

voi.

Voi Technology

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Voi is providing micro mobility all over Europe

August 2018

Pilot in Stockholm, Sweden

October 2020

Leader in European micromobility

5m+

users

30M+

rides

40+

cities

Leading community with policymakers and partners

~\$0

CAC

Extreme cost efficiency focus



Sweden



Portugal



Norway



France



UK



Spain



Denmark



Finland



Germany



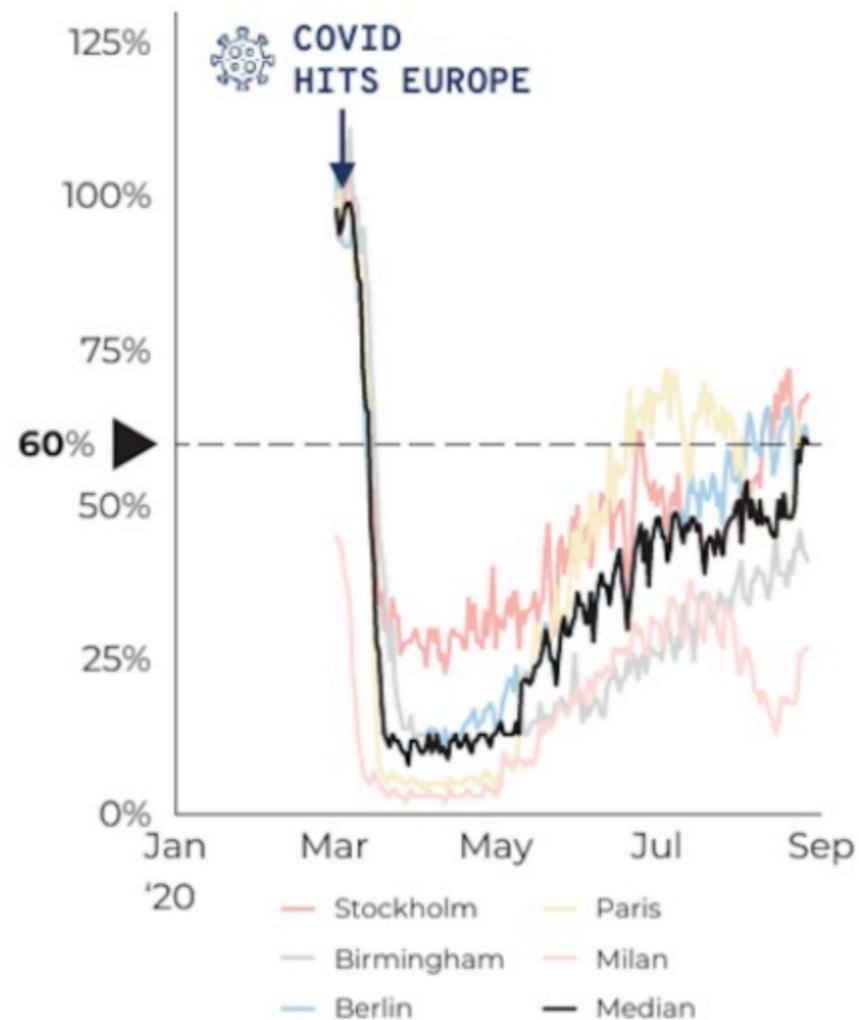
Switzerland

Launched in 12 markets

After Covid bump, growth has picked up rapidly and Voi reached profitability

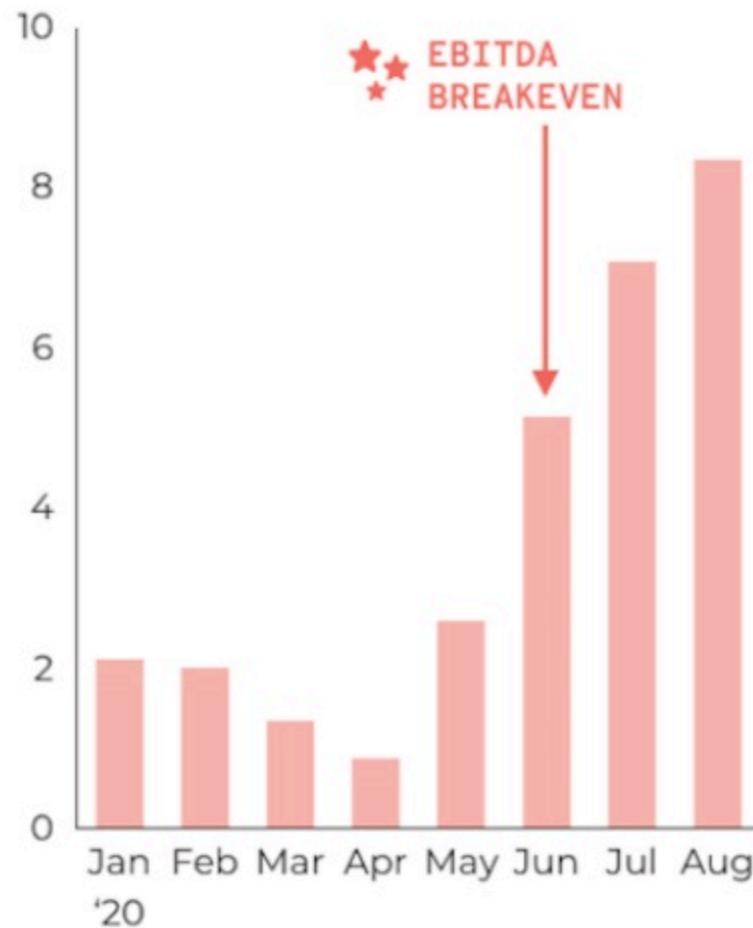
STILL ONLY 60% OF NORMAL TRANSPORTS

% of normal mobility volume¹



STRONG REVENUE & MARGIN RECOVERY

MEUR gross charges



Strong fundamental tailwinds

- Anti-car agenda
- Urbanization
- Time saving



Covid accelerators

- Preference for personal mobility
- Public transport overloaded

1. As proxied by Citymapper Mobility Index Source: Citymapper

We're making cities a better place through sustainable mobility

SINCE DAY 1 WE HAVE BEEN COMMITTED TO SUSTAINABLE GROWTH

CITIES PAIN POINTS ARE MITIGATED AND RESOLVED



Purpose and making an impact on society

- Being on the right side of history
- Growth journey with a cause



Life cycle analysis: Scooters as good as public transport

- Continuous improvements in lifetime and recycling
- Electric light vehicles and swappable batteries



Supporting UN's 17 goals for 2030

SUSTAINABLE DEVELOPMENT GOALS



Parking and visual clutter

- Infrastructure, geofences and incentives



Safety

- Education, safer newer generation vehicles and software vehicles

WHY NOW & WHY VOI?

1. Winning with cities -> Licenses
2. Unit economics / efficiency -> Fleet Efficiency
3. Winning the minds of users -> NPS & # of rides
4. Changing the financial model -> Access to scale debt

Soon half of Voi's business and growing is now in protected or exclusive market share

