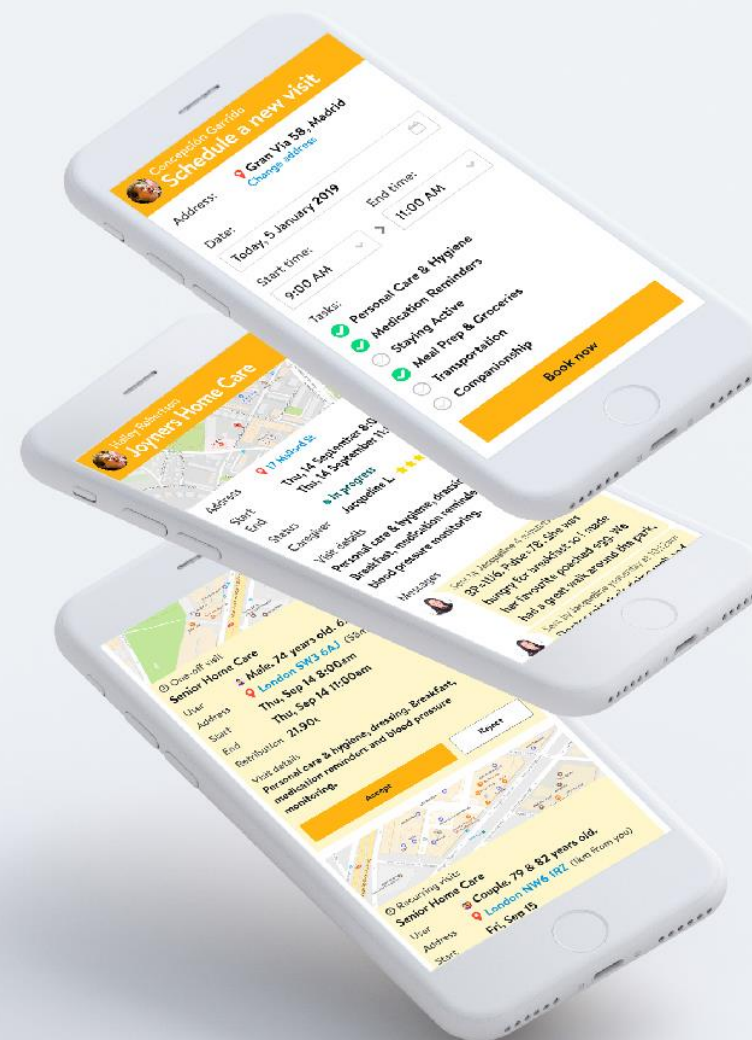




**The right carer,  
in place, on time.**

Investors deck



Joyners is a full-stack caregiving marketplace for elder and disabled people who want a reliable service.



For B2C and B2B



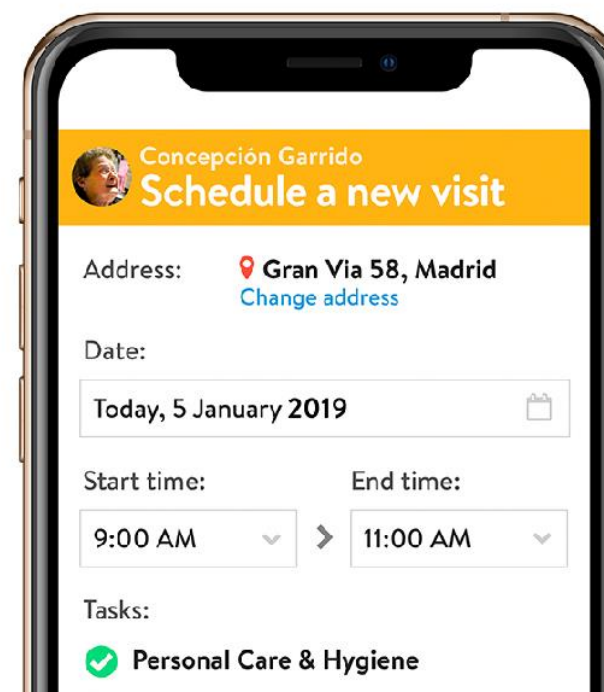
On-demand, short-term, long-term



Madrid, Barcelona and Paris



Joyners aims to make the world more accessible to quality senior care in an agile and reliable way by gathering the most skilled and trained caregivers network.



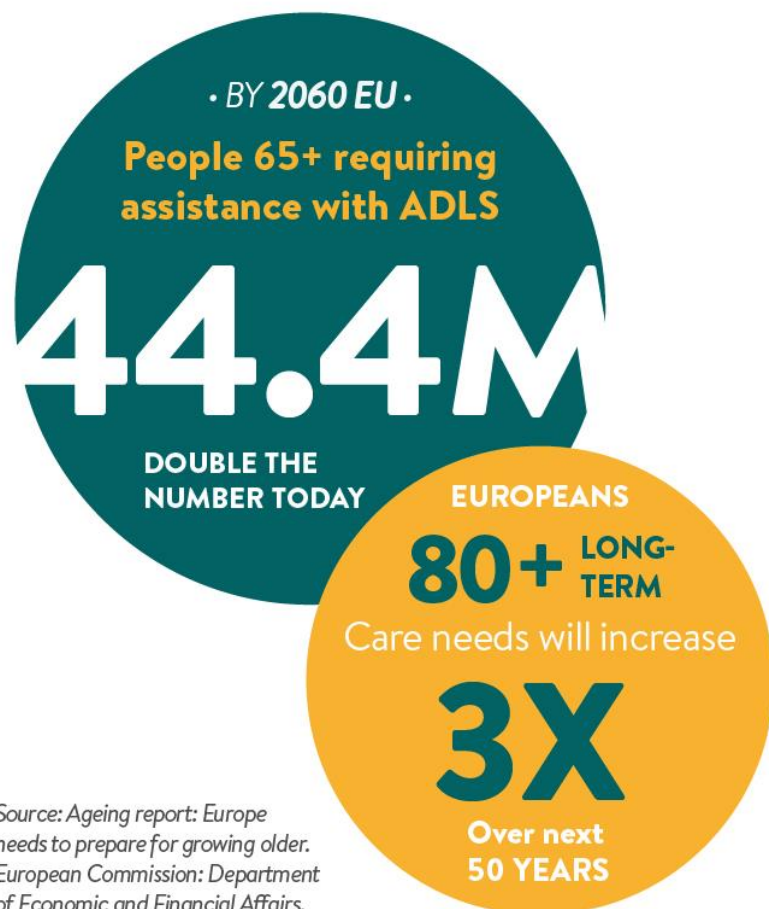
API



# The Problem

High-friction current solutions

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Source: Ageing report: Europe needs to prepare for growing older. European Commission: Department of Economic and Financial Affairs. Accessed 15.01.2019. Adequate social protection for long-term care needs in an ageing society. European Union: Social Protection Committee and European Commission. Accessed 15.01.2019.

