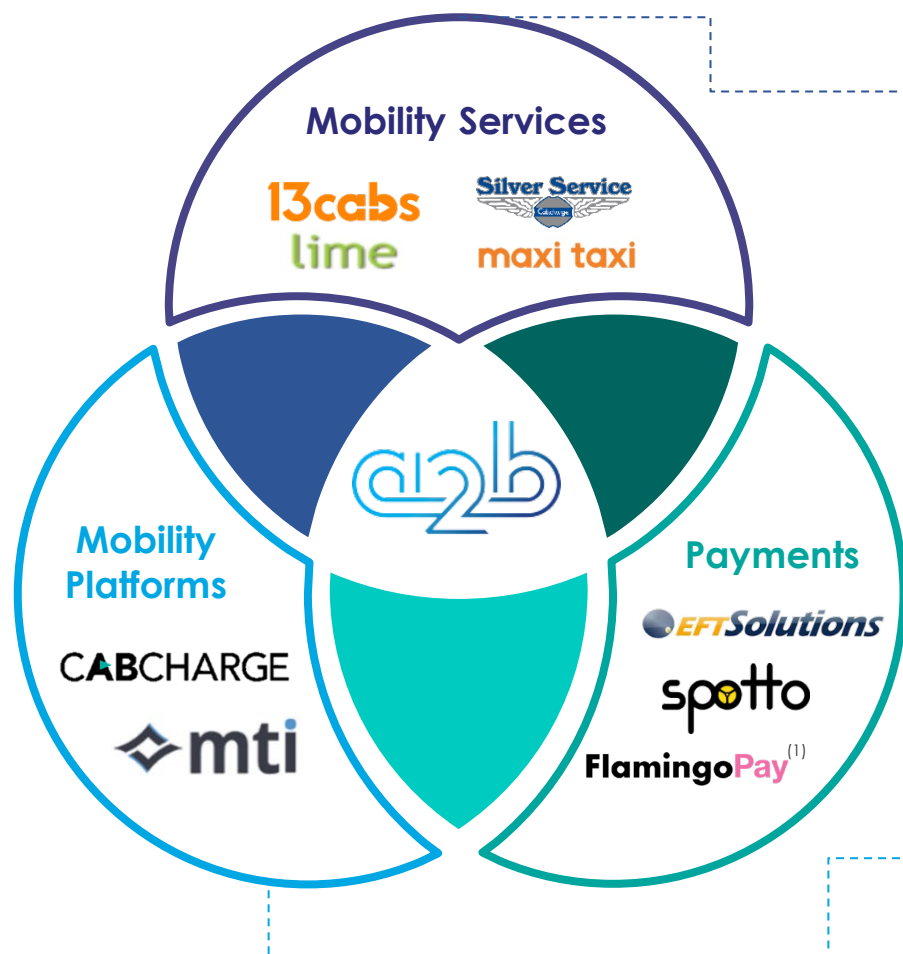
### What A2B will be.



A scalable, cloud based, tech stack delivering global mobility technologies and payments services.

# 1 Business Update – What A2B Is

## Our Products & Services Are an Integrated Ecosystem



### Cash generative | Market leadership

- Integrated 'one-stop-shop' Taxi network services.
- Earns monthly subscription fees from affiliated cars across the network - leading coverage in Australia.
- Tailored product offerings for different market segments with access to class leading booking, dispatch and payment solutions.
- Proving ground for innovations which are white-labelled for the Mobility Platforms and Payments businesses.

### Substantial payment terminal fleet | End-to-end payment processing

- Leader in Personal Transport payment processing.
- Innovative payment software solutions across Personal Transport, retail, and banking sectors with clients such as AusPost, Woolworths and Westpac.
- Accept all payment types with direct acquiring relationships with multiple schemes.
- New market entrant to Australian Payment Aggregation market with differentiated offering for Small to Medium Businesses.

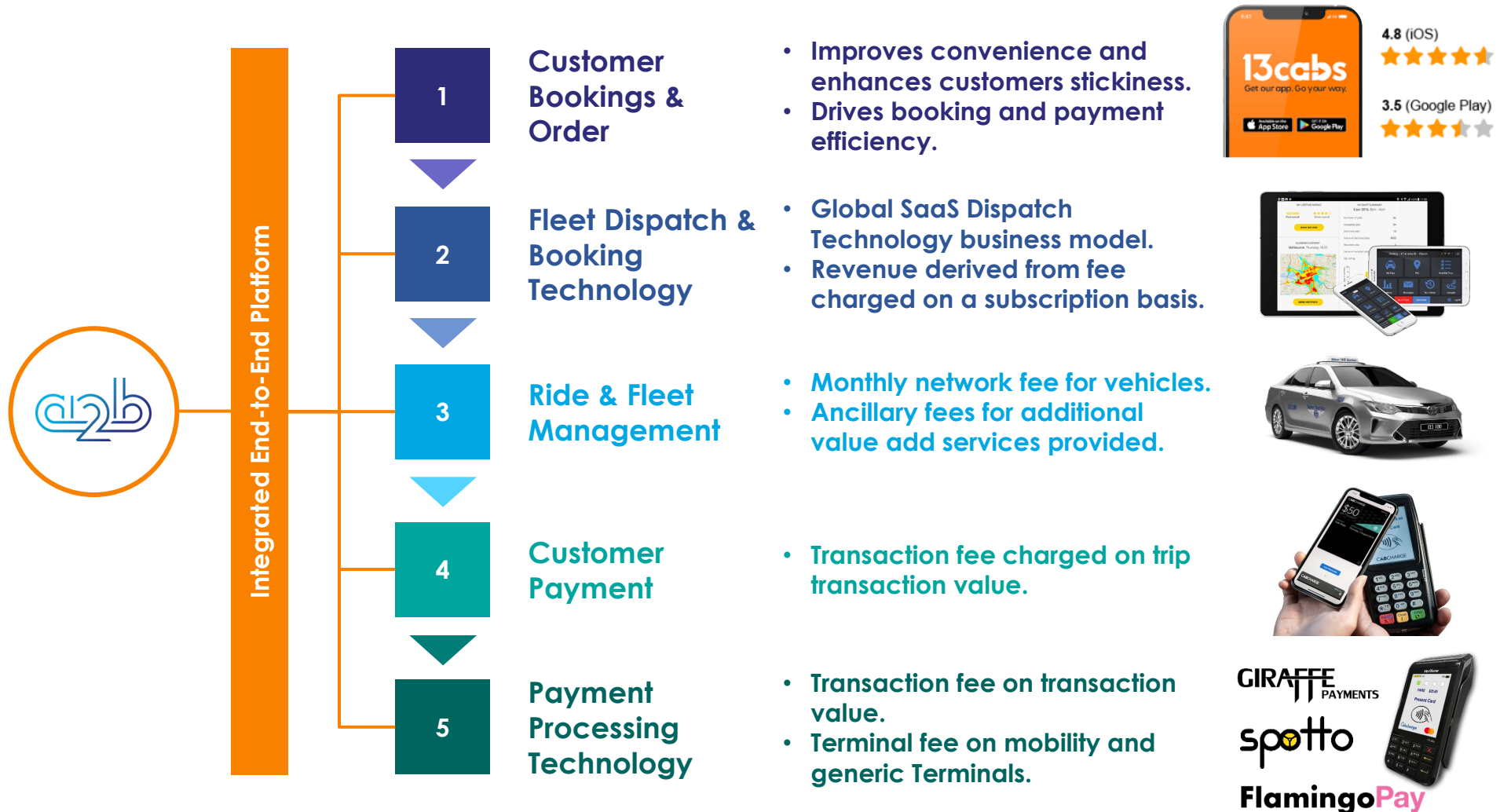
### Integrated bookings and payments | Global SaaS-based taxi management software

- World class integrated omni-channel software solution – specialist enterprise and customer facing solutions.
- Market leading features – Preferred Driver, Price Guarantee, hail to digital trip, API integrations, closed loop payments and AI driven route optimisation.
- Operations in Australia, New Zealand, USA, Canada, UK, Finland, Sweden, and Denmark.

Note: (1) FlamingoPay is a recently launched direct to merchant payment terminal.

# 1 Business Update – What A2B Is

## We Are Entrenched in Every Step of the Journey



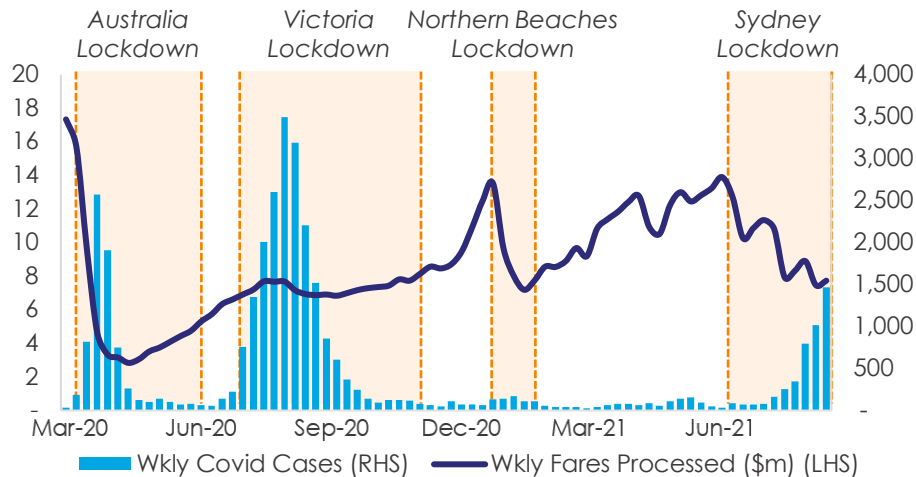
# 1 Business Update – What A2B Is

## Strong Conviction of Speed of Recovery



### Activity Based Recovery

Activity strongly correlated to travel restrictions.

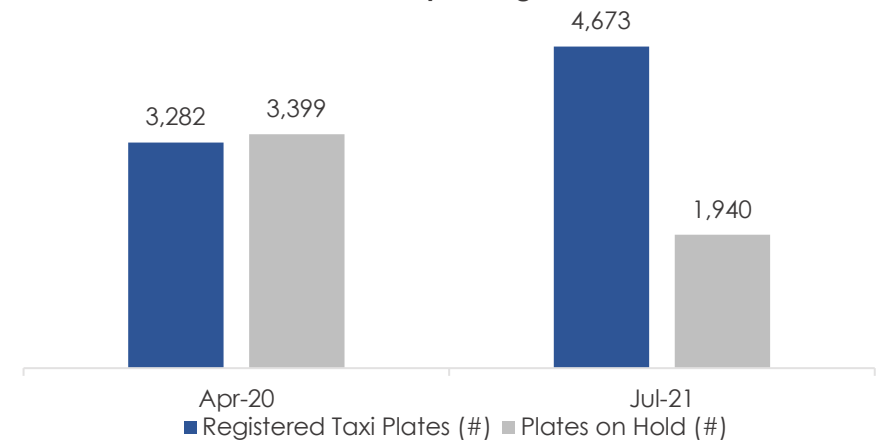


- Activity is highly correlated to changes in mobility restrictions as a result of pandemic-related lockdowns.
- Demonstrated ability to bounce back quickly following re-opening / easing of restrictions.
- Strong conviction that activity will accelerate as vaccination rates increase.

### Affiliated Fleet Based Recovery

Driver intent and capacity to return rapidly improving.

NSW taxi plate figures<sup>(1)</sup>



- Recovery in fleet numbers slightly lags activity as build up of demand brings drivers back on the road.
- However, investments made into the service and capabilities provide conviction for return of pre-pandemic fleet size.



# 1 Business Update – What A2B Is

## Disciplined Cost Management Throughout Pandemic



### Cash Flow Management FY19 – FY21 (\$m)

| Cash flow (\$m)                  | FY19   | FY20   | FY21   |
|----------------------------------|--------|--------|--------|
| Operating cash flow              | 29.0   | 37.8   | (4.9)  |
| Capital expenditure              | (15.1) | (14.8) | (6.2)  |
| Business acquisitions            | (4.4)  | (3.4)  | -      |
| Investing cash flow              | (19.5) | (18.2) | (6.2)  |
| Net borrowings                   | (0.4)  | (0.8)  | (0.2)  |
| Payment of lease liabilities     | (2.6)  | (2.6)  | (2.6)  |
| Dividends paid to equity holders | (9.6)  | (9.6)  | -      |
| Financing cash flow              | (12.6) | (13.0) | (2.7)  |
| Net increase / (decrease)        | (3.1)  | 6.6    | (13.8) |
| Cash as at 30 June               | 19.2   | 25.8   | 11.9   |
| Free cash flow                   | 13.9   | 23.0   | (11.0) |
| Net cash                         | 16.5   | 23.7   | 10.0   |

### Net cash position retained during pandemic.

A2B retained its net cash position throughout the challenges of pandemic related mobility restrictions, without the need to raise any additional capital.

### Cost management enabled continued investment into strategic initiatives.

Disciplined and adaptive attitude towards cost and liquidity allowed A2B to maintain its investment in strategic initiatives throughout pandemic.

### Ongoing discipline to enable profitable growth upon re-opening.

A2B's strong liquidity position (including access to \$25m in debt funding) and ongoing cost management program positions the business well for profitable growth upon the vaccination-backed re-opening.

# 1 Business Update – What A2B Is

## Our Business Is Positioned to Weather the Global Pandemic



### Financial Flexibility



Bank facilities provide ample headroom to navigate remaining pandemic headwinds and implement our 4-year strategy.

### Robust Balance Sheet



A2B's strong balance sheet and disciplined approach to cash enabled continued investment in product and service offering while providing \$20m in support to affiliated Drivers and Operators.

### Economic Resilience



Of realised cost savings:

- \$24.6m activity driven
- \$8.1m indirect cost.

In addition \$4m in annualised savings has been identified for activation in 1H22.

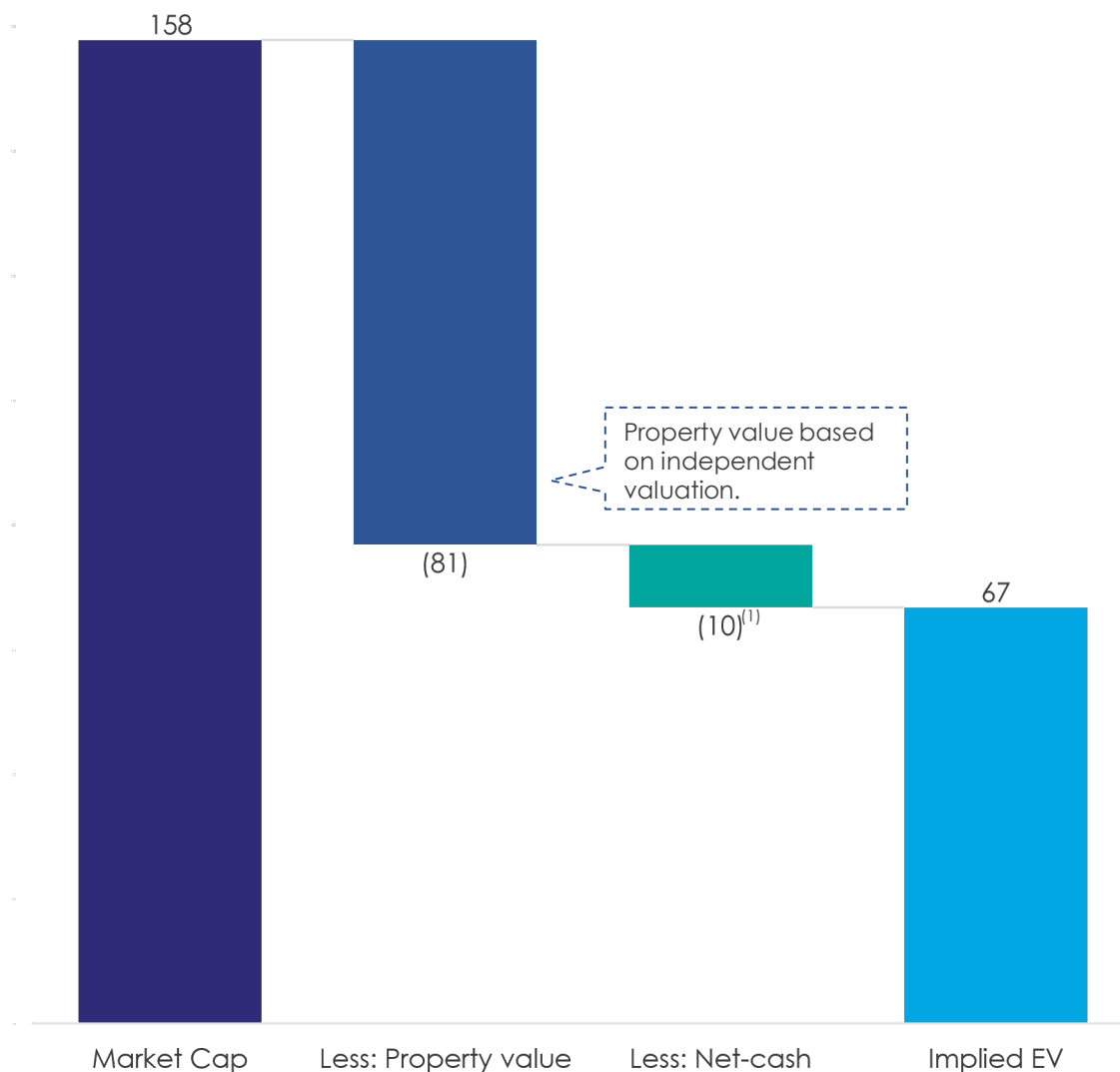
### Asset Strength



A strong net asset position provides additional layer of stability and underpins our whole of company valuation.

