

Arrive e

UNLIMITED

Membership Ride Share

PRESENTATION

**Employees
that do not
drive or have
a car need a
way to get
to work.**



Transportation is a Huge Problem for Service Workers



“As the hotel industry, we have long recognized the limited options available to our employees for affordable, reliable, and efficient transportation.”



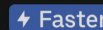


–Andrea O’Hara, Executive Director, Hotel & Lodging Association of Greater Kansas City

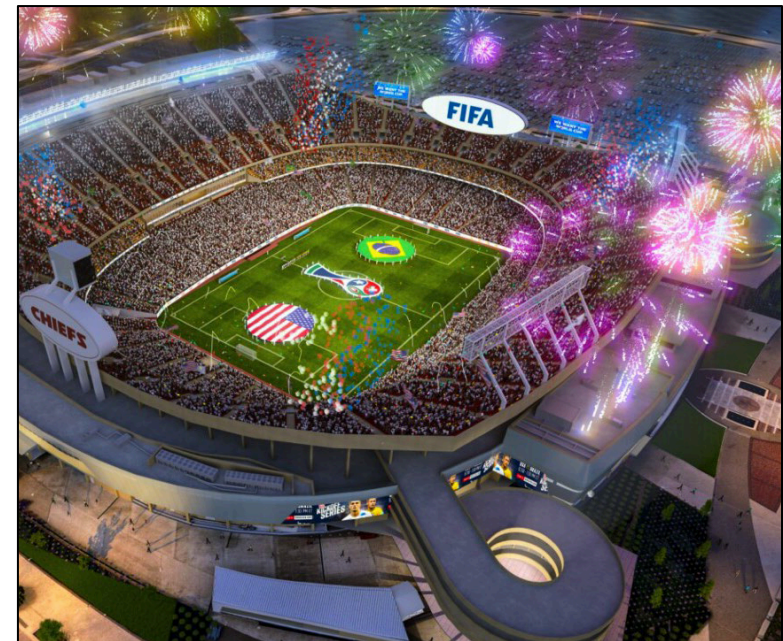
Many workers spend \$500+/month on rides/bus/walking (have to work just to get to work)

Ride Fares & Pickup Times Increase 2-5X During Peak Times, Events, Tourism & Bad Weather



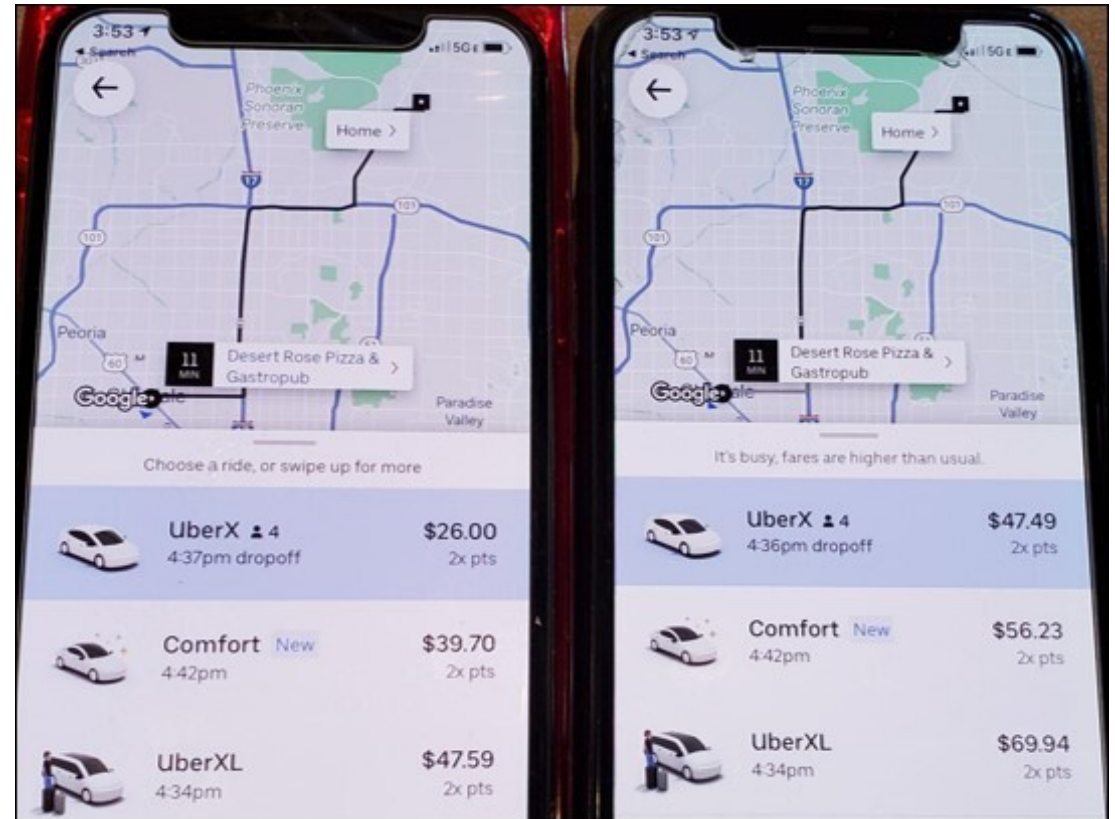
It's busy, fares are higher than usual.

	Comfort  4	\$82.14
	6:48 PM • 12 min away	
		
	UberXL	\$93.93
	6:50 PM • 14 min away	
	UberX	\$73.99
	6:53 PM • 17 min away	



Service Workers Without Cars Still Need An Affordable Way to Get to Work

In a perfect world, riders could get unlimited rides for a fixed monthly rate without having to worry about changing prices and unpredictable experiences.