VOI REVENUE QUALITY IS ALREADY THE HIGHEST IN THE MARKET AND SET TO IMPROVE FURTHER AS MORE MARKETS TENDER

% of Voi total scooter fleet

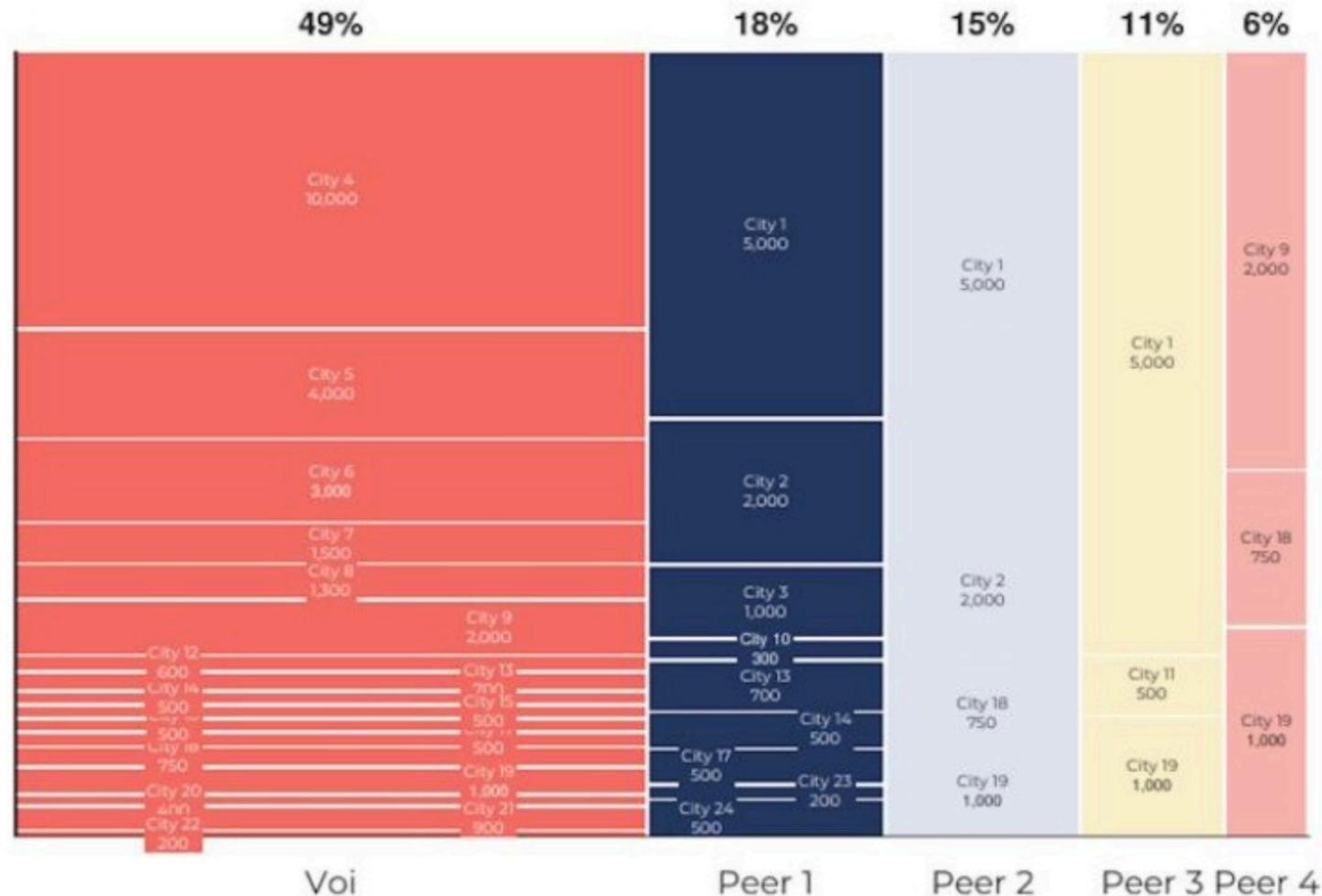


Source: Voi fleet sizes and public tender results

We have won ~50% of all licensed market share in Europe and will go for clean sweep

VOI IS THE CLEAR LEADER IN NUMBER OF WON SCOOTER LICENSES

Share of total scooters in protected or exclusive European markets



Voi has continuously won licenses in all major geographies

- UK, France, Denmark, Norway, Germany and Italy success stories

European players favored in license outcomes with ~80% wins

- Stronger focus on sustainability and responsible operations
- Clean track record (Voi in particular)
- Higher localization of business model

Voi also successful in bikes and multimodal licenses

- UK licenses involving trials of e-bikes and e-mopeds
- Won several bike and multimodal system license