# 1 Business Update – What A2B Is

## Material Valuation Upside



**\$67m**



**\$36m**

### Implied Operating EV

Based on share price as at 24 September 2021 and assuming adjustment for property value of \$81m.

**FY19 pre-pandemic EBITDA<sup>(2)</sup>**

**1.9x**

**Implied EV / EBITDA of Operating Business**

- Following a strategic review A2B sold its non-core assets including some properties and retained 15,914 sqm of centrally located Business Park/Industrial property in Sydney and Melbourne.
- The retained properties have material upside, with valuation increasing by \$28m since 2018.
- **The retained sites are strategically significant but are assessed on their merits in light of developer interest and proposals.**

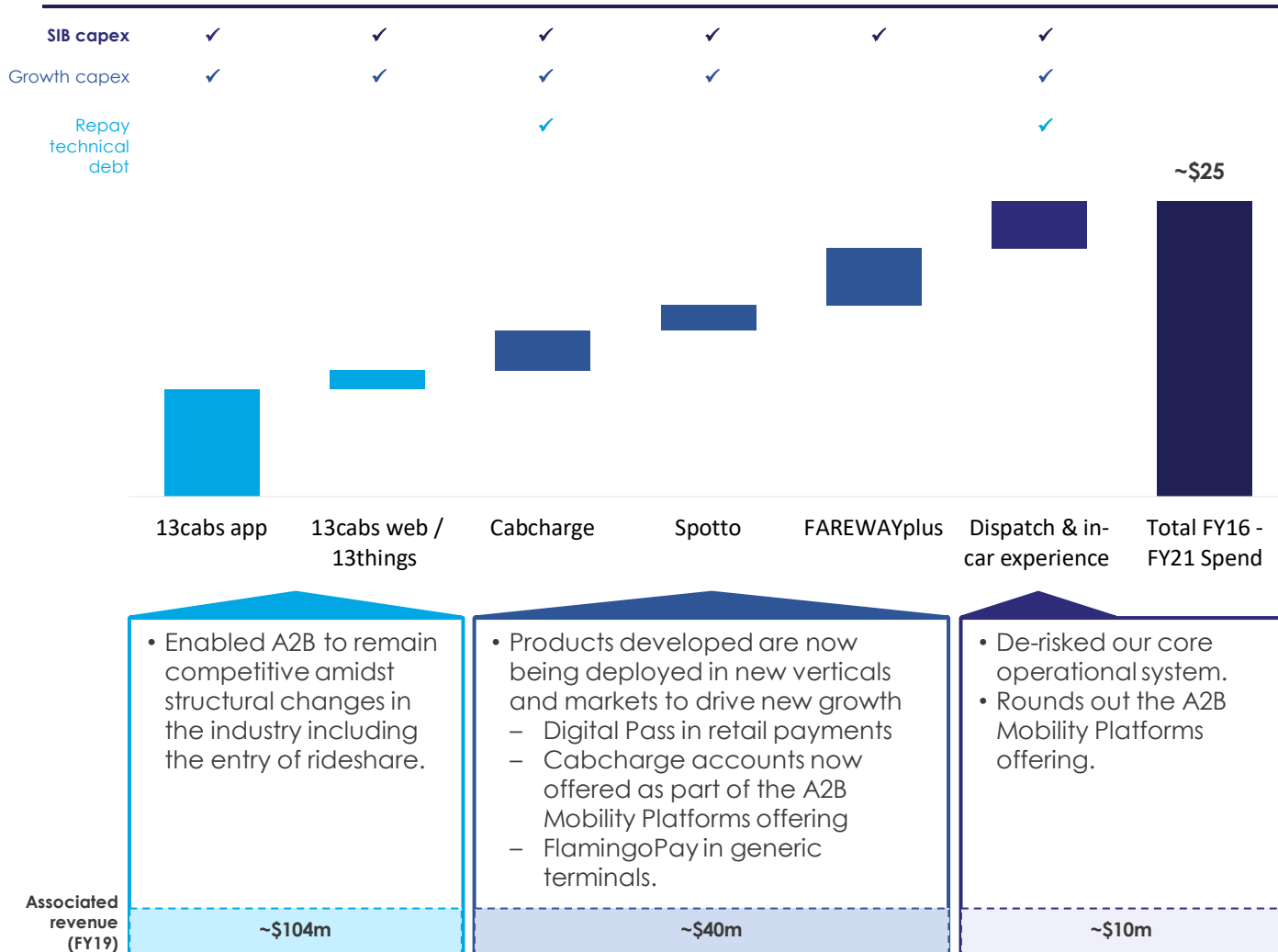
Note: (1) As at 30 June 2021. (2) Excludes any adjustments for additional rent to determine a standalone operating EBITDA

# 1 Business Update – What A2B Is

## Investment is Disciplined & Has Future Proofed Our Business Model



Capitalised Technology Spend FY17 – FY21 (\$m)



### Investments made to compete against rideshare and reduce tech deficit.

Required to address structural changes in mobility markets and retain A2B competitive position.

### Ability to monetise in other use cases / future benefit.

Products / services have attractive market fit.

### Disciplined approach to tech investment.

Return on investment targets and profitable growth strategy.

Capitalised development cost has averaged ~3% of revenue and we expect incremental investment will follow similar ratios.

# 1 Business Update – What A2B Is

## A2B's Value Proposition Today



Integrated mobility ecosystem



Leadership position across the value-chain



Multiple levers for growth with a track record of innovation and consistent, balanced investment



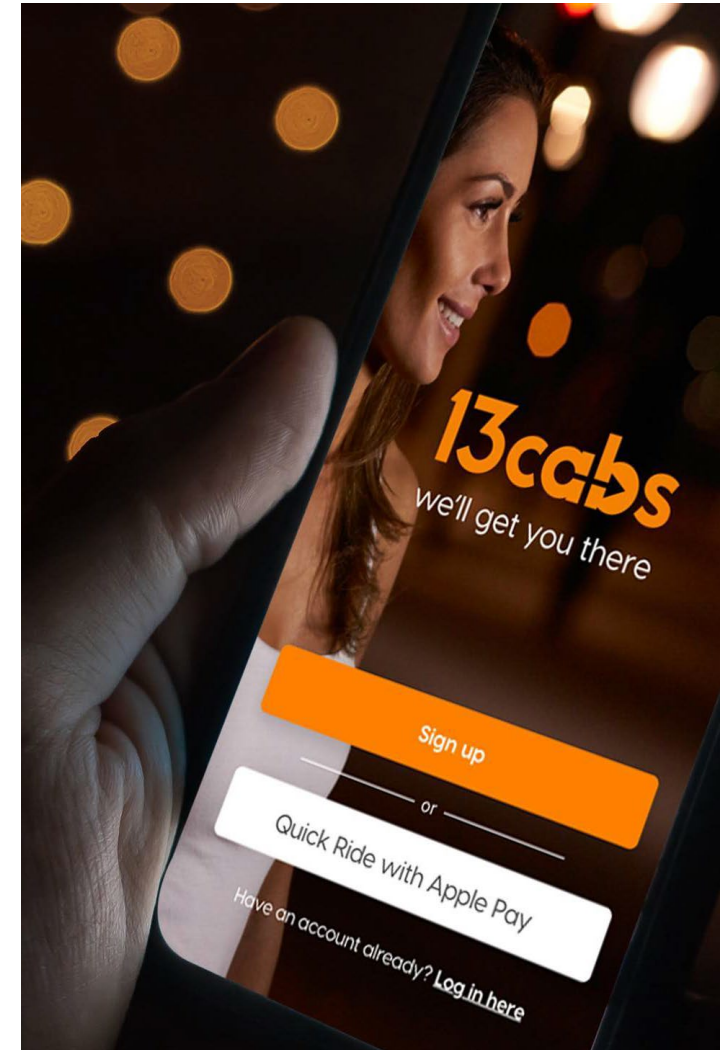
Best-in-class, reputable brand and service quality



Building scalable, cloud based tech stack for global expansion



Diversified revenue streams in massive markets







## 2. Strategy Update – What A2B Will Be

*We're Moving You Forward*

zTrip®

**Need a ride? Get the app.**

## 2 Strategy Update – What A2B Will Be

# We Have Multiple Pillars for Growth



### Mobility Services



### RECOVER AND GROW OUR CORE

- Increase market share.
- Be the market leader for instant deliveries.
- Leverage scale to benefit all 13cabs stakeholders.

### Mobility Platforms



### INTERNATIONAL EXPANSION

- Establish single global scalable mobility platform.
- Grow market share in Australia and internationally.
- Transition to subscription and/or transaction based charging model.

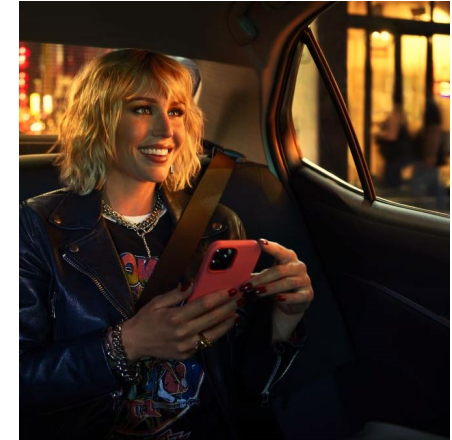
### Payments



### EXTEND CAPABILITIES

- Establish payments business serving Australian market.
- Productise and sell our capabilities.
- Improve our capabilities to include CNP, re-productise and sell.
- Innovate traditional payment terminal offering.

### Corporate



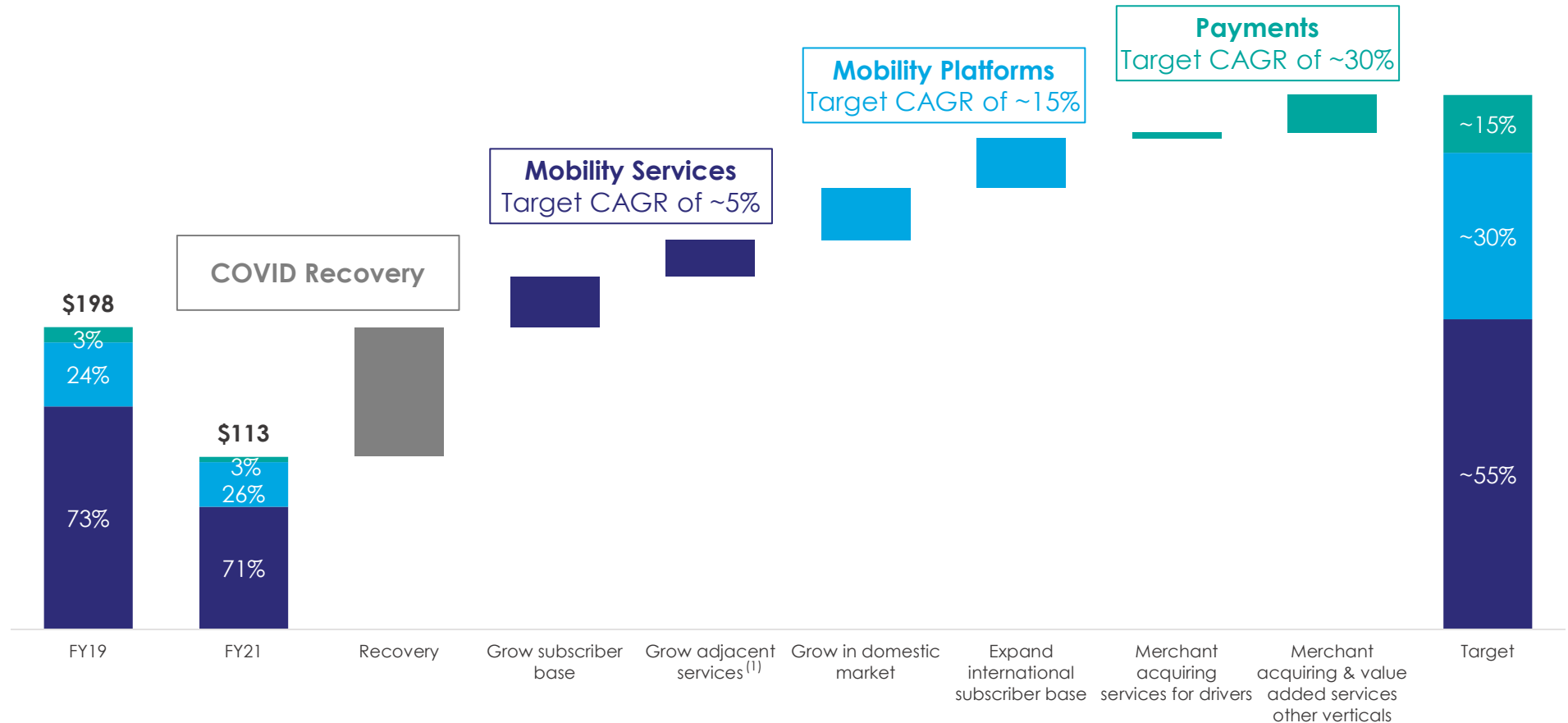
### ENABLE STRATEGY

- Drive efficiency and margin improvements.
- Enable the organisation to deliver the strategic plan.
- Optimise our asset portfolio.