\$26-47 for same Uber ride

Unlimited Ride Memberships Save Riders \$100s/month

UNLIMITED
NIGHTS
\$99/month
\$29/week

UNLIMITED
DAYTIME
\$199/month
\$49/week

UNLIMITED
ANYTIME
\$249/month
\$59/week

Unlimited On-Demand & Reserved Rides

“Arrive is precisely the kind of forward-thinking approach our industry needs.” –Andrea O’Hara, Kansas City Hotel Association

How Arrive Unlimited Works

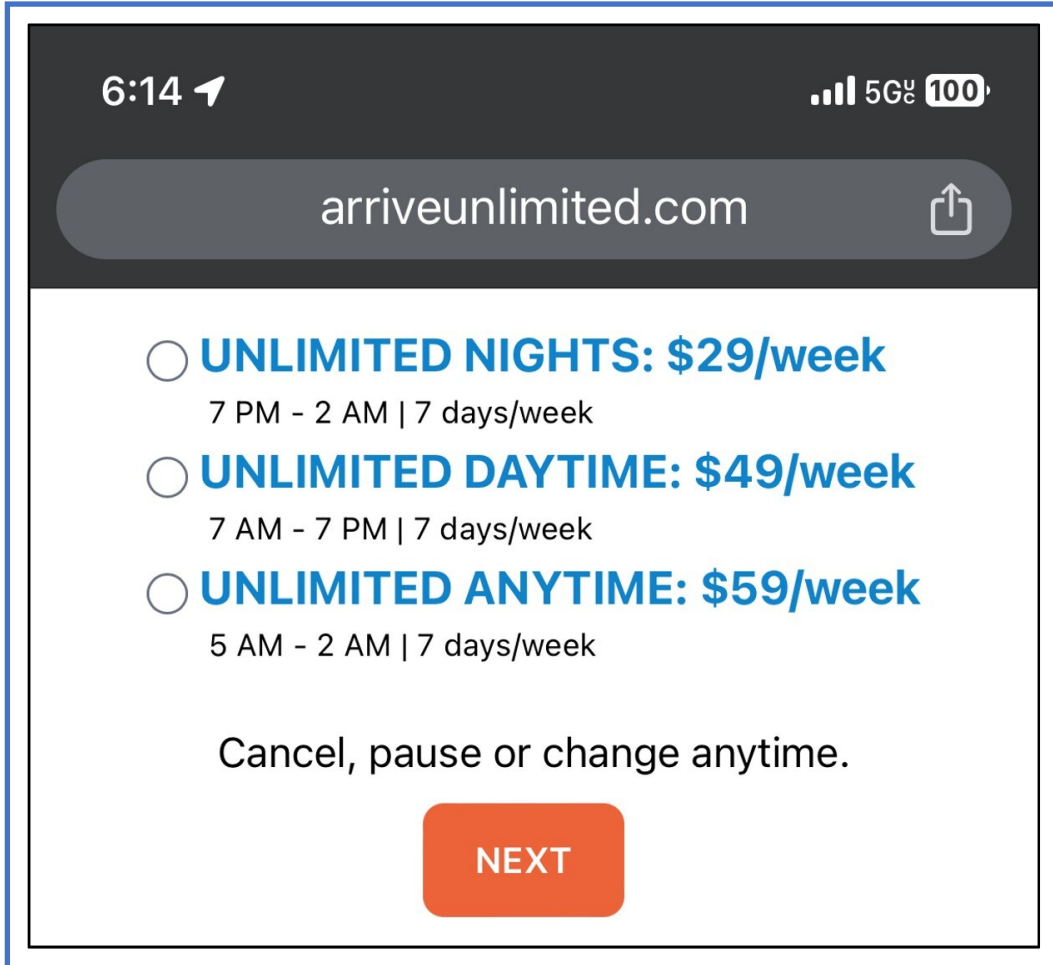
- 1. Book on-demand or reserved rides via mobile app.**
- 2. Unlimited rides are included at no extra charge** during your membership times.
- 3. Door-to-door service** is the goal, but we will do our best to get you as close as possible when roads are closed.
- 4. Rides are private** (not shared with unknown passengers—only passengers you choose to bring—up to four total riders).
- 5. Pickup times for on-demand rides are generally within 5-15 minutes**, but can be higher during peak times, bad weather and other circumstances.
- 6. More specific estimated pickup time alerts will be sent after the ride is booked.**
- 7. Reserved rides include more precise pickup times.**
- 8. Change, pause or cancel your membership anytime.**

Other Membership Benefits/Info

- 1. Ride service is available 365 days/year.**
- 2. Drivers are vetted/safe/trained hourly paid employees.**
- 3. Vehicles are under 10 years old with all-wheel drive and leather interior.**
- 4. Riders may rate pickup time, driver and vehicle cleanliness.**
- 5. Rides must begin and end in our service area and applicable service times.**
- 6. Wait time, stops, cancellation fees and optional tipping are extra.**
- 7. Pricing and service area/times are subject to change.**

Riders Sign Up for Arrive Memberships at ArriveUnlimited.com

Pre-Launch Signups with Credit Cards



Membership	Price	Signups	MRR	ARR
Unlimited Anytime [W]	\$59	8	\$2,045	\$24,544
Unlimited Daytime [W]	\$49	3	\$637	\$7,644
Unlimited Nights [W]	\$29	2	\$251	\$3,016
Unlimited Nights [M]	\$99	1	\$99	\$1,188
Unlimited Daytime [M]	\$199	0	\$0	\$0
Unlimited Anytime [M]	\$249	0	\$0	\$0
\$7 Rides [DC]	\$7	5	\$35	\$420
\$9 Rides [DC]	\$9	5	\$45	\$540
\$1/min Rides [DC]	\$3	1	\$3	\$36
Other Accounts Created	\$0	33	\$0	\$0
		58	\$3,116	\$37,388

[W] = Weekly Memberships | [M] = Monthly Memberships | [DC] = Discontinued

Free/Low-Cost Ways We Are Getting Memberships

Promoting Arrive Unlimited to:

