RideCo enables On-Demand Transit

**Public Sector**

- **San Antonio VIA Link**
  - Low density | Vans
  - First-last-mile | Shuttles

- **Cochrane**
  - Low density | Shuttles

- **Los Angeles Metro**
  - Mixed density | Shuttles

- **Guelph Transit**
  - Paratransit | Shuttles

**Private Sector**

- **Grab**
  - Fleet Operator | Buses, Shuttles & Sedans

- **DFS**
  - Employee transport | Sedans

- **DB**
  - Employee transport | Shuttles

**Headquarters:** Waterloo, Canada | **Founded in:** 2014 | **Patents:** US 10248913

**23 services – 10 cities**

"Most notably unique to RideCo’s expertise is the advance knowledge of on-demand and emerging technology and the ability to leverage data and analytics to model opportunities for new deployments.”

- *Los Angeles Metro*

"[on-demand transit] has proven to be a true game-changer...The service has been tremendously successful as a flexible travel option that helps us become more efficient and provides connections to the places our customers go.”

- *Jeffrey C. Arndt, President & CEO of San Antonio Metro*

"It is a giant Uber bus system pretty much. It was almost half the operating cost for the town (compared to a continuously circulating bus system).”

- *Jeff Genung, Cochrane Mayor*

"We are excited to expand our partnership with RideCo to provide greater speed and accessibility to our communities, while keeping cost extremely affordable.”

- *Grab*
Public Sector Microtransit Use Cases

**Low Density Area Mobility**
- Case studies | San Antonio Metro

**First-Last-Mile Connectivity**
- Case studies | Metrolinx, Carlsbad

**Transit Desert / Overnight Service**
- Case studies | Jurong, Changi airport

**Underperforming Bus Routes**
- Case studies | San Antonio Metro

**Long Distance Commuter**
- Case studies | SG Army, Changi airport

**Paratransit**
- Case studies | Guelph
Private Sector Microtransit Use Cases

Campus Transportation
Case studies | Jurong

Employee Commuting
Case studies | Changi airport, DB Schenker

Off-peak / Overnight Service
Case studies | Changi airport
<table>
<thead>
<tr>
<th><strong>High-Probability Success Criteria for Point-to-Point Microtransit</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Zone Size &amp; Boundaries</strong></td>
</tr>
<tr>
<td>Zone area 10-35 square miles</td>
</tr>
<tr>
<td>Rounded shape (<em>not too narrow</em>)</td>
</tr>
<tr>
<td><strong>Population Density</strong></td>
</tr>
<tr>
<td>Population + jobs &gt; 35,000</td>
</tr>
<tr>
<td>Low density such that high-quality fixed route is ineffective</td>
</tr>
<tr>
<td><strong>Land Usage</strong></td>
</tr>
<tr>
<td>Combination of residential, commercial and sometimes industrial</td>
</tr>
<tr>
<td>Should not be overly concentrated</td>
</tr>
<tr>
<td>Many trip types (<em>e.g.</em> commute, shopping, seniors, students)</td>
</tr>
<tr>
<td><strong>Major Points of Interest</strong></td>
</tr>
<tr>
<td>1-5 major points of interest (<em>serve many trips per day, drives repeat usage</em>)</td>
</tr>
<tr>
<td>E.g. high-quality transit hub, large mall, Costco, Walmart</td>
</tr>
<tr>
<td><strong>Income Levels</strong></td>
</tr>
<tr>
<td>Medium to medium-low wealth bracket</td>
</tr>
<tr>
<td>Price-sensitive market</td>
</tr>
<tr>
<td><strong>Connection to Existing Transit</strong></td>
</tr>
<tr>
<td>High-quality transit connections that leave the zone (<em>e.g.</em> LRT, MAX, frequent bus)</td>
</tr>
<tr>
<td>Little overlap with transit within the zone</td>
</tr>
<tr>
<td><strong>Community Trips</strong></td>
</tr>
<tr>
<td>Strong intra-zone travel patterns (<em>e.g.</em> commutes, local trips, shopping, etc.)</td>
</tr>
</tbody>
</table>
**Our Winning Track Record**