**When looking for private care assistance you can rely on two main solutions. Both models have huge points of friction that end up in frustrated customers.**

However, they keep buying those solutions as there were no other alternatives.

## Recruiting home care agencies (off&online)

- Informal and non-reliable care
- Non-truly-matched and unpro caregivers
- Rigid schedules and little flexibility

## Care service providers

- Extremely expensive
- Low geographical city coverage
- Little flexibility and non-instant care

The fragmented scenario of incumbents relies on a traditional social approach with no operational focus.



## The Product

Two-sided marketplace with 3 rules

The right carer,  
in place, on time.

Joyners is the unique  
booking platform  
that allows you to  
have a professional  
caregiver in less than  
60 minutes or for  
a long-term service.

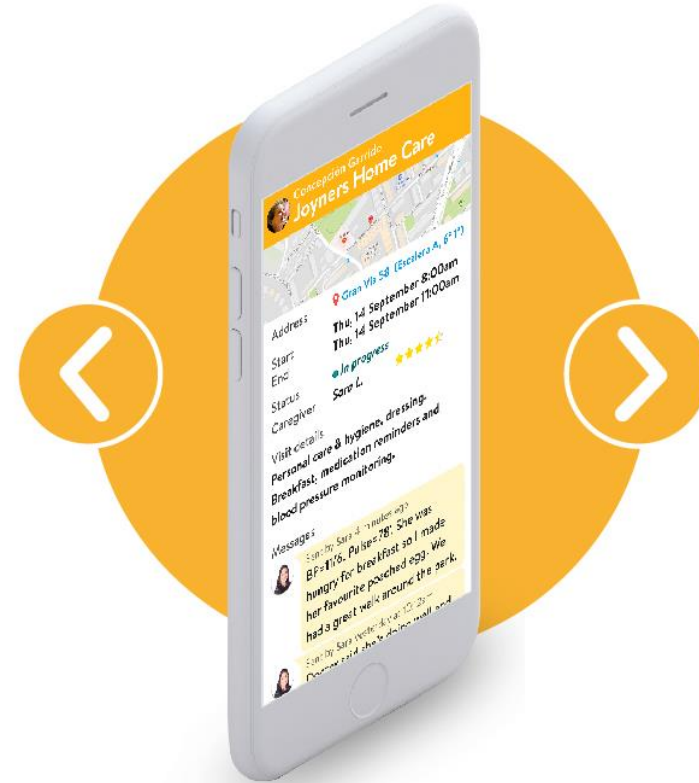


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## • Two-sided marketplace •

### Self-employed caregivers network

- Full-timers
- Part-timers
- Sporadic



### Clients

- Individuals
- Nursing homes
- Insurers
- Foundations
- Corporations

**1<sup>st</sup> RULE**  
Agile, reliable  
and frictionless  
service.

**2<sup>nd</sup> RULE**  
Only professional,  
trained and skilled  
caregivers.

**3<sup>rd</sup> RULE**  
Make it a  
self-service  
mobile solution.

# The Product

Mobile solution

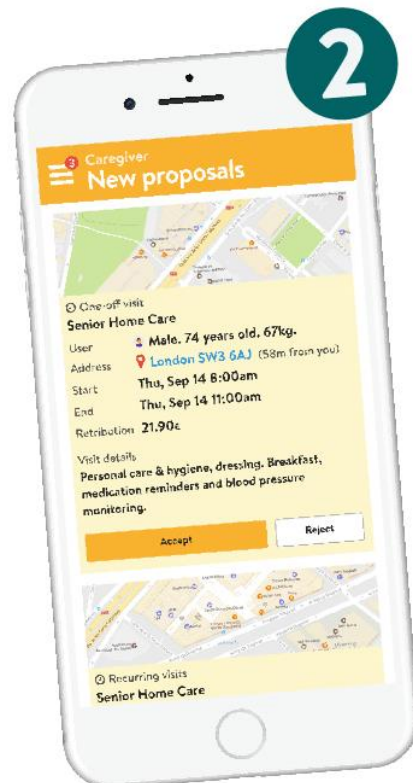


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**Client can book a care service easily.**

- 15min to 24h
- One-off / Long term
- Urgent (<60min)



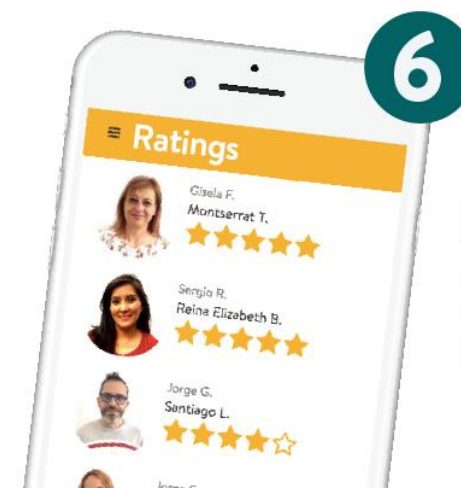
**The fastest best-match caregiver will take the offer.**

No penalties for declining.



**Chat without intermediaries.**

Full access to user profile and service user's characteristics.



**Rate 5★ the ones you love. They will show up again.**

# The Product

Competitive advantages

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## CLIENTS



### Reliable

A caregiver always shows up.