- **Hospitality Businesses** who are promoting Arrive to their employees
- **Trade Associations** who are promoting Arrive to member businesses and in turn their employees
- **Social Media Users**
- **Unhappy Riders** (Uber/Lyft/Bus/Street Car/IRIS)
- **Happy Riders & Drivers Will Tell Co-Workers, Friends & Family About Arrive (after launch)**
- **Enable Employers to Subsidize Memberships** (coming later)

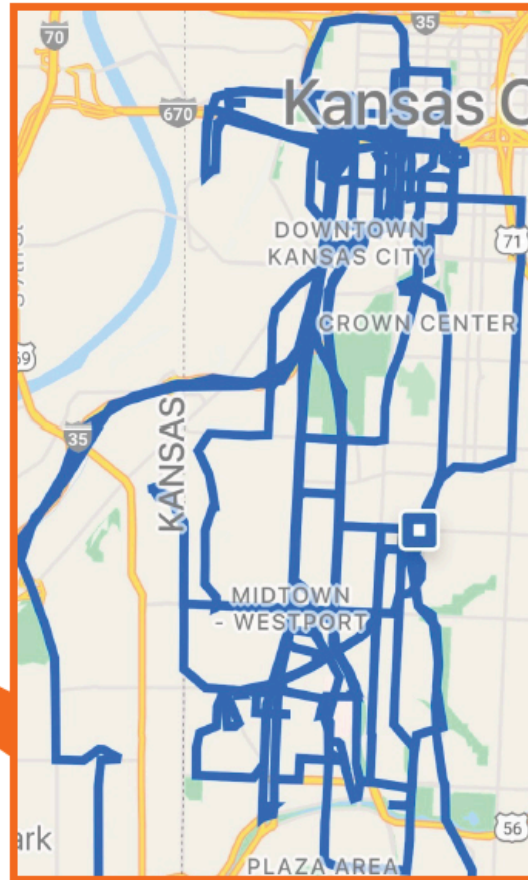
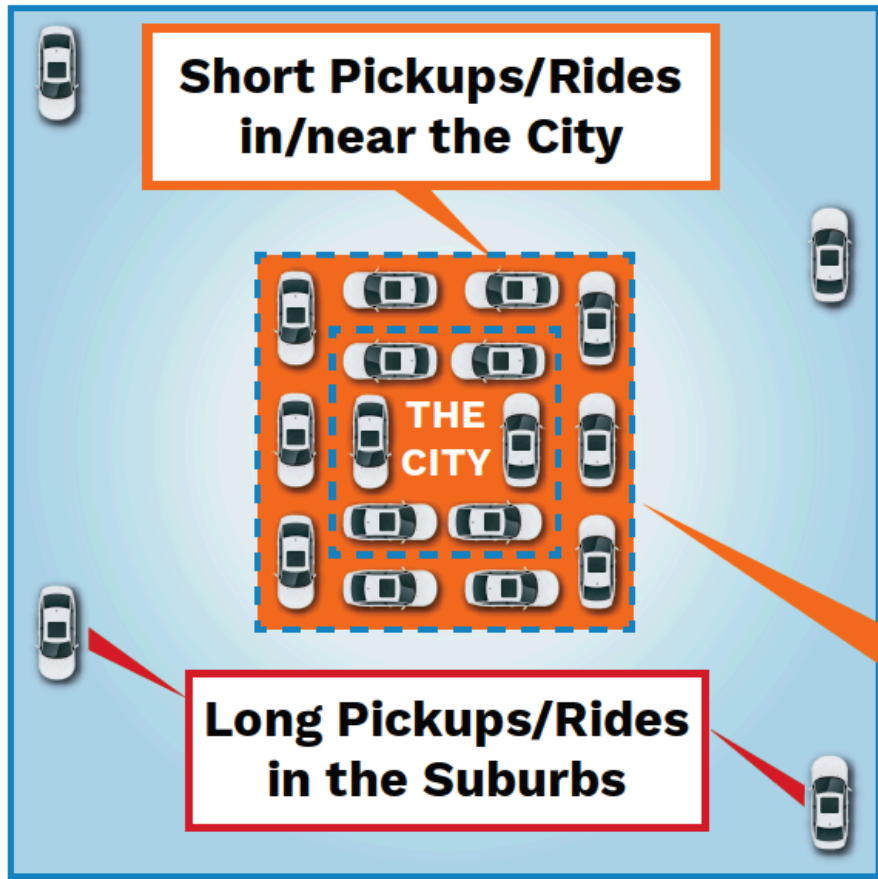


Arrive Was Inspired by Giving 10,000+ Uber Rides & Identifying Common Characteristics Among Daily/Target Riders

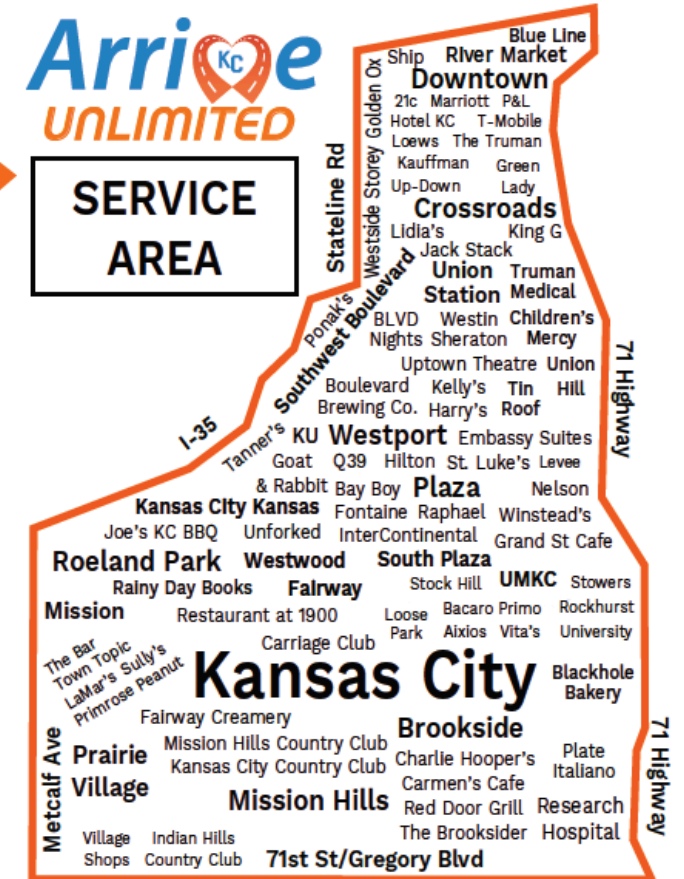
SURVEYS FROM ARRIVE UNLIMITED MEMBERS	Kristin	Wendy	Chris
Work Hospitality Job	✓	✓	✓
Have a Car	✗	✗	✗
Spend \$500/month on Uber/Lyft & Ride Daily	✓	✓	✓
Top Priorities: Cost/Reliability/Safety/Cleanliness	✓	✓	✓
Live & Work in the City (Arrive Service Area)	✓	✓	✓
Signed Up for Most Expensive Arrive Membership	✓	✓	✓
Willing to Refer Arrive to Friends/Co-Workers	✓	✓	✓