## 2 Strategy Update – What A2B Will Be Which Will Result in a Diversified Set of Economic Drivers...

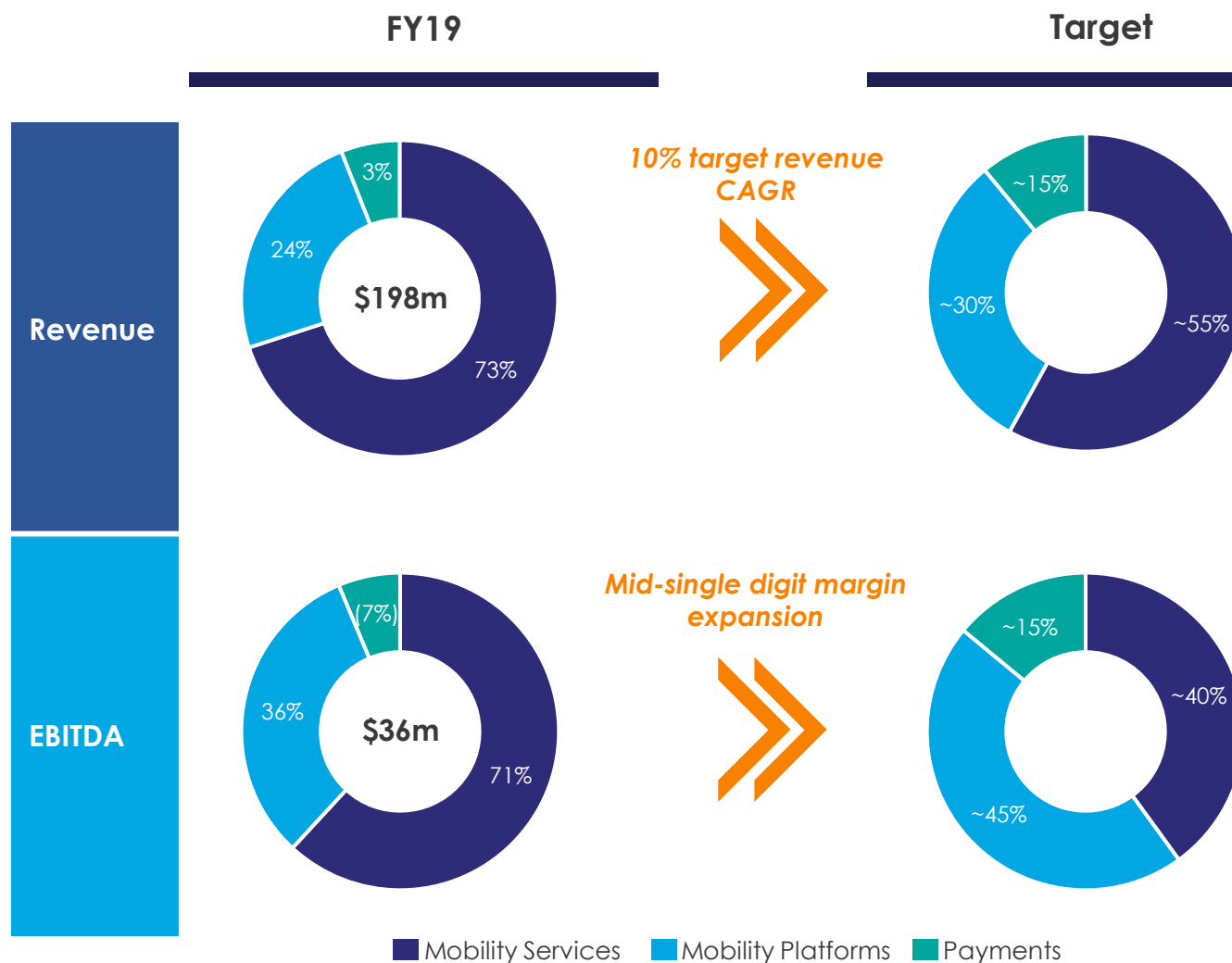


Continue FY16-FY19 Revenue Trend – Target CAGR of ~10%



Note: (1) Includes courier services and specialised mobility.

## 2 Strategy Update – What A2B Will Be ...And Decrease Our Reliance on Australian Transport Market



### Shifting revenue composition.

Proportion of earnings directly linked to the Australia mobility sector reduced.

### Enhances growth and margin opportunities.

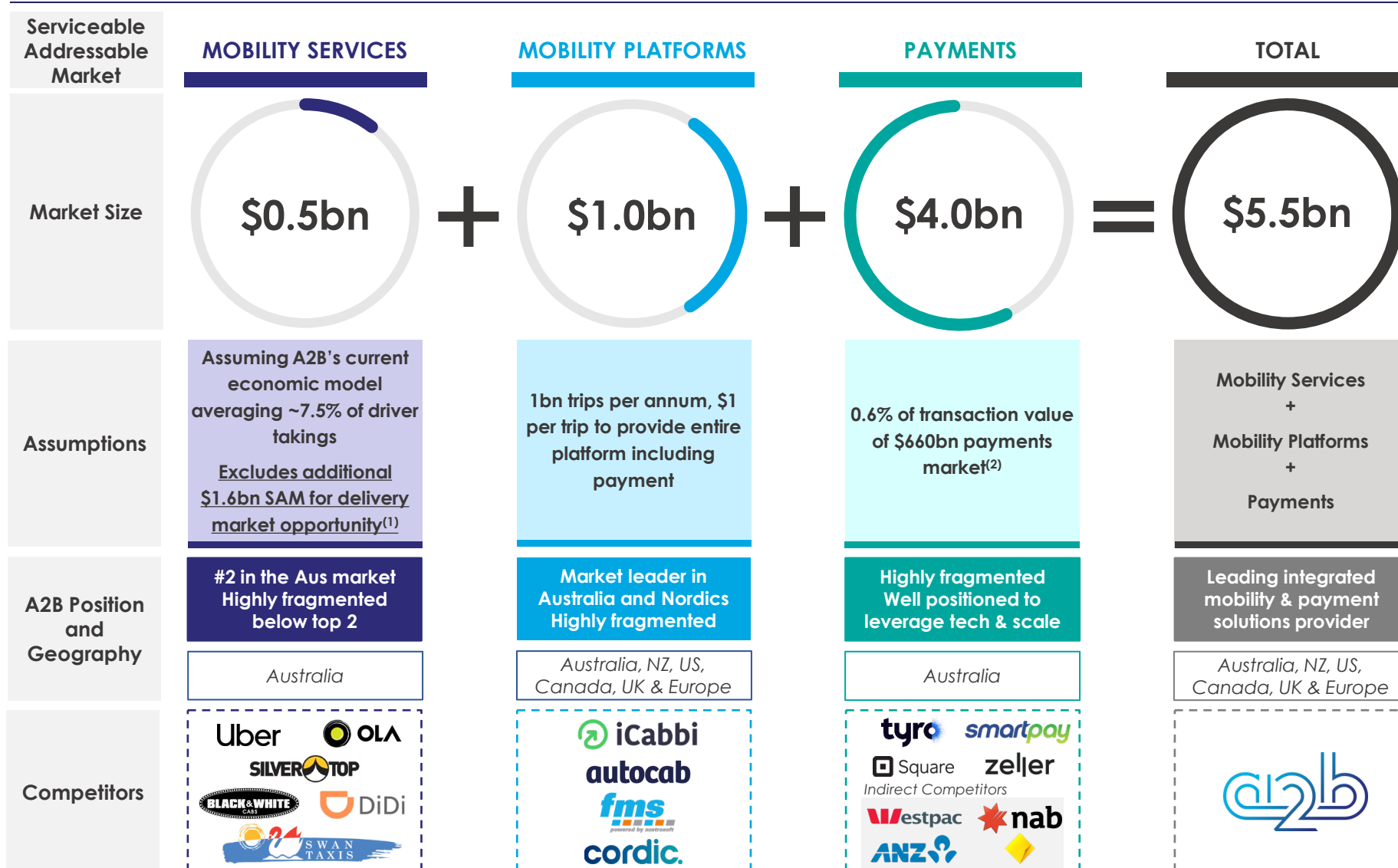
Platforms and Payments earnings driven by leveraging technological capabilities allowing A2B to share in a larger addressable market both domestically and overseas.

### Increased diversification.

Payments capabilities to be extended beyond mobility diversifying earnings.

## 2 Strategy Update – What A2B Will Be

# Opportunity is in Several Large & Growing Serviceable Markets



Source: (1) Represents point-to-point delivery market (~26% of \$5.6bn Total Addressable Market). IBISWorld, 'Courier Pick-up and Delivery Services Australia' published November 2020. (2) RBA, Aggregate Data for 'Credit and Charge Cards', 'Debit Cards' and 'Prepaid Cards' as at June 2021.



### **3. Financial Outlook & Key Targets**

*Continued Monetisation of Our Capabilities and Product Offerings*

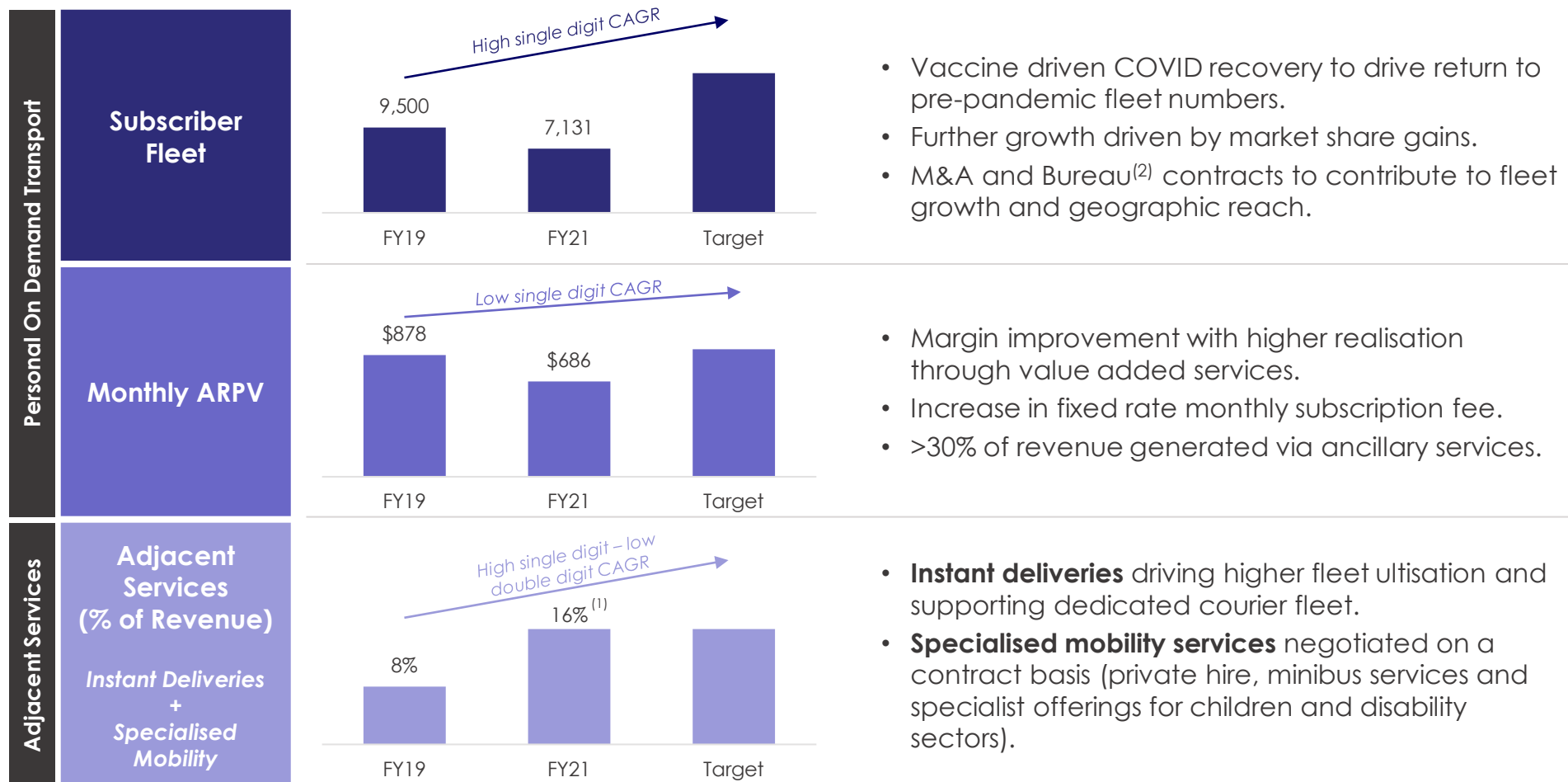


### 3 Financial Outlook & Key Targets

## Mobility Services – Economic Drivers and Summary KPI Targets



Earnings growth is driven by a combination of fleet numbers, pricing and enhanced fleet utilisation via introduction of adjacent use cases such as 13things.



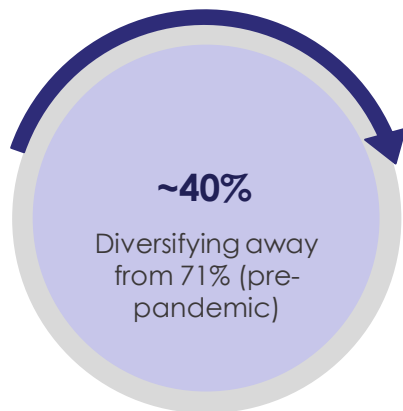
Note: (1) Adjacent services as a percentage of revenue increased due to relative resilience of these services during pandemic related mobility challenges. (2) A2B provides its services to independent mobility service providers across Australia, which include sharing its technologies and brands, under the same charging model.