### Flexible & immediate

Custom schedules everyday. **From 15 min. In less than 60 mins.**



### Easy

Turnkey pay-as-you-go service at fair prices. **No upfronts. Pay per hour.**



### Pro

Matching qualified and trained caregivers.

## CAREGIVERS



### High compensation

Better retribution compared to collective agreement or MW.



### Choose clients

Freedom to accept or decline clients. Own scheduling.



### Matching clients

Distance, capabilities and needs matched, no unpleasant surprises.



### Perfect fit

The only solution that fits to part-time changing-schedule jobs typical of the sector.



## The Product

*We are a tech company*

### Matching Algorithm

Smart algorithm that finds the best caregiver for each user based on more than 90+ factors (distance, availability, rating, skills, gender, languages, certifications, references...) real-time.

### Autopilot

**Proprietary Bot** that makes smart decisions assigning the best caregiver depending on several time and situational factors.

Saves time to the Live Ops team, specially at night hours and for emergency services.

Works 24/7, 365 days.



Our focus is **technology development combined with hyperlocal operations.**



**JOYNERS  
IS A  
TECH  
COMPANY**



### API

Standards compliant **JSON RESTful API** interconnected all across Joyners.

It can be easily integrated at hospital SaaS and nursing homes as well as IoT devices.

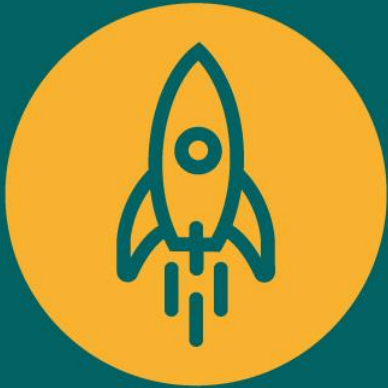
### Joyners Pro

Suite that includes automatic filtering of candidates, online-tests, auto-replies, session auto-scheduling and reminders, secure document storage, legal compliance and much more.

## The Product

*Momentum is now*

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**Home care  
demand is  
skyrocketing**



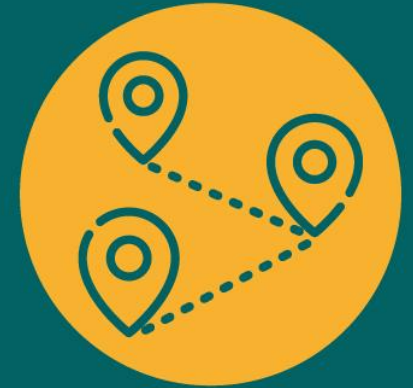
**Internet  
searches for  
senior care  
are increasing**



**Pay-as-you-go  
trend**



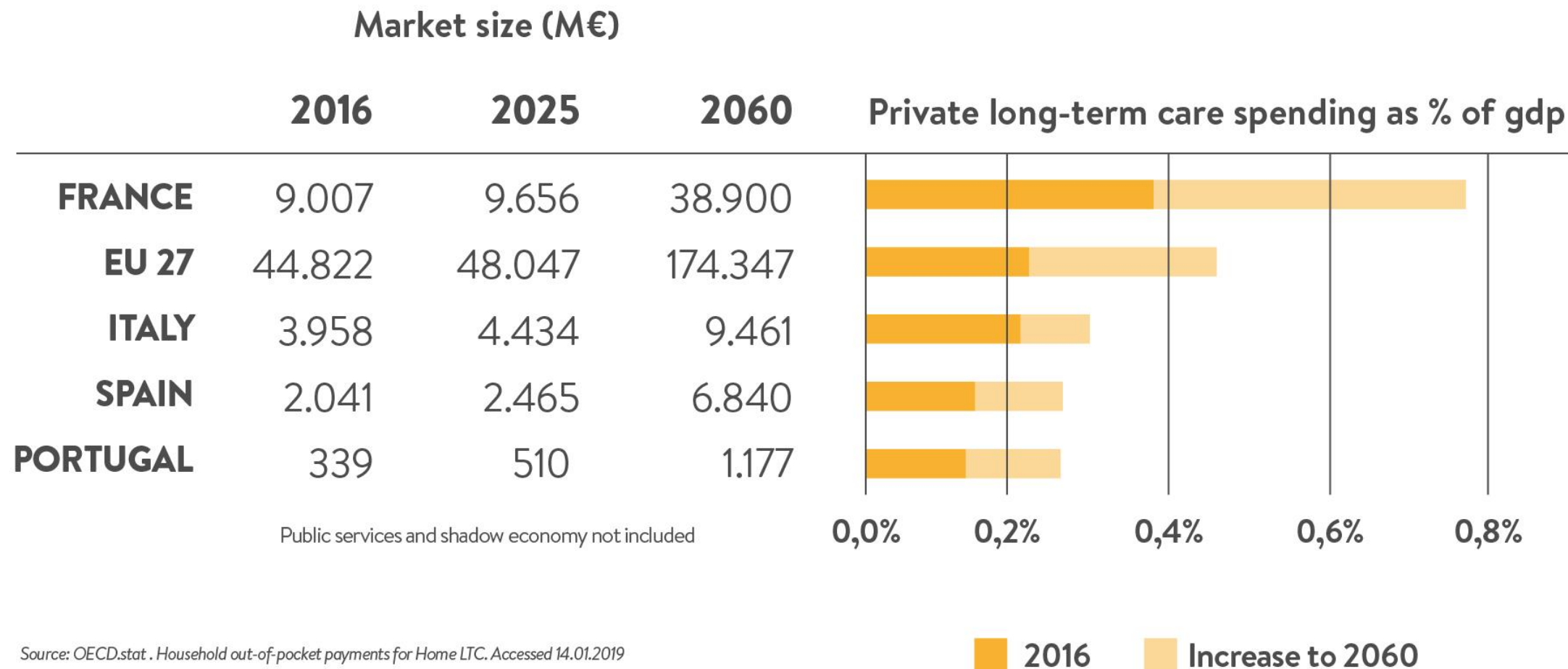
**Cuts in social  
care public  
expenditure  
(%)**



