

# Investor Presentation

July 2022

delimobil



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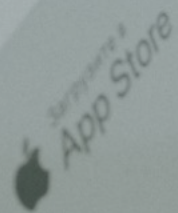
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# Introduction to Delimobil

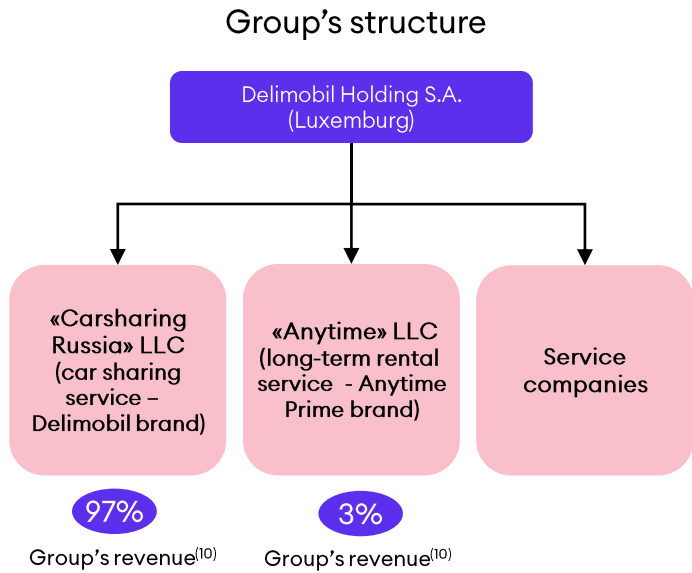
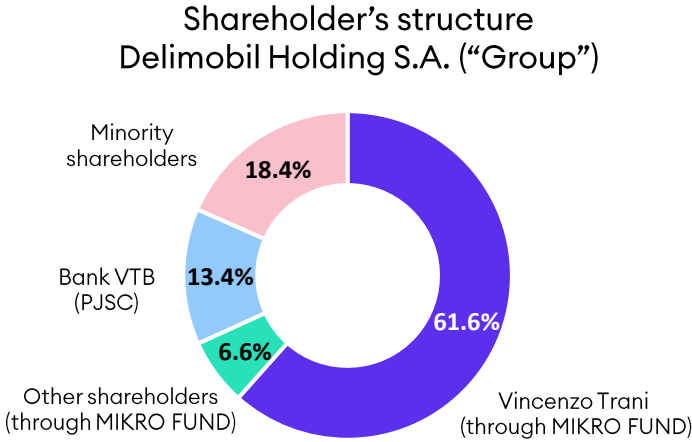
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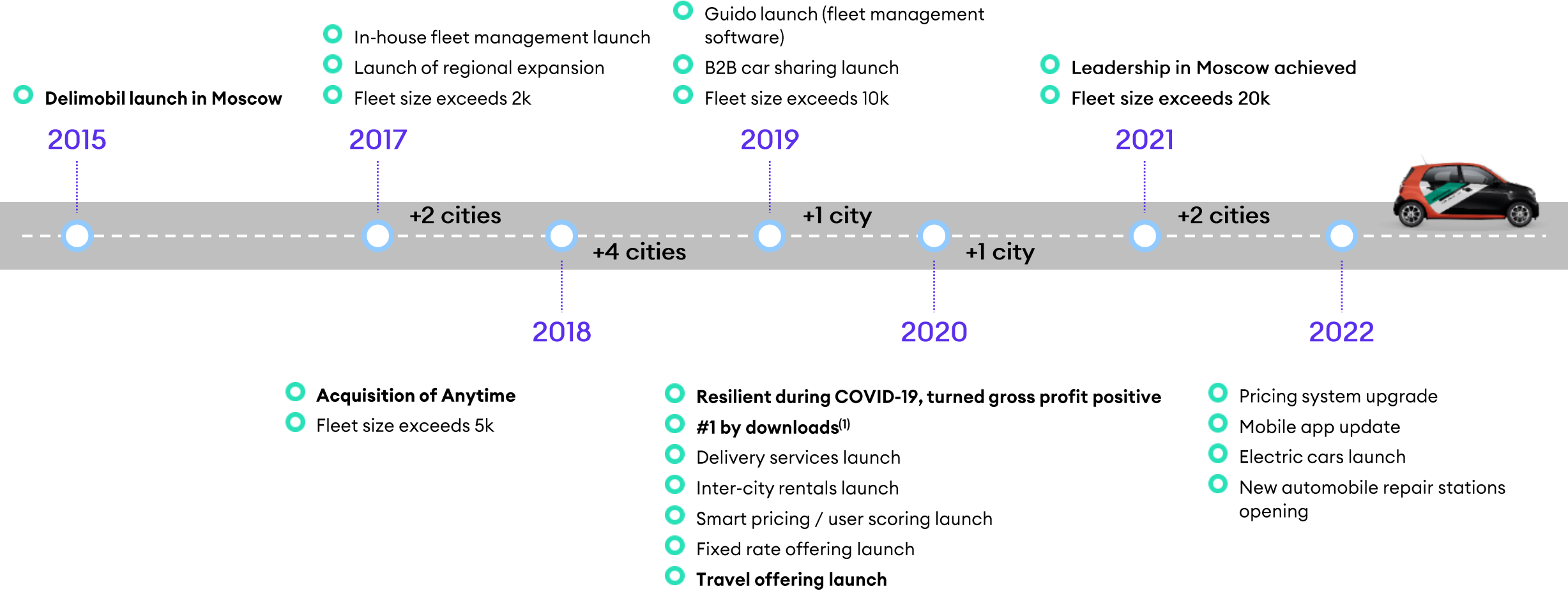
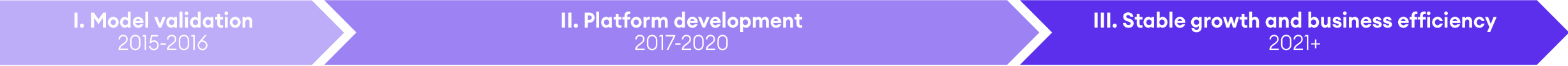
# Leading Player in the Russian Car Sharing Market

<b>Nº1 in Moscow<sup>(1)</sup> and widest regional presence<sup>(2)</sup></b>	<b>c. 20.3k</b> Total fleet size <sup>(3)</sup>	<b>25%+</b> Urban population covered <sup>(4)</sup>	<b>c. 44%</b> Market share in Moscow <sup>(1)</sup>
<b>Loyal Customer Base</b>	<b>Nº1</b> By apps downloads <sup>(5)</sup>	<b>c. 7.8mn</b> Registered users <sup>(6)</sup>	<b>Nº1</b> Brand awareness <sup>(7)</sup>
<b>Seamless User Experience</b>	<b>Free floating model</b>	<b>Cost effective vs. own car</b>	<b>Attractive ‘all-in’ pricing</b>
<b>Strong In-house Fleet Management</b>	<b>Up to 90%</b> Car uptime <sup>(8)</sup>	<b>c. 13.1k.</b> Fleet servicing work orders daily <sup>(9)</sup>	<b>Guido</b> Proprietary software for fleet management
<b>Business efficiency and high credit rating</b>	<b>RUB12.9bn</b> 2021 Revenue	<b>21%</b> 2021 Adj. EBITDA margin	<b>A+(RU)</b> Credit rating by ACRA



Source: Company information, Moscow Transportation Department, Tiburon Research (Brand Health Tracking), App Annie, Frost & Sullivan, The Russian Federal State Statistics Service ("Rosstat").  
 Notes: (1) By number of trips as of August 2021, as per Moscow Transportation Department. (2) By number of cities of presence as of 30 June 2021, as per Frost & Sullivan. (3) Includes car sharing and long-term rental fleets as of 31 March 2022. (4) Total reach in 10 cities, as per Rosstat. (5) Worldwide among car sharing apps in 2020, as per App Annie. (6) Calculated as a sum of Delimobil's and Anytime Prime's users, as of year end 2021 as of 31 March 2022. (7) In the Russian car sharing market in December 2020 as per Tiburon Brand Health Research. (8) For Delimobil. (9) In Feb-Mar 2022. (10) As of the end of 2021.

# Key Milestones of Our Journey



Source: Company information, App Annie.  
 Notes: (1) Worldwide among car sharing apps in 2020, as per App Annie.

# Key Investment Highlights



**Large and rapidly growing car sharing market**

1



**Leading car sharing service in Russia** with widest presence in regions

2



Shared mobility platform for **seamless user experience**, driven by the mobile app

