Bom Cabs (Dan Extreme Solutions Private Limited)

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March 2023

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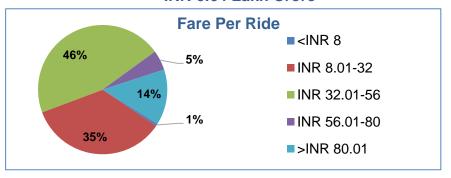
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Transportation Aggregator Industry – Passenger Commute (1/3)

Highlights

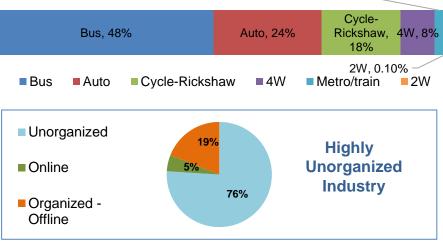
- Daily commute is an INR 6.64 lakh crore market in India with buses comprising a whopping 43% followed by 4W taxis at 24%. 37% of the total available market of 9.5 crore commuters use shared transport like bus, train, 4W taxis, and autos while 63% use non-shared modes like bicycles, personal cars and 2-wheelers. The Indian daily commute market size was INR 6.64 lakh crore in FY22, 83% consists of public transport¹.
- Daily commute market grew from INR 5 lakh crore in FY16 to INR 7.13 lakh crore in FY20 and then contracted by 3.4% in FY22. Rental startups like Bounce and Yulu saw 40-50% dip in daily rides in FY21. Ola, Uber also momentarily suspended operations across all cities to comply with government-mandated lockdown ¹
- Transportation aggregators are internet-based providers of ondemand transportation services. Companies in this industry match passengers with drivers of 2W, 3W, 4W vehicles for hire, and shared commuter services like buses.
- 4W taxi market in India is largely unorganized with dominance of Maxi cabs and private cabs; popular aggregators like Ola, Uber and Meru Cabs capture market share of mere INR 24,800 crore in this INR 1.58 lakh crore market¹. These aggregators operate in 100+ cities and focus mostly on metro cities. Over 75% of their business comes from the top seven metro cities⁴.
- Regulatory grey area August 2022, Karnataka Government issued notices to Ola, Uber and Rapido asking them to stop only their auto-hailing services as their aggregator license was deemed to not be applicable to auto-rickshaws (3W)². Services with price caps resumed after the Karnataka High Court's intervention³.

Segmentation of Daily Commute Market of INR 6.64 Lakh Crore



Rides by Volume (Annually 28,000 crore rides)

Metro/train, 2%



Source for all charts: PGA Labs 1

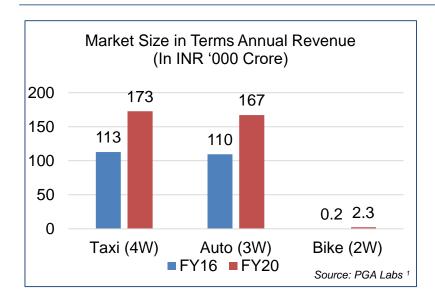
19% of Indian commuters pay more than INR 57 for each ride, the aggregators can extract value from this 19% rather than targeting the remaining 81% that spends less than INR 56 on each ride⁴

¹ PGA Labs – Daily Commute Report

Deccan Herald – Aggregators Resume Service
 Economic Times – Aggregator Demand

³ Economic Times – Karnataka Government Action ⁴ Economic Tin

Transportation Aggregator Industry – Passenger Commute (2/3)