**No leaders,  
fragmented  
market**



## A demographic challenge that reveals a billionaire business

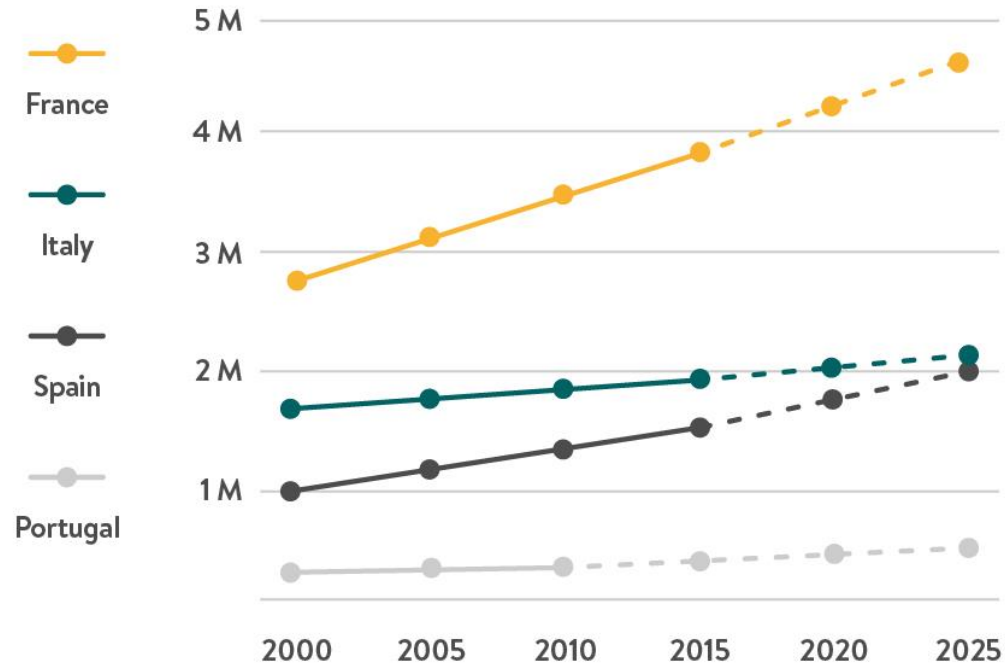


# The Market

Caregivers perspective:  
countries encouraging the profession

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## Total health & social employment



Source: OECD.stat . Total health and social employment.

## A non-stop increasing profession to meet market trends (w/ diploma).



**1st category** of job retraining for the unemployed



Subsidized courses across EU to avoid informal care and live-in services



The profession is gaining terrain in social recognition as caregivers get certified and pros

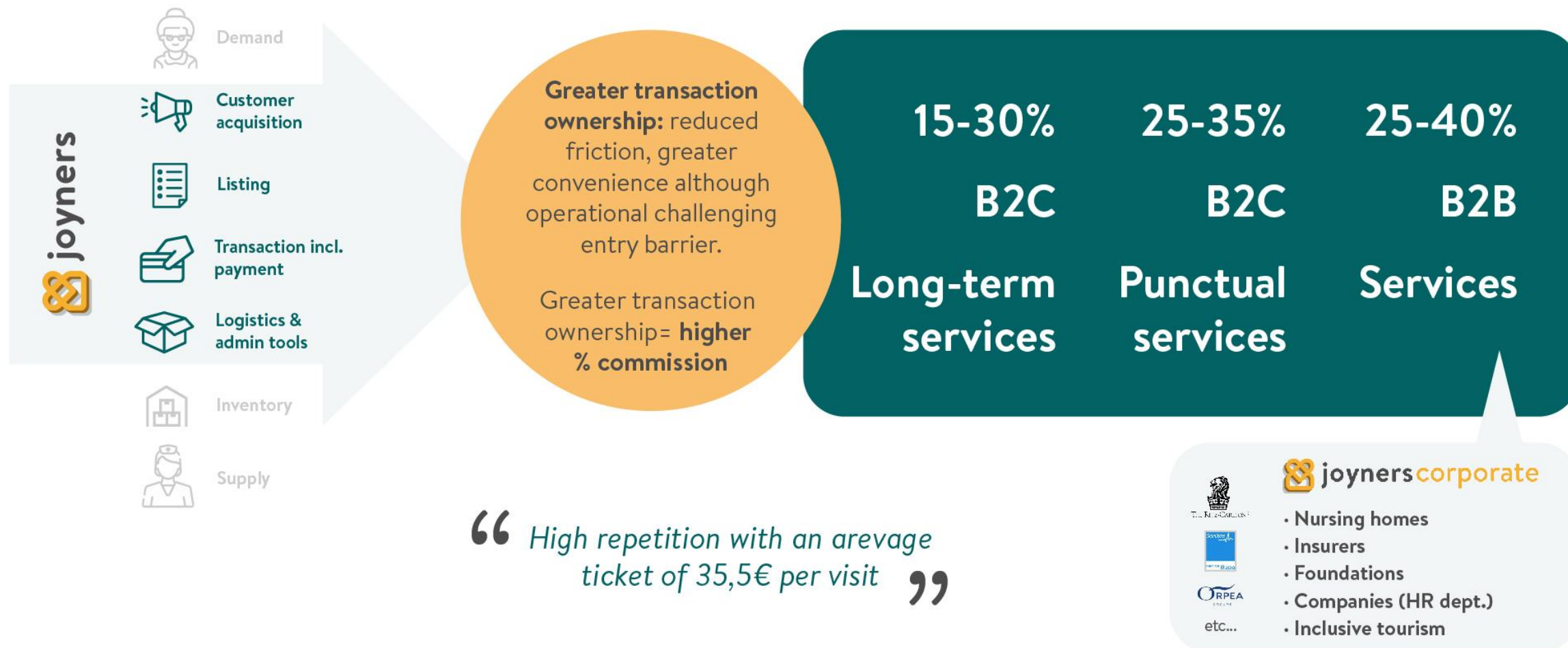


Increasing gender equity due to the promotion of caregiving as a fulfilling career opportunity

# The Business model

Fee for each service

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# The Business model

Joyners robust marketplace framework

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1



## Enhanced user experience

Joyners creates a “wow” moment with an entirely new consumer experience. It also reduces buyers’ search Cost and Time.