3



**Comprehensive technology stack** driving operations and efficiency

4



**Strong in-house fleet management** and operations infrastructure

5



**Stable growth and high credit rating A+(RU)**

6



**Defined strategy** to capture significant growth potential

7



**Experienced management** team supported by **dedicated founders** and adherence to **best international ESG** practice

8

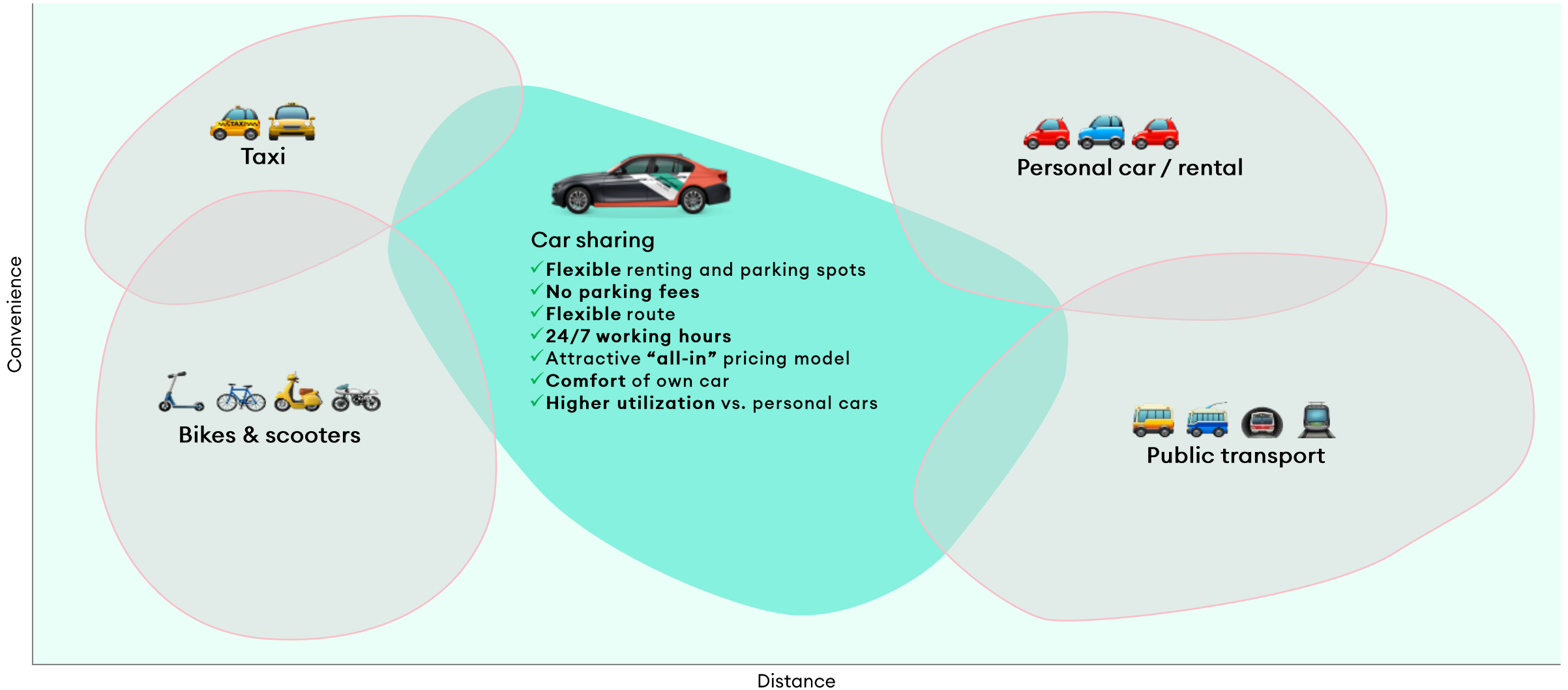
# Car sharing market in Russia

A young man with brown hair and blue eyes, wearing an orange t-shirt, is holding a light green smartphone. A young woman with blonde hair, wearing sunglasses and a light blue jacket, is pointing at the screen of the phone. They are both looking at the phone with interest. The background is a plain, light-colored wall.

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# Car Sharing Has Become a Fundamental Part of Personal Mobility Mix in Russia

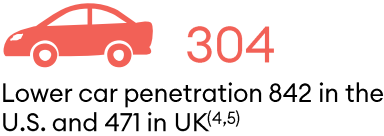
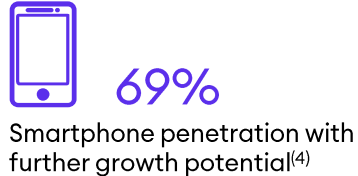
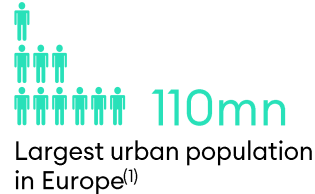
We operate in the shared mobility market under two principal business lines: car sharing under our brand «Delimobil» and long-term rentals under our brand «Anytime Prime»





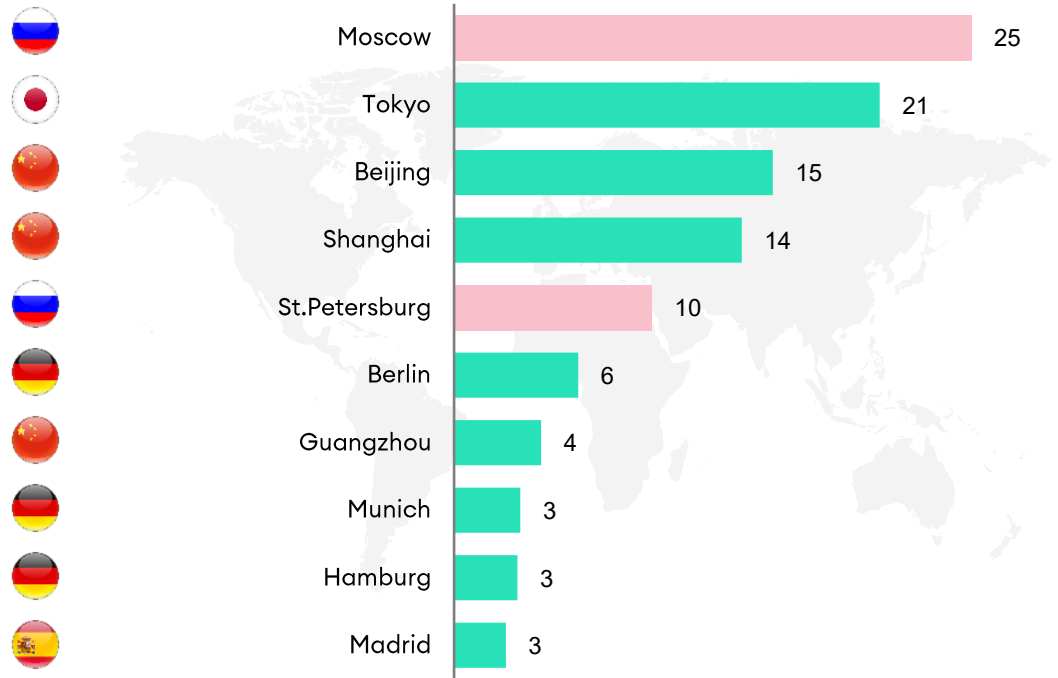
# Car Sharing Has Found Tremendous Success in Russia

## Russia in Numbers: Significant Market Ripe for Disruption



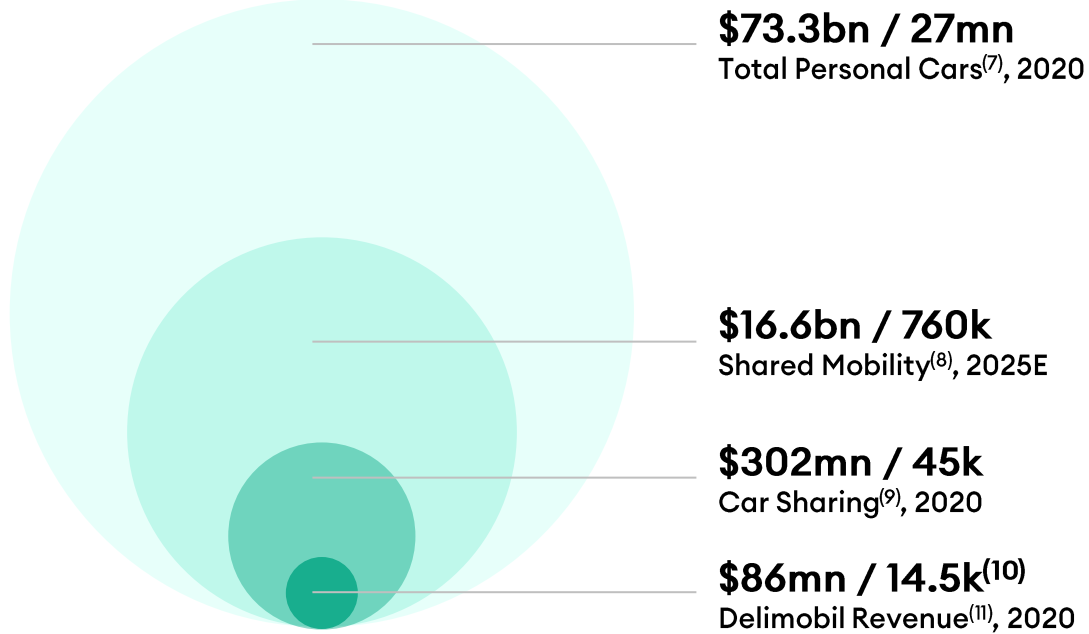
## Moscow Has Become the Largest Car Sharing Market Globally

# of Cars (k)



## Access to the Entire Personal Mobility Market

Market Sizes in US\$ Terms / # of Cars (EoP)<sup>(6)</sup>



Notes: (1) Source: The Russian Federal State Statistics Service (“Rosstat”) as of 1 January 2020. (2) Source: Rosstat. (3) Source: United States Census Bureau as of 1 July 2020. (4) Source: Frost & Sullivan. (5) Measured as # of cars (passenger vehicles only) per 1,000 inhabitants. (6) Market size values include VAT and are converted to USD using USD/RUB FX of 75.0, data from Frost & Sullivan. (7) Personal car park in cities with 100k+ population. (8) Includes taxi, ride-hailing and car sharing. (9) Includes car sharing and long-term rental. (10) Combined car sharing and long-term rental fleet size. (11) Total revenue excluding VAT. Based on combined and consolidated financial statements in accordance with IFRS. Total fleet as at 31 December 2020.