Voi recipe for big, exclusive licenses is successful, solving of key city pain points

VOI IS PROACTIVELY SOLVING THE KEY CONCERNS OF POLITICIANS AND WINNING TENDERS AS RESULT

WE HAVE THE CLEAR #1 TRACK RECORD OF WINNING TENDERS

E = Exclusive



Parking infrastructure and technology

- Decluttering the city
- Racks, education and parking zones



Robust hardware and software

- <1 meter location accuracy
- No broken scooters policy
- Leading reliability and quality



Safety & sustainability

- 5-6 yrs scooter lifetime - 8x from first generation
- Better brakes, suspension and stability
- Driver license verification, helmet detection, slow zones and online driving school
- Lifecycle emissions as low as public transport



Big cities



Mid cities



Upcoming

CITY

West Midlands (Birmingham)	E
West of England	E
Marseille	
Rome	
Liverpool	E
Milano	
Cambridge & Peterborough	E
Oxfordshire	E
Aarhus	E
Bremen	500
Trondheim	700
Odense	1,000
Oslo	>10,000
Stockholm	~10,000
Hamburg	~10,000
Many more...	...

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Our licensed cities see Voi as a trusted partner

MARSEILLE

1 OF 2 LICENSED OPERATORS
2,000 SCOOTERS

We are **very satisfied with Voi** and their local team and consider them being a **proactive partner that holds high quality** standards

Head of Transport

HAMBURG, GERMANY

CONCESSION LICENSE (CAP)
2,000 SCOOTERS

Voi is a professional and responsive partner to the municipality. The data they share with us helps in designing future transportation infrastructure and in learning about our residents' habits and needs

Head of Transport

BIRMINGHAM, UK

EXCLUSIVE LICENSED OPERATOR
10,000 SCOOTERS

Largest market in Europe awarded by tender to a single operator... **Voi has gone over and above Government requirements** on age limits, insurance and rider verification