### 3 Financial Outlook & Key Targets

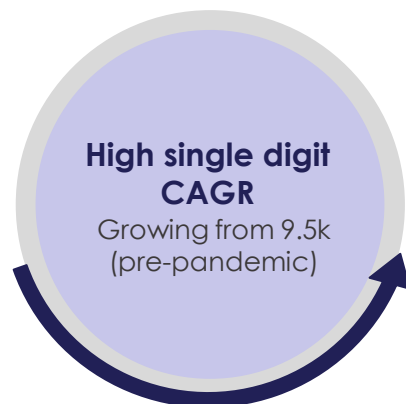
## Mobility Services – Key Targets



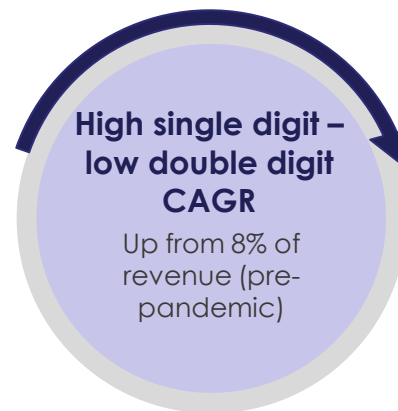
#### EBITDA Contribution



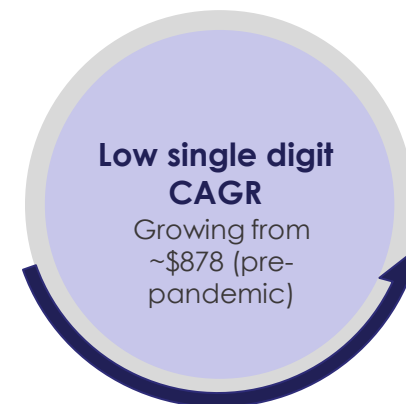
#### Subscriber Fleet Size



#### Adjacent Services Revenue %



#### Monthly ARPV



**22%**

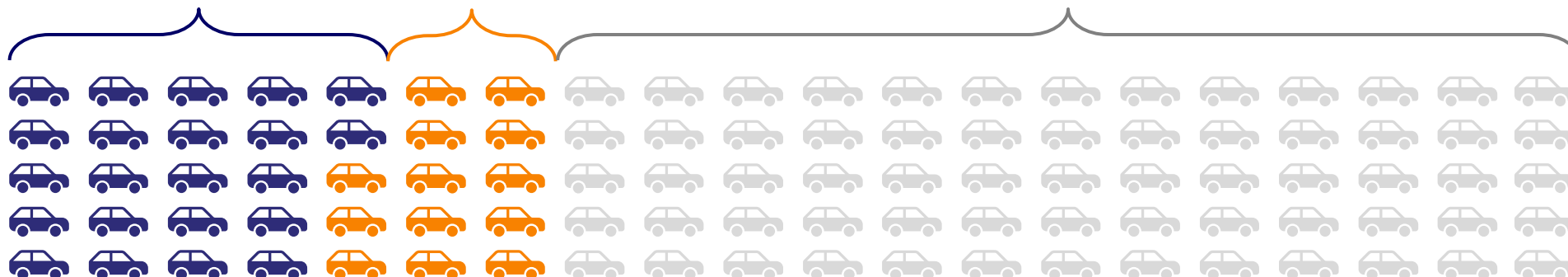
**Current Market Penetration**

**~30-35%**

**Target Market Penetration**

**65-70%**

**Total Remaining Serviceable Addressable Market**



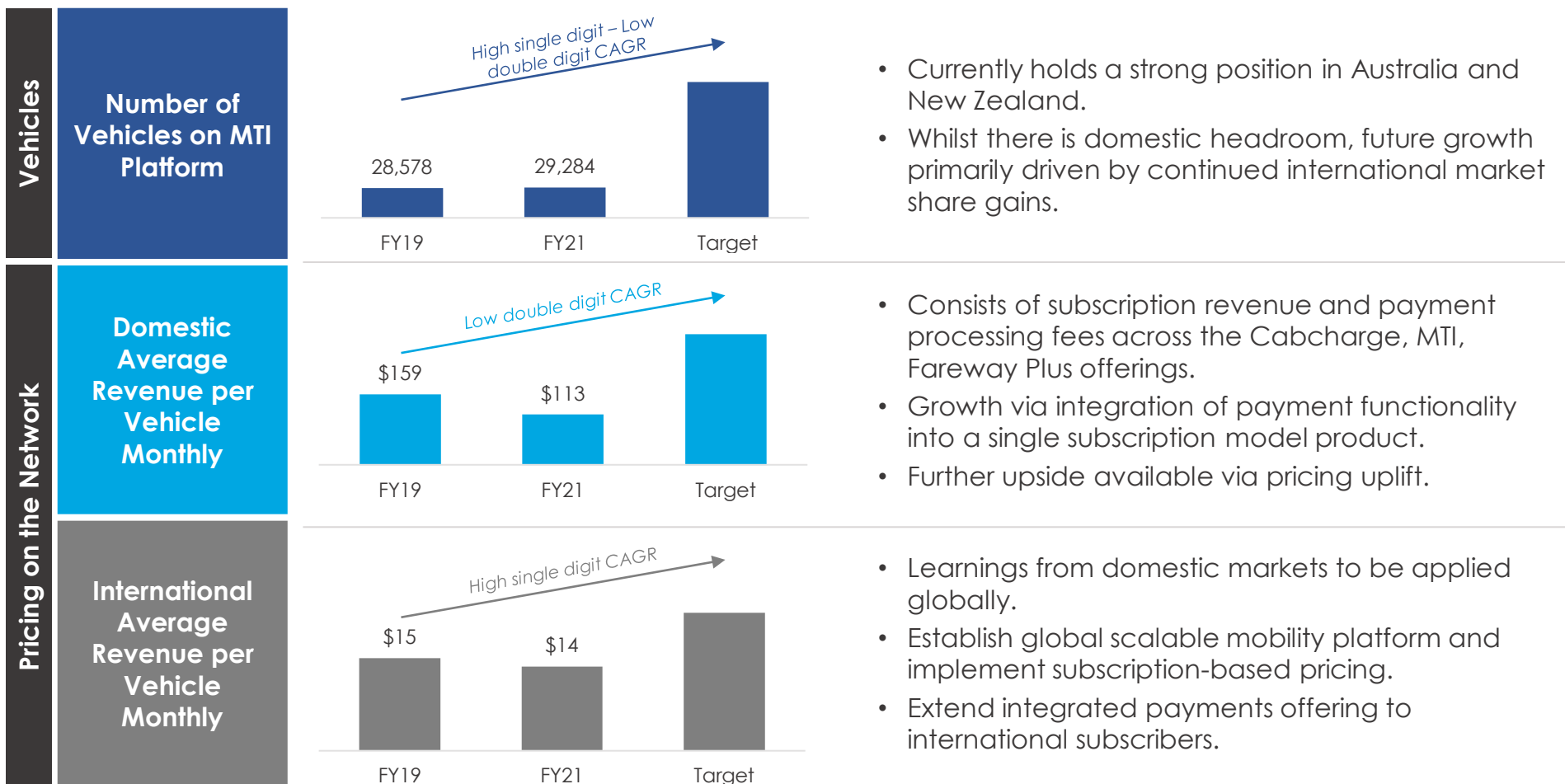
Note: Serviceable addressable market and targeted market does not include market opportunity available in instant deliveries market.

### 3 Financial Outlook & Key Targets

## Mobility Platforms – Economic Drivers and Summary KPI Targets



Earnings growth is driven by a combination of increased vehicles on the MTI Platform and integration of payments to increase ARPV.

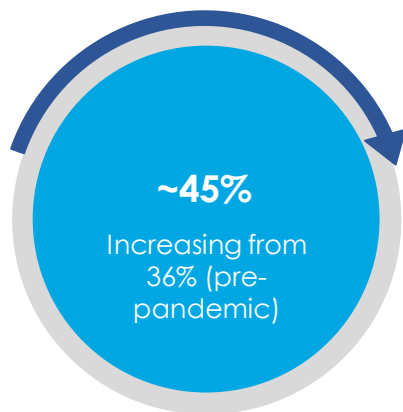


### 3 Financial Outlook & Key Targets

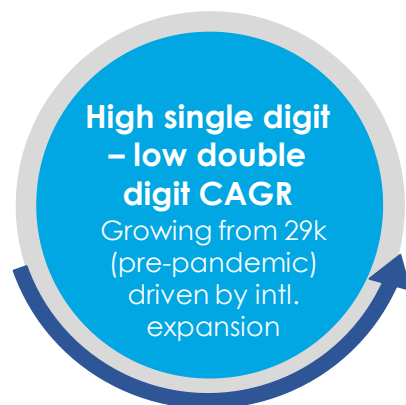
## Mobility Platforms – Key Targets



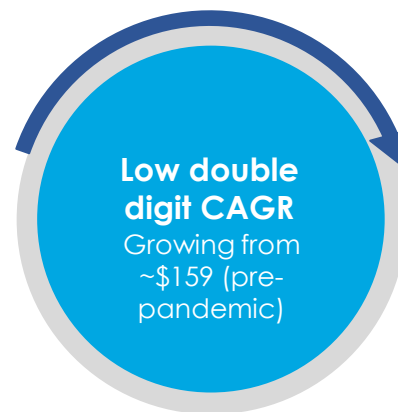
#### EBITDA Contribution



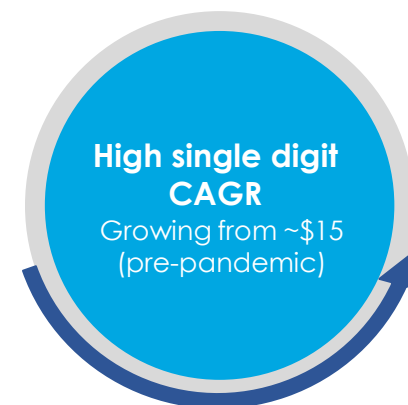
#### Subscriber Fleet Size



#### Domestic ARPV



#### International ARPV



**4%**

**Current Market Penetration**

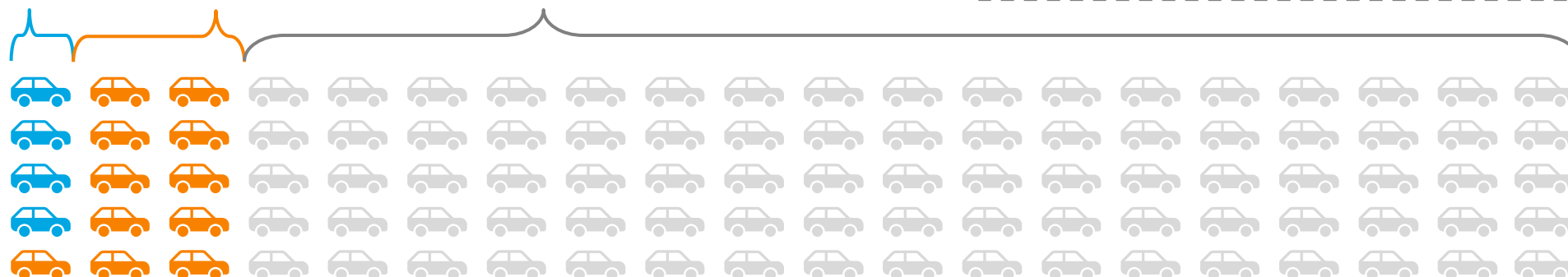
**~10-15%**

**Target Market Penetration**

**~85-90%**

**Total Remaining Serviceable Addressable Market**

*SAM represents where A2B have existing presence.<sup>(1)</sup> Further growth available by expansion into new geographic regions outside of these current markets.*



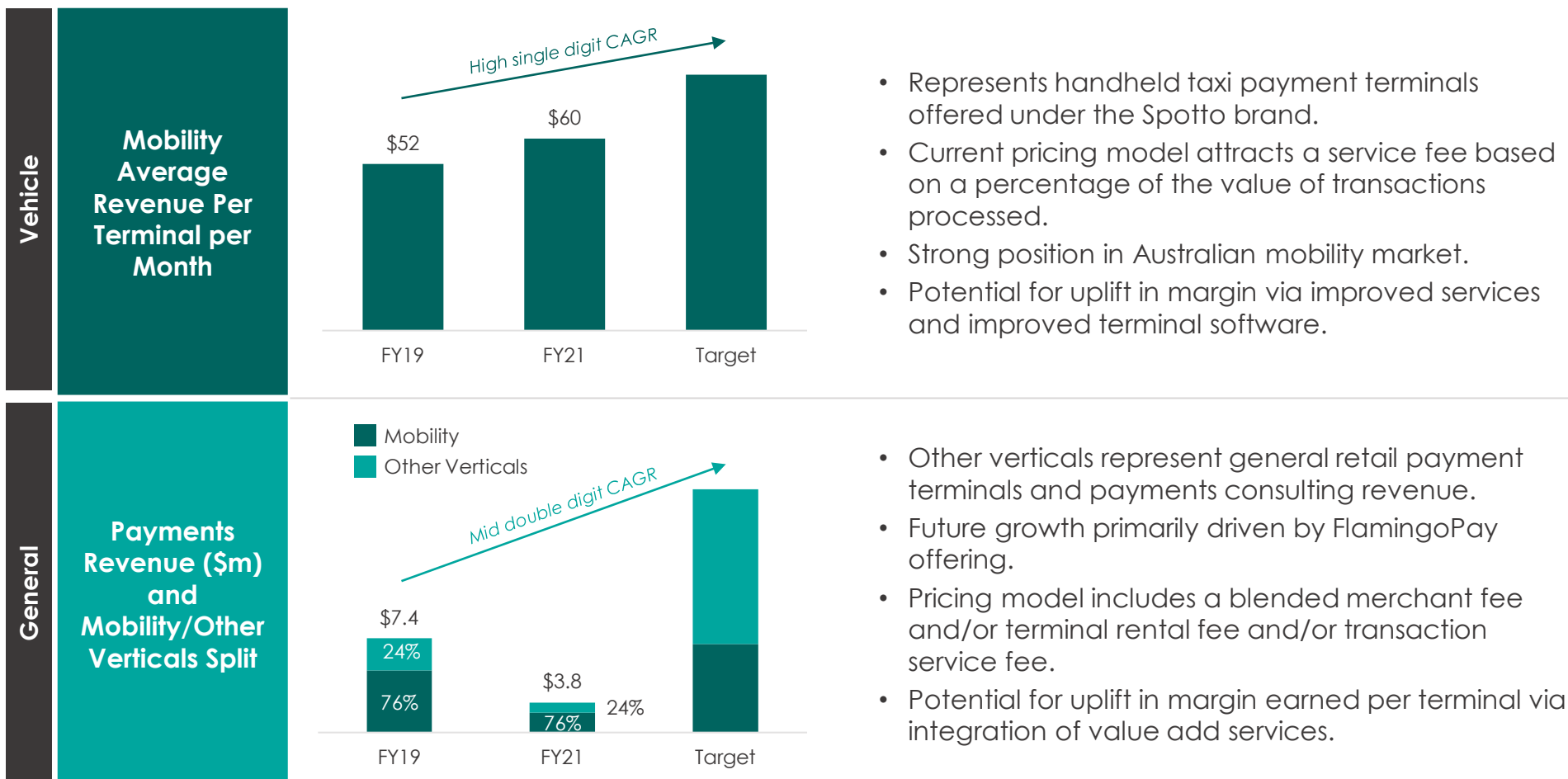
Note: (1) Serviceable Addressable Market includes ANZ, USA, Canada, UK, Ireland, Finland, Denmark, Germany, France, Spain, Norway and Sweden.

### 3 Financial Outlook & Key Targets

## Payments – Economic Drivers and Summary KPI Targets



Earnings growth in our payments business is driven by market share gains in the domestic acquiring market and margin growth through the addition of loyalty and MarTech solutions for our customers.

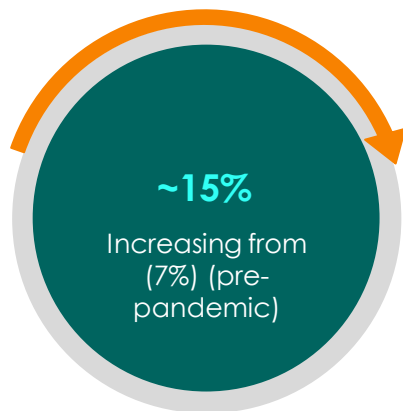


### 3 Financial Outlook & Key Targets

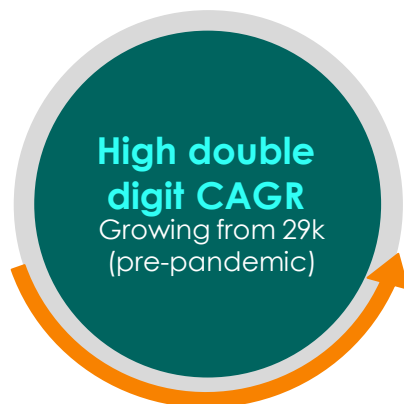
## Payments – Key Targets



#### EBITDA Contribution



#### Spotto Payment Terminals



#### ARPT (Mobility)



#### Other Verticals Revenue



**~1.0-1.5%**  
Target Market Penetration  
(currently <1%)

**~98.5-99.0%**  
Total Remaining  
Serviceable Addressable Market





### 3 Financial Outlook & Key Targets

## Consolidated A2B – Financial Scorecard



### Committed to Delivering Value.

|                    | FY19                                | Target                                                                                                                 |
|--------------------|-------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| Revenue            | \$198m                              | ~10%<br>Target revenue CAGR                                                                                            |
| Cost Reductions    | \$111m<br>Indirect cost base        | ~\$9m Targeted Cost Reduction<br>\$4m identified and to be implemented in FY22 (\$8.1m indirect costs reduced in FY21) |
| Underlying EBITDA  | \$36m<br>18% margin                 | ~20-23%<br>Mid-single digit margin expansion                                                                           |
| Financial Strength | \$1.12 NTA per share <sup>(1)</sup> | Maintain financial strength and funding options to maximise value. Debt funding below 1-1.3x pre-pandemic EBITDA       |
| FCF Conversion     | 100% FCF conversion <sup>(2)</sup>  | Return to attractive dividend program and 100% FCF conversion <sup>(2)</sup> following strategy implementation         |

### Revenue growth and diversification.

Driven by resumption of pre-pandemic trends, market expansion, entry into new verticals and market share gains.

### Cost improvement program.

Mitigates the temporary impacts of the pandemic and enables continued investment in our business.

### EBITDA diversification.

Diversification into higher margin businesses coupled with cost efficiencies driving EBITDA improvement.

### High return on investment business case.

Dividends paused during pandemic recovery and investment period with excess cash to be returned to shareholders following initial period of successful strategy implementation.

Note: (1) Net tangible asset per security as at 30 June 2021 + \$70.3m value premium on property portfolio. (2) Conversion of cash profits (statutory profit + depreciation and amortisation) into operating cash flow.