# Leading Car Sharing Service in Russia with Widest Presence in Regions<sup>(1)</sup>

## Nº1 in Russia by coverage

oK. **19.6k**

Fleet size<sup>(2)</sup>

**25%+**

Urban population covered<sup>(3)</sup>

## Nº1 in Moscow and widest regional presence

oK. **44%**

Market share in Moscow<sup>(4)</sup>

**10** cities

In Russia

## Nº1 by app downloads<sup>(5)</sup>

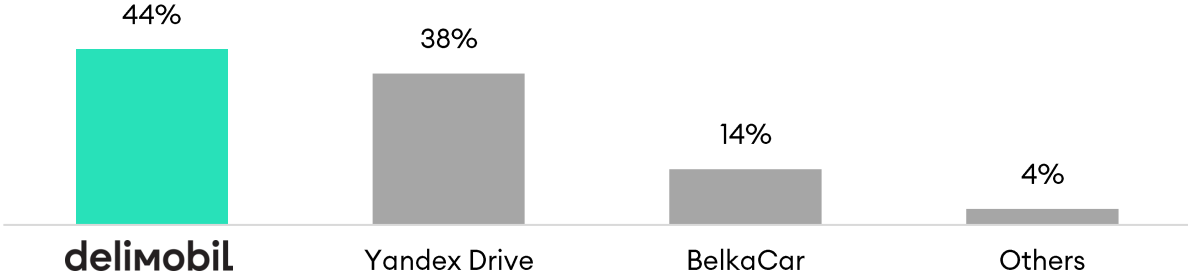
c. **7.4mn**

Registered users<sup>(2)</sup>

c. **22%**

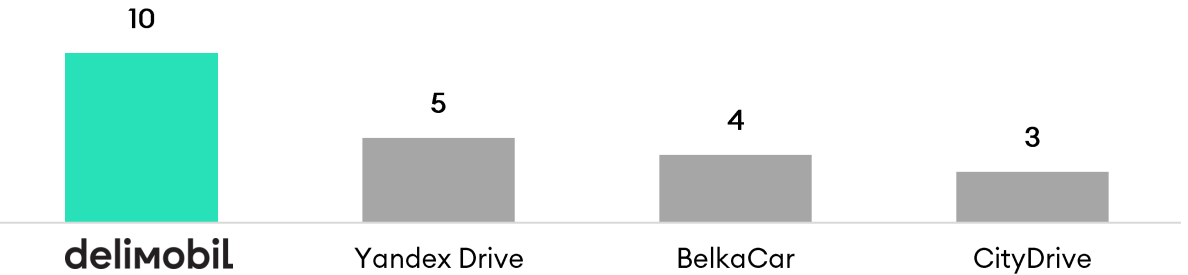
MAU<sup>(6)</sup> growth in 2021 vs. 2020

Nº1 player in Moscow, the largest car sharing market globally<sup>(7)</sup>  
Market share in Moscow by number of trips<sup>(4)</sup>



Far ahead of any competitor in terms of presence in Russian regional cities

Number of cities of presence in Russia



Source: Company information, Moscow Transportation Department, App Annie, Frost & Sullivan, Rosstat.  
Notes (1) All numbers reflect the car sharing business only. (2) As of 31 March 2022. (3) Total reach in 10 cities, as per Rosstat. (4) By number of trips as of August 2021, as per Moscow Transportation Department. (5) Nº1 worldwide in 2020 as per App Annie. (6) Monthly active users. (7) By car sharing fleet size as of 31 December 2020.

# Delimobil Has All Critical Components in Place in the Market with High Barriers to Entry and Success...

- 1 Brand N°1, confirmed by increasing customer loyalty 
- 2 Significant scale of fleet and strong client base 
- 3 Advanced technological capabilities driving a seamless customer experience 
- 4 Strong offline operational capabilities required 
- 5 Strategic relationships with OEMs 
- 6 Broad access to financing 
- 7 Regulatory environment (Subsidies on loan and lease payments<sup>(1)</sup>, up to 90% discount to car sharing operators for preferential parking permits<sup>(2)</sup>) 

Source: Company information, Moscow Transportation Department.

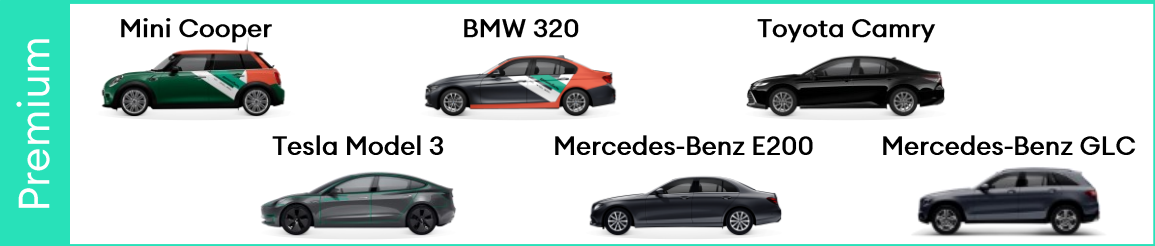
Notes: (1) Subsidies on loan and lease payments for cars produced in Russia that meet certain price and emissions criteria Subsidies are provided by Russian Ministry of Industry and Trade. (2) Preferential parking permits are allocated to new fleet under 4 years which result in less carbon footprint from car usage; the exact discount and terms vary in different regions.

# Stable growth and business efficiency

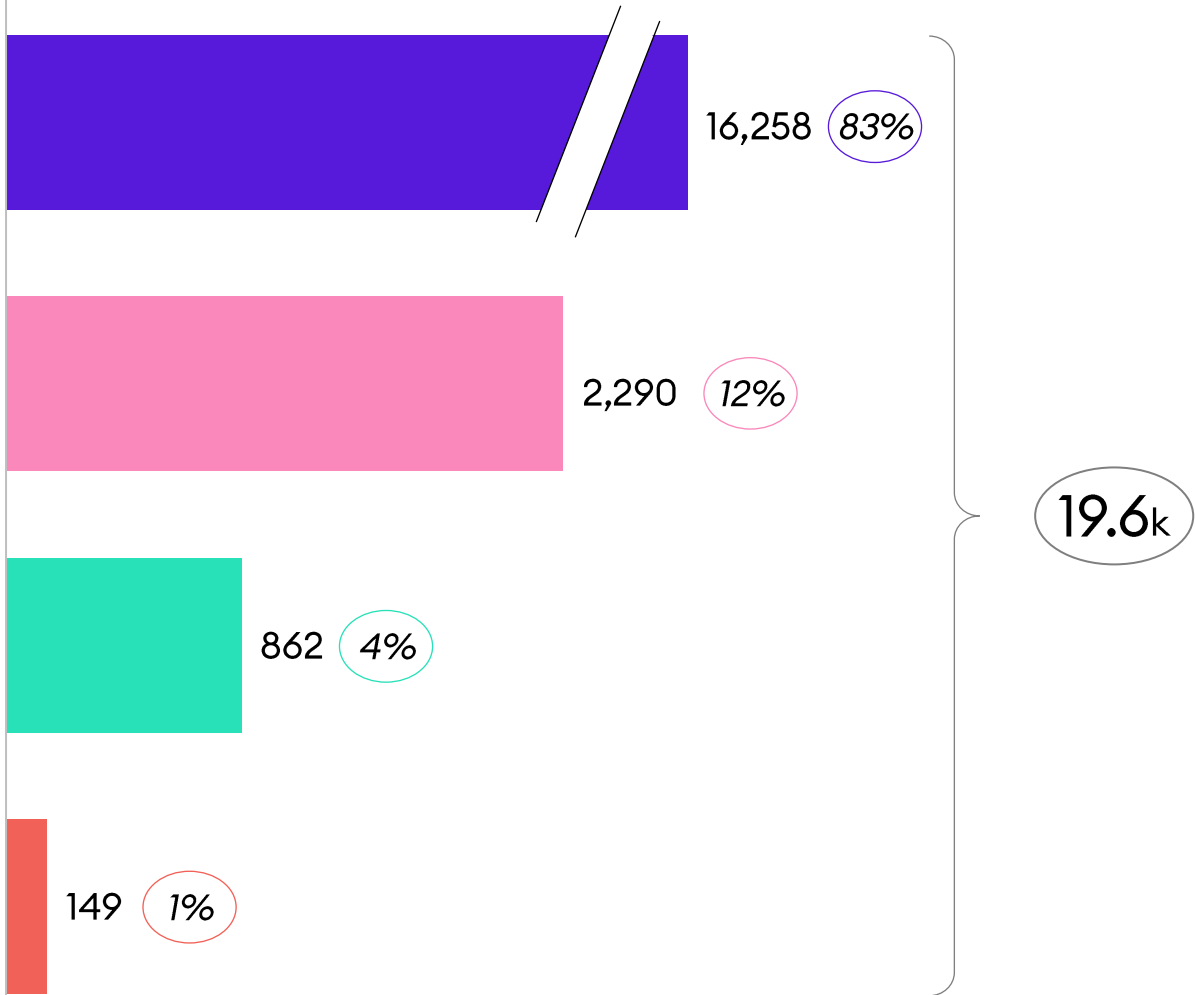
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# Large Fleet with Wide Variety of High Quality Cars