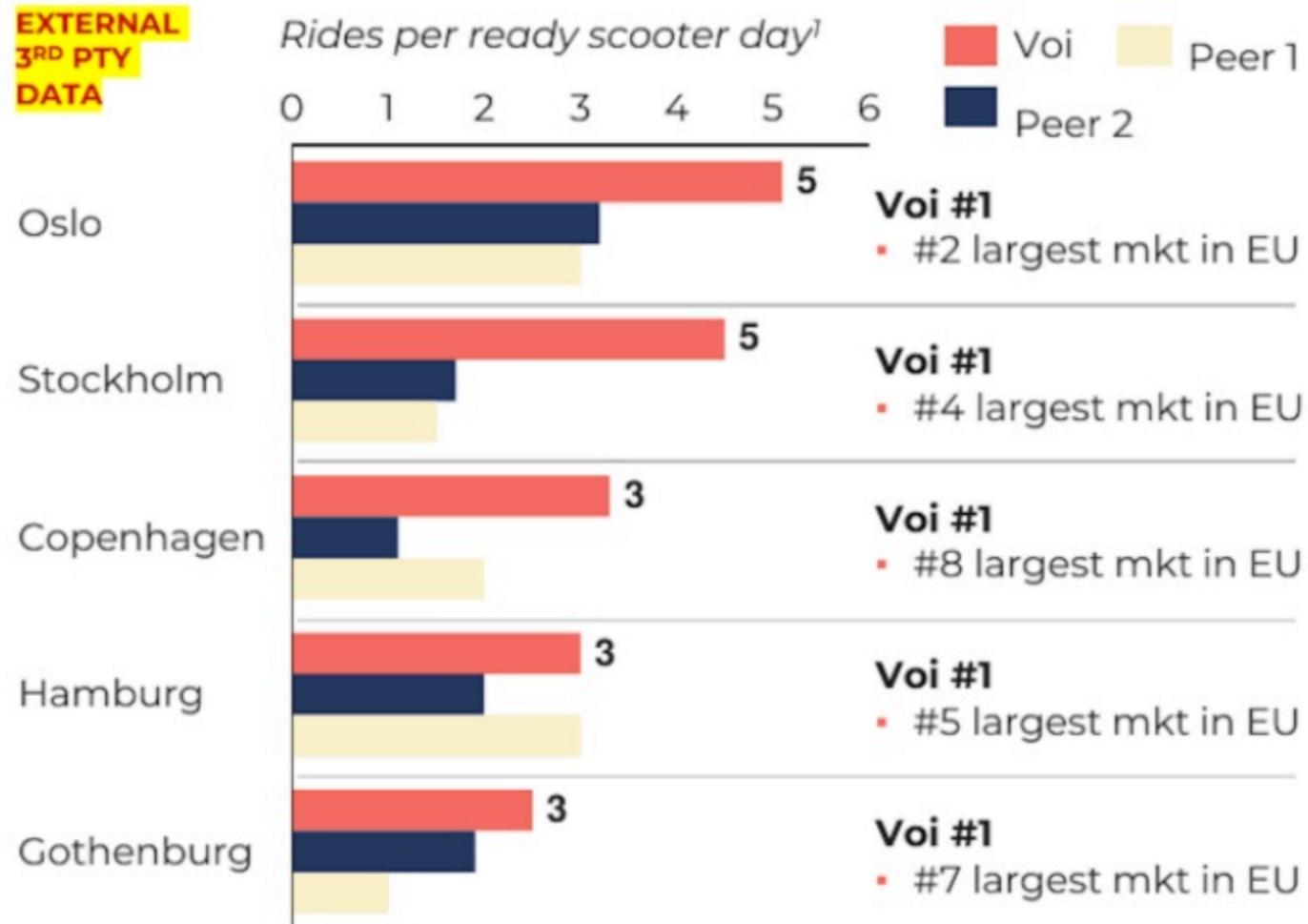
Councillor Transport & Environment

Voi is the market leader in Europe

		MARKET POSITION AND MARKET SHARE	TENDER WINS	RIDES/DAY JULY-AUG IN COMPARABLE CITIES
	Nordics	#1	#1	#1 4+ per day
	UK & Ireland	#1	#1	#1 6+ rides per day
	Germany & Switzerland	#1-2	N/A Licensing TBD	#1 2.5-3.0 per day
	France	#4	#3-4	#1 2.0-2.5 per day
	Italy	#1-2	#1-2	N/A Market just launched