**San Antonio Metro:**
- Top ranked firm: RideCo
- Competition: Via, RATP Dev., First Transit

**Los Angeles Metro:**
- Top ranked firm: RideCo
- Competition: Via, Transdev, Demand Trans, Siemens

"Most notably unique to RideCo’s expertise is the advance knowledge of on-demand and emerging technology and the ability to leverage data and analytics to model opportunities for new deployments.” - Los Angeles Metro

"[on-demand transit] has proven to be a true game-changer...The service has been tremendously successful as a flexible travel option that helps us become more efficient and provides connections to the places our customers go.” – Jeffrey C. Arndt, President & CEO of San Antonio Metro
## Projects’ Results Comparison

<table>
<thead>
<tr>
<th>USE CASE: Low Density Mobility, On-Demand Rideshare</th>
<th>Passenger per vehicle hour</th>
<th>% of rides shared</th>
<th>Ridership per weekday</th>
<th>Hours of service on weekdays</th>
<th>Area of service</th>
<th># stations served</th>
<th>Results snapshot</th>
<th>Launch date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vendor: RideCo</strong>&lt;br&gt;San Antonio, TX&lt;br&gt;12 vehicles, Vans</td>
<td>30% better&lt;br&gt;5.0</td>
<td>40% better&lt;br&gt;70%</td>
<td>650</td>
<td>05:30 - 21:30</td>
<td>19 sq. miles</td>
<td>5 months</td>
<td>May 2019</td>
<td></td>
</tr>
<tr>
<td><strong>Vendor: Via Transportation</strong>&lt;br&gt;West Sacramento, CA&lt;br&gt;~10 vehicles, Sedans &amp; Vans</td>
<td>3.6</td>
<td>49%</td>
<td>400</td>
<td>06:00 – 23:00</td>
<td>20 sq. miles</td>
<td>9 months</td>
<td>May 2018</td>
<td></td>
</tr>
<tr>
<td><strong>Vendor: TransLoc</strong>&lt;br&gt;Kansas City, MO&lt;br&gt;XX vehicles, Shuttles</td>
<td>2.5</td>
<td>not made public</td>
<td>110</td>
<td>06:00 – 21:30</td>
<td>40 sq. miles</td>
<td>9 months</td>
<td>Jan. 2019</td>
<td></td>
</tr>
</tbody>
</table>

## USE CASE: First-Last-Mile Connectivity<br>On-Demand Rideshare to Hub

| Vendor: RideCo<br>Calgary, AB<br>3 vehicles, Vans & Shuttles | Industry best vehicle productivity<br>6.0 | 86% | 120 | 05:30 – 20:00 | 1 station | 2 months | Aug. 2019 |
| Vendor: Via Transportation<br>L.A., CA – El Monte Zone<br>Vans and Sedans | 1.8 | not made public | 115 | 6:00 – 20:00 | 1 station | 6 months | Jan. 2019 |

RideCo technology delivers industry best ride-sharing and vehicle productivity, consistently **30% - 70% better than the competition.**
Market opportunity:

- United States: $10.7 Billion of annual public transit and employee transportation spend will shift to microtransit in the next decade.
- Global microtransit opportunity: $100+ Billion/ year

How we partner with local businesses:

- Bid and win a contract from the transit agency or employer, typically a 1 to 3-year term.
- RideCo provides technology, analytics, training and project management.
- Local fleet operator provides vehicles, drivers, call center, and vehicle operations management.
- Local marketing agency provides marketing services.

Partnership success stories:

- **Grab**
  - Employee Transportation, Singapore
  - Multiple Contracts Value: ~$1.5M
  - Growing 50%+ per-year in 1.5 years

- **Yellow Cab**
  - San Antonio Metro, Texas
  - Contract Value: ~$900K
  - Expansion potential: $2.9M in 3 years

- **WeDriveU**
  - Carlsbad Metro, California
  - Contract Value: ~$600K
  - Expansion potential: $1.8M in 2 years

- **PW Transit Canada**
  - Alberta, Canada
  - Contract Value: ~$500K
  - Growing 100% in 6 months, to 3 cities
# Microtransit Performance Comparison