2



## Technology unlocking value

Hyperlocal operations based on technology allows to find the matching caregiver in seconds. Impossible in traditional business models.



## Fragmentation

Buyer and supplier markets are highly atomized. It allows efficiencies in terms of cost, prices and time.

4



## Supply economic incentives

Higher compensations than average.

- Joyners = **6,8 €/h**
- Home care contract = **4,7 €/h**
- Collective agreement = **5,8 €/h**

It allows an agile alternative to their continuously changing schedules.

5



## Network effects

- More different carers’ profiles, better match.
- Less distance, more supply engagement and urgency services.
- More caregivers available at “non-preferred ” hours, more exceptional services and “in love” buyers.



## Order frequency

**1,25 average services per week.**

From 5 services a day to once a life.

The need is always urgent. End users have everyday dependency issues.

7



## Polygamous demand

- **B2C:** Families have preferences, but always need a service. Dependency doesn’t go on vacation, get sick or need a day off for personal issues.
- **B2B:** They just want things happen, whoever the caregiver is.

8



## Very low leakage

- Joyners buyers book visits, not people. They need a guaranteed service, not desiring to become an employer.
- Caregivers rely on several clients at the same time and with high rotation. Always find the chargeability they want.



## Liquidity

High liquidity in all categories (night services, weekend holidays,...)

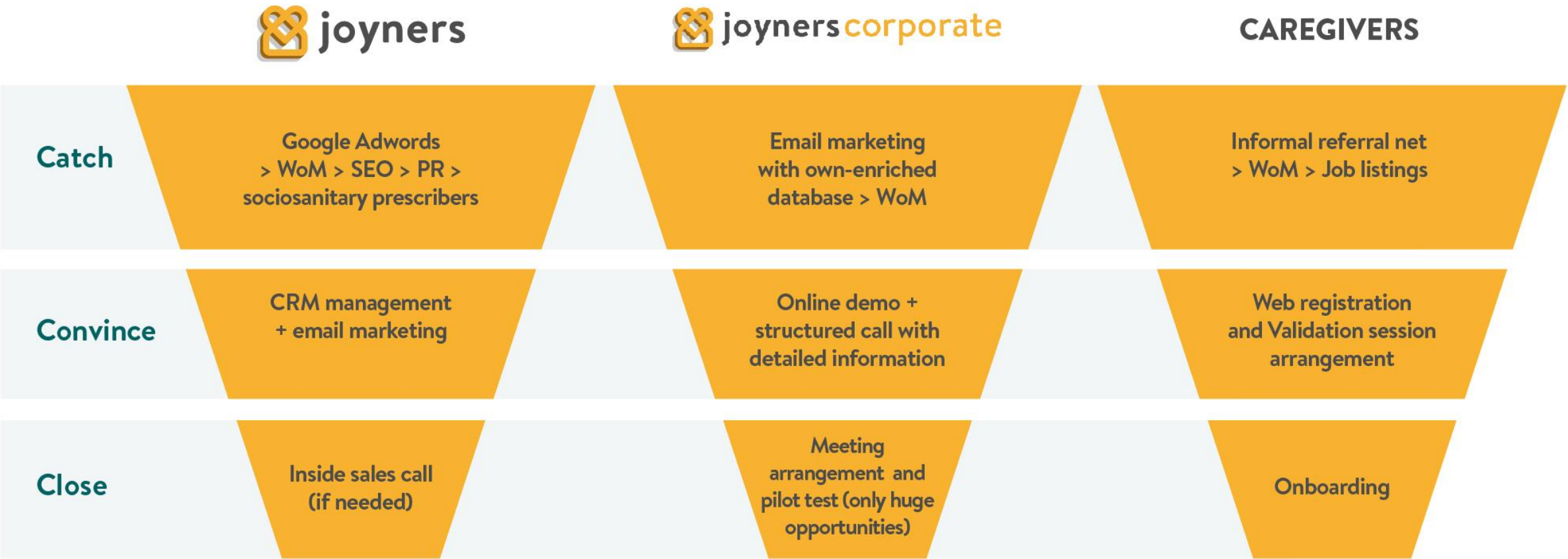
Number of transactions filled out of the total potential transactions in Joyners in **MAD + BCN = 99%**

9

# Go to market strategy

3C's acquisition model

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2018 sessions (% acquisition channel)



## The Team

Capable &  
committed squad

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**Mireia Llort**  
**COO & CoFounder**

Experience: Strategy & Ops PwC



**Oriol de Pablo**  
**CEO & CoFounder**

Experience: Corporate Strategy Áreas



**Xavi Esteve**  
**CTO & CoFounder**

Experience: Full-stack Dev Softonic

**Jordi C.**  
**Paris City  
Manager**  
Experience:  
TakeEatEasy, Jinn App

**Cristian V.**  
**Spain Ops  
Manager**  
Experience:  
Washrocks, Valeet

**Meri M.**  
**Supply Growth  
Associate**  
Experience:  
Grupo Sifu

**Ignotas N.**  
**Finance Manager**  
Experience: BBVA

**Alberto H.**  
**B2B Business  
Developer**  
Experience:  
Unilever, Freixenet

**Pau R.**  
**Backend Developer**  
Experience: Freakship

**Ricard R.**  
**Ops Associate**  
Experience: SEAT

**Alex P.**  
**Live Ops Associate**  
Experience: Catalana Occidente

**Ana A.**  
**Supply Growth  
Specialist**  
Experience:  
NGOs

**Fran L.**  
**B2C Customer care**  
Experience:  
BBVA

“ Oriol and Mireia met at IESE Business School during their MBA’s. Xavi worked with them as a freelancer during 6 months, and then they all agreed to become 3 CoFounders. ”