Arrive Service Area/Times, Memberships/Pricing & Messaging Were Refined Numerous Times based on Post-Signup Surveys to Achieve Product-Market Fit

Initial Service Area Was Created Based on Thousands of Rides & Surveys



≈5 Uber Rides/Hour



Riders Are Excited to Start Using Their Arrive Memberships

“I can't wait to try it out!” —Kristin, restaurant employee
signed up for Arrive Unlimited Anytime membership

***“I would love to use [Arrive] because I'm using ride
share apps on a regular basis to get to and from work.***

[Arrive] is an amazing concept! —Wendy, hotel manager,
signed up for Arrive Unlimited Anytime membership

***“What a fantastic concept & way over due! Absolutely
will share with others.”*** —Terri, hotel manager

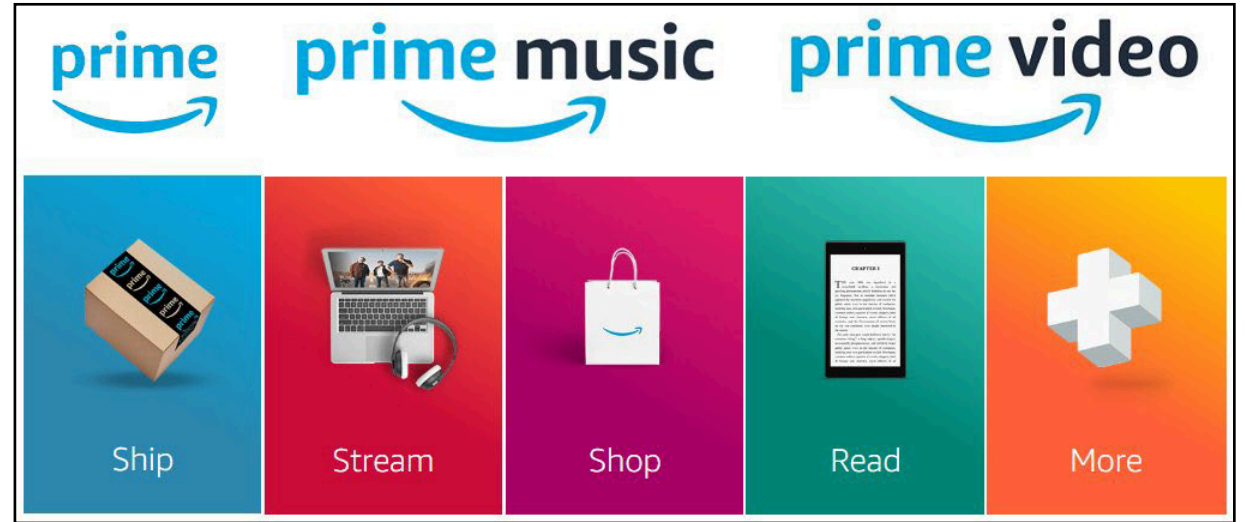


Employers Are Promoting Arrive to Their Employees

“I wanted to express the Missouri Restaurant Association's enthusiasm and support for Arrive Unlimited. This... is exactly what the restaurant industry employees have been looking for. I have pitched the idea to many of our restaurants and their employees with overwhelming success. The questions from employees are “where can I sign up?” and “can I start this week?” Employers are asking if they can subsidize the weekly costs. **The Restaurant Association will gladly promote [Arrive] to all our restaurants and employees.**”

—Buddy Lahl, CEO - Missouri Restaurant Association

Price Increases Offset by More Service Area/Benefits



- Each price increase was offset by more value, making it harder to leave
- Once Prime members, Amazon became the default choice for customers
- More members → More revenue → More benefits → More members

Uber Addresses Driver Supply First with Expensive Bonuses

Recruiting Bonuses

Complete a set number of rides within 30 days and we'll guarantee you'll make a set amount of money. Offer ends Apr 20 and applies to rides only in Dallas-Fort Worth.

\$2,222
220 rides

\$1,212
120 rides

Referral/Retention

Invite friends

INVITE FRIENDS

Refer a new Lawrence driver and get a bonus up to \$600

Get started

Former Lyft drivers \$600

Quest/Boost Bonuses

Complete 40 trips to get \$65 extra...

Prefer a different Quest? Tap to change your offer.

Saturday, Apr 13

9:00 PM - 10:00 PM

You're confirmed for \$2.50 extra on every trip

Boost+

App Push Alerts

10:46

Uber Driver

Plan now 2h ago
High expected earnings in Downtown Kansas City from 1 PM to 6 PM today. Learn more.

High earnings alert 3h ago
The Northland is expected to have high earnings for the next hour, so head out now to maximize your earnings potential.