<table>
<thead>
<tr>
<th>Feature</th>
<th>Low Density or Underperforming Fixed Route</th>
<th>Improvements</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Service Frequency</strong></td>
<td>30 minutely – 1 hourly</td>
<td>10 minutely – 20 minutely</td>
</tr>
<tr>
<td><strong>Walking Required</strong></td>
<td>&gt; 12 minutes</td>
<td>&lt; 7 minutes</td>
</tr>
<tr>
<td><strong>Vehicle Type</strong></td>
<td>Conventional Bus</td>
<td>Sedans, Minivans, Shuttles &amp; Buses</td>
</tr>
<tr>
<td><strong>Destination</strong></td>
<td>Fixed Route Loop</td>
<td>Virtual stops, POIs &amp; Transit Hubs</td>
</tr>
<tr>
<td><strong>Cost per Passenger</strong></td>
<td>$5 – $10 (United States numbers)</td>
<td>$4 – $8 (United States numbers)</td>
</tr>
</tbody>
</table>
Custom Branded App, Rated 4.4 stars on App Store
Case Studies
KEY CHALLENGES

- Low-density suburban area (19 sq. mi / 48 sq. km)
- Bus productivity < 15 boardings per vehicle hour
- Small fixed route catchment area and frequency > 30-minutely
- Limited access to transit hub
PROJECT PERFORMANCE – 13 Weeks In

650+
Average weekday passengers

40%+
Connect to transit hub

20%+
Savings in cost per passenger

60%+
Rides shared

DAILY RIDERSHIP

10 mins
Average wait time

260 Ft.
Average walking distance

25%
Bookings via telephone call-in*

15+
Rides / month per customer
How it Works

- 5-minute walk for all riders, 10-minutes average frequency
- Mobile app or telephone call-in to book a ride, on-demand or pre-scheduled
- 5-seat vans, with bike racks, and 10% of fleet has wheelchair accessible vehicles
- Turnkey solution, with vehicles and driver operations by a local shuttle operator

5-seat vans
400+ virtual stops

www.viainfo.net/link
### Rider Experience BEFORE RideCo

- Majority of residents have over 12-minute walk to reach a bus stop
- Access to major transit hubs is limited or results in long trip times and transfers
- Riders had up to a 1-hour wait for fixed route transit
- No service on Sunday afternoons

### Rider Experience AFTER RideCo

- With over 400+ virtual stops, riders are within a 5-minute walk of a virtual stop or bus stop (2x service territory coverage)
- Dynamic route on-demand van service integrates with high-density fixed route transit to provide timely mobility (Improved access to transit hub)
- Wait time reduced to < 20 minutes (3x service frequency improvement)
- Operates 7 days a week from 5:30 am – 9:30 pm, no service gaps
First-Last-Mile Gap Public Transit

CALGARY TRANSIT

KEY CHALLENGES

- No local bus routes
- Low-density area with few pre-existing transit riders
- No access to transit hub without vehicle ownership
- Neighbourhood is cut off from the rest of the city
**PROJECT PERFORMANCE – 6 Weeks In**

4.8 Avg Rating

**125**
Average weekday passengers*

**All Riders**
Connect to transit hub with the push of a button

**6.0**
Passengers per vehicle hour*

**50%+**
Rides shared*

**15 mins**
Max wait time

**4 mins.**
Average walk to virtual stops

**96%**
On time record

**16**
Rides / month per customer

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**DAILY RIDERSHIP**

* Based on performance 2 months after launch

- **125** average weekday passengers*
- **All Riders**: Connect to transit hub with the push of a button
- **6.0** passengers per vehicle hour*
- **50%+** rides shared*

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- **Target passengers per day**
- **Max wait time**: 15 mins
- **Average walk to virtual stops**: 4 mins.
- **On time record**: 96%
- **Rides / month per customer**: 16
How it Works

- The 13 designated pickup/drop-off virtual stops in the zone are within a 6-minute walk for all riders.

- Passengers use mobile app to book a ride that is on-demand or pre-scheduled.

- Riders are picked up in 5-seat minivans vans and 8-seat shuttles – some of which are wheelchair accessible.