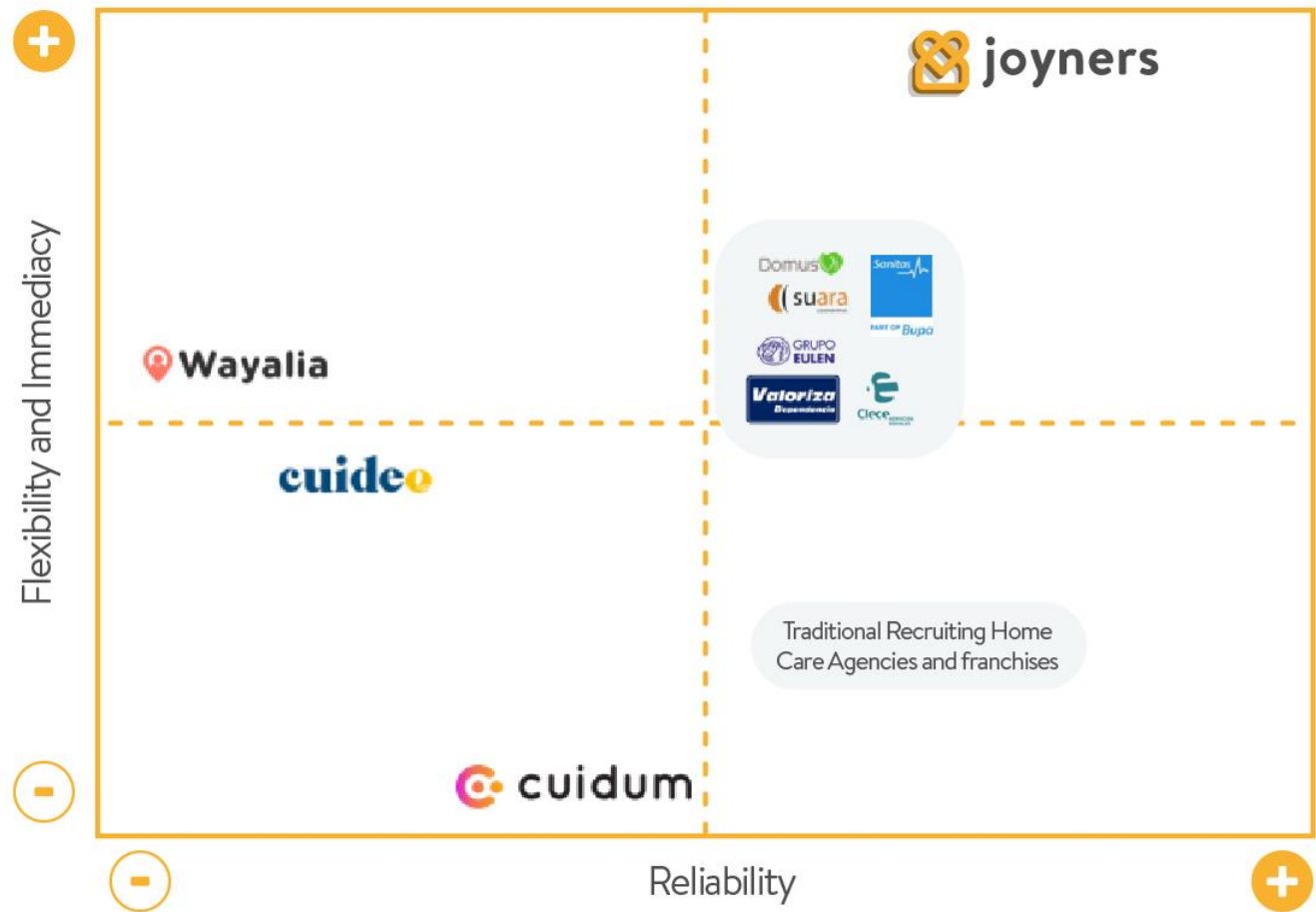


# The Competitors

We are the #1 platform in Spain

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## Spanish market



We are stronger than our competition in:

- Reliability
- Agility (flexible + immediate)
- Frictionless service
- Tech & Ops

We are threatened by our competition in:

- Onliners are pivoting to our business model
- Better known by the offline market and investors community

Key real data:

Company	Joyners	Cuidum	Cuido	Wayalia
Start Operations	Feb 2016	May 2015	Sep 2015	2015
Turnover 2017	791 k€	535 k€	545 k€	138 k€
EBITDA 2017	-192 k€	-264 k€	-349 k€	-
Cumulative Investment	600 k€	~ 2 M€	~ 1,5 M€	n.d.

Source: CCAA Registro Mercantil 2017. Official 2017 Annual Accounts.

\* Onliners: Cuidum, Cuido, Wayalia, Joyners

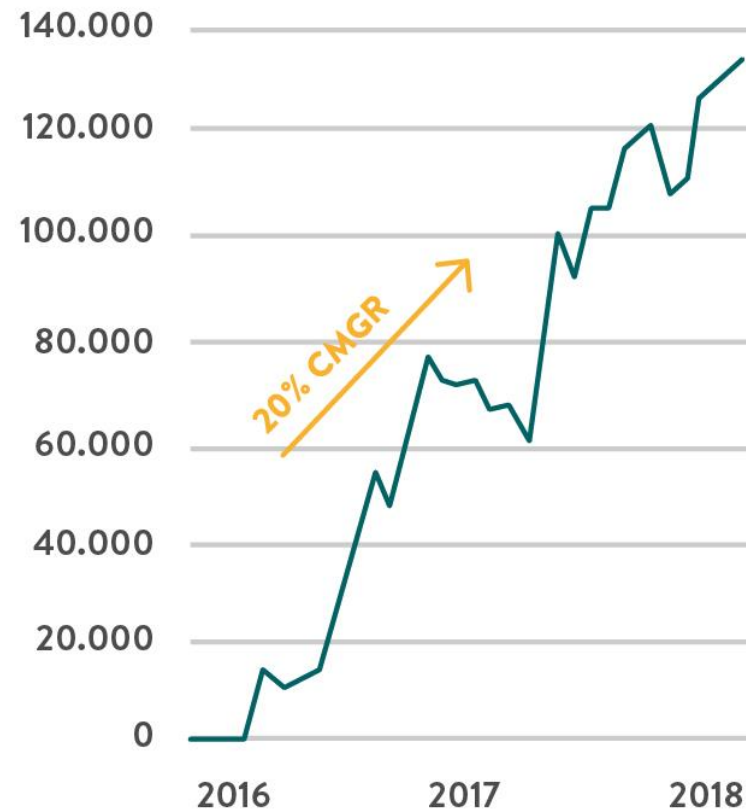
## Traction

Growth on track

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**302.060 total hours of booked services through Joyners app**