Major Players in India













Industry Growth and Profitability Highlights

- Overall CAGR growth of 35% across 4W, 3W, and 2W taxi market between FY16 and FY20, with the 2W taxi market recording highest CAGR revenue growth of 84%¹.
- The industry's growth is driven by the growing purchase of smartphones, and an increase of ride-sharing and ride-hailing culture. Penetration of online bookings across segments is 2% in bus, 100% in cab aggregators, 5% in 3W auto-rickshaw and 90% in 2-wheeler rental and taxi space¹.
- Uber, along with Lyft and Didi is a major aggregator listed on Nasdaq and NYSE and is yet to be profitable. With 69% global market share³ Uber can be seen as a barometer for the global aggregator industry. Factors like abundant supply of taxis/autos, low switching costs, and arbitrary regulatory actions have held back Uber's and this industry's profits².
- Every major aggregator in the world is still experiencing losses after five or more years of operation, including Lyft (U.S.), Ola (India), 99 (Brazil), and Didi (China)².
- But just because a company doesn't report a profit doesn't mean it couldn't be profitable. Investors are looking for companies that have a path to profitability as they see the total potential market for aggregators to be much bigger than it is now⁴.
- There are local metro city clusters of the aggregator market that can currently sustain profitable operations. In future, autonomous vehicles may improve industry economics².

Every major player suffers from steep losses and is acquiring smaller players to increase their market share in order to eliminate the low switching costs of drivers and riders

Nasdag – Disruptive Does Not Mean Profitable

Transportation Aggregator Industry – Intracity Logistics (3/3)

Indian B2B and B2C Intracity Logistics Providers

Highlights

- · Intracity logistics also termed as hyper local delivery provides pickup and drop off services within a city and provide last mile B2B services for e-commerce companies
- Over 18 lakh small commercial vehicles ply daily on Indian roads1
- Growing e-commerce demand in tier 2,3 markets has doubled revenues for intra-city logistics startups like LetsTransport and COGOS, which act as logistic fleet providers to Amazon, Flipkart, Grofers, and Bigbasket. 2
- Intra-city logistics is an INR 2.4 lakh crore market with organized players (all new age start-ups combined) accounting for less than 1% of the pie. 3
- The established automotive giant Mahindra & Mahindra has launched intracity aggregator called SmartShift 1















99% of the intracity logistics market valued INR 2.4 lakh crore consists of unorganized players³ and the growing ecommerce demand in tier 2,3 cities² and entry of industry giants like M&M¹ indicates green shoots for aggregators

¹ Economic Times - M&M Launches Aggregator

² The Hindu Business Line - Demand in Tier 2,3 Markets

³ Porter Website – Level of Industry Organization

Transportation Aggregator Industry – M&A and Funding

Industry M&A Highlights

Year	Acquirer/Investor	Target Company	Funding Amount			
2013	Tiger Global Management ¹	Ola Cabs	INR 192 crore			
2015	Ola Cabs¹	Taxi For Sure	INR 1,600 crore			
2017	Softbank ¹	Ola Cabs	INR 2,000 crore			
2018	Rapido ²	Getbike	N/A			
2022	BP Ventures ⁴	BluSmart	INR 1,997 crore			
2022	Swiggy ³	Rapido	INR 1,440 crore			

Mass Transit Aggregator Apps

- Investments in mass transit platforms in 2019 were 2x the amount in 2015, an indication of increasing popularity of these apps disrupting the statesponsored mass transit systems¹.
- Investments in the segment were led by office commute platform Shuttle which raised a total of INR 840 crore between 2015-191.

Electric Mobility Companies

- On-demand e-vehicles rental/taxi segment in India saw significant investment of INR 3,000 crore between 2016-19¹.
- Investment largely attributed to Ola's Electric project (with total funding of INR 2,500 crore till October 2020)¹.
- Micro-mobility player Yulu (total funding of INR 132 crore to date) is a unique scale player in this segment, and it has captured investor interest at the back of its low-cost hybrid vehicles and cluster/hub model¹.

2W Rental/Taxi Startup Trio of Bounce, Vogo, and Rapido

- Both self-rentals and taxi segments in the 2W shared mobility market has seen heavy consolidation in the last 2 years with Vogo, Bounce and Rapido leading the segments respectively¹.
- Bounce received INR 840 crore in Jan 2020, Vogo received INR 800 crore in Dec 2018, and Rapido collected INR 432 crore in Aug 2019 as these players expanded aggressively to tier-2 and tier-3 cities and experimented with newer operational models to reduce costs¹.