### 3 Financial Outlook & Key Targets

## Consolidated A2B – Capital Priorities



**Development of globally scalable personal transport platform.**



**Continued brand strengthening.**



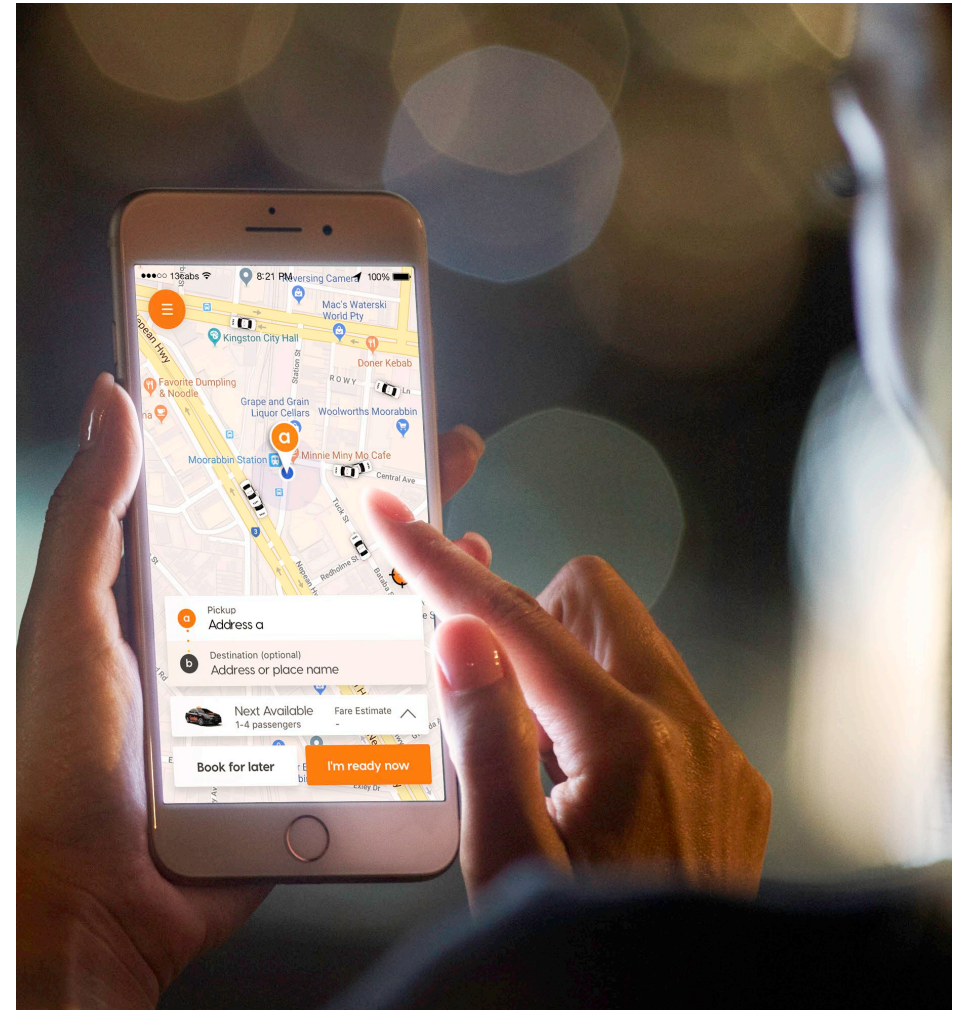
**Expansion of sales teams and disciplined focus on value added tech.**



**Assess best use of assets and funding options.**



**Acquisition of complementary capabilities.**





# PRODUCT & SEGMENT OVERVIEWS







## **A. Mobility Services – Grow Our Core**

*Australian Leader Primed to Grow Market Share*

# A Mobility Services – Grow Our Core Value Proposition



## What We Do



### What we own

- ✓ Customer relationships
- ✓ Software
- ✓ Dispatch Systems
- ✓ Brands

### A2B Service Provider

**Fixed fees:** \$650 / month fixed fees.

- Access to A2B booking, dispatch and payments technology delivered via app, website, contact centre, APIs and other channels.
- Access to a network of drivers.
- Instant Delivery services.
- Licensing of branding (e.g. 13cabs and Silver Service).

**Total fees:** ~7.5% of total fares processed in affiliated vehicles.

**Ancillary services:** Include asset finance, insurance broking, car sales and equipment rental.

### Passengers and Clients

Choice of booking, procurement and payment options. Safe, professional and highly available services.

### Vehicle Operators

Payment processing, vehicle sourcing, financing and insurance, access to Driver pool, provision of branding, taxi specific dispatch, metering and safety equipment.

### Drivers

Training, onboarding, business pathways, administrative support, safety monitoring and booking generation.

## Why We Win

### Critical mass and scale advantage.

- National footprint operating under well known brand.
- Tailored product offerings.

### Decades of experience.

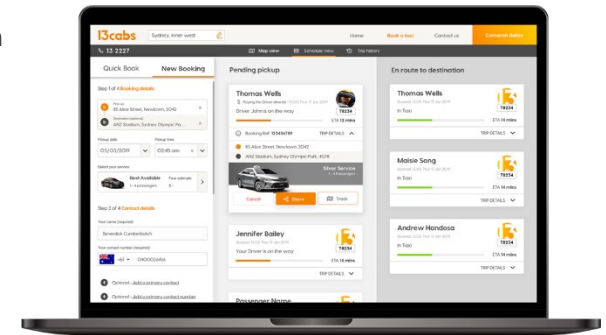
- Provides testing ground for innovations.
- Highly cash generative, market leadership.

### Data-led and tech-enabled.

- 42m+ data points captured per day to drive insights into passenger behaviour, route optimisation, safety, payment security etc.

### Reliable, trusted and safe.

- Our on-time delivery percentage has been a continued focus, with the achievement of 95% on time delivery.
- Superior safety record.



13cabs



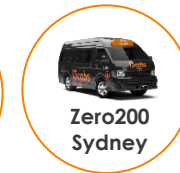
Maxi Taxi



Parcel Delivery



Wheelchair (WAV)



Zero200 Sydney



Silver Service

13cabs  
lime

Silver Service  
maxi taxi

# We Have Invested in Our Business to Compete Against Rideshare



**13cabs has successfully navigated the entry of rideshare, demonstrating resilience in the business model via continued profitability and growth in market share.**

| Our Previous Stereotype vs Ride Share        | What We Have Done About It                                                                                                                                                                                                                                                         | Example                                                                                                                                                                                                                                                                                     | a2b | Ride Share |
|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|------------|
| <b>Safety</b>                                | <ul style="list-style-type: none"> <li>Enabled driver training, background checks, onshore help centre and independent GPS.</li> <li>Customers can choose and refer a regular and trusted driver putting them in control.</li> <li>Mandatory safety cameras and alarms.</li> </ul> | <p><b>Got a favourite Driver?</b></p> <p>Request them again with MyDriver</p>                                                                                                                                                                                                               | ✓✓  | ✓          |
| <b>Pricing</b>                               | <ul style="list-style-type: none"> <li>Price based on estimated travel time with Price Guarantee available upon booking.</li> <li>No surge pricing.</li> </ul>                                                                                                                     | <p><b>Our price guarantee puts you in total control.</b></p>                                                                                                                                                                                                                                | ✓✓  | ✓          |
| <b>Convenience &amp; Reliability</b>         | <ul style="list-style-type: none"> <li>We are providing a new service to provide on-demand deliveries.</li> </ul>                                                                                                                                                                  |                                                                                                                                                                                                                                                                                             | ✓   | ✓          |
| <b>Payments &amp; Directions</b>             | <ul style="list-style-type: none"> <li>We built a frictionless app which is in the top 10 free travel apps in the Australian iOS Appstore.</li> <li>Functionality includes booking, tracking &amp; payment.</li> </ul>                                                             |                                                                                                                                                                                                                                                                                             | ✓   | ✓          |
| <b>Customer Experience &amp; Environment</b> | <ul style="list-style-type: none"> <li>We have raised quality standards, empowered passengers, upgraded presentation and continued to provide vehicle sanitisation.</li> <li>~75% Green alternative fuel vehicles across 13cabs' key markets (vs Uber ~17% of fleet).</li> </ul>   | <p>★★★★★</p> <p>nana Lynny, 04/04/2020</p> <p><b>Need to be looked after by government.</b></p> <p>I'm choosing 13 Cabs instead of Uber. Because, as this late night trip proved, the drivers, especially tonight and last night from Quest apartments, are professional, yet friendly.</p> | ✓✓  | ✓          |
| <b>Reach &amp; Coverage</b>                  | <ul style="list-style-type: none"> <li>We are adding more taxi and mobility brands under our network allowing for a dependable, sophisticated and accessible service to our customers.</li> <li>Expand into 44 cities and regions since 2017.</li> </ul>                           | <p><b>13cabs</b></p> <p><b>Silver Service</b></p> <p><b>maxi taxi</b></p>                                                                                                                                                                                                                   | ✓✓  | ✓          |

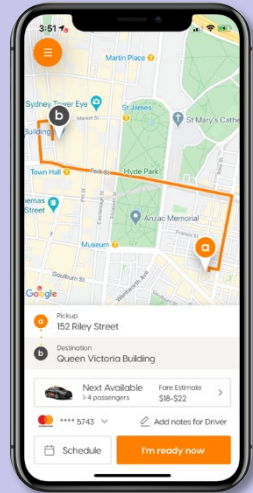


# A Mobility Services – Grow Our Core

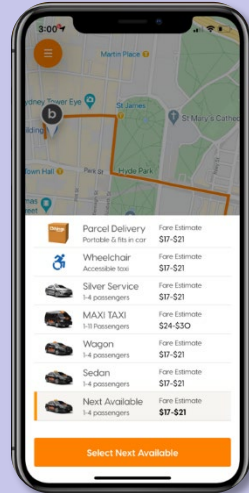
## We Have an App and it is World Class



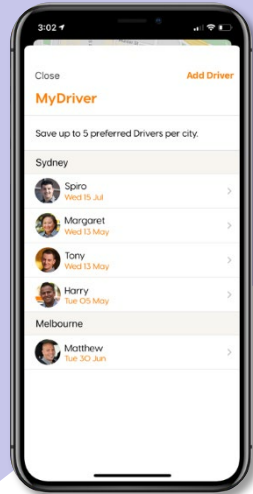
### 1. Enter a destination



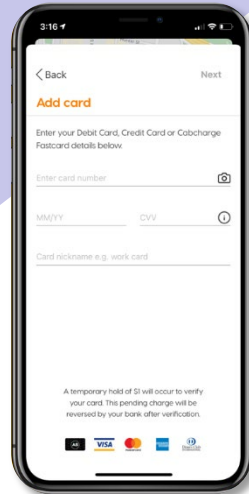
### 2. Choose a service



### 3. Save preferred Drivers

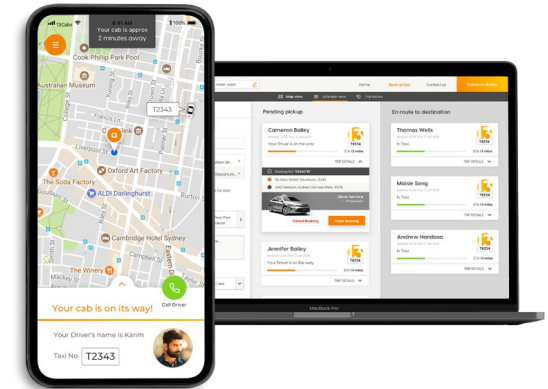
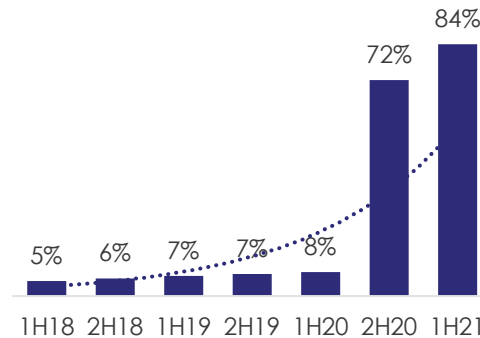


### 4. Pay with the app



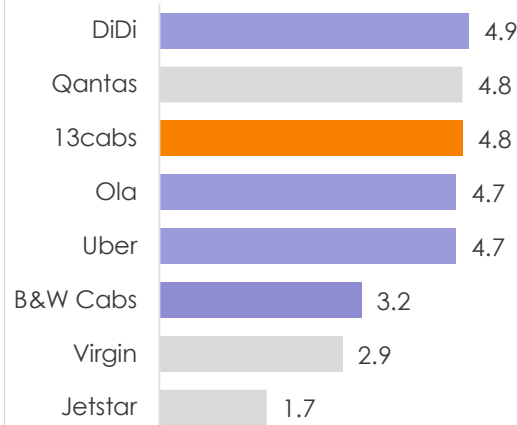
## Significant Conversion to Payments Drives Economic Benefit.

App trips converted to payments (%)

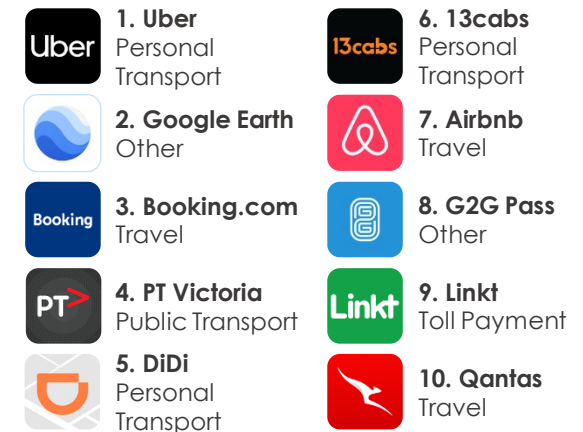


## Attractive Proposition vs Competitors.<sup>(1)</sup>

App store rating (/5)



Highly ranked in travel downloads<sup>(2)</sup>



A man in a blue checkered shirt is smiling and holding a tablet. He is standing in a car dealership with several cars in the background. A large blue triangle is on the left side of the image.

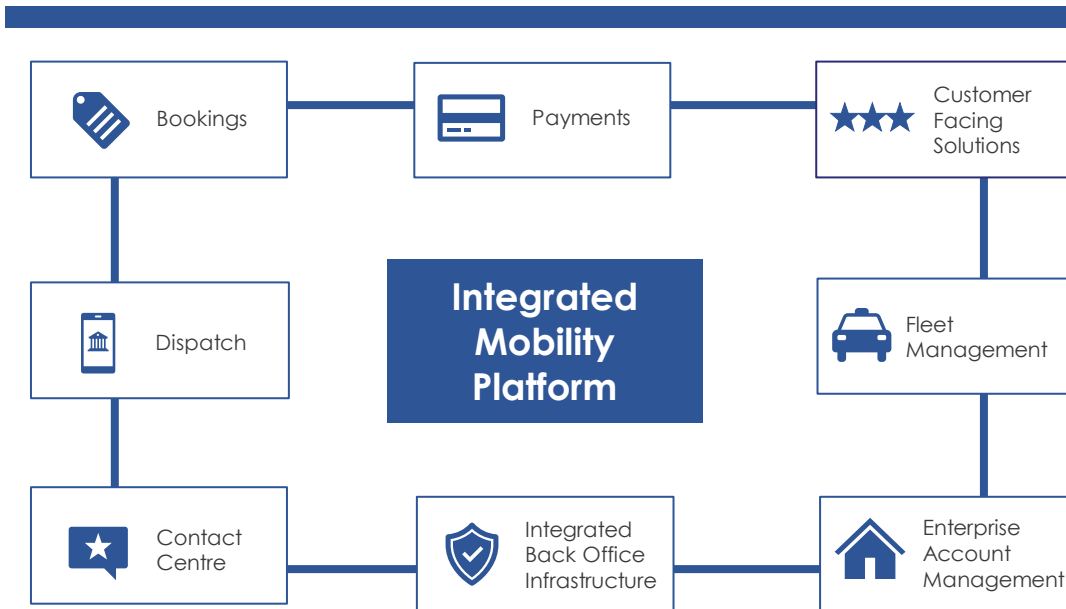
## **B. Mobility Platforms – Mobile Technologies International**

*Expand Our Domestic Success Globally*

## B Mobility Platforms – Bundle & Expand Our Aggregated Offering



### What We Do



### Why We Win

#### Leverage existing technologies.

Amalgamation of best-in-class technologies into a cloud based, tech stack providing end-to-end personal transport solutions including payment processing.

#### Network effects.

Learnings and market feedback from long history in Australian market enable and inform innovation.

#### Fully integrated platform.

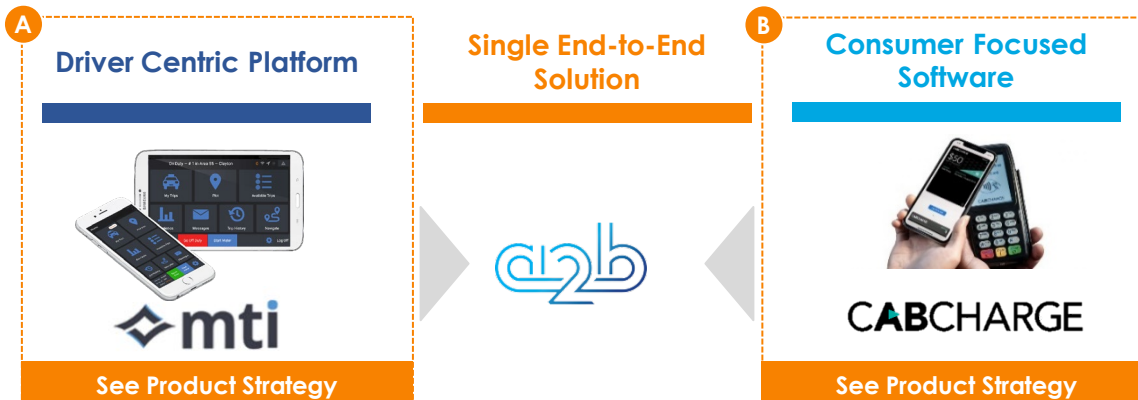
Global scalability provides potential to significantly expand addressable market and increase customer retention.