- All passengers are picked up or dropped off at one of two transit hubs in a nearby neighborhood.
First-Mile-Last-Mile for Public Transit

METROLINX

KEY CHALLENGES

- Low-density suburban area (13 sq. mi / 33 sq. km) with rail station
- Limited coverage / frequency public bus schedule
- Commuter parking capacity exceeded at rail station, impeding rail ridership growth
- Bus schedule doesn’t align with rail times
How it Works

- Riders use mobile app to book a ride on-demand for now, or pre-scheduled, to and from the rail station
- 240 designated pickup/drop-off virtual stops are within 3-minutes walk of all riders
- Vans are dynamically routed, responsive to actual trip bookings
- Riders pay with credit card (virtual stop pickup: $1.45, curbside pickup: $1.95)
- Guaranteed “arrive-by” provided to riders to facilitate connection with the rail schedule
<table>
<thead>
<tr>
<th>Rider Experience <strong>BEFORE</strong> RideCo</th>
<th>Rider Experience <strong>AFTER</strong> RideCo</th>
</tr>
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<tbody>
<tr>
<td>● Train station is in low-density area, buses operated on arterial roads with a 30-minutely frequency, resulting in first-mile-last-mile accessibility gap</td>
<td>● On demand, dynamic route van service that picked up/dropped off riders at or near their doorstep and the train station; ridership grew rapidly; <em>(rider satisfaction was almost 90%)</em></td>
</tr>
<tr>
<td>● Majority of riders require parking, causing pressure on limited parking spaces, with most (or all) parking spaces filled by 7 am</td>
<td>● 45% of riders switched from automobile use; riders cited ‘trouble finding parking’ and ‘convenience’ as main reason for use of service <em>(85%+ of rides were shared, with 3+ riders in majority of trips)</em></td>
</tr>
<tr>
<td>● Adding more bus routes was not feasible due to low population density and low bus utilization</td>
<td>● Net cost per ride to operate the RideCo service was <strong>27% better</strong> than the municipal bus</td>
</tr>
<tr>
<td>● Rail-line growth was impeded due to station access challenges</td>
<td>● 7% of riders were net new riders to the rail-line <em>(230+ weekly active riders)</em></td>
</tr>
</tbody>
</table>
Doorstep to Work in Vans
Employers at Changi International Airport, Singapore

KEY CHALLENGES

● No transit is available during overnight or off-peak times
● 10+ shift start & end times for airport employees
● Employees live across the city, spread out from 1 mile to 20 miles away from work
● Fixed route shuttles were not viable
How it Works

- Employees use mobile app to book a ride, **pre-scheduled** or **on-demand**

- Doorstep to work pickup/drop-off

- Average in-vehicle ride duration is only 10 minutes longer than direct solo ride

- Guaranteed “arrive-by” time is constrained to shift start/end, with over 10+ specific times
<table>
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<th>Rider Experience  <strong>BEFORE</strong>  RideCo</th>
<th>Rider Experience  <strong>AFTER</strong>  RideCo</th>
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<tbody>
<tr>
<td>● Employee dissatisfaction with long commute times caused by inefficient route planning</td>
<td>● Over 80% of employees rate their commute 4+ out of 5 due to RideCo’s improved route quality and 95%+ on-time record</td>
</tr>
<tr>
<td>● Coordination challenges and employees stressed because they could not see their ride status, driver location or ETA</td>
<td>● Riders use a mobile app to book rides, view real-time driver locations and ETAs, and communicate with drivers using the app</td>
</tr>
<tr>
<td>● Booking, dispatching and administration were manual, slow, labour intensive, and error prone</td>
<td>● <strong>Fully automated dispatching</strong> and passenger/driver communications, enabling instant bookings and accurate dispatching</td>
</tr>
<tr>
<td>● Expensive for the employer to operate and lack of visibility into ridership and trends</td>
<td>● <strong>Cost savings</strong> from streamlining the existing process, automation, and reduction in the number of vehicles and vehicle miles travelled (90% of rides are shared, with 3+ passengers in most trips)</td>
</tr>
</tbody>
</table>
Transit Desert in Low-Density Industrial Area

JURONG TOWN

KEY CHALLENGES

- Under-served by public transit
- Low-density industrial area with 20+ large employers
- No connection to nearby transit hub
- Fare payment without credit card
How it Works