The transport aggregator industry saw cumulative investment of about INR 35,000 crore between 2015 to 2020 with 81% of investment going to four-wheeler taxicab aggregators¹

³ Economic Times – Swiggy Invests in Rapido ⁴ Financial Express – RP Ventures funds BluSmart

Transportation Aggregator Industry | Porter's 5 Forces Analysis

Threat of New Entrants

Moderate. Threat is moderate as players need to invest in human resource for app development and need funds for market penetration. This industry involves immense groundwork in on-boarding drivers and riders.

Bargaining Power of Customers

Moderate. Customers have access to multiple apps, reviews, and enjoy price discovery. Customers are generally price sensitive. This industry has informed customers who can easily find substitutes.

Existing Competitive Rivalry

High. Competitive rivalry is quite high in this sector, as existing players enjoy a high market share and use discounts to provide competitive price points.

High cash burnout by existing aggregators and a regulatory grey area.

Threat of Substitutes

Moderate. Threat is moderate as all individuals need a vehicular mode of transportation for intra-city commutes and can choose to purchase their own vehicles.

Bargaining Power of Suppliers

Moderate. Bargaining power is low as there is a high supply of suppliers i.e. drivers and vehicles. Since the onboarding process is swift and anyone with a license and a vehicle is a prospective supplier. Although drivers enjoy low switching costs between different aggregators

The transport aggregator industry offers opportunities for new players who can offer affordable prices to buyers and and retain suppliers, but existing players with capital the dominate the market

Bom Cabs | Introduction



About

Established in 2020, Bom Cabs is an on-demand transportation and logistics services aggregator that launched its online services in 2022. Bom Cabs provides its services through its mobile applications on the Google Play Store and the Apple App Store.

Mission

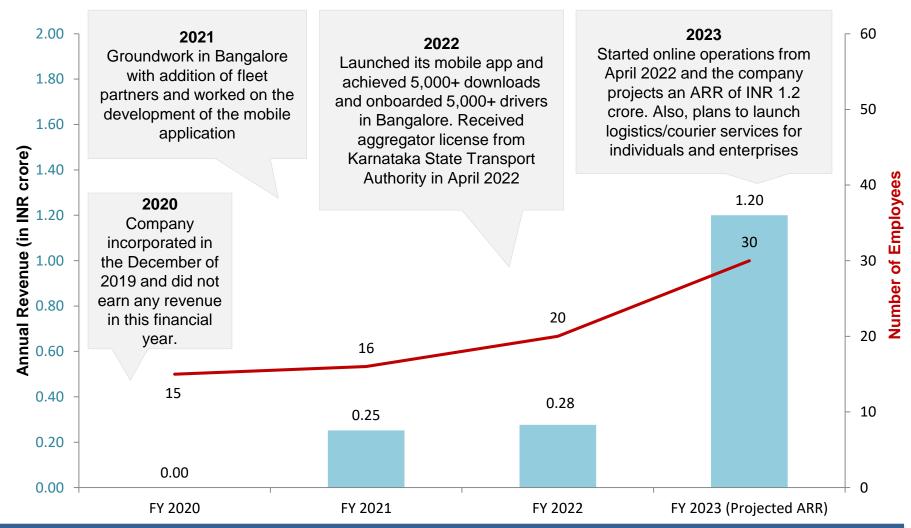
Provide world-class taxi service at user's fingertips.

Vision

Become a notable technology company in the world while being conscious of environmental and economic sustainability.

Bom Cabs is an aggregator that launched its mobile application in 2022 and seeks to provide world-class taxi service

Bom Cabs | Timeline



The company started offline cab operations in April 2020 and began online operations after receiving its aggregator license in April 2022 and projects an ARR of INR 1.2 crore in FY 2023 solely from commissions.