Delimobil offers a wide variety of cars across vehicle classes



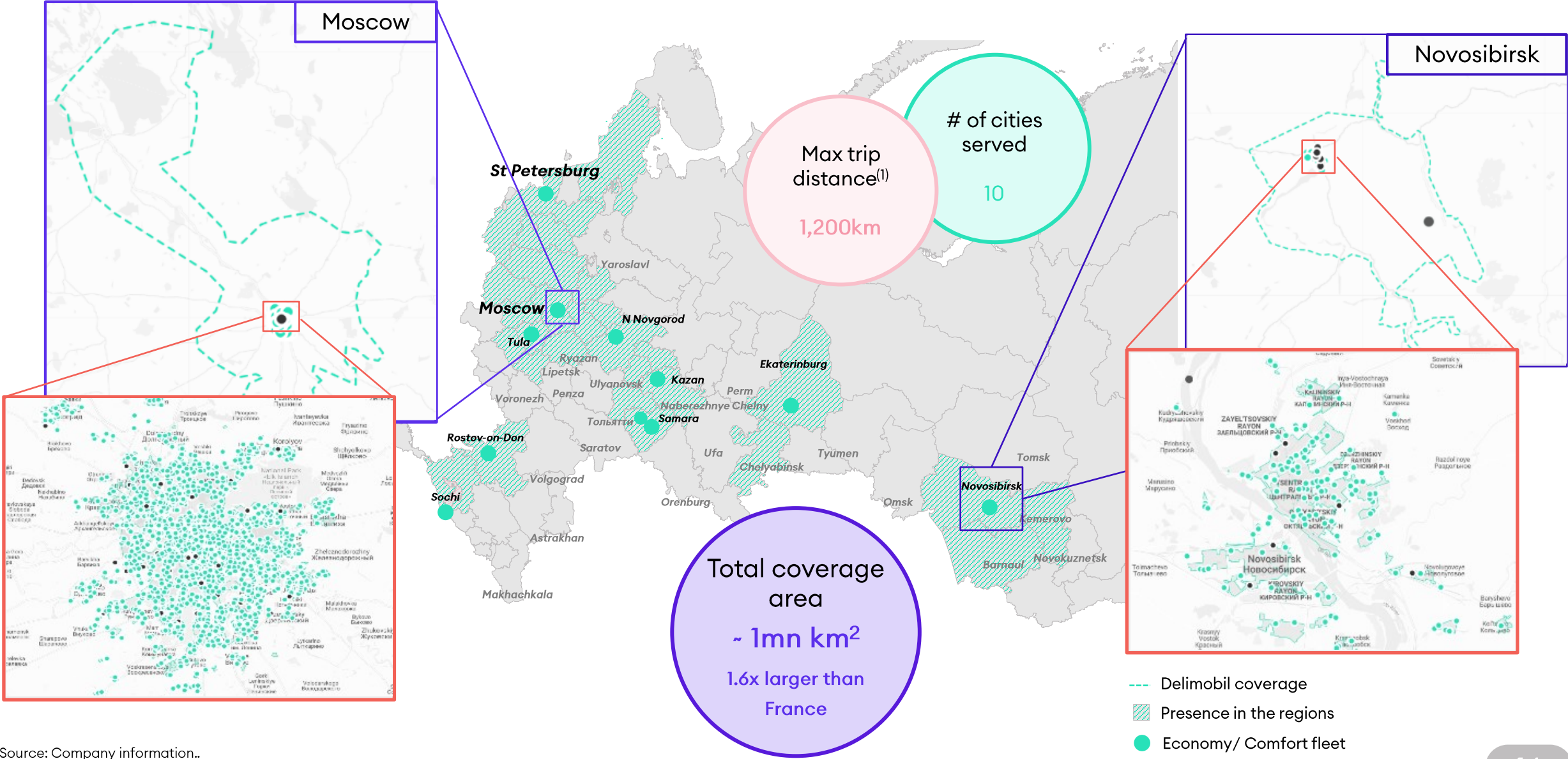
Fleet composition<sup>(1)</sup>



(%) Share of car sharing fleet

Source: Company information.  
 Notes: The list of cars shown for each vehicle class is not exhaustive. (1) Car sharing fleet, as of 31 March 2022.

# Broadest Coverage Area in Russia



Source: Company information..  
 Notes: (1) Maximum distance you can drive starting in Moscow.

# Delivering Differentiated Outstanding User Experience

**High Availability and Convenience**  
Driven by Large Optimised Fleet




c.5 mins proximity  
in Moscow<sup>(1)</sup>

**Superior Value Proposition**  
vs. Public Transport

- ✓ 24 / 7 mobility
- ✓ Comfort of own car
- ✓ Flexibility to leave car anywhere
- ✓ Range of duration – from 1 minute to days

**User Rating Based Transparent**  
**Smart Pricing**



**Broadest Coverage Area**

**c. 1mn km<sup>2</sup>**  
**coverage**

Any distance,  
from hyper-local to inter city

**Strong Independent Brand**

**№1 Brand awareness<sup>(2)</sup>**

**Superior Car Quality**

Cars availability for  
booking is 80-90% of the  
total time



customer rating after  
the end of trip<sup>(3)</sup>

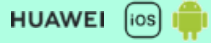
**Resulting in Large, Loyal and Growing Customer Base**

Source: Company information, Tiburon Research.  
Notes: (1) Average time to car on foot shown to users at the moment when booking a car. 8 mins is the average across all cities. (2) In Russian car sharing market as of December 2020 as per Tiburon Brand Health Research. (3) Based on feedbacks of 80% of customers right after the end of trip.

# Proprietary, Comprehensive Tech Stack is Core to Our Operations

## Seamless Customer Experience

- Smart assistant and chat bot
- Remote warming-up and cooling
- Instant billing and e-invoicing
- In-app refueling
- Available at main operating systems



Cloud-based scalable and customizable proprietary stack managed by highly qualified c. 80 IT engineers



## Dynamic Smart Pricing

- Pricing responsive to supply-demand dynamics
- Individual rating, assessment and pricing system
- Fixed Tariff options
- Packaged Offers

## Deep Data Capabilities

- BI-driven decision-making
- Machine Learning and Algorithms driving:
  - Smart fleet distribution
  - Car washing optimization
  - Customer scoring and assessment

## Technology Powered Risk Reduction

- Auto face matching
- Live clients' scoring with AI
- Liveness identity verification
- Intoxication quiz
- Average 11 min client onboarding

## Guido

- Intelligent fleet management software



# Strong In-house Fleet Management is True Differentiator vs. Peers

Up to 90% car uptime

Consistent and superior quality of car maintenance

Quick support in case of accidents

Efficient roll-outs in new cities

## Smart Mobility Management (SMM) Services

Delimobil is the only<sup>(1)</sup> car sharing company in Russia self-sufficient at own in-house fleet management<sup>(2)</sup>

-  Car Repair & Maintenance
-  Car Wash
-  Refueling

## Key figures

c. 20k <small>Cars under management<sup>(3,4)</sup></small>	c. 13.1k <small>Fleet servicing orders per days<sup>(5)</sup></small>	c. 1,100 <small>Employees<sup>(4)</sup></small>	4 <small>Cities of SMM presence<sup>(4)</sup></small>
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## Proprietary Tools Drive Efficiency and Quality of Service

We developed Guido, a fleet management platform with a web application and mobile app for our operational personnel to use, that enables us to process and allocate servicing-related tasks for optimum efficiency



**Broad range of car services**

- Refuelling, washing, etc.
- Car service history and car quality check

**Smart algorithms**

- Real-time data-driven task allocation
- Real-time workload balancing

**Unique services**

- Integration with IoT<sup>(6)</sup> for remote car control, proprietary mobile app for the staff
- Full-cycle monitoring of car fleet servicing

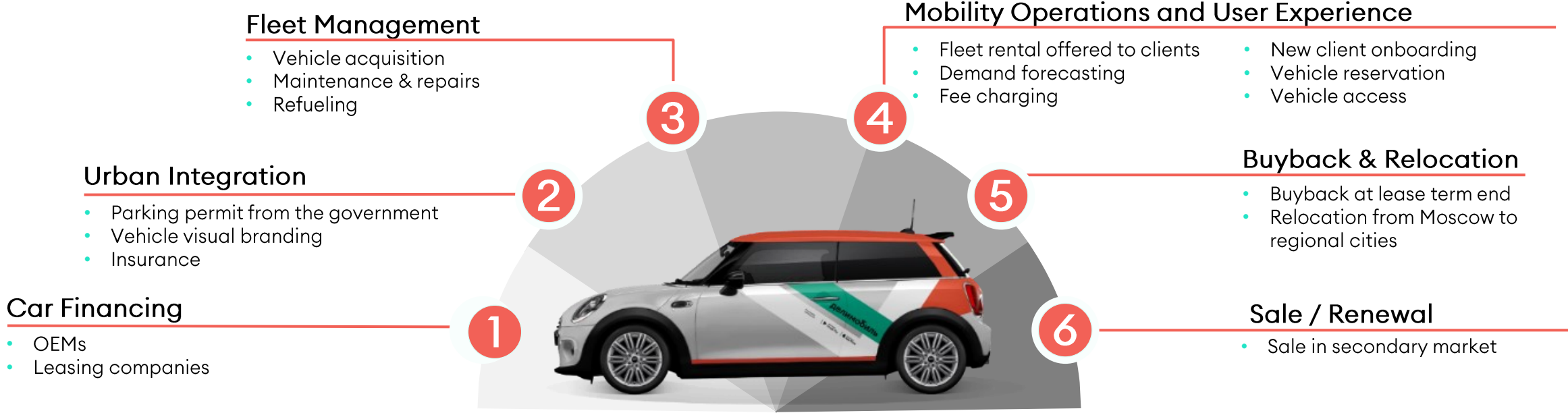
Source: Company information.  
 Notes: (1) Based on management estimates. (2) In cities of SMM presence, where about 90% of the Company's fleet as of 30 April 2022 (Moscow, St Petersburg, Kazan, Ekaterinburg). (3) Includes cars serviced by third-party providers engaged by SMM. (4) As of April 2022. (5) In Feb-Mar 2022 (6) Internet of things.

# Efficient Car Life Cycle Management

## Car Usage Timeline



## Expertise and know-how at all stages of car life cycle



Source: Company information, Frost & Sullivan.  
 Notes: (1) From April 2022 car age eligible for special parking permission was increased up to 4 years (2) As per Autostat.

# Growth Strategy

Делимобиль

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Осуществите  
предложение



# Building Blocks of Our Future Growth

## Opportunity

## Delimobil's Strategy

## Delimobil's Advantages

Regional Expansion in Russia

Regions represent a significant growth opportunity

~48mn+ Population reach<sup>(1)</sup>

Long-term target: all cities with >0.5mn population

- ✓ Strong track record of regional expansion
- ✓ Large fleet and opportunity to relocate cars between cities
- ✓ Well recognised brand, #1 by brand awareness<sup>(2)</sup>

Further Growth in Major Cities

There is further room for growth in Moscow and St Petersburg

Growing penetration & new audiences

Inter-city services e.g. internal tourism

Efficiency and profitability improvement driven further by SMM

- ✓ Deep knowledge and expertise of operating in major cities
- ✓ Smart approach to car location and utilization
- ✓ Established relationships with local authorities
- ✓ Strong support from brand ambassadors

Increasing Operating efficiency

- 1 Scalable in-house fleet management infrastructure
- 2 Own automobile repair stations opening in each region of presence