Monthly revenue traction (€)



	2016	2017	2018
Revenue (M€)	0,19	0,79	1,32
Ebitda (%)	-31%	-21%	-17%
# of hours	22.346	93.605	170.109



**SPAIN  
LEADERS**



**905**

Validated caregivers  
in the network



**17.073**

Caregiver's requests  
to be part of Joyners  
network (w/ diploma)



**179.243**

Service offers sent  
to Joyners caregivers

## Traction

Key data and milestones

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### 2018 Key Data

First time Operating Breakeven point

Barcelona  
Jan 2018



Madrid  
Jun 2018



90% Home



10% Hospital + Ret. Homes

**37.488**

services



93% B2C



7% B2B

**170.109**

hours of service



84% Daytime



16% Nocturnal

**4,5h**

per service

## 2016

**Feb'16:** Start of Barcelona operations

**Sep'16:** Start of Madrid operations

## 2017

**Jan'17:** FF Round 175k€

**Jul'17:** Bot and fully automated operations

## 2018

**Sep'18:** Launch joynersCorporate business line.

**Dec'18:** Paris soft landing



## Acquisition Effectiveness

$$\text{CAC} / \text{LTV} = \times 8,75$$

$$\text{CAC} = 179\text{€}$$

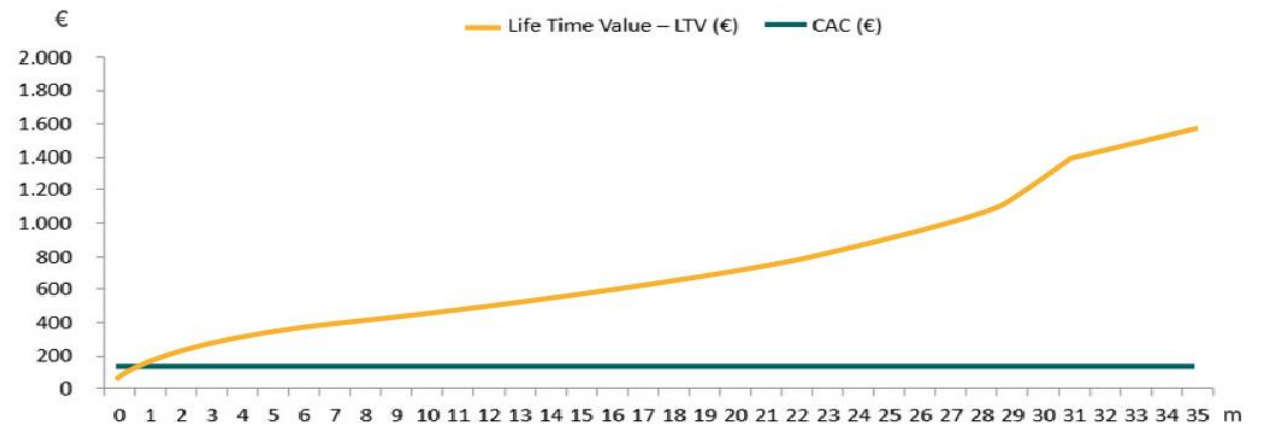
$$\text{LTV 3 years} = 1.567\text{€}$$

### Joyners' main levers to reduce CAC for the next year are:

- Increase % B2B
- Public prescription
- Referral program - Word of mouth (high incidence in our customer target)

## LTV vs CAC

## CUSTOMER



Avg. revenue per FTB (€)	<b>338,8</b>	Avg. value per FTB (€)	<b>86,0</b>
Avg. orders per FTB per month	<b>4,1</b>	Avg. gross margin (%)	<b>25,4</b>
Avg. ticket (€)	<b>35,5</b>	Repetition per client (3 years)	<b>143,5</b>