Bom Cabs | Company Profile

Key Highlights

- Dan Extreme Solutions Private Limited was incorporated in 2019 and is a provider of ride sharing and on-demand transportation and hyper-local logistics services under the brand name Bom Cabs
- The company is registered and has its head office in Hassan, Karnataka, India. But the operational headquarters are in Bangalore, Karnataka
- The company's B2C passenger services are targeted towards commuters in tier 1,2 cities with smartphones. B2C and B2B hyper-local delivery services are yet to commence.
- Bom Cabs earns revenue by charging a fixed 12% commission on all rides from its fleet partners. Hyper-local delivery services will have the fixed 12% commission and an added variable cost of INR 7-9 per kilometer.
- Bom Cabs has received an aggregator license from Karnataka State Transport Authority, it has 5,000+ vehicles registered on the platform and operates only in Bangalore.
- Bom Cabs has 5,000+ downloads since the three months of its launch on the App Store and Play Store in 2022
- The company has 6 engineers, 3 business development managers, and 8 sales representatives
- Bom Cabs is an aggregator that does not own any of the vehicles registered on its platform

Key Corporate Facts						
Legal Entities	Dan Extreme Solutions Private Limited					
Established	2019 – Entity registered in Hassan, Karnataka, India					
Locations	Bengaluru, Karnataka, India					
Products	On-Demand Transportation					
Shareholders	Dhananjaya Puttegowda Asha Puttegowda	60% 40%				
Employees	30					
Website	www.bomcabs.in					

Key Financials

(in INR ⁽¹⁾)	FY21 (Audited)	FY22 (Audited)
Revenue	2,520,624	2,762,857
Growth %		10%
EBITDA %	-67%	-170%

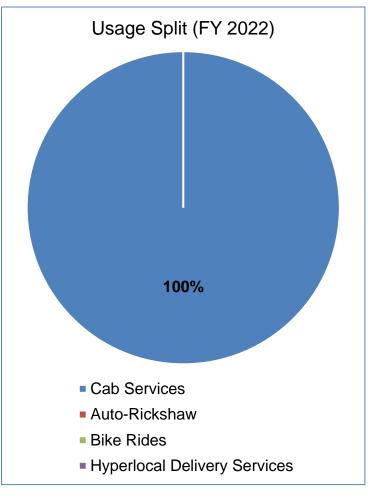
Bom Cabs is a licensed transport aggregator in Karnataka. It operates with a small team of 30 employees and has over 5,000 vehicles registered driver-partners on the platform

Bom Cabs | Products, Customers, and Business Model

Highlights

- Bom Cabs only provides only 4W cab services through its mobile application right now and will also offer
 - 3W auto-rickshaw
 - 2W taxi/bike rides,
 - Hyper-local delivery services
- Bom Cabs does not own any of the vehicles registered on its mobile application, does not provide any financing for the vehicles, or bear the maintenance costs of the vehicles
- Customers book rides through the mobile application, and have the choice to make a digital payment through the application or pay the driver in cash after the completion of a trip
- Bom Cabs was offering manual/offline cab bookings before launching its mobile application to keep an active revenue stream

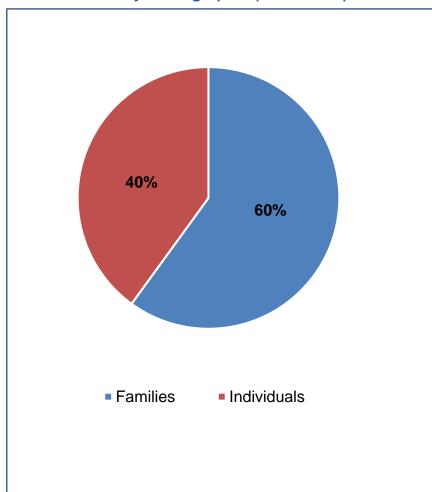
Usage Split – Service Categories



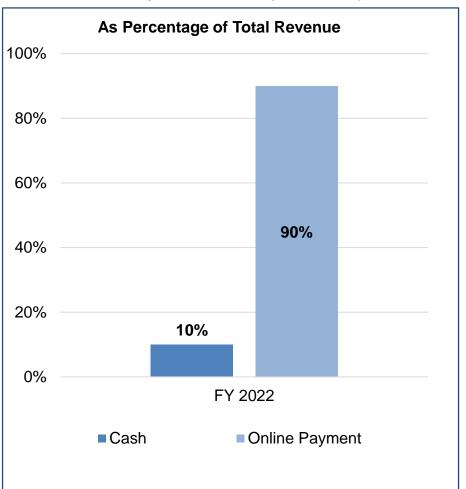
The company's target customers are tier 1 and tier 2 Indian city commuters for B2C passenger segment and MSMEs, and e-commerce companies for the B2B intra-city logistics segment