High earnings al... Yesterday, 9:54 PM
Downtown Kansas City is expected to have high earnings for the next hour, so head out now to maximize your earnings potential.

High earnings al... Yesterday, 6:49 PM
Downtown Kansas City is expected to have high earnings for the next hour, so head out now to maximize your earnings potential.


Uber has to provide bonuses and focus on the supply side first

because [97% of drivers quit](#) within a year – and this often leads to supply & demand imbalances – as [99%](#) of Uber rides are booked *on-demand* – leading to long ride pickup times (supply too low) or paying drivers too much (resulting in cumulative [LOSSES OF \\$30 BILLION](#)).







Arrive Addresses Demand First to Schedule Drivers Accordingly

by having riders submit their anticipated ride needs in advance so Arrive can schedule drivers (supply) based on riders' needs (demand) – leading to a well-balanced, efficient ride service

Please enter your anticipated ride needs
so we can have drivers available quicker when you need them


 **Reservations are recommended for time-sensitive rides** as on-demand rides can have pickup times of 15+ mins during peak times or bad weather

Your Upcoming Rides

	Every Mon-Fri at 8:00 AM HOME 1 to WORK 1 starts Mon 10/7/2024		
	Every Mon-Fri at 5:30 PM WORK 1 to HOME 2 starts Mon 10/7/2024		

Confirm Anticipated Ride Need

Starting Mon 10/7/2024
You ANTICIPATE needing a ride at 5:30 PM
EVERY Monday-Friday
at WORK 1 (1444 Grand Blvd)
going to HOME 1 (1060 W. Addison)

 **THIS IS NOT A RESERVED RIDE** but will help reduce your wait time. **Please book an On-Demand ride when you are ready to go.**

Screen Views (wireframes) from Arrive's Rider App Initial Open Setup Process

ARRIVE UNLIMITED'S MODEL REQUIRES:

- **Trained Employee Drivers** that accept/complete every ride
- **Unlimited Rides for Fixed Monthly Rate** and hourly pay
- **Daily Riders** that stay in their small "bubble" (area)
- **All-Wheel Drive Vehicles** for safety/high efficiency

GOES AGAINST EVERYTHING UBER HAS FOUGHT FOR:

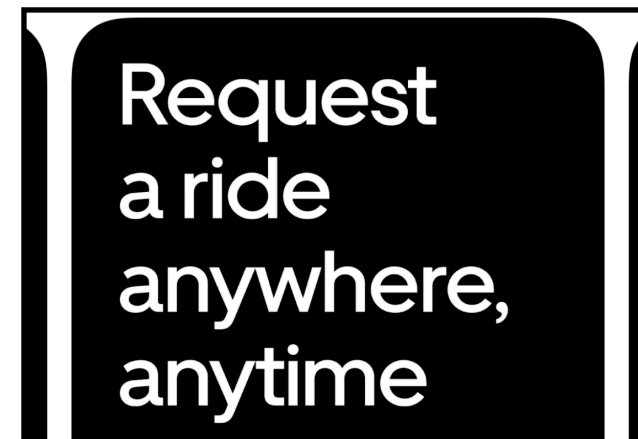
- **Contract Drivers** that can't legally be required to do anything, often decline/cancel and give unsafe rides and most quit in a year
- **Pricing/Pay Discrimination** to squeeze every penny per ride
- **No Constraints & Low Car/Driver Standards** to enable enormous scale to cover huge complexity & 30K employees

Here's What Could Sink Uber, According to Uber

By Bryan Menegus

Published April 11, 2019 | Comments (36)

*"Uber would be adversely affected if Drivers were classified as employees."*¹



Arrive Keeps Drivers Happy with Better Clientele, App & Hourly Pay

Drivers HATE Riders that (are)... Drivers LOVE Riders that (are)... Drivers HATE Uber on [Reddit](#)

❌ Not ready to go

❌ Disrespectful

❌ Entitled

❌ Obnoxious

❌ Don't tip

❌ Vape/smoke/stink

❌ Eat/drink/spill

❌ Drunk/vomit

✓ Ready to go

✓ Polite

✓ Appreciative

✓ Well-mannered

✓ Tip well




✓ Don't vape/smoke/stink

✓ Don't eat/drink/spill

✓ Sober

Many Riders Do These

Service Workers (Arrive Riders)

Posts	Comments	Media
 r/uberdrivers 123mistalee · 1y		
The last Uber update is terrible.		
81 upvotes · 173 comments		
 r/uberdrivers Stonewalled9999 · 8mo		
Wow uber sucks even more		
17 upvotes · 6 comments		
 r/uberdrivers hsimpkins82 · 1y		
Uber share is terrible		

150+ Driver Applicants / Most Are Comfortable Driving in Bad Weather / Nice AWD Vehicles / Excited About Arrive

Customers Do Not Speak Highly of Uber/Lyft

Skylar Romines @skylarromines

I'm a person who uses @Uber & @lyft a lot [terrible driver]

Over the past year or so, there has been a noticeable decline in the vehicles and drivers.