#### “Plug & Play” Add-On Capabilities.

Ability to maintain market leading position and meet customer needs via efficient continuous development.

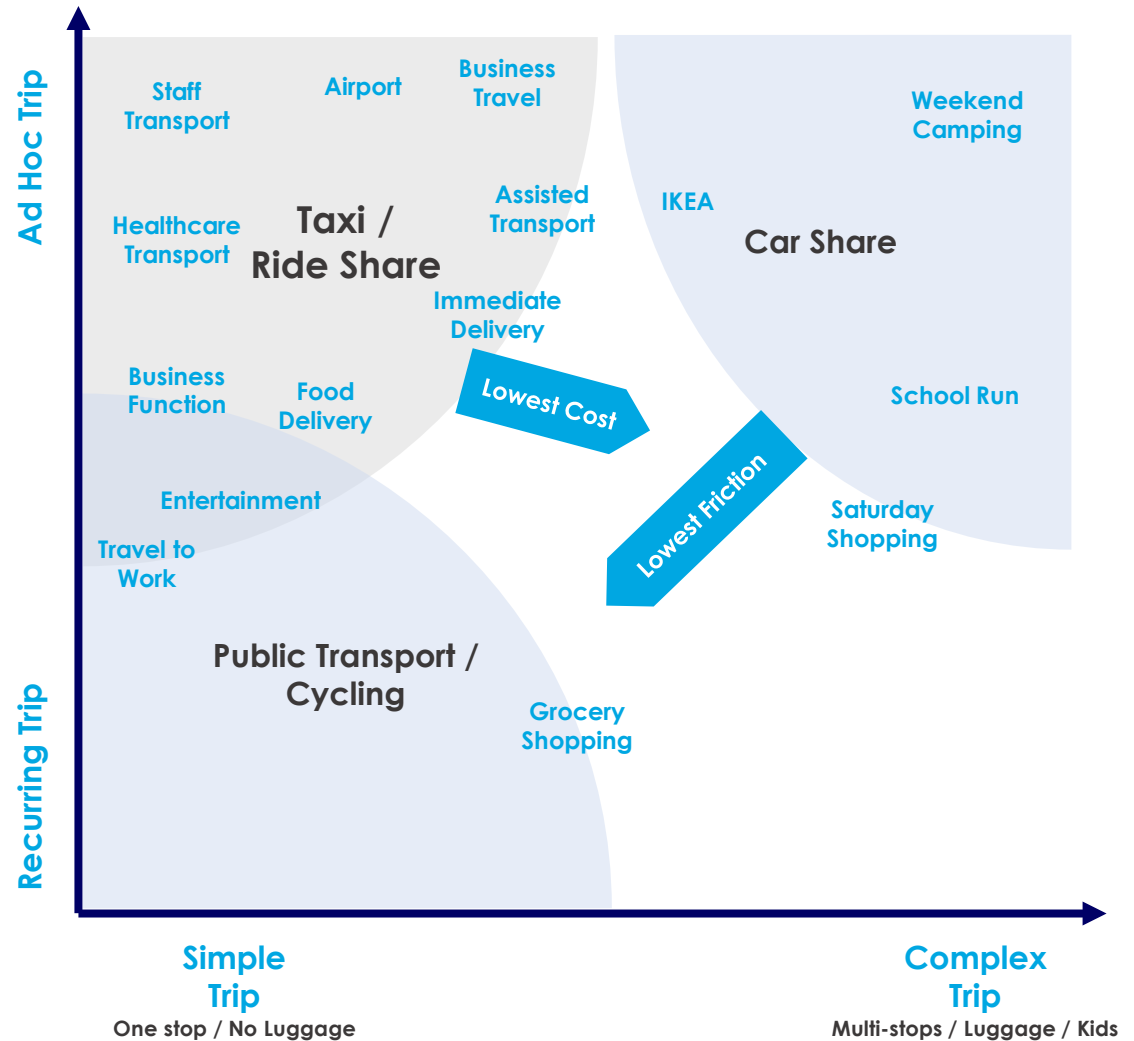
#### Commercial opportunities.

Monetisation through A2B or third parties.



## The Future Transport ecosystem landscape

- **Access** over car ownership.
- **‘Coopetition’** merges platforms into ecosystems.
- **Personalisation** so every trip feels purpose built.
- Accelerating **sustainability** (i.e. EVs, hybrid).
- **Data driven decisioning** and autonomy.



## B Mobility Platforms – Bundle & Expand

# Mobility Platforms Design and Coverage



We're active in all facets of the value chain and leverage integration to drive growth across the Mobility ecosystem.

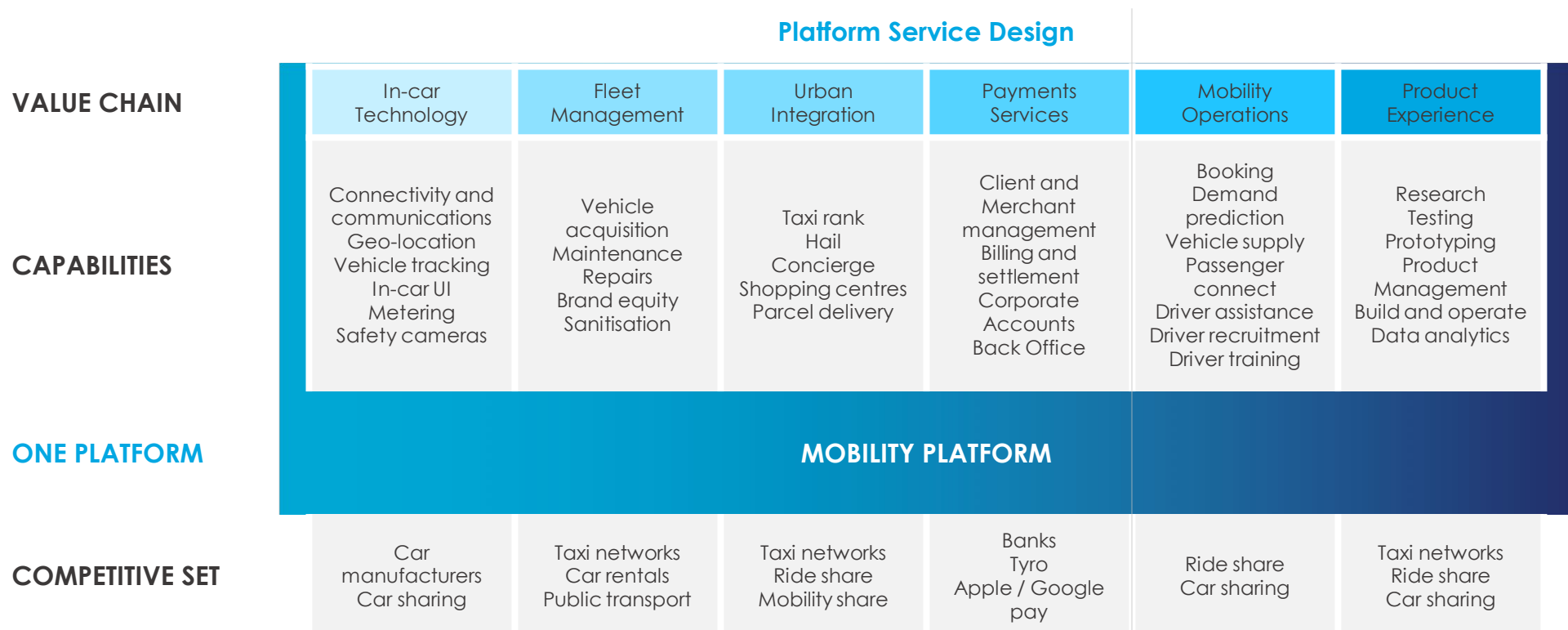
|                                                          | Platform Service Design                                                                                        |                                                                               |                                                                       |                                                                                               |                                                                                                                                   |                                                                                                 |
|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| VALUE CHAIN                                              | In-car Technology                                                                                              | Fleet Management                                                              | Urban Integration                                                     | Payments Services                                                                             | Mobility Operations                                                                                                               | Product Experience                                                                              |
| CAPABILITIES                                             | Connectivity and communications<br>Geo-location<br>Vehicle tracking<br>In-car UI<br>Metering<br>Safety cameras | Vehicle acquisition<br>Maintenance<br>Repairs<br>Brand equity<br>Sanitisation | Taxi rank<br>Hail<br>Concierge<br>Shopping centres<br>Parcel delivery | Client and Merchant management<br>Billing and settlement<br>Corporate Accounts<br>Back Office | Booking<br>Demand prediction<br>Vehicle supply<br>Passenger connect<br>Driver assistance<br>Driver recruitment<br>Driver training | Research<br>Testing<br>Prototyping<br>Product Management<br>Build and operate<br>Data analytics |
| A2B COVERAGE<br>Mobility Platform + vertical integration |                                                                                                                |                                                                               |                                                                       |                                                                                               |                                                                                                                                   |                                                                                                 |
| COMPETITIVE SET                                          | Car manufacturers<br>Car sharing                                                                               | Taxi networks<br>Car rentals<br>Public transport                              | Taxi networks<br>Ride share<br>Mobility share                         | Banks<br>Tyro<br>Apple / Google pay                                                           | Ride share<br>Car sharing                                                                                                         | Taxi networks<br>Ride share<br>Car sharing                                                      |
|                                                          | Physical Assets & Technology                                                                                   |                                                                               |                                                                       |                                                                                               | Mostly Digital                                                                                                                    |                                                                                                 |



## B Mobility Platforms – Bundle & Expand One Integrated Platform



**Mobility is in our DNA. The Mobility Platform enables end-to-end capability that can position us at the centre of the Mobility marketplace.**



**'Productise' cloud technologies to converge and connect technologies over networks to provide services that serve customers 'as a Service'.**

## B Mobility Platforms – Bundle & Expand Large Transport Services Opportunity



Our vision is to transform from a traditional transportation company with great technology to a technology led company focused on Mobility and Payments.

### 1. Create Trips

Create trips through features to boost growth in personal transport businesses.

### 2. Drive Efficiency

Drive efficiency through mobility service digitisation and smart automation.

### 3. Leading Platform

Become the world's leading end-to-end mobility SaaS platform.

### 4. Rapid Scale

Rapidly scale global development and delivery capability and practices.

### 5. Team

Activate superpowers in our people that allow them to be their best.



**DRIVE GROWTH**

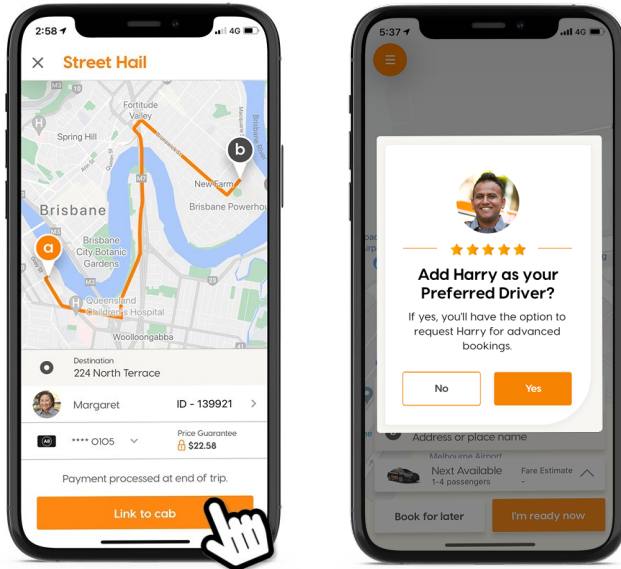


**EXTEND REACH**



**SCALE PRACTICE**

## B Mobility Platforms – Bundle & Expand Digital Differentiation



**App team continues to punch well above its weight.**

Over **3 million downloads** and maintaining 4.8-star Appstore rating.

**Experienced professional drivers.**

**Preferred Driver program** offering the choice of Preferred Driver, 1 in 3 passengers taking up the offer, a valuable fit for customers and drivers.

**Rank and hail – Hail in App.**

Ability to **link a hail trip to the 13cabs App** provides access to digital payment, price guarantee and other benefits.

**Inclusive App accessibility.**

**Inclusive of accessibility** requirements and best practices, user testing with vision impaired participants and improving usability for screen readers.

**Looking ahead.**

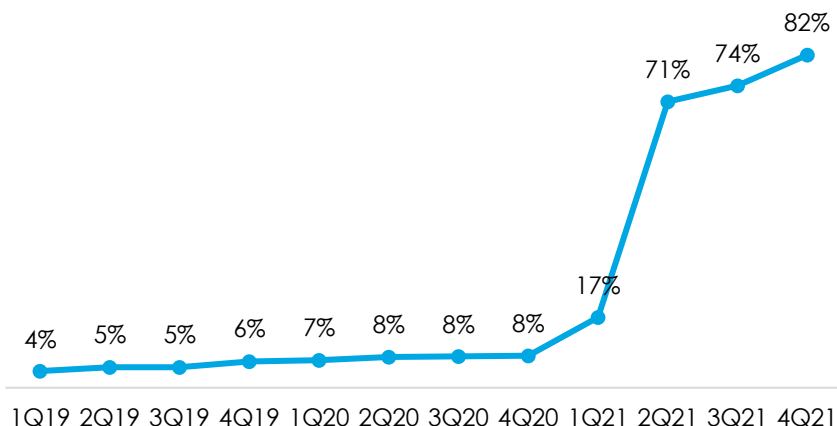
**Richer omnichannel experience** encourages adoption of digital self-service experience and ability to link a phone booking to the 13cabs App.

## B Mobility Platforms – Bundle & Expand

# Establishing Trust and Certainty in eCommerce Mobility Experience



### App Booking to Payment Conversion (%)



### Removing in vehicle payment friction.

**600% digital payments growth** in FY21 representing 11% of trip payments.

Assuring greater **customer trust and certainty** by streamlining the payments experience.

**Digital first payments** removes end of trip friction and avoids cash handling.

### Price Guarantee.

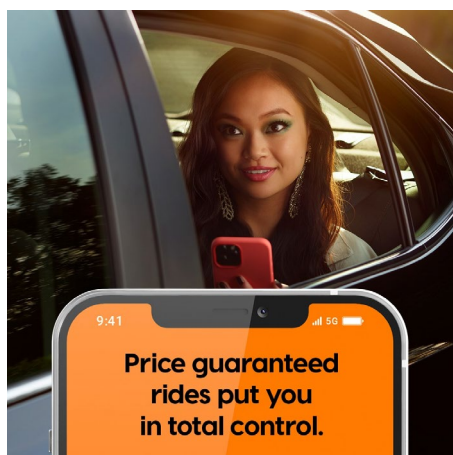
Unique pricing model in the industry assuring travellers that **what we quote is what they pay**, giving control to the traveller and peace of mind for the driver.

### Looking ahead.

**Digital payments integration** into the Mobility Platform opens capability to other networks both locally and internationally.

**Pricing and Payments innovation** including multiple stops, route prediction accuracy, price optimisation and experimentation and partial payments.

**Fraud Protection Service** will deliver immediate benefits to our network and as a managed service complement our offering to other networks.