Bom Cabs | Revenue Highlights

Sales by Demographic (FY 2020-22)



Sales from Payment Methods (FY 2021-22)



60% of the business's sales were from the sale of family packages under the earlier model of offline/manual bookings

Bom Cabs | Revenue and KPI Highlights

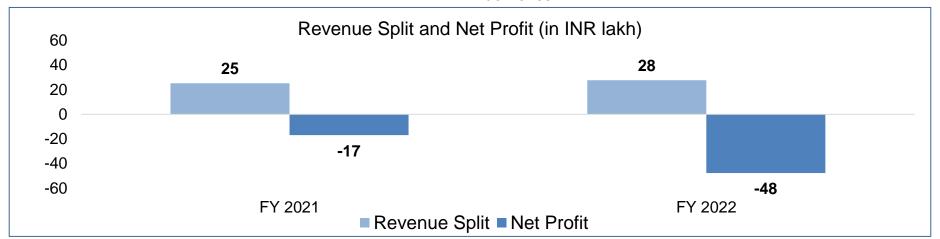
Highlights

- Bom Cabs's gross revenue between FY20-22 was INR 52,83,481 and the company gross burn rate is INR 3.5 crore.
- The company projects the customer acquisition cost is for the next 3 months to be INR 1.25 crore
- Customer Lifetime Value is the product of the following:
 - Average value of sale per customer is INR 350
 - Average number of transactions per customer is 2
 - Retention time period (in months) is **1.5 months**
 - Profit margin in each transaction is 12%

The average customer lifetime value is INR 126

KPI Highlights

- Requests per hour: Bom Cabs receives 80-100 ride requests per hour
- Conversion rate: 60% of the total ride requests are accepted by drivers, and there is an average wait time of 10 minutes
- Completion Rate: 50% of the trips confirmed by drivers were completed
- Bom Cabs will be profitable once it clocks 210 completed rides per hour at a 12% fixed commission from drivers. 7:30-11:30 am and 4:30-8:30 pm are the busiest slot
- The source of revenue is commission from drivers and the variable cost of INR 7-9 per kilometer for hyperlocal deliveries.



Bom Cabs receives about 90 ride requests per hour and projects to be profitable once it clocks 210 completed hourly rides at a fixed commission of 12% for each completed ride

Bom Cabs | Sales and Marketing

No Surge Charges, No Cancellation Fee and Affordable Fares for Customers

10-15% Lower Prices than Competitors like Uber, Ola, and Meru

Discounts to Customers are not Deducted from Driver Partner's Earnings

Bom Cabs Loyalty Points – Partners get a Bonus and Customers get a Discount through Loyalty Points

Introductory Zero Percent Commission from Partners for a Limited Time Period

15-member driver attachment team to onboard drivers

Use of Referral Programs, Google Ads, Social Media, In-App, and Ground Level Marketing