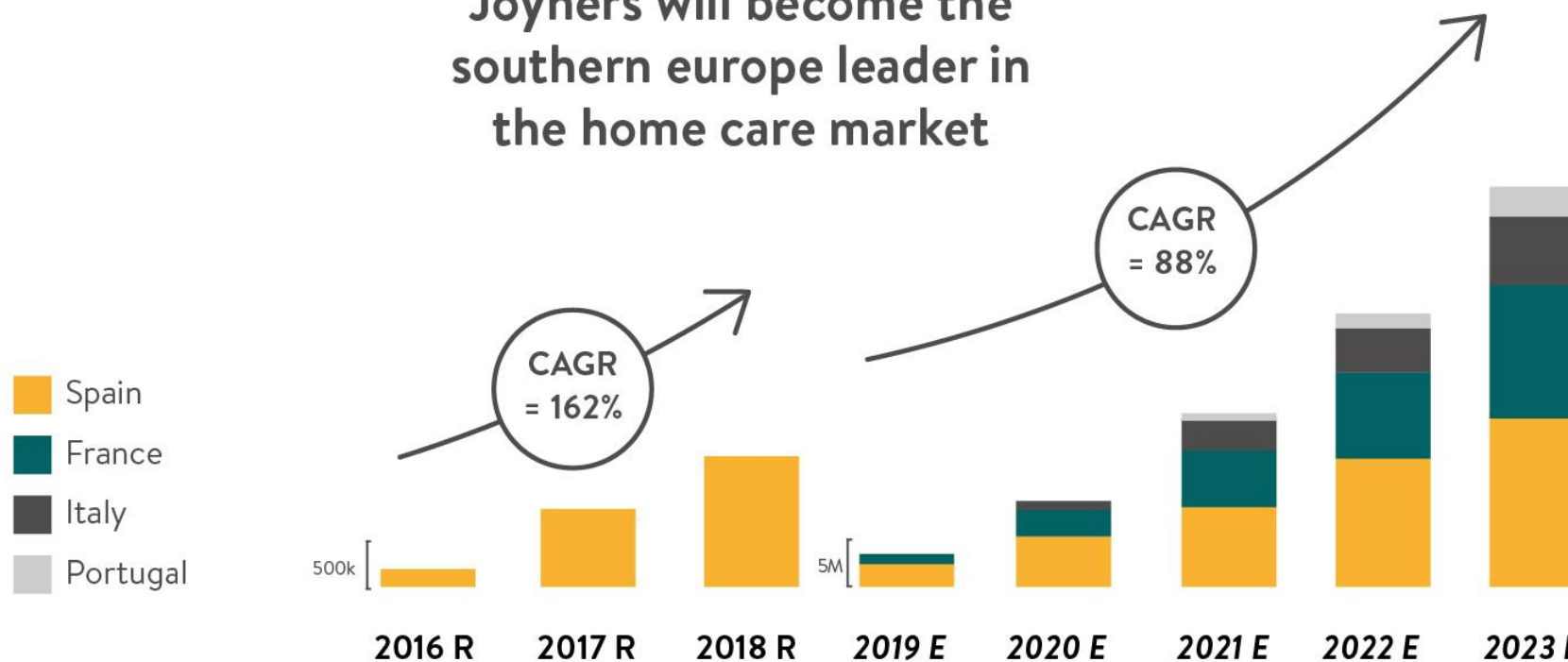
FTB = First time buyer  
Data from 01/05/2016 to 31/12/2018.

# Expansion plan

Financial PL projections

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Joyners will become the southern europe leader in the home care market



(in k€)	2016 R	2017 R	2018 R	2019 E	2020 E	2021 E	2022 E	2023 E
Revenues	193	791	1.324	3.011	8.130	16.063	25.699	37.453
% Gross Margin	31%	29%	25%	25%	25%	24%	24%	24%
Marketing	30	101	155	330	665	1.270	1.760	2.420
Personnel	64	251	323	688	1.463	1.971	2.559	3.423
Structure Cost	26	51	89	182	276	335	410	465
EBITDA (without activations)	-60	-168	-230	-470	-457	225	1.262	2.320
% EBITDA	-31%	-21%	-17%	-16%	-6%	1%	5%	6%

## Expansion plan

*Mission and milestones*

Joyner's aims to make the world more accessible to quality senior care in an agile and reliable way by gathering the most skilled and trained caregivers network.

### 1 BRAND AWARENESS

- 1st offline campaign and media planning
- Referral program (B2C customers and caregivers)
- B2B and partnerships development

### 2 PRODUCT

- Integrated caregiver support and smart self-service knowledge base
- **Algorithm:** Machine learning for caregivers recommendations (reliability and capabilities)
- Free smart Bot to assess families on ageing and elder care
- Enhance UX/UI, specially booking process





## Fundraising

Closing date: Mar-Apr 2019

1M€

Runway  
24 months

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# FUNDS DESTINATION



## 1 BRAND AWARENESS

- Ads and media production
- €1M marketing investment 2019-2020
- B2B engagement events
- 5 new recruits 2019-2020



## 2 PRODUCT & TECHNOLOGY

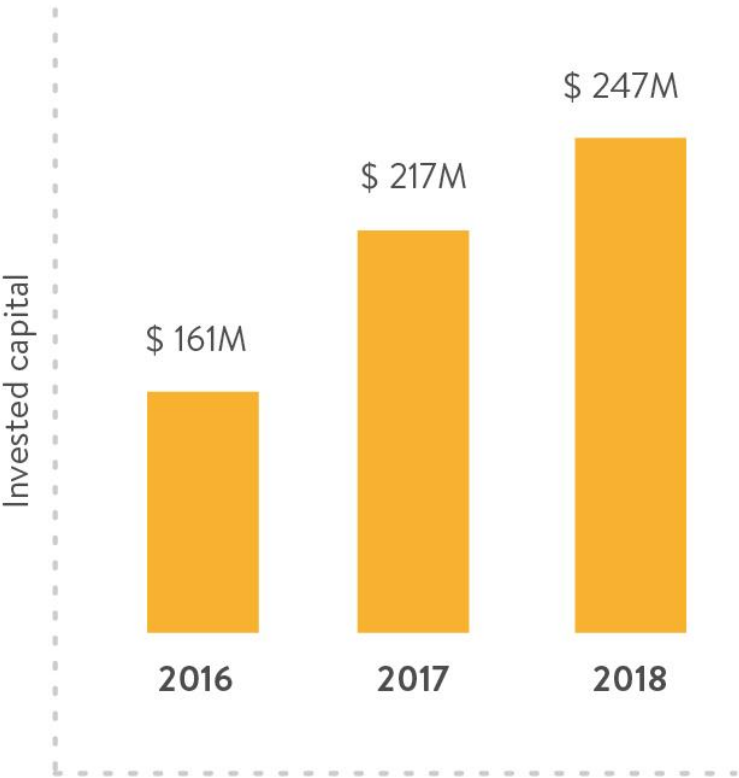
- 5 new recruits 2019-2020



## 3 GEOGRAPHIC EXPANSION

- Offices and overhead costs

Europe investment in  
**CARE MARKETPLACES**



Source: dealroom.co

Care marketplaces are blooming in Europe

Funding 2018 in  
**HOME CARE MARKETPLACES**

EUROPE	Cera <sup>+</sup>	London	May 2018	\$ 21,1 M
	careship	Berlin	Apr 2018	\$ 11,3 M
	care sourcer	Edinburgh	Jul 2018	£ 9 M
	SuperCarers	London	Mar 2018	£ 4,9 M
USA	honor	San Francisco	May 2018	\$ 115 M



**“If we are a good team and  
know what we want to do, one  
of us can defeat ten of them”**

*Jack Ma*

**Contact**

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