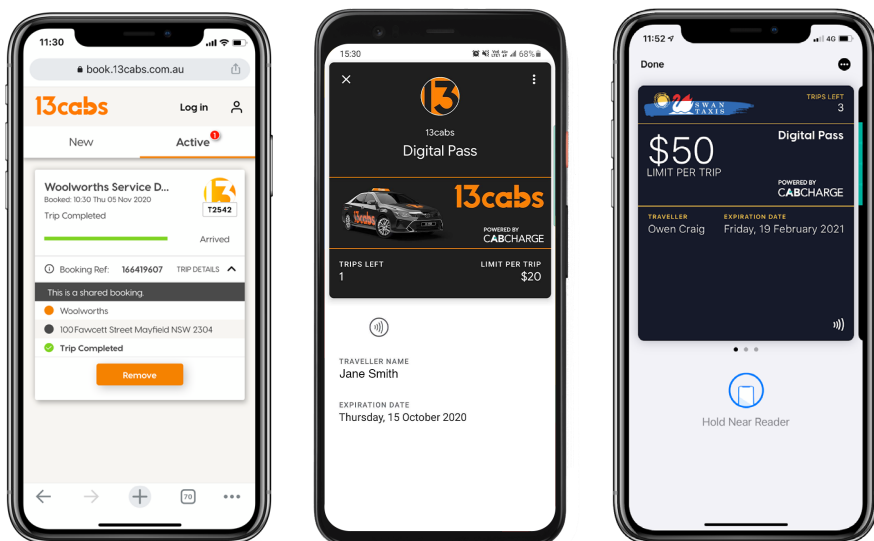
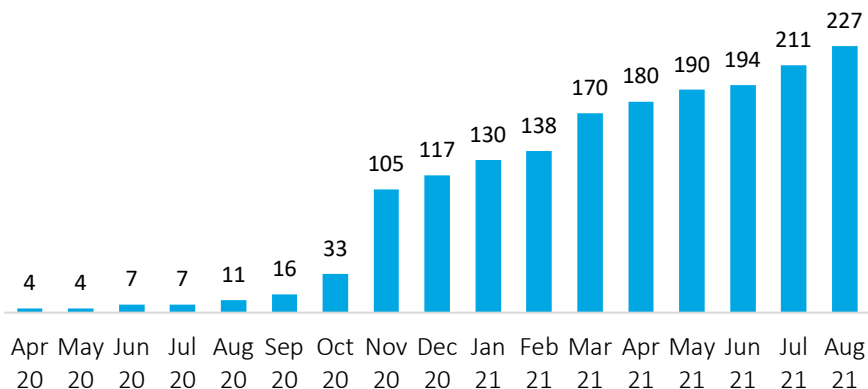


- ✓ No surge pricing.
- ✓ No cancellation fees.
- ✓ No late fees.
- ✓ Know the price upfront before you ride.

## B Mobility Platforms – Bundle & Expand Business Transportation Solutions and Integrations



### Total Woolworths Stores Served by 13things Nationally



### Scaling an on-demand delivery service nationally.

Integrated transport solutions deliver **flexibility, immediacy and scale** across supply chain.

**Woolworths** co-development of competitive 'Delivery Now' service in metro and regional areas and enhanced to meet to new RSA alcohol standards.

**Growth in parcel delivery volume 20x** (Aug YoY) and expanding with new customers leveraging our integrated delivery service.

### Digital passes and subsidised travel.

**Growth of 129%** (2H21 vs 2H20) in trips from issued digital passes.

**Deeper integration of corporate travel and digital pass services** (APIs) into corporate systems with the 13cabs App to enable simpler booking and payment, significant opportunities for corporate and subsidised travel.

### Looking ahead.

**Omnichannel corporate travel and payment offering** – connecting experiences across Web, APP, Contact Centre and IVR, Rank and Hail.

**Innovating our travel products** – stored value product (including Government-NDIS, Community cards and Subsidy Programs).

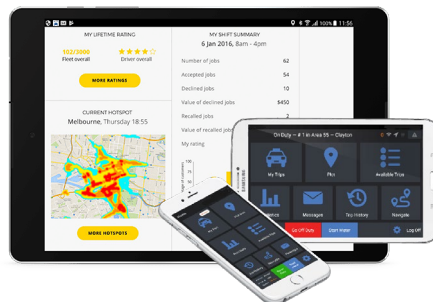


# B Mobility Platforms – Bundle & Expand Best-in-Class In-Vehicle Tech and Mobility Experience



## Stages for In-Vehicle Transformation

- 1 Replace MDC Dispatch Terminal with Tablets.
- 2 Add Modem and connect Tablets and Fareway Plus.
- 3 Integrate Camera system to allow remote access and streaming.
- 4 New payment terminal with payment services app.
- 5 Migrate metering from Fareway Plus, remove Fareway Plus from vehicle.



## Dynamically configurable in-vehicle platform.

**Foundation for future mobility** features for specialised passenger and parcel transport.

**Simpler installation**, reduced capital and lower running costs.

**Connectivity** and high-speed communications for all devices.

**Rich IoT** connected car customer experiences and smart automation.

**10k Tablets deployed globally, 1.5k in Australia, nationwide by the end of 2022.**

**Deliveries POD** – Sign on glass.

**Driver/13cabs App pairing** on pickup in trial (BLE).

**Bring your own device** (BYOD) integration.

## What does the vehicle and trip of the future look like?

**Exploration of ACES** – Autonomous, Connected, Electric, Shared vehicles.

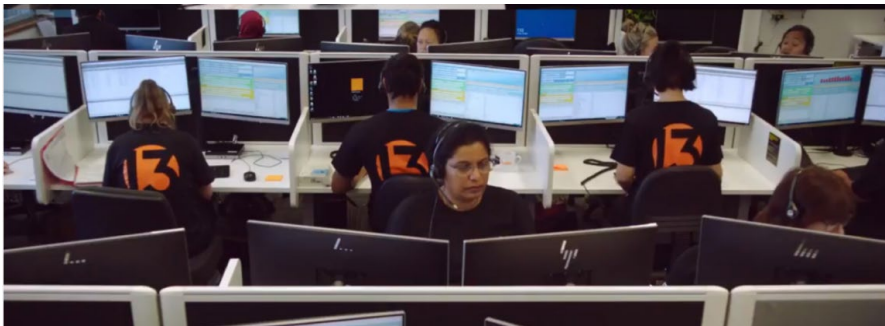
**Dynamic fleet and routing optimisation** and demand projection, through rich IoT data and analytics.

**Advanced personalisation and interactive** driver to passenger experience.

## B Mobility Platforms – Bundle & Expand Nimble Product, Engineering, Delivery Capability and Practices



### Technology Partners



### Capability uplifting and practice development.

**Deepen product, engineering, and delivery practices** to enable mobility as a service at greater consistency, speed and scale.

**Targeted hires** have fast-tracked skills uplift.

**Strategic partnering with Wipro** for greater access to skilled resources, capability and innovation from the global market.

### Marketing and CRM .

**Depth of SaaS marketing and customer** teams in key target markets

**CRM to uplift** end-to-end marketing, sales and service across global markets.

### Data and Analytics.

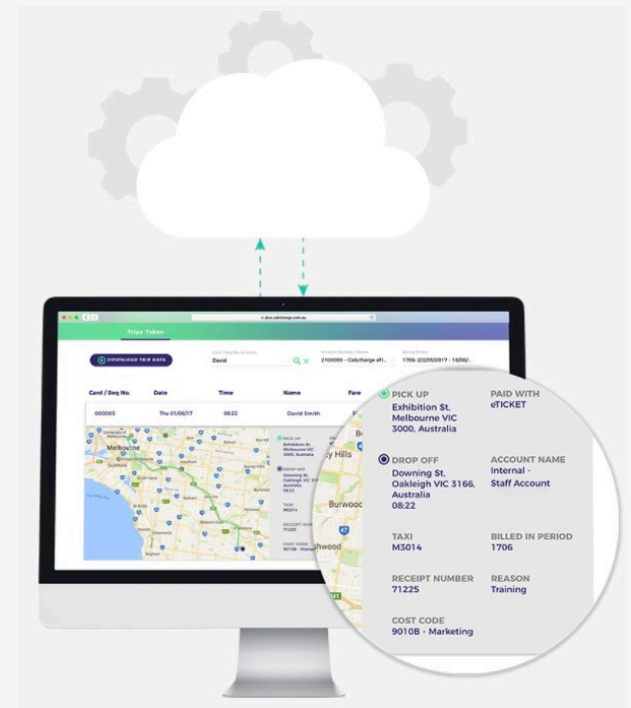
**Deeper capability in Data, Analytics, and Data Science** in-house and through partners.

### Technology Partnerships.

Services and innovation through **strategic global partnerships**.

## C. Mobility Platforms – Cabcharge

*Digitise and Unify Our Suite of Services*



# c Mobility Platforms – Cabcharge

## Established Brand to Support Strategy



Cabcharge brand is trusted by Australian community evidenced by the response to our Community Impact Initiative in Sep 2021.

### Campaign Reach

| Figures     | 42m                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 82         | 8,000+                   |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------------------------|
|             | Cumulative media reach                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Media hits | Trips requested < 1 week |
| Media Reach |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |            |                          |
| Feedback    | <p>"I am capable of driving myself and my wife to the vaccination appointment therefore we will not claim this voucher. It's a good gesture by Cabcharge and I hope it goes to people who need it most"</p> <p>---</p> <p>"Amazing to this initiative by the team at Cabcharge Payments, truly leading the way in which they are supporting NSW!"</p> <p>---</p> <p>"That's fantastic. What a great thing for them to do"</p> <p>---</p> <p>"I'm just writing to congratulate you on your fantastic initiative offering free cab rides to vaccination appointments. Absolute genius!"</p> |            |                          |

### Community Impact

#### Helping people return to work.

Our vouchers served their purpose to help those in need get to their vaccination appointments so they can return to work.

#### Employment

58% of travellers who were offered their Digital Pass as part of the program identified as unemployed.

#### Age

Majority of recipients fall between the ages of 18-44, showing that most travellers are looking to get return to work.

#### Profession

We had a diverse range of travellers apply for the vouchers, from chefs, to delivery Drivers.



BRAND TRUST



BRAND FAMILIARITY



TRAVELLER SENTIMENT



DIGITAL

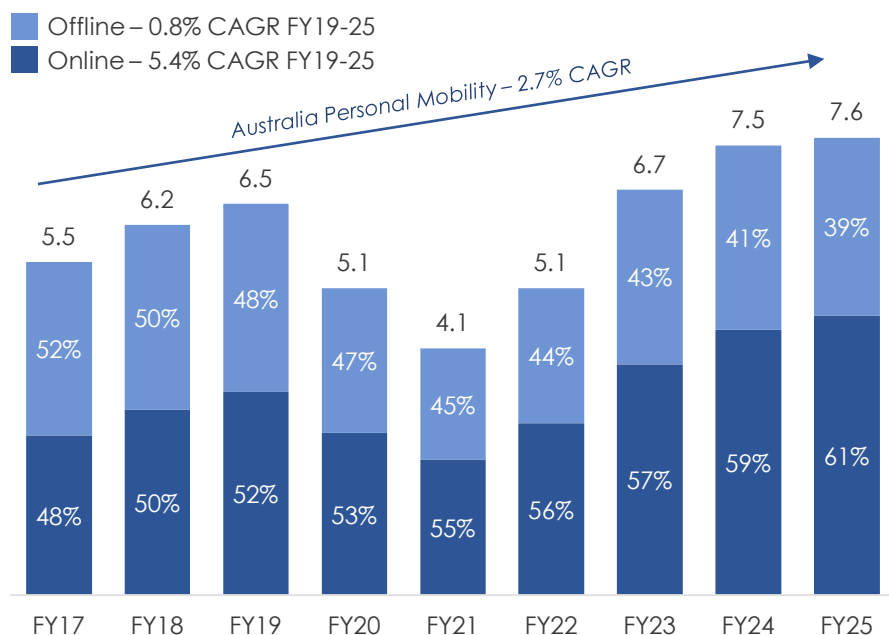
# c Mobility Platforms – Cabcharge

## Setting Context



Australia Personal Mobility market as a whole is growing, led by digital, and we have clear guiding principles for execution focus.

Australia Personal Mobility (\$bn)<sup>(1)</sup>



**CABCHARGE**

Pre-pandemic **opportunity of \$6.5bn** with a CAGR of 2.7% until FY25

Guiding Principles

1

Anticipate market demand & traveller needs.

2

Future proof value proposition.

3

Streamline business operations.

4

Payment silo to mobility bundle.

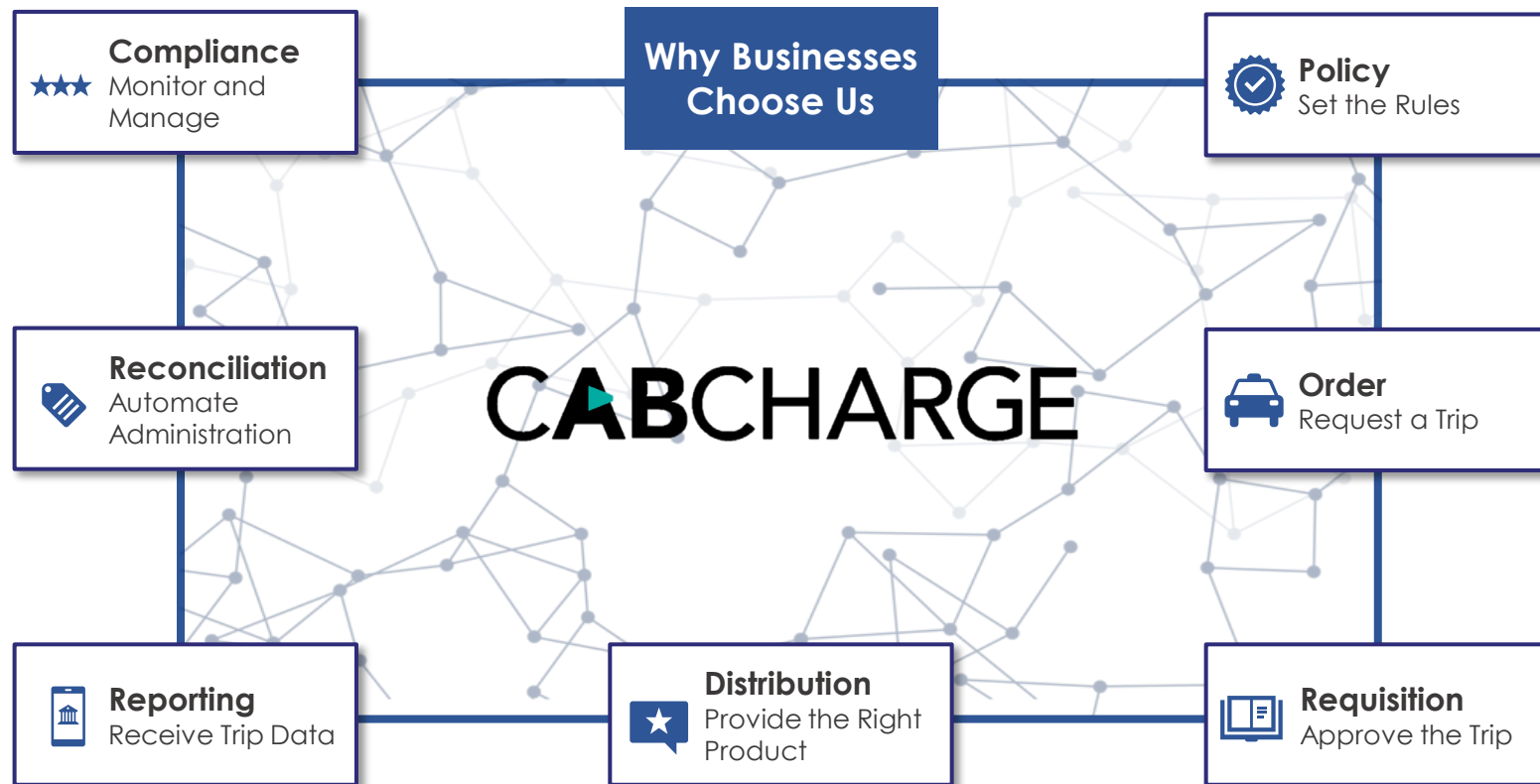


## c Mobility Platforms – Cabcharge

# Clarity in Current Value Proposition



Cabcharge solutions fulfil business needs across the value chain, making it the professional way to pay for corporate travel.