- Virtual stops less than 10-minute walk for all riders
- Employees & visitors use mobile app to book a ride, on-demand or pre-scheduled
- No transfers required
- Riders can pay with cash or credit card
- Organizations experience higher employee satisfaction

www.grab.com/sg/shuttleplus/
<table>
<thead>
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<th>Rider Experience <strong>BEFORE</strong> RideCo</th>
<th>Rider Experience <strong>AFTER</strong> RideCo</th>
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<tr>
<td>● Employee dissatisfaction from long walk to fixed route bus stop, operating at 1-hourly or worse frequency</td>
<td>● <strong>Reduction in commuting time by 50%</strong> and walking time to under 10 minutes. Improved employee satisfaction from using a dynamic shuttle solution</td>
</tr>
</tbody>
</table>
| ● Organization was hesitant to launch shuttle services, as existing shuttle providers provided non-dynamic routing, leading to operational risks from low vehicle utilization | ● More than twice the territory coverage, while providing more frequent, on-demand service with no budget increase (**80%+ of rides are shared**)
| | ● RideCo’s on-demand, dynamic route shuttles achieved superior vehicle utilization, thus limiting launch and operational risk (**8+ passengers in vehicle during peak**) |
Work to Virtual Stops in Shuttles

DB SHENKER

KEY CHALLENGES

- Employer is geographically far from city center
- Under-served by public transit
- Long, inconvenient commute requiring multiple transfers across different transit modes
- Employees spread out across large city
How it Works

- Employees use mobile app to book a ride, **pre-scheduled** or **on-demand**
- Vehicle routing is dynamic and minimizes travel time, while balancing vehicle utilization
- Pickup times are constrained to start at designated shift end times
- No transfers required
- Ride costs are automatically billed to employer

Seven 13-seat shuttles
1,500+ virtual stops

www.grab.com/sg/shuttleplus/
Example dynamic shuttle routes, on one day

One shuttle route & stops

Seven shuttles

specific location data has been anonymized to preserve client data confidentiality
<table>
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<th>Rider Experience  <strong>AFTER</strong>  RideCo</th>
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</table>
| ● Employee dissatisfaction with long commutes, needing to transfer multiple times on bus and subway to reach destination  
● >15-minute walk to reach fixed-route transit | ● **1,500+ virtual stops are < 10-minute walk** from employees  
● **Reduction in commuting time by 30%+** with no transfers resulted in improved employee satisfaction |
| ● Organization was hesitant to launch shuttle services, as existing shuttle operators supported only fixed routes, leading to operation risks if the fixed route does not have sufficient utilization | ● Organization can cover twice the territory with more frequent, on-demand service, at the same or lower cost  
● RideCo’s dynamic route shuttles achieve superior vehicle utilization (6+ passengers in shuttle) |
Long Distance Commuter

SINGAPORE ARMED FORCES

KEY CHALLENGES

- Army base is geographically far from city center
- Under-served by public transit
- Substantial one way commute time lowered employees’ quality of life
- Multiple transfers and long walk required
How it Works

● < 5-minute walk for all riders

● Mobile app to book a ride, pre-scheduled or on-demand

● No transfers required

● Guaranteed “arrive-by” time to align with work start time

● Ride fare is same as public transit

Six 13-seat shuttles & 23-seat buses
1,500+ virtual stops

www.grab.com/sg/shuttleplus/
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<tr>
<td>● Employee dissatisfaction from relying on a 2-hour, multiple transfer commute on subway and buses along with walking 20+ minutes on foot, to get to their workplace</td>
<td>● Improved employee satisfaction from using an express 1-hour coach bus journey to get to the workplace, with no transfers involved and less than 5-minutes of walking to a virtual stop</td>
</tr>
<tr>
<td>● Organization was hesitant to launch shuttle services, as existing shuttle operators supported only fixed routes, leading to operational risks if the fixed route does not have sufficient utilization</td>
<td>● <strong>Additional shuttles launched</strong> since the initial pilot project, as RideCo ensured shuttles were dynamically routed responsive to actual trip bookings, thus limiting launch risk</td>
</tr>
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