Additional Upside

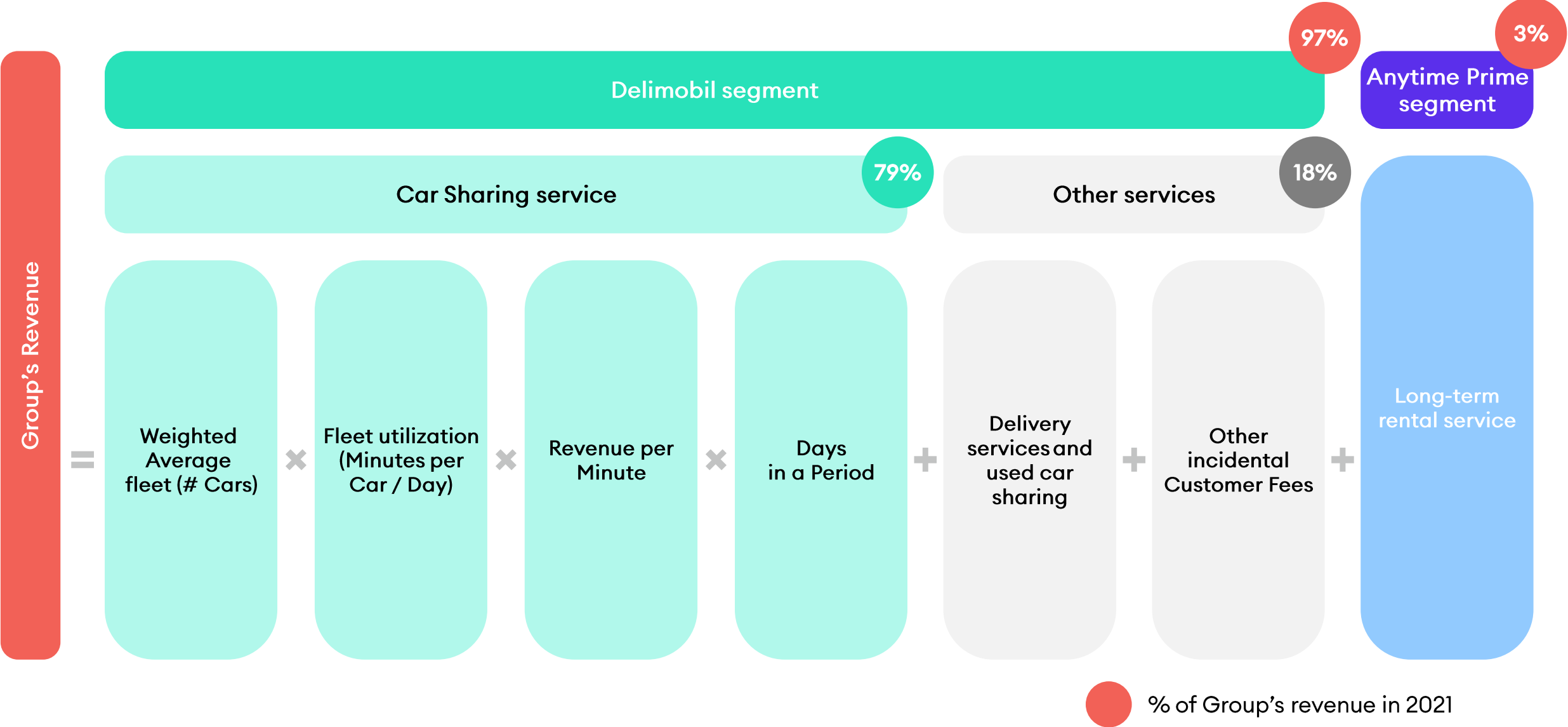
- 1 Long-term Car Rentals and Subscription
- 2 Corporate Car Sharing
- 3 SMM Services to 3rd Parties

Source: Company information, Rosstat.  
 Notes: (1) Total population of Russian cities with 0.5mn+ people. (2) In the Russian car sharing market in December 2020 as per Tiburon Brand Health Research.

# Key operating and financial metrics



# Financial results: revenue structure



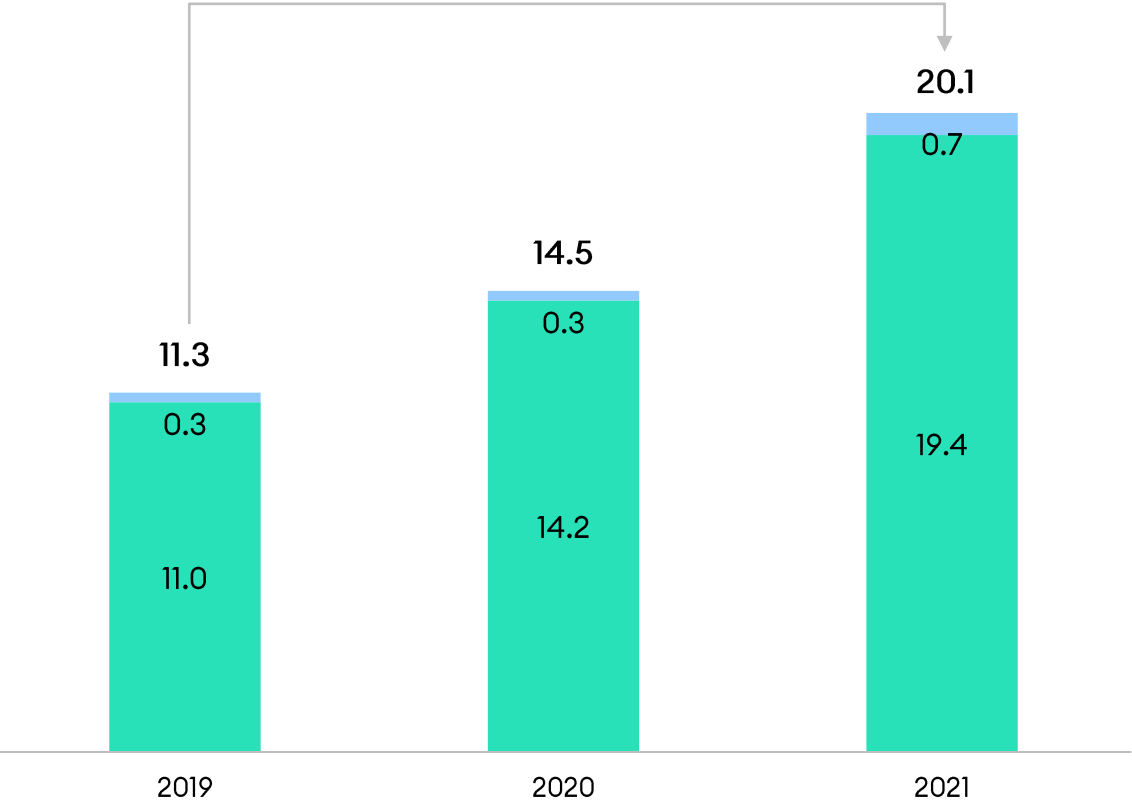
Source: Company information, combined and consolidated financial statements of Delimobil Holding S.A. in accordance with IFRS .

# Rapidly Growing Fleet...

## Fleet Size, EoP

Cars, k

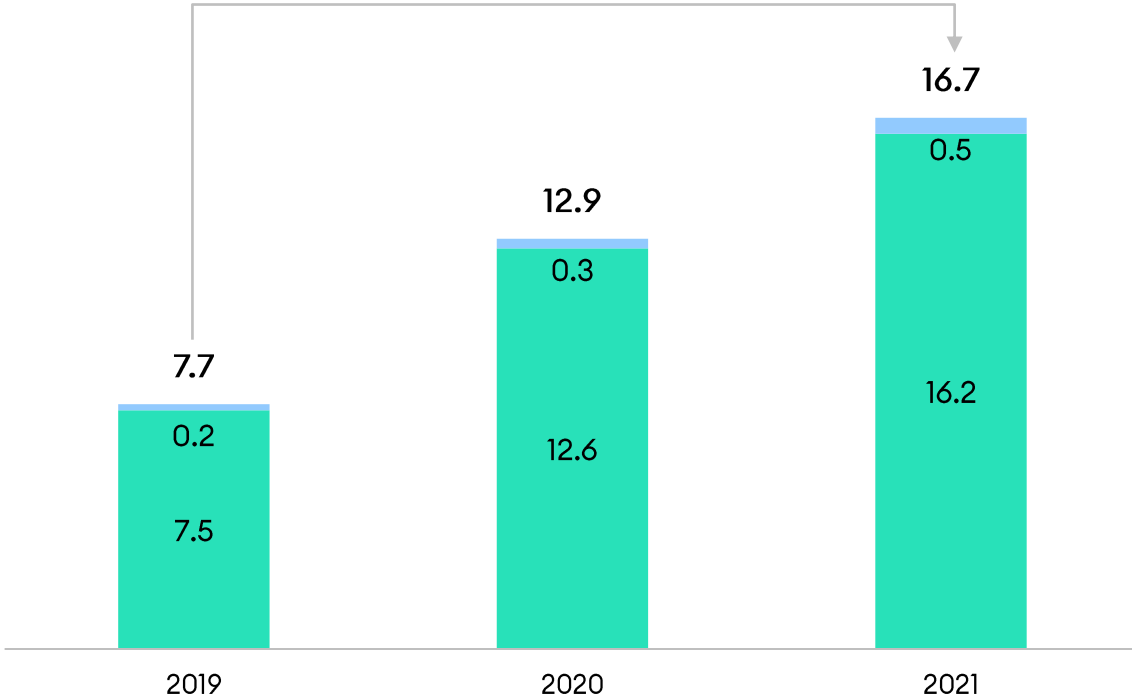
CAGR 2019 - 2021: +33%



## Fleet Size, Weighted Average<sup>(1)</sup>

Cars, k

CAGR 2019 - 2021: +47%



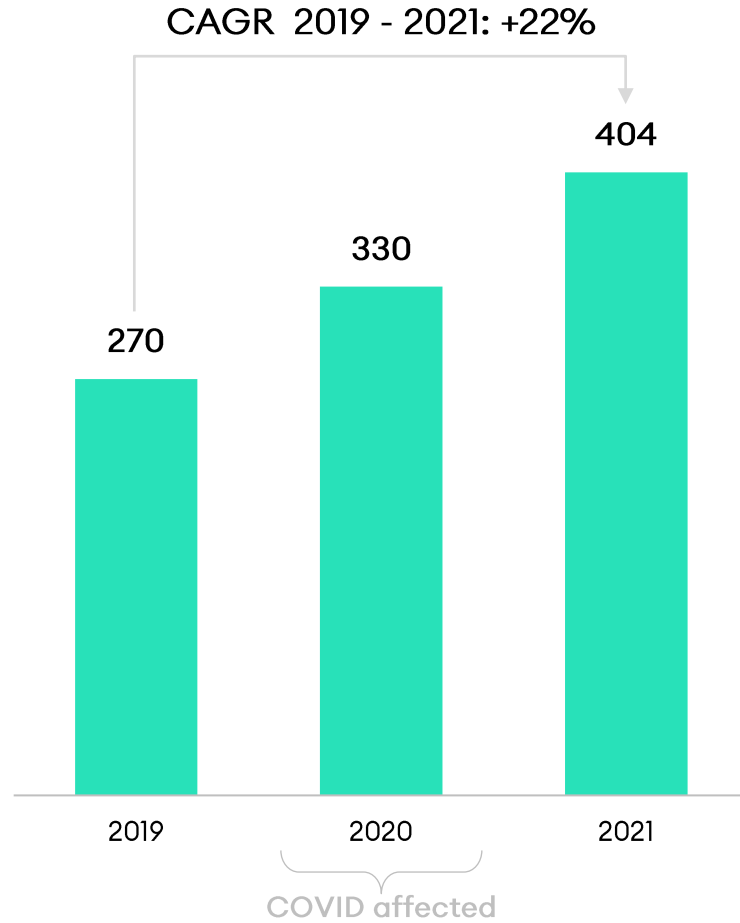
■ Car Sharing Service ■ Long-term Rental Services

Source: Company information, combined and consolidated financial statements in accordance with IFRS.