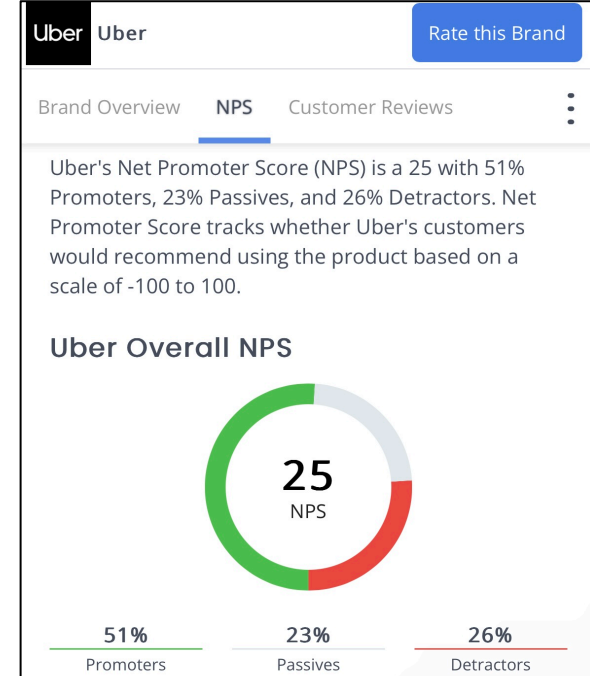
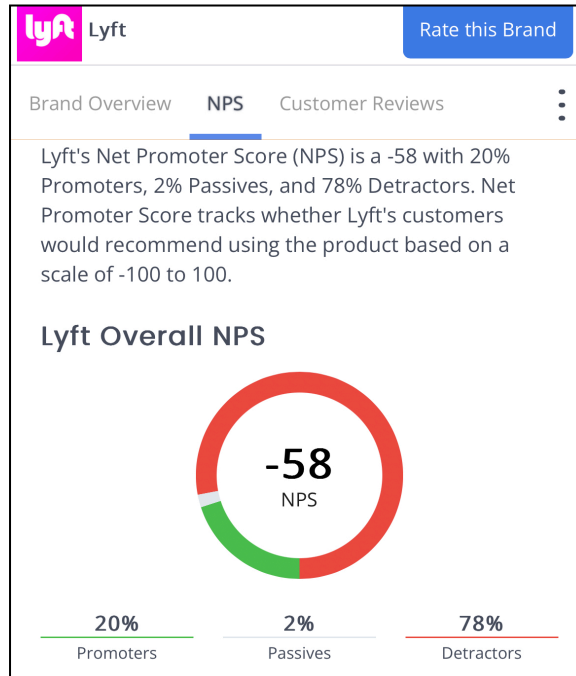
In the past when you paid for an 'extra comfort' or Uber black, it was consistently newer, clean vehicles.

Now it's common to have awful smells, dirty cars, unsafe drivers.

This seems to be true in almost every area I visit.

What's happened to the quality of these companies?

Seems like a huge opportunity for a competitor to charge a little more & guarantee a better quality, safer experience.



- NPS: Single survey question asking how likely someone would recommend a product/service to a friend/colleague
- Promoters - Detractors = NPS | Promoters = Rated 9 or 10 (likely to recommend) | Detractors = Rated 6 or lower

Net promoter scores provided by <https://Comparably.com>

NPS: https://en.wikipedia.org/wiki/Net_promoter_score


X: <https://x.com/skylarromines/status/1872786856036974962>

Declining Bus Service Creates Urgent Need for Arrive

THE STAR Log In | Subscribe

With bus system at risk of more cuts, some say KC needs regional way to pay for transit

By Mike Hendricks
Updated January 23, 2025 8:31 AM



Nic Miller, president and business agent for the union that represents bus drivers speaks at a rally on Wednesday, Jan. 22, 2025, outside the headquarters of the Kansas City Area Transportation Authority. Mike Hendricks *The Kansas City Star*

Post

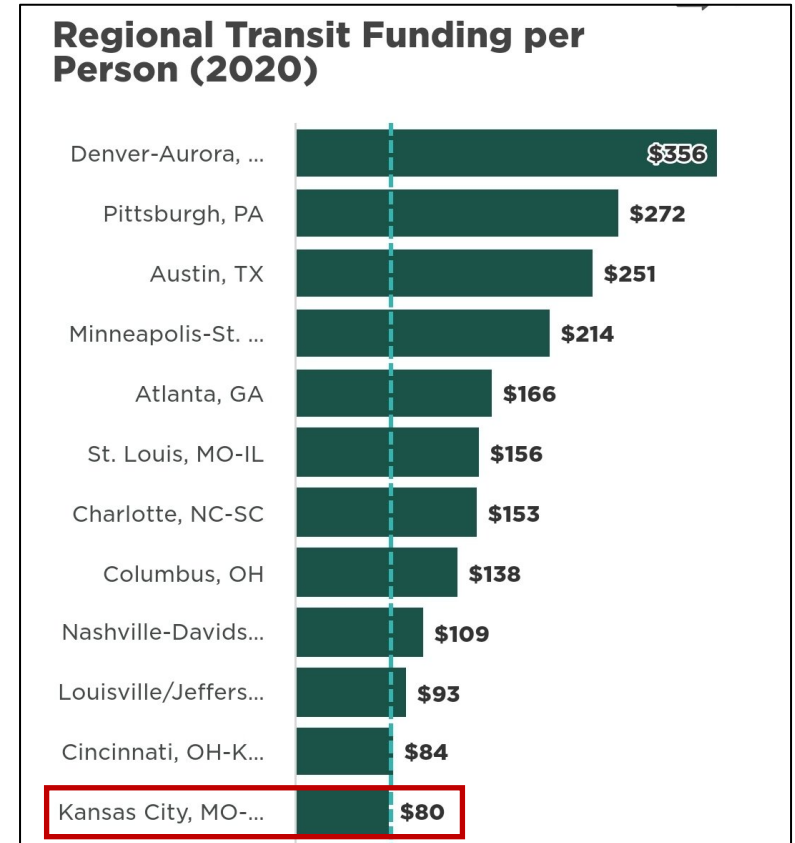
Matthew Calcara
@MattCalcara

If we want an effective transit system in KC we're going to have to pay for it.

Right now, we're skimping on transit spending and are getting what we pay for.