Brochure for Customers



Brochure for Partners



Bom Cabs Stands Out by Resolving 3 Pain Points

Customer Pain Point - Surge Pricing ¹

Solution - No Surge Pricing

Customer Pain Point - Cancellation Fees 1

Solution - No Cancellation Fees

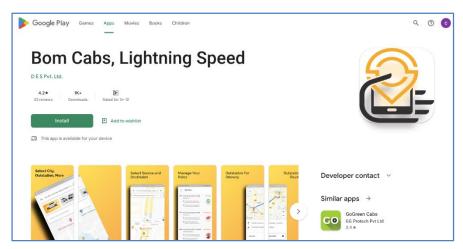
Driver Pain Point - Falling Earnings ²

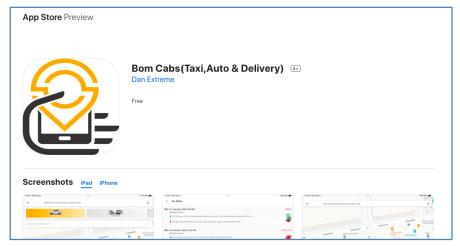
Solution - Fixed 12% Commission

The company's sales hook for customers is to offer 10-15% lower fares than competitors with no surge charges

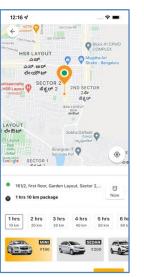
Bom Cabs | Mobile Application and Reviews

Bom Cabs on Google Play and App Store

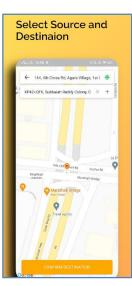




Android and iOS App Interface

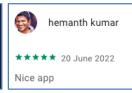


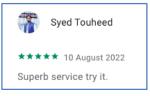




Top Reviews from the Google Search and Play Store











Bom Cabs is present on Google Play Store and Apple's App Store and has received good ratings on Google Search and Google Play Store

Bom Cabs | Market and Competitive Landscape

No Surge Pricing – This Means Customers Do Not Worry About Constant Price Changes for Same Route

Fleet Partners Sign an 18 Months' Contract with Bom Cabs

Competitors

From

Key Differentiators

App Strives to Provide Maximum Number of Rides to Partners with Competitive Commission Rates

Bonuses for Partners who Provide Better Services than their Colleagues

One Click Platform for Users – Intracity and Intercity Passenger Services and Hyperlocal Delivery

Highlights

- Marketing team consists of individuals who have worked in Ola, as team leader in Quick Ride, and as driver's attachment in Uber India.
- Expansion of the sales and marketing team is underway
- Plan to serve corporate companies to get B2B contracts for passenger commute and intracity logistics apart from serving the B2C passenger commute market

Direct Competitors



Bom Cabs seeks to differentiate itself from direct competitors like Ola and Uber by providing bonuses to its drivers through loyalty points and by removing surge pricing from its fares

Bom Cabs | Facility

Highlights

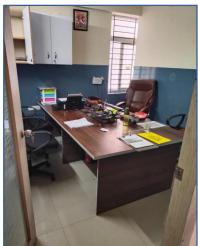
- Bom Cabs is a Bangalore-based aggregator with its registered office in Hassan, Karnataka and operational headquarters in Bangalore, Karnataka
- Bom Cabs' registered address as per MCA records is in Hassan, Karnataka India. But the headquarters are in HSR Layout, Bangalore.
- Rented office with a built-up area of 1,000 sq.ft.
- Bom Cabs' operational headquarters in Bangalore has the following rooms
 - Control rooms managing operations
 - Reception welcome partners for onboarding
 - Admin and work room compliance and sales
 - Executive room CEO's office

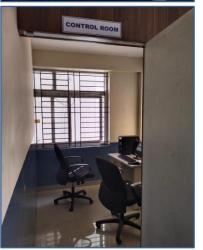
Facility Description

Particulars	Headquarters
Cumulative Area	1,000 sq.ft.
Ownership Type Rented property	
Location	Bangalore, Karnataka, India

Bom Cabs Operational Headquarters in Bangalore









Bom Cabs is a company incorporated in the city of Hassan in Karnataka, but all the employees work from the leased 1,000 sq. ft. office in HSR Layout in Bangalore, Karnataka.