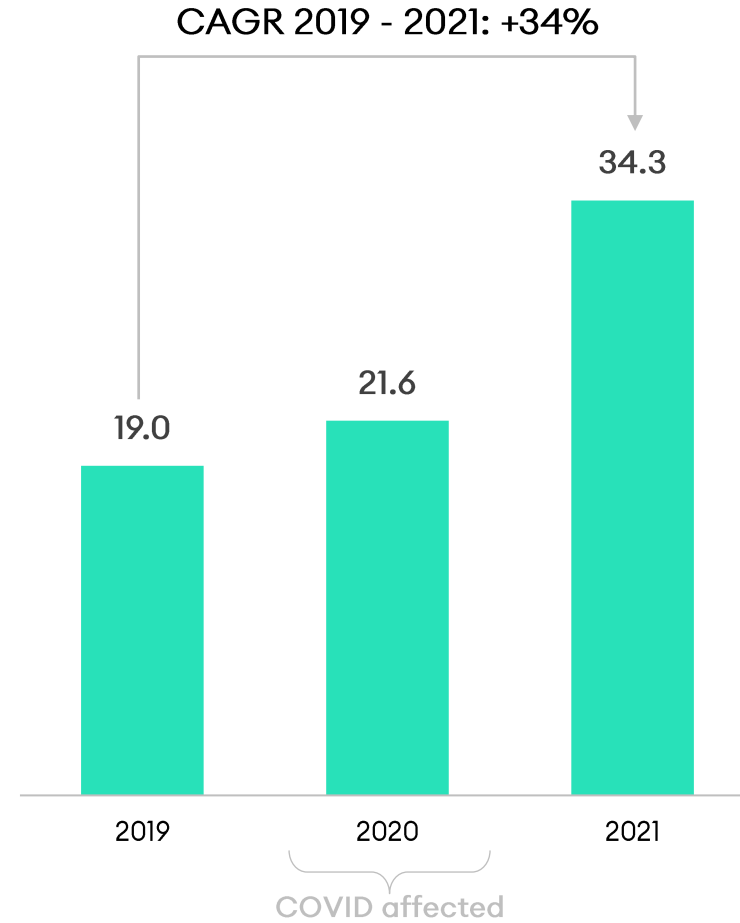
Notes: (1) Represents the average number of vehicles that constituted our car sharing fleet in a given period, calculated as the sum of the number of days each vehicle was part of our fleet divided by the number of calendar days in the given period.

# ...And User Base Expansion...

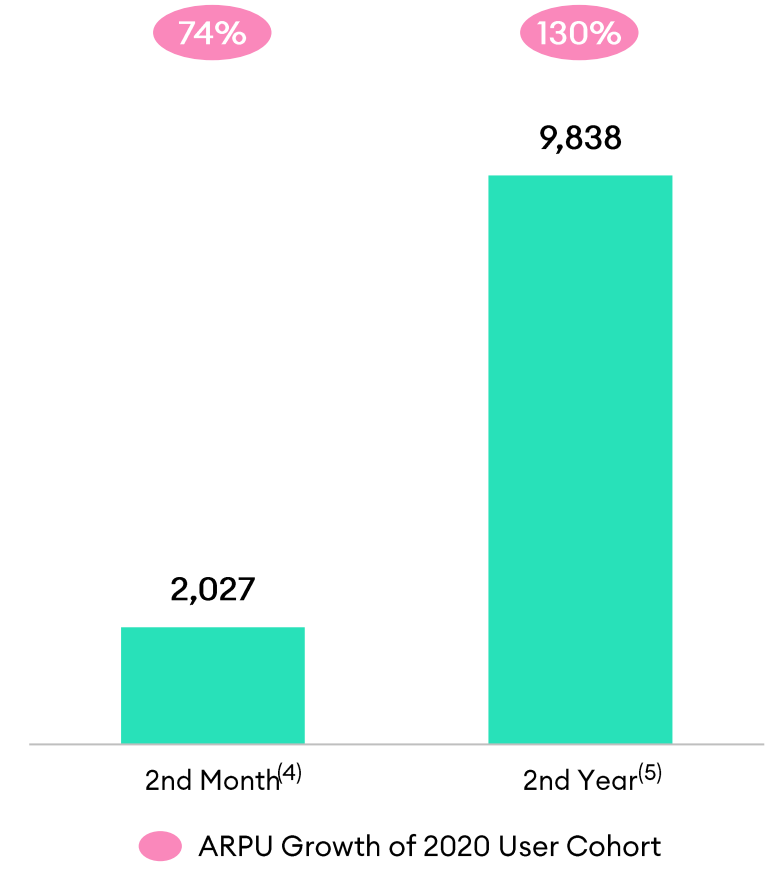
MAU<sup>(1)</sup>  
K



Trips<sup>(2)</sup>  
Mn



ARPU<sup>(3)</sup> of 2020 User Cohort  
RUB



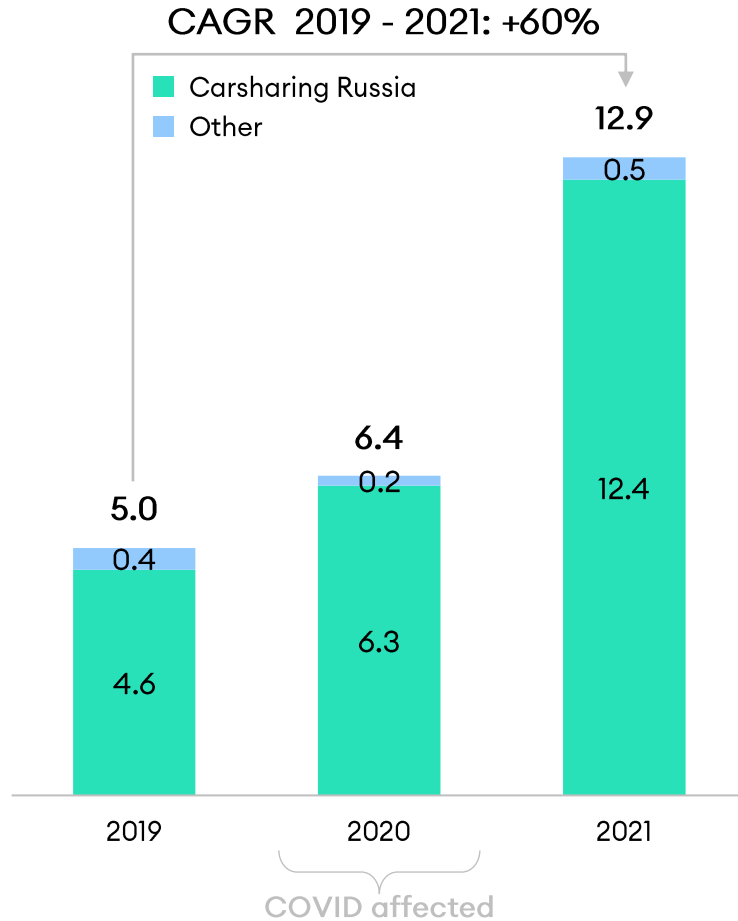
Source: Company information, combined and consolidated financial statements in accordance with IFRS.

Notes: All data for Delimobil segment only. (1) Monthly Active Users (MAU) is the total number of unique customers who completed at least one trip per month using our car sharing fleet calculated as an average over the reporting period. (2) Total Trips is the total number of trips completed by customers using our car sharing fleet in a given period. A trip lasts from the moment a customer books a vehicle until the moment the customer signals the completion of their journey on the Delimobil app. (3) Calculated by dividing the revenue generated from users of our car sharing service for a given period by the total number of unique users of this service over the given period. (4) Based on users from 2020 monthly user cohorts who completed at least one trip in any second month in 2020. (5) Based on users from 2020 user cohort who completed at least one trip in 2021.