Source: *National Transit Database*

1:21 PM · Feb 2, 2024 · 217 Views



<https://www.kansascity.com/news/local/article298998410.html>

<https://x.com/mattcalcara/status/1753498933089681445?s=46>

Deck@ArriveUnlimited.com

AVs Are Slower, Costlier & Unlikely to Work in Midwest Weather



CNBC WATCH

AUTOS

Waymo vehicles pull over in California due to fog

PUBLISHED WED, APR 12 2023 11:48 AM EDT
UPDATED WED, APR 12 2023 11:52 AM EDT



CNBC WATCH LIVE

TECH

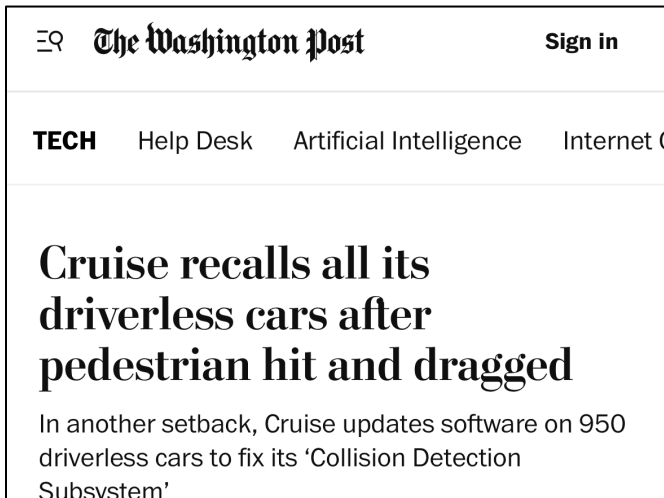
Cruise robotaxis blocked a road in San Francisco after a storm downed trees and wires

PUBLISHED WED, MAR 22 2023 7:58 PM EDT
UPDATED 4 HOURS AGO



The Washington Post Sign in

San Francisco sues California over 'unsafe,' 'disruptive' self-driving cars



The Washington Post Sign in

TECH Help Desk Artificial Intelligence Internet C

Cruise recalls all its driverless cars after pedestrian hit and dragged

In another setback, Cruise updates software on 950 driverless cars to fix its 'Collision Detection Subsystem'

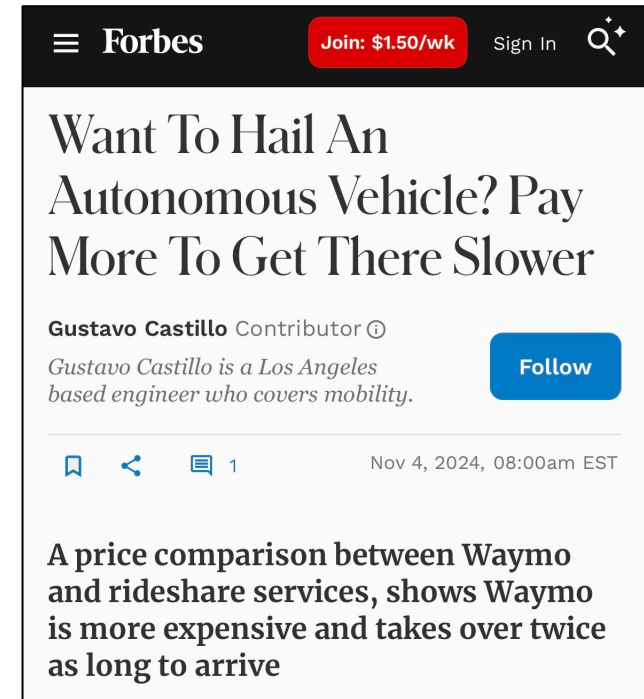


CNBC WATCH LIVE

TECH

California DMV suspends Cruise's self-driving car permits, effective immediately

PUBLISHED TUE, OCT 24 2023 1:55 PM EDT
UPDATED TUE, OCT 24 2023 4:29 PM EDT



Forbes Join: \$1.50/wk Sign In

Want To Hail An Autonomous Vehicle? Pay More To Get There Slower

Gustavo Castillo Contributor
Gustavo Castillo is a Los Angeles based engineer who covers mobility. Follow

Nov 4, 2024, 08:00am EST

A price comparison between Waymo and rideshare services, shows Waymo is more expensive and takes over twice as long to arrive

A Simple, Efficient Model Drives Predictable Profitability

Element	Benefit
Subscription Model	Predictable Revenue & Positive Cash Flow
Great Rider Clientele	Higher Driver Retention
Consistent Ride Patterns	Easier to Balance Supply & Demand
Driving Interviews	Hire Better/Safer Drivers
All-Wheel Drive Vehicles	Higher Ride Efficiency/Safety During Bad Weather
Safe Drivers/Vehicles	Fewer Car Accidents & Customer Service Issues
Fewer Accidents/CX Issues	Far Lower Customer Service/Insurance Costs
Nice Cars/Quick Pickups	Better Rider Satisfaction/Retention/WOM/CAC/LTV

Addressable Market

- Un-Walkable Cities
- Moderate Street Traffic
- 20 Mid-Cities in 5 Years
- Poor Public Transportation
- Extreme Weather & Terrain
- No Sales Tax/Light Regulation



Target Employees (Riders)

- Bars
- Cafés
- Hotels
- Salons
- Retailers
- Healthcare
- Restaurants
- Grocery Stores
- Essential Services
- Service Businesses

Employees That Live/Work in Arrive Service Areas

\$3 B

800K Service Workers (TAM)

\$400 MM

60K Do Not Drive (SAM)

\$100 MM ARR

20K Arrive Members In 5 Years (SOM)

Only Need 600 Members to be Profitable

Our plan is to launch with a good balance of riders & drivers to be profitable shortly after launching.