Voi is the market leader with higher rides and fleet efficiency

HIGHEST RIDES/DAY OF ALL PLAYERS IN EU KEY MARKETS



SOLID DRIVERS IN CUSTOMER CENTRIC PRODUCT AND DATA



Most effective fleet placement and optimization

- Internal model based on data science and heuristics

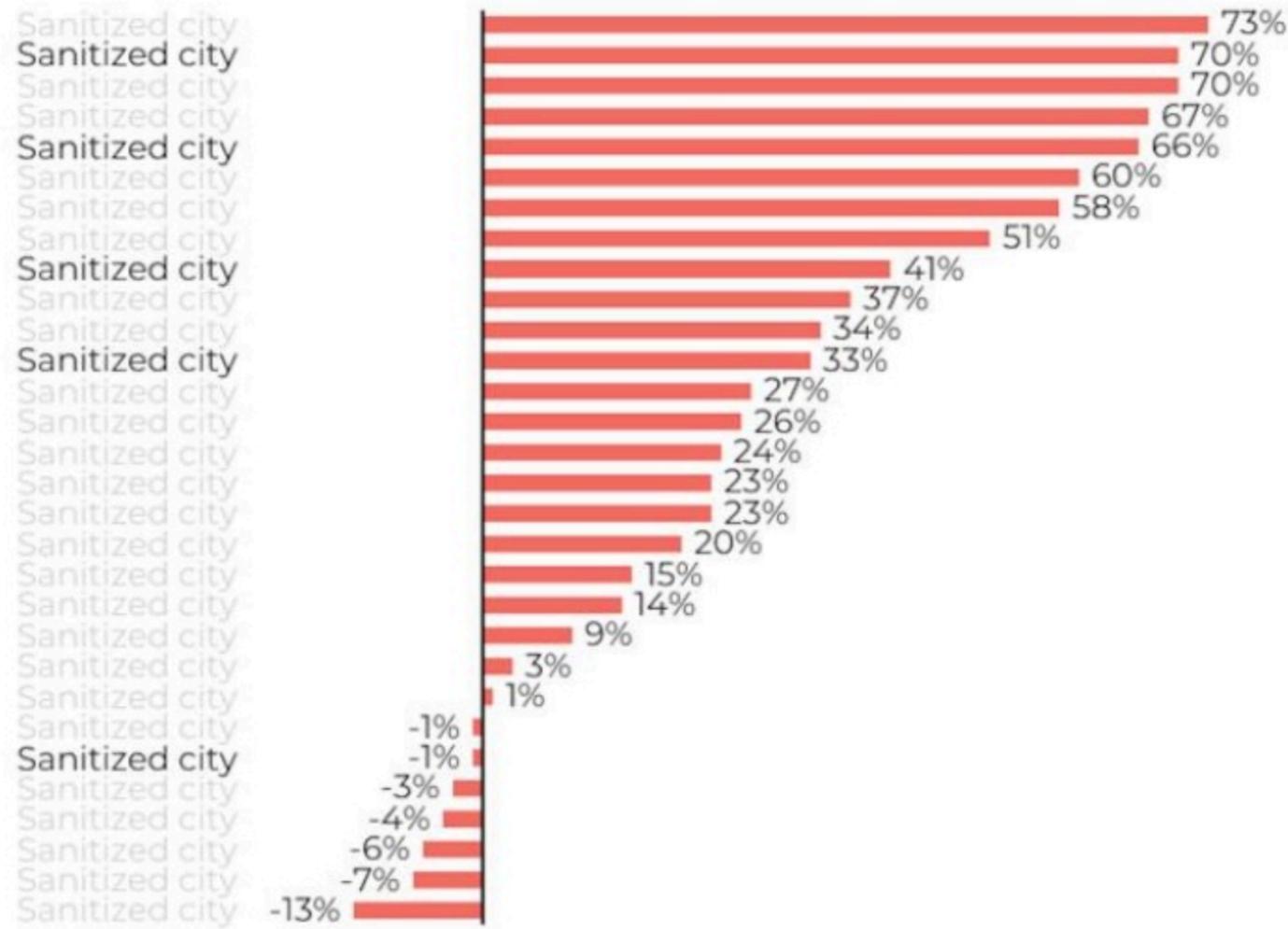


Most consumer-friendly rider experience and offer

- Differentiating loyalty and monthly pass price products

Most of our markets with positive free cash flow last months

Q3 2020: % Market EBITDA margin (pre-HQ cost, pre-capex)



Proven short payback in key markets as unit economics improve rapidly

<i>Per scooter day (EUR)</i>	City 1	City 2	City 3	City 4	City 5
Fleet generation	V3X	V3X	V3X	V2	V3X
Gross revenue	16.8	12.7	12.4	8.3	7.7
(-) Contra	4.4	3.3	3.4	1.7	2.0
(-) Charging and logistics	2.3	1.5	2.3	2.2	2.0
(-) Repairs	0.8	0.9	1.4	0.8	0.5
(=) Scooter free cash flow	9.3	7.1	5.2	3.6	3.1
(-) Depreciation	1.0	1.0	0.9	0.9	0.9
(-) Overhead	0.8	0.8	0.8	0.8	0.8
(=) Contribution	7.5	5.3	3.5	1.9	1.4
<i>% margin</i>	45%	42%	28%	24%	18%
Days to payback (Scooter FCF vs price scooter)	64	84	114	144	193





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