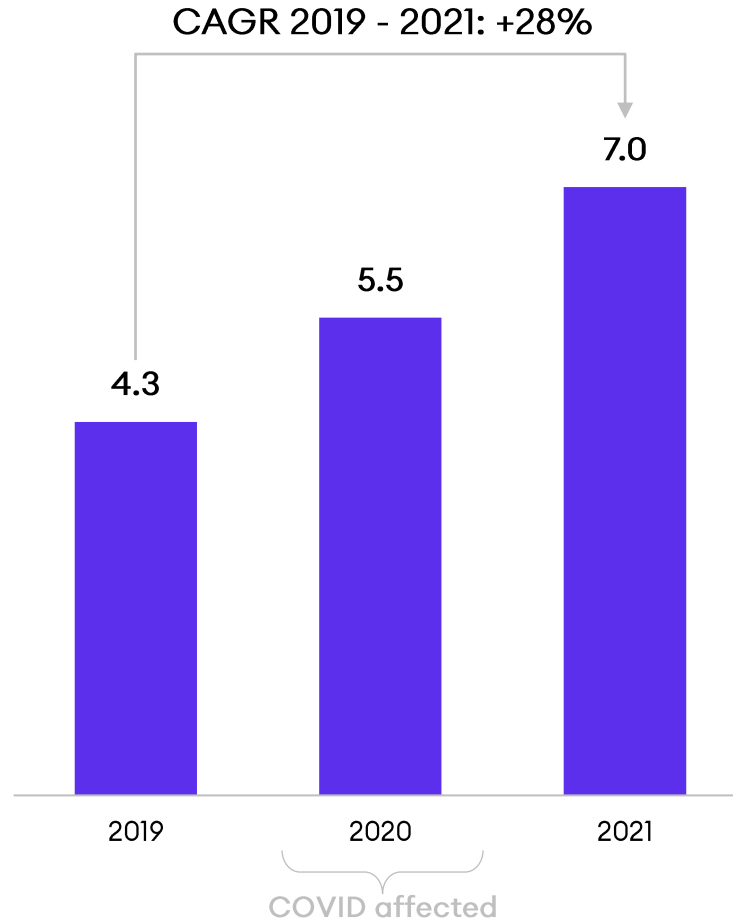


# ...Translated into Strong Topline Performance

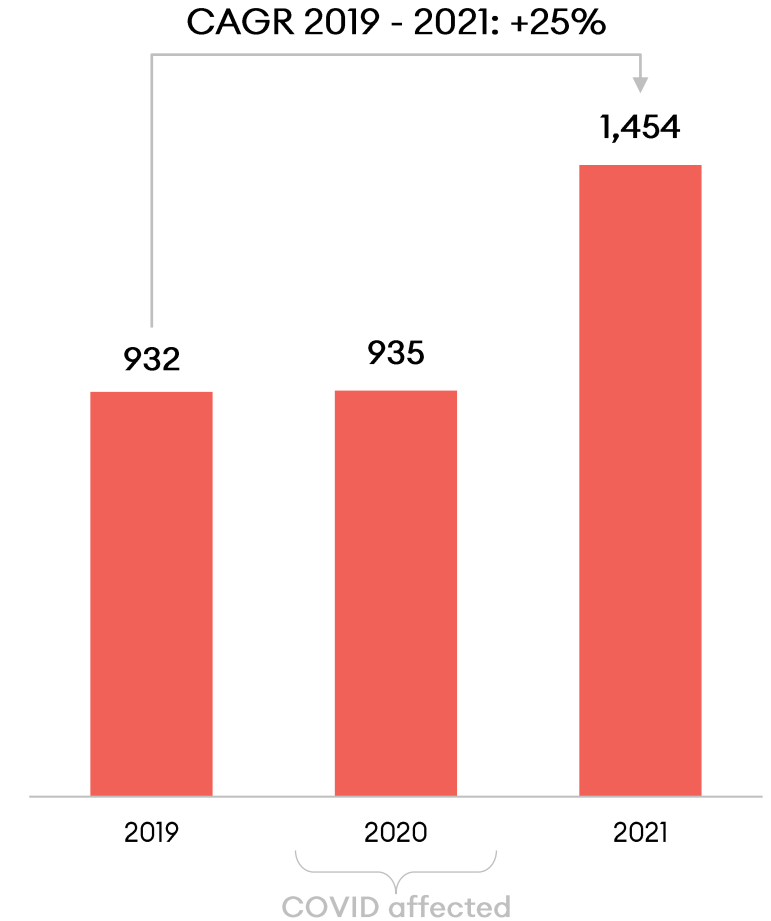
Revenue  
RUBbn



Revenue per Minute<sup>(1)</sup>  
RUB



Total minutes sold<sup>(2)</sup>  
Mn

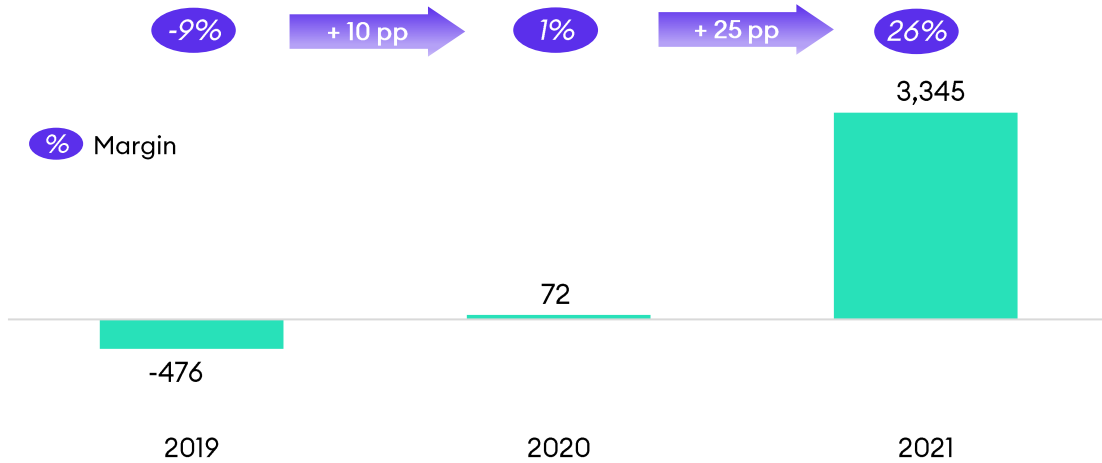


Source: Company information, combined and consolidated financial statements in accordance with IFRS.

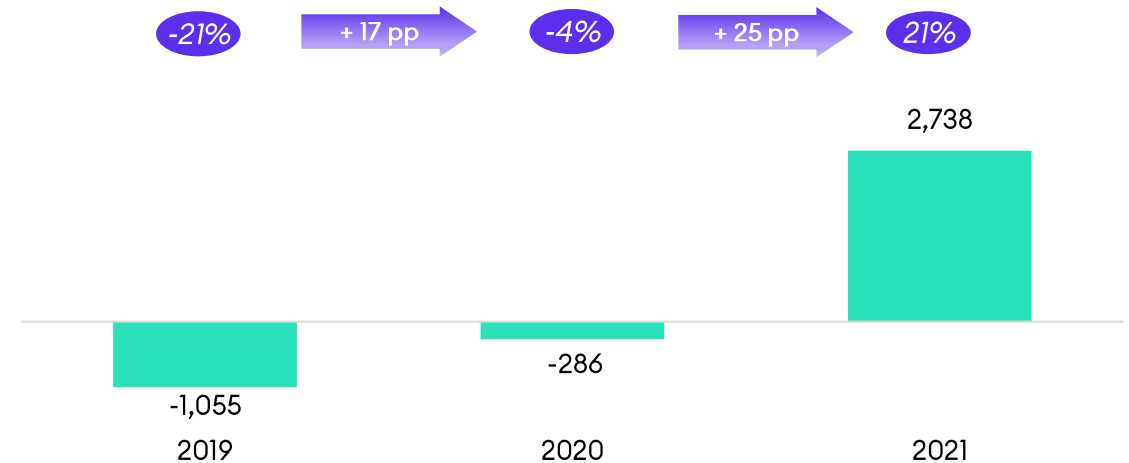
Notes: (1) Car sharing services in Delimobil segment only, calculated as revenue over total minutes sold. For reference, revenue from car sharing services was RUB4,279mn in 2019 (including RUB283 in Anytime segment), RUB5,170mn in 2020 (o/w null in Anytime segment) and RUB10,135mn in 2021 (o/w null in Anytime segment). (2) Total Minutes Sold is the total number of minutes that customers were charged for using our car sharing service in Delimobil segment in a given period.

# Profitability metrics and costs structure

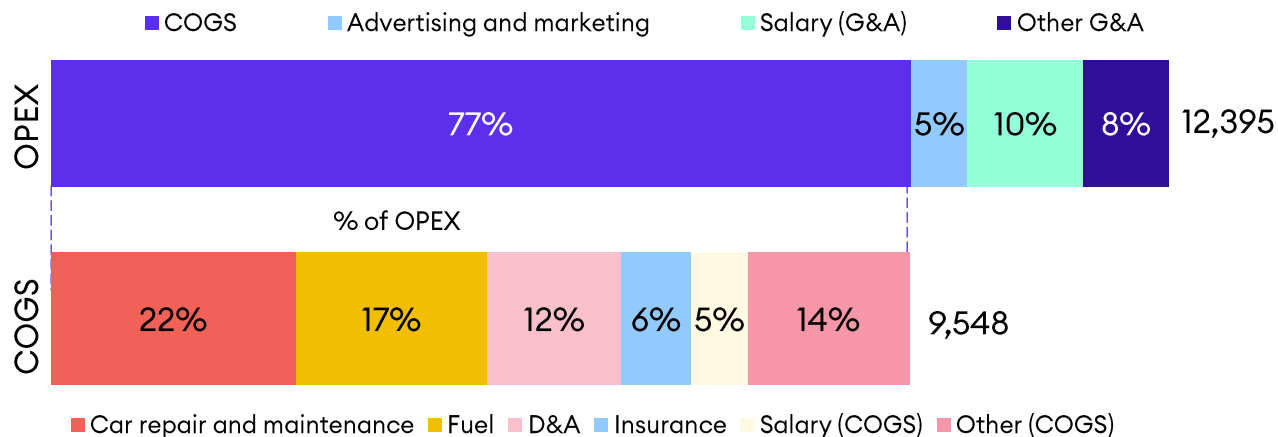
## Gross Profit RUBmn



## Adj. EBITDA<sup>(1)</sup> RUBmn



## Operating costs structure in 2021<sup>(2)</sup> RUBmn



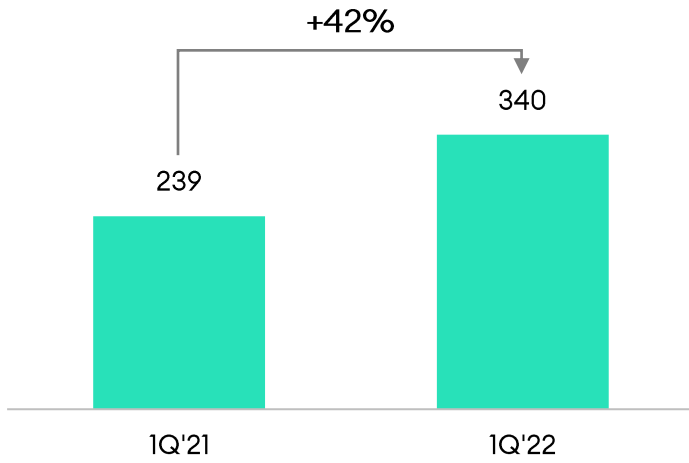
- The Group managed to achieve positive gross profit in 2020 and 2021, and adj. EBITDA in 2021 due to revenue growth and continuous cost optimizing, as well as the implementation of operating leverage in the process of business scaling, in particular:
  - reduced vehicle maintenance costs as a result of fleet growth (e.g. reduced logistics costs for transportation and movement between vehicles)
  - obtaining additional discounts for the purchase of spare parts and fuel from suppliers
  - effective marketing budget management, etc.
- In the structure of the Company's operating expenses, the main cost items are the fleet repair and maintenance, fuel and employee benefits and social contributions.