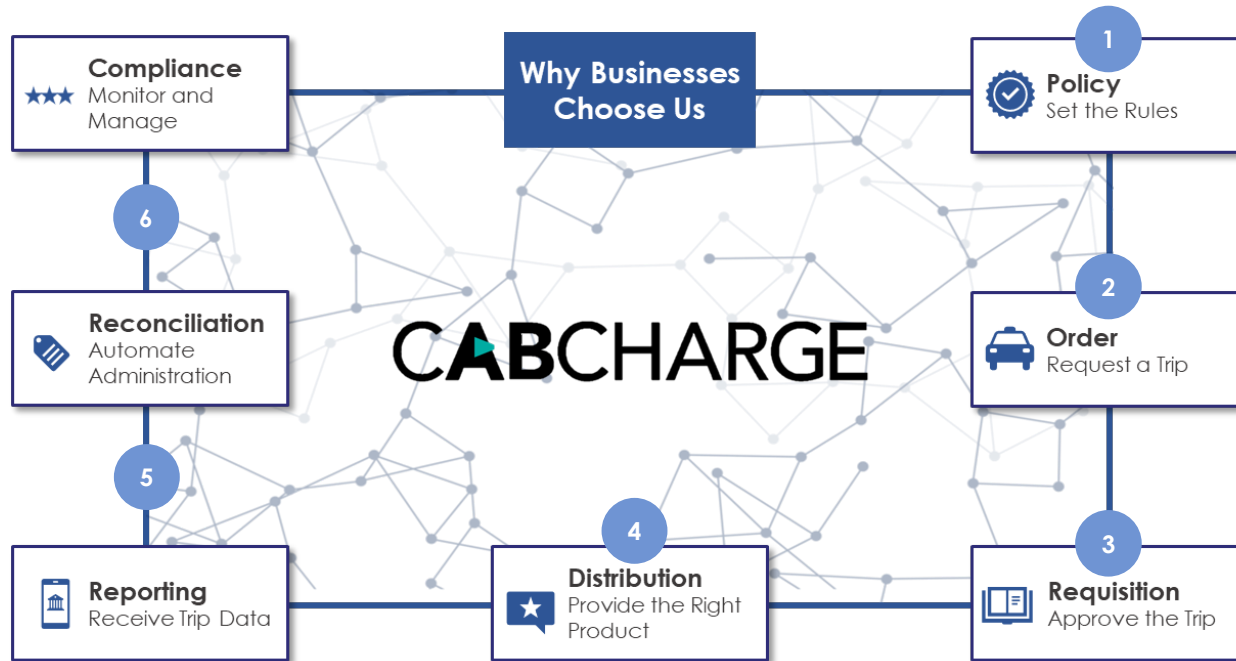


# c Mobility Platforms – Cabcharge

## Product Roadmap Validates Digital



Strength in current market share and expand new use cases for product fit and digital distribution channels; to exceed the expectation of travellers and businesses.



"Cabcharge requisition API is providing our customers a secure and responsible process which meets the standards expected for best practice financial compliance"

Mark Thompson  
CEO, Torque Software

Launch Monthly  
Limits in Digital  
Products

Cabcharge  
Digital Payments  
in Booking Apps

Requisition  
Platform  
Integration for  
Government

Scale Ordering  
via API  
Integrations in  
Key Verticals

Support  
Integration in  
Multi-modal  
Transit Reporting

NDIS/TSS  
Launch Stored  
Value Community  
Cards

1

2

3

4

5

6

# Mobility Platforms – Cabcharge

## Focusing Facts & Execution Alignment



Cabcharge go-to-market strategy is focused on three key themes.

### Digital Excellence

- Scale Digital Acquisitions (intuitive website; credit card backed signup).
- Enable Self-serve (automated signup, onboarding, ordering).
- Always-on SEM strategy (user funnel goals; activate Brand trust).
- Grow Digital trips & travellers.

### Customer Success

- Retention outcomes through implementation of Voice of Customer & Sentiment Analysis.
- Modernise platforms for Customer Support to enhance experience.
- Augment positive experience via real-time help and automation.
- Drive Digital adoption.

### Sales GTM

- Scale team for mid-market & SMB coverage.
- Unified CRM and smart signals.
- Tailor approach for B2G and B2N segments.
- Drive channel partnerships & technical integrations.

**5.4%**

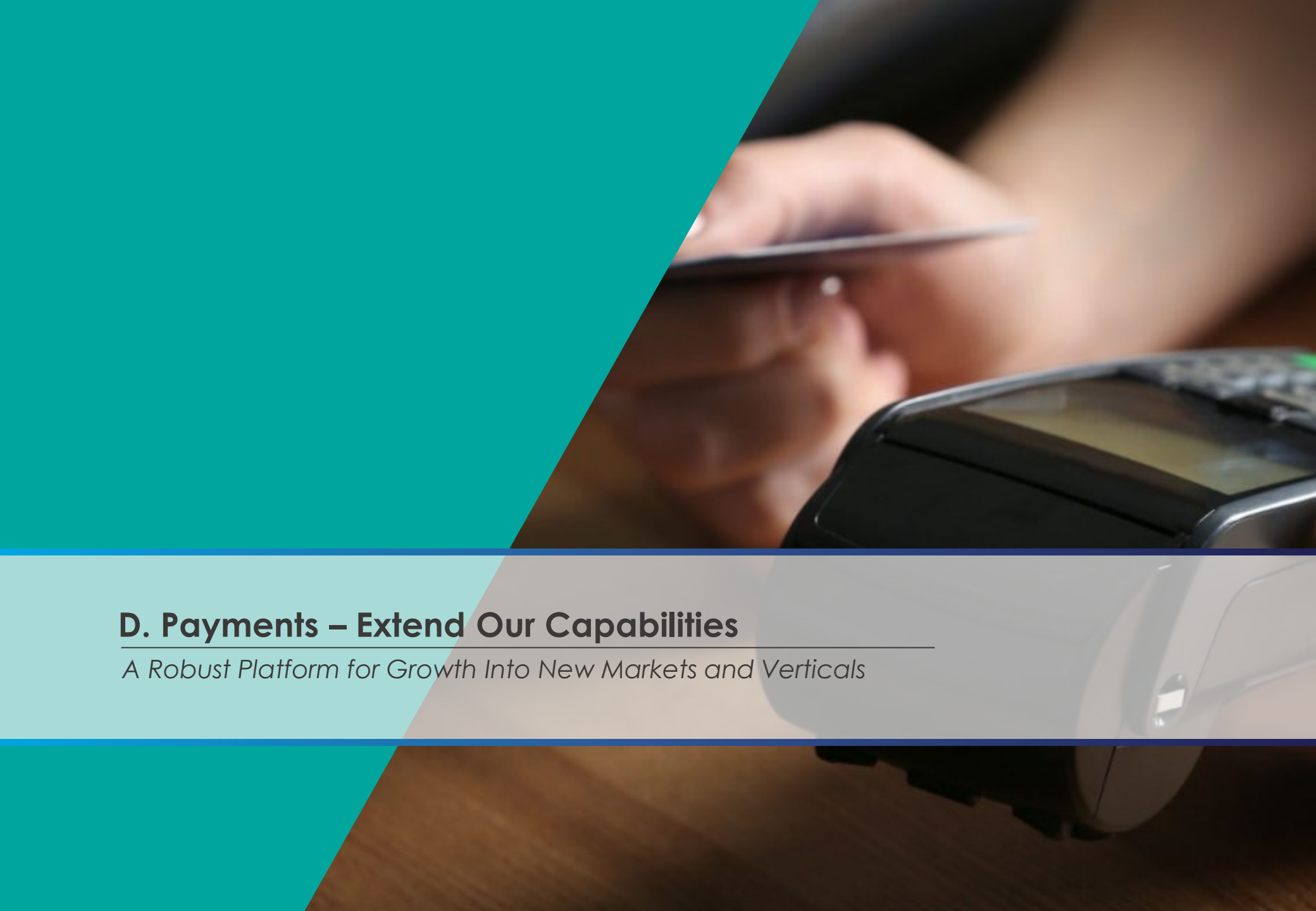
Annual growth in online Personal Mobility market (Australia)

**484%**

FY21 growth in Digital Pass revenue vs FY19

**70%**

Customers already transacting again before current lockdown wave



## **D. Payments – Extend Our Capabilities**

---

*A Robust Platform for Growth Into New Markets and Verticals*

**D** Payments – Extend Our Capabilities  
**Payment Services Journey and Next Evolution**



Continuous payments innovation, responding to market needs

2021 – 2025

*Leverage our heritage in payments innovation and extensive capability to grow our reach and diversify revenue.*

Mobility Payments  
as the  
core business.

Innovative retail  
payment  
Capabilities.

Productise and sell  
beyond Mobility.

Scale revenue and  
margins.

Powered by Our Brands

**CABCHARGE**

 **EFT Solutions**

**spotto**

**GIRAFFE**  
PAYMENTS

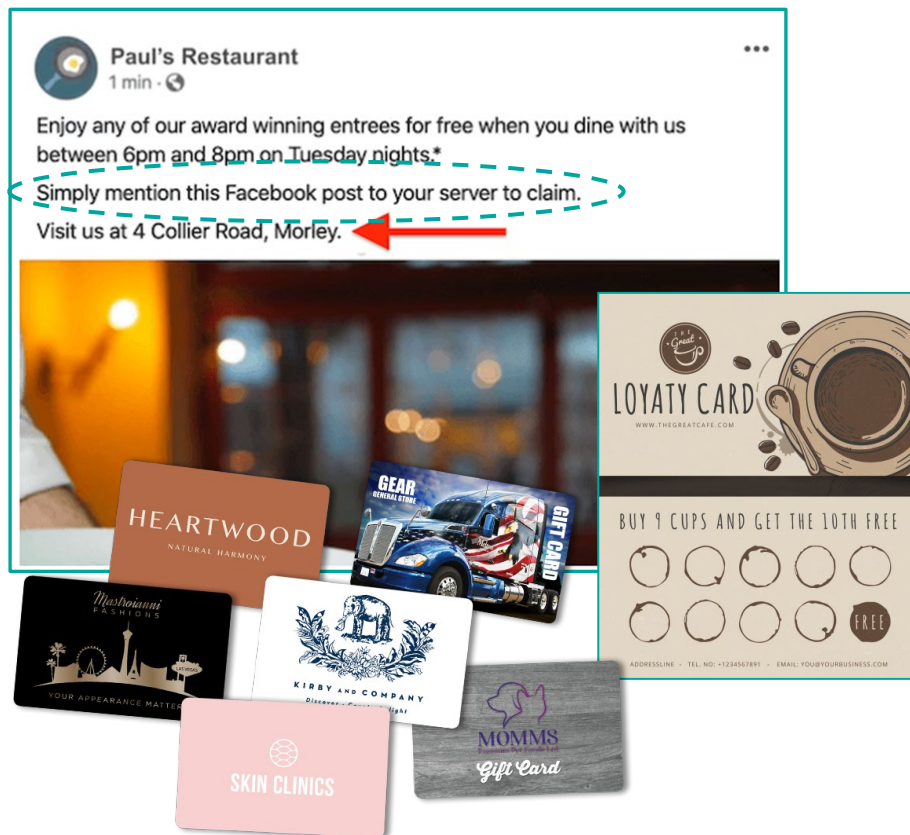
  
**FlamingoPay**

## D Payments – Extend Our Capabilities

# The Problem With Current Payment Solutions



### Existing Solutions Are Disorganised and Unconnected



### The Size of The Market



Retail



Personal Services



Hospitality



Automotive

**\$50k to \$5m annual turnover**

**\$168bn**

In payment volume<sup>(1)</sup>

**>250,000**

Australian SMBs<sup>(1)</sup>



**D** Payments – Extend Our Capabilities  
**All in one Loyalty, Marketing and Payment Solution for SMBs**



Digital coupons,  
loyalty cards, and  
all payment types

Plugs into any  
marketing channel,  
no tech skills  
required

Frictionless  
consumer  
experience using  
digital wallet

In-built tracking to  
measure campaign  
success





# D Payments – Extend Our Capabilities

## Overview of our Go To Market Strategy



### Identify Market

### Acquisition Strategy

#### Small to Medium Business

#### Pricing Strategy

#### Acquisition Channels

- **Tech-Savvy Marketer:** Actively seeking to grow sales via promotions, digital advertising and consumer loyalty.
- FlamingoPlus provides all in one loyalty, marketing and payment solution for SMB.
- **Overcharged Customer:** By current payments provider, paying high fees for no value add.
- FlamingoPay Lite provides low cost Eftpos terminal.

- Monetise value added bundle through premium blended monthly service fee (MSF).
- Market leading blended MSF with zero fixed costs.

- Direct to business
  - Online
  - Social
  - Tele-sales
  - Face to face
- Channel partnerships
  - Fintech
  - POS systems
  - Marketing agencies
  - Associations
  - Martech platforms

#### Targeted SMB Industries



Retail



Hospitality



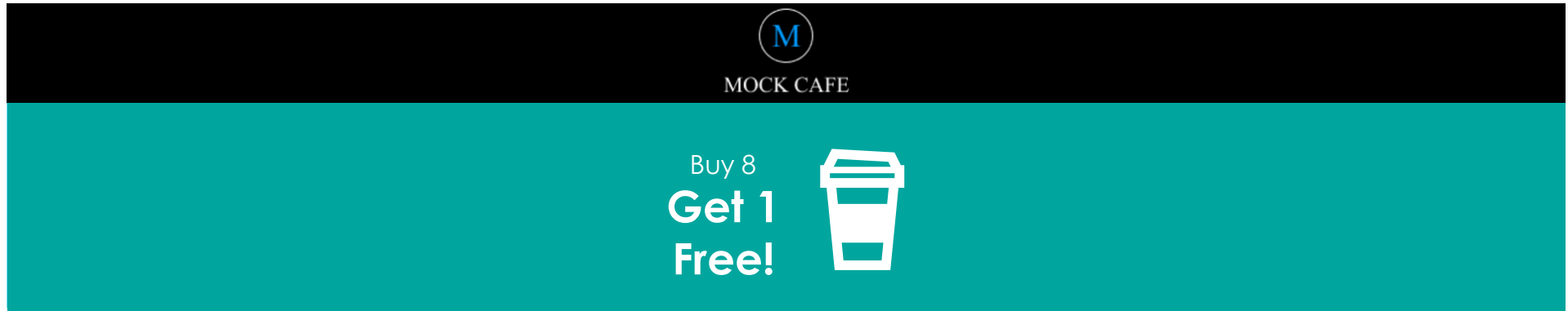
Automotive



Personal Services

## D Payments – Extend Our Capabilities

### What Do We Mean by Removing Friction?



Don't forget to use your digital stamp card to earn your rewards. For a limited time only!

Scan this code with your phone to download



Enter your mobile number so we can send you the digital stamp card

+61 4XXXXXXX

OR

Select device type

Start Collecting Stamps!

# Closing Remarks



# Our Operating Business Is Significant & Appears Undervalued.



|                          |   |                             |
|--------------------------|---|-----------------------------|
| Operating Model          | ✓ | Mobility Services           |
|                          | ✓ | Deliveries                  |
|                          | ✓ | SaaS Platform Offering      |
|                          | ✓ | Proprietary Payment Stack   |
| Business Characteristics | ✓ | Capital Light Model         |
|                          | ✓ | Low Customer Concentration  |
|                          | ✓ | Benefits of Scale           |
|                          | ✓ | Historically Profitable     |
|                          | ✓ | COVID Reopening Beneficiary |

## Key players in each of our segments

| Personal Transport & Rideshare                                                                                                                                                                                                                                                                                      | Transport Technology | Payments & Processors |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-----------------------|
|                                                                                                                                                                                                                                                                                                                     |                      |                       |
|                                                                                                                                                                                                                                                                                                                     |                      |                       |
| <p>Whilst select companies share some similar operating and business characteristics, none demonstrate all and few have been historically profitable.</p> <p>A2B has a long history of resilience and has demonstrated profitable growth in the same segments whilst trading at a comparatively lower multiple.</p> |                      |                       |
| A2B FY19 EV / EBITDA 4.1x <sup>(1)</sup>                                                                                                                                                                                                                                                                            |                      |                       |
| A2B Property-Adjusted FY19 EV / EBITDA 1.9x <sup>(2)</sup>                                                                                                                                                                                                                                                          |                      |                       |



## Closing Remarks and Q&A

# Why Invest in A2B Now?



1

### **Pandemic resilient balance sheet.**

Proven track record of execution despite challenging situations.

2

### **Leveraged to economy re-opening.**

Positioned to bounce back and expand in the growing market for mobility and deliveries.

3

### **Clearly defined and tangible transformation strategy.**

Plan to unlock value from A2B's existing capabilities and diversify revenue.

4

### **Significant white space available.**

Expanding TAM to ~\$5.5b with further upside available via entry to new markets.

5

### **Whole of company approach.**

Strong net asset position and clearly defined value propositions of multiple operating segments.



Q&A

اذهب