Bom Cabs | Licenses and Regulatory Environment

Karnataka State Aggregator License



Highlights

- In India, Motor Vehicles Bill, 2019 recognized aggregators as digital marketplaces used by passengers to connect with a driver for transportation. As per the law "while issuing the license to an aggregate the State Government may follow such guidelines as may be issued by the Central Government"
- Bom Cabs holds a Karnataka state aggregator license
- License issued by the state transport authority under The Karnataka On-Demand Transportation Technology Aggregators Rules 2016
- State aggregator license allows a business to operate a digital marketplace that connects passengers with drivers
- Aggregators must navigate through a regulatory environment mired by ambiguity and roadblocks. Every Indian state has different rules that need to be complied with.²
- It is hard for companies to navigate regulations State by State as companies build common technology, rules and common safety standards, and when that varies a lot by State, it becomes difficult for these aggregators to scale operation.²
- Bom Cabs did not halt auto-rickshaw ride-hailing operations as they have a valid license that extends to auto-rickshaws as well.
 Bom Cabs has no surge pricing and thus offers fair pricing.

Aggregators in India faces policy roadblocks across different states and need to obtain permissions and licenses from every Indian state transport authority to conduct operations

¹ MoRTH Circula

² The Hindu - State by State Variation.

Bom Cabs | swot

Strength

- High adoption rate among fleet partners like cab drivers due to a fixed commission of 12%
- Cab drivers are not company employees but partners, this optimizes the company's employee benefit expenses
- Diversified revenue stream from on-demand passenger and on-demand logistics services
- No additional licensing as the company is an aggregator and not a taxi-service operator. Costs like tolls and surcharges are borne by the end user. Vehicle maintenance and commercial licenses are maintained by the drivers

Opportunity

- Barring 2W taxi, regulatory framework for other modes of shared mobility is well-defined and with inherent tailwinds in the market it makes possible for shared mobility to be a way of road transportation in the future
- Bom Cabs can foray into EV cab services to attract environment conscious consumers
- Bom Cabs can also offer customers an option purchase metro, local train and bus tickets to gather mobility data that can generate insights and be monetized

Weakness

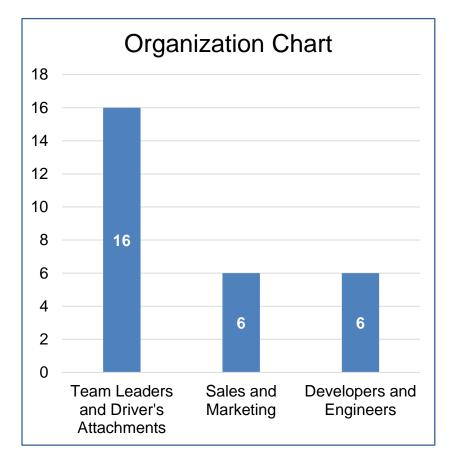
- Lack of capital to use for marketing the mobile application
- The company operations are limited to the city of Bangalore, Karnataka as of now

Threat

- Very competitive market with players like Uber and Ola backed by Softbank.
- Local and central government investments in public transport and last-mile transport infrastructure that drive down the price per ride and improve last mile connectivity
- Regulatory setbacks, bans in Indian states like Goa and in some countries like the United Kingdom.

Bom Cabs is a new entrant and thus lacks capital for marketing, but it can tap the transit market to collect valuable user mobility data or concentrate on growing in a niche market

Bom Cabs | Team and Senior Management











Surendrakumar CEO

- 15 years of experience
- MA, B.Ed, PhD
- President of 4 schools and colleges

Dhananjaya MD (Operations)

- B.E and 12 years of work experience
- Marketing manager in Extreme Energy Drink, Portugal

Vaibhav Business Development

10 years of work experience in Xoom Cabs

Swarup Kumar Acharya IT Head

- . B. CA and M.CA in IT
- 7 years of work experience

The company's operations team is led by a marketing manager with 12 years work in the competitive energy drink¹ industry and the business development head has 10 years of experience in taxi company Xoom Cabs