Source: Company information, combined and consolidated financial statements in accordance with IFRS for 2020 and 2021

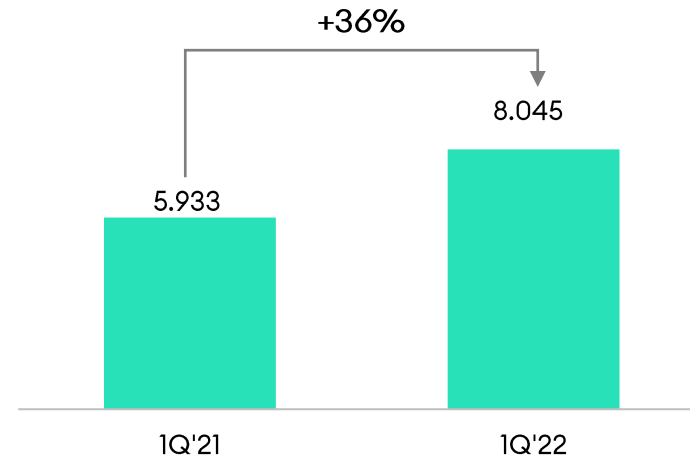
Notes: (1) Adjusted EBITDA is defined as loss for the period adjusted for: (i) income tax benefit, (ii) finance costs, (iii) finance income, (iv) impairment of a right-of-use asset, (v) VAT write-off, (vi) loss on lease terminations, (vii) impairment of property, plant and equipment, (viii) (gain)/loss on disposal of property, plant and equipment, net, (ix) reversal of an impairment loss on a right-of-use asset, (x) subsidies received, (xi) insurance compensation received for damage of vehicles, (xii) reversal of impairment loss on property, plant and equipment, (xiii) depreciation of property, plant and equipment, (xiv) amortization of intangible assets, (xv) depreciation of right-of-use assets and (xvi) following the adoption of our Phantom Share Plan, share-based expenses. (2) % of operating costs

# 1Q'22 results and projections for 2022

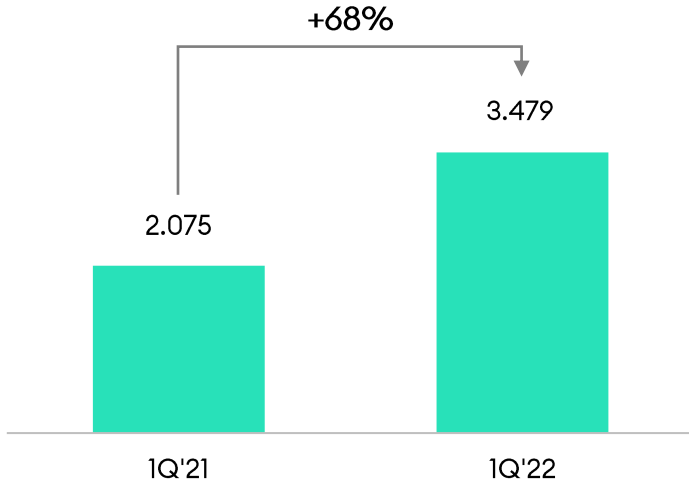
Total minutes sold<sup>(1)</sup>  
Mn



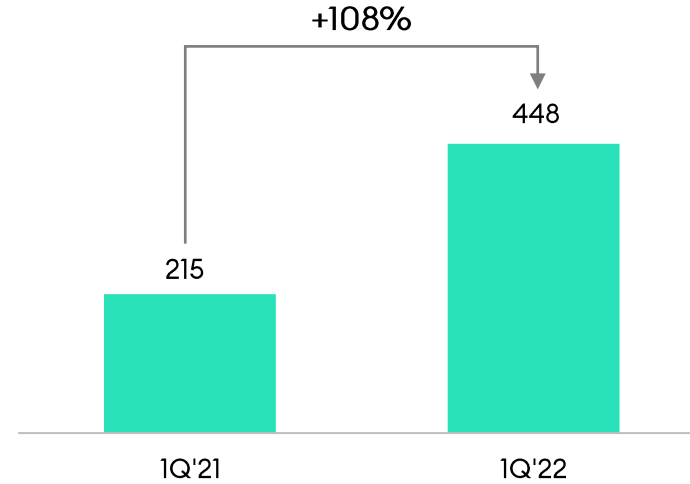
Trips<sup>(1)</sup>  
K



Revenue<sup>(2)</sup>  
RUBmn



Adj. EBITDA<sup>(2)</sup>  
RUBmn



Guidance for the key metrics for FY 2022<sup>(2)</sup>

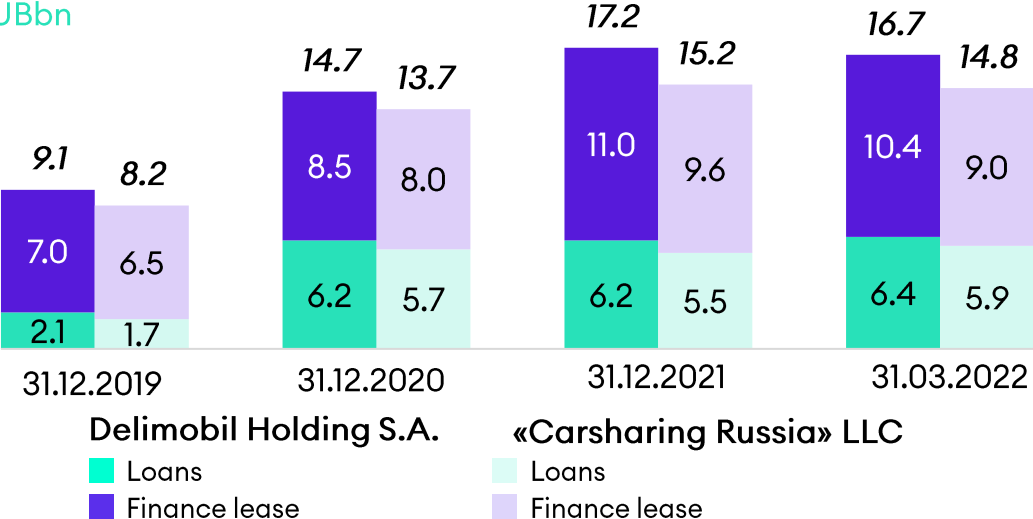
Metric	2022F
Fleet, Weighted Average, k cars	20.0
Revenue, RUBbn	18.4
Gross Profit, RUBbn	4.7
Adj. EBITDA, RUBbn	4.7
Adj. EBITDA margin	25%

Source: Company information, financial statements in accordance with IFRS.  
Notes: (1) Delimobil segment only. (2) Financial statements in accordance with IFRS.

# Financial Position Overview

## Debt dynamics

RUBbn



- All Group’s borrowings are received from related parties (shareholder loans). Interest is accrued but not paid
- In June 2021, Delimobil Holding S.A. entered into a shareholder’s agreement (the «SHA») with its shareholders. The SHA contains a put option granted to Nevsky Property Finance Limited (NPFL) for the period from 1.07.2023 and to 31.12.2023 (both dates inclusive). Under such put option NPFL has a right to require the Company to purchase all of the shares held by NPFL (fair value measurement of financial liability ~ RUB 6.5 bn) in case an IPO is not occurred before 30.06.2023
- Under this agreement the obligation is not related to «Carsharing Russia» LLC. Moreover Group’s major shareholder bears subsidiary liability for it and is ready to convert the Company’s shareholder loans into equity in the event of claims from the NPFL (in terms of the fulfillment of this requirement by the shareholder)

## Financial Position Overview<sup>(1)</sup>

Leasing: 15,286 cars

Own: 4,273 cars

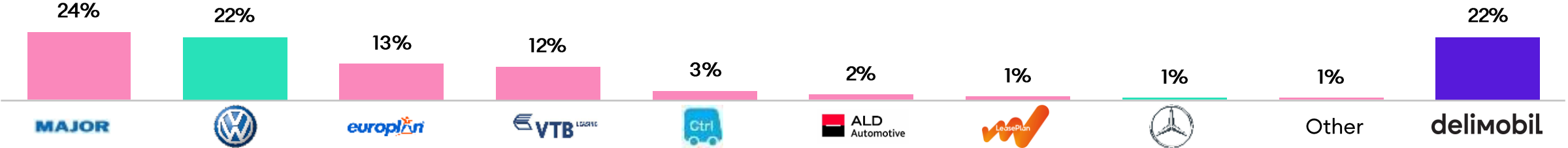
### Leasing Terms

**14-15%**  
Lease Rate in RUB

**0%-10%**  
Down Payment

**1.2-1.5 RUBk**  
Balloon payment

**3 years**  
Average Lease Term



Source: Company information, combined and consolidated financial statements in accordance with IFRS. Notes: (1) As of 31 March 2022.

# Key Takeaways

Significant TAM  
Opportunity

Leading Car Sharing  
Service in Russia

Extensive  
Operational and Tech  
Capabilities

Loyal Customer Base  
and Seamless User  
Experience

Stable Growth and  
Progress Towards  
Profitability

Founder-supported  
Management Team  
with Impressive Track  
Record

**Thank you!**

**delimobil**