Bom Cabs | Financials

(in INR crore)	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
	AUDITED			PROJECTED					D				
Revenue	0.25	0.28	2.4	70	95	127	186	260	365	510	612	735	882
Growth %		10%	769%	2817%	36%	34%	46%	40%	40%	40%	20%	20%	20%
EBITDA	-0.17	-0.47	0.32	37	54	76	118	173	251	363	443	540	657
EBITDA Margin %	-67%	-170%	14%	53%	57%	60%	64%	66%	69%	71%	72%	74%	75%
Net Cash Flow			-0.09	23	39	56	87	127	186	269	330	402	490
CapEx	0.003	0.01	0.07	4.0	0.9	1.3	1.8	1.8	2.1	2.3	1.6	1.7	1.7

Notes:

The company is projected to have high revenue growth from FY23 to FY25 due to a high growth in the number of drivers, customers, and commissions from daily bookings

^{1.} FY: Financial Year

^{2.} EBITDA: Earnings Before Interest, Taxes, Depreciation & Amortization

Bom Cabs | Investment Rationale

Investment Rationale

- India will have 1 billion smartphone users by 2026 with rural areas driving the sale of internet-enabled phones, a Deloitte study said on Tuesday. India had 1.2 billion mobile subscribers in 2021, of which about 750 million are smartphone users. It is poised to be the second-largest smartphone manufacturer in the next five years 1
- Aggregators with both passenger commute and intracity logistics services have a diversified revenue stream that mitigates
 risk. For Uber, in 2020 ride-related gross bookings declined approximately 45%, however, due to lockdowns and other stayat-home orders, the delivery business increased gross bookings 110%.
- Aggregators have access to customer mobility and movement data that can be shared with governments to create policies for better utilization of public infrastructure investments.
- Sector has seen a resurgence post the three waves of the COVID-19 pandemic. Top companies like Uber, Ola, and Rapido have recovered approximately 70% both in value and volume of rides as compared to the pre-pandemic levels ³
- Bom Cabs plans to launch its logistics services after completing Series A round of funding.
- Bom Cabs plans to invest approx. INR 25 crore into the logistics part to expand its territory in Karnataka and then on a pan-India level and fund will utilize for marketing ,Drivers and users Rewards in next round of funding.
- The business is offering a 5% equity stake in Dan Extreme Solutions Private Limited the legal entity which owns and operates Bom Cabs for INR 5 crore.

Aggregators with diversified revenue stream have weathered the Covid storm and Bom Cabs plans to use INR 25 crore of the INR 50 crore investment to build its logistics vertical and expand across India

¹ Business Standard – Smartphone

VASDAQ - Disruptive Does Not Mean Profitable

³ Times of India - Excernts from Survey by LocalCircles

Funds Required & Funds utilization for 1st year

5 cr for 5 % Equity

Funds utilization for 1st year

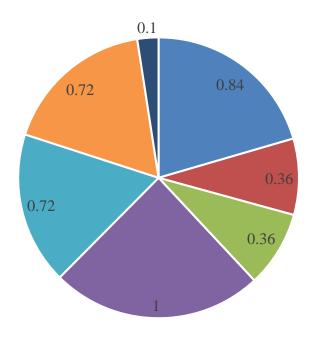
- Building Team 0.84 cr
- Software (IT) 0.36 cr
- Server and Google map cost -0.36 cr
- Driver acquisition (20 k new on board)

 1.0 cr
- Acquisition (3.6 lacks of new) 0.72 cr
- Marketing and branding (T&D) 0.72 cr
- Expansion to T2 cities (only survey) 0.1 cr

Result Expected...

- 20 k Drivers Attachment in 2-3 months.
- 50k customers on board every month, for 6-7 months
- •500 800 new bookings per day
- 2k-3k booking per day after 6 months

Funds utilization for 1st year



- Team
- Drivers
- **■** Expansion

- IT
- Customers

- Server & Google cost
- Marketing

Bom Cabs | Contacts

Thank You

Dhananjaya Puttegowda

Bom Cabs

Email: info@danext.in Cell: +91-8892491431

Headquarters: 1611/2, First Floor, Garden Layout Sector 2, HSR Layout

Bengaluru, Karnataka 560102

Email: admin@danextin

Website: www.bomcabs.in

Phone M - +91 6366340660