Market	Year	1	2	3	4	5
	Number of Arrive Cities	1	3	7	12	20
	Service Workers in Arrive Area (TAM)	50,000	130,000	290,000	420,000	600,000
	No Car & Spend \$500/mo. Uber (SAM)	4,000	11,000	26,000	40,000	60,000
	Capture Rate (SOM)	15%	23%	25%	28%	31%

Revenue	Monthly Members	600	2,500	6,500	11,000	19,000
	Monthly Revenue/Member	\$ 296	\$ 341	\$ 375	\$ 394	\$ 405
	Annual Member Revenue	\$ 2,100,000	\$ 10,000,000	\$ 29,000,000	\$ 50,000,000	\$ 90,000,000
	Wait Time/Cancelation Revenue	\$ 200,000	\$ 1,300,000	\$ 3,400,000	\$ 6,000,000	\$ 10,000,000
	TOTAL ANNUAL REVENUE	\$ 2,300,000	\$ 11,000,000	\$ 32,000,000	\$ 60,000,000	\$ 100,000,000

Supply & Demand	Average Weekly Rides/Member	12	12	12	12	12
	Total Weekly Rides	7,200	30,000	80,000	130,000	200,000
	Rides/Hour/Driver	5	5	5	5	5
	Weekly Drivers Needed	50	200	500	900	1,300
	Driver Hourly Rate (before FICA/Tips)	\$ 21	\$ 22	\$ 23	\$ 24	\$ 25
	Driver Hourly Rate (w/FICA+~\$12/hr tips)	\$ 22	\$ 23	\$ 24	\$ 26	\$ 27
	Annual Driver Comp	\$ 1,600,000	\$ 7,000,000	\$ 20,000,000	\$ 34,000,000	\$ 60,000,000

Profit	Driver Recruiting/Mgmt & Marketing	\$ 140,000	\$ 400,000	\$ 1,000,000	\$ 2,500,000	\$ 4,000,000
	Legal, Regs, Insurance & Accounting	\$ 280,000	\$ 1,300,000	\$ 3,300,000	\$ 8,300,000	\$ 12,000,000
	Development & Tech/Web Services	\$ 220,000	\$ 1,000,000	\$ 2,500,000	\$ 6,300,000	\$ 9,000,000
	NET INCOME	\$ 30,000	\$ 1,000,000	\$ 5,000,000	\$ 9,000,000	\$ 20,000,000

Companies	ARRIVE UNLIMITED	UBER / LYFT	ALTO	ZTRIP
Value Proposition	Unlimited rides for fixed rate near urban area of mid-size cities 5am-2am	Rides in 10K cities (Uber) but hard to get super late/early, suburbs & bad weather	Luxury Vehicles & Elevated Experience	No surge pricing & safety emphasis
Service Area/Times			Constrained Area until 12a Sun-Thu	Rides primarily in mid-size cities
Airline Story Equivalent	Southwest	Pan Am (defunct)	Midwest Express (defunct)	Frontier
Similarities to Airline Story Equivalent	Simple, efficient model with one plane/flight/ride type & (SW) 58 consecutive years of profitability	High capital intensity, overhead, complexity, churn and ≈\$30 B cumulative losses (Uber)	Luxury experience but down from six cities (with LA/SF/DC/Miami) to just two remaining cities (Dallas/Houston)	Industry's worst on-time performance
On-Demand Ride Pickup Times	5-10 Minutes	Typically 3-10 Mins (20-30 peak times)	10-15 Minutes	Commonly up to 45 minutes
Reserved/Scheduled Ride Pickup Times	Target Driver Arrival 5-10 Mins Early	Drivers Are Often Late or Cancel	Select 15-Min Window 1+ Hour Before	Up to 45 mins late, especially IRIS
Portion of Rides Scheduled/Reserved	Most (to balance supply & demand)	≈1%	Low	Low
Ride Types	1 (similar to Uber Comfort)	25+ (X, XL, Pet, Weed, Comfort, Black)	1 (Similar to Uber Premier)	Various options
Vehicle Type/Age/Condition	Nice Clean Good-Smelling AWD Vehicles ≤10yo w/Leather Seats	Varies Widely (90% Rides UberX = vehicles ≤15 years old, many crappy)	Clean Upgraded Buick SUVs ≤2 yrs old, vacuumed after every ride	Various vehicle types/sizes
Pricing Method (Short/Med Ride Fares)	Included in Unlimited Memberships	Dynamic/Discriminatory/Surge (\$7-70)	\$7 + \$2.69/mile + \$0.58/min + 18% surchrg	Time + Distance + Wait Time
Clientele Usage	Daily (the best riders)	Daily-Weekly-Monthly-Traveling-Rarely	Often-to-rarely (tougher to serve the best riders)	
Target Clientele	Service/Hospitality/Essential Workers	Everyone (to run very high volume)	High Income	Low-to-Moderate Income
Clientele Have Cars/Drive	Most Do NOT	Most Do	Most Do	Most Do
Typical Rider Spending	\$500-1,000/month	\$10 - \$1,000/month	\$100s - \$1,000s/month	\$50 - \$100s/month
Owns/Maintains/Insures/Cleans Cars	Drivers (great part of rideshare; Arrive provides car washes & air fresheners)		Alto	zTrip (drivers clean cars)
Driver Status	Part-Time Employees	Independent Contractors	Full- and Part-Time Employees	Independent Contractors
Driver Pay	\$17-27/hour (\$28-46 with tips est.)	By the Ride (\$15-20/hour + low tips)	≈\$20/hour (no tips)	Pay to rent the vehicle and keep fares
Drivers Can Decline/Cancel Rides	Not unless the rider violates policies	Yes (and frequently do)	Not unless the rider no-shows/violates policies (e.g. smoking, too many riders)	
Drivers Interviewed & Trained	YES (in-person driving interviews)	No	Submit video responses to questions	Yes
Riders ID Verified	YES (safety/prevent membership abuse)	Not Really (unless they are a driver too)	No	
Company Focus	Drivers are the product	Rider-centric	Rider-centric/hourly paid employees	Driver-Centric
Business Classification	Transportation Network Company (TNC)			Taxi
Rides Booked via Mobile App	Yes (only method allowed for Transportation Network Companies)			Yes (telephone calls too)
Street Hail Trips	Not allowed for Transportation Network Companies			Yes

Technically Skilled Team with Uber/Marketing Experience



**Brad
Dulny**

CEO, Co-Founder



01

- 3X Startup Founder
- 150+ SEM/SEO Clients
- 10,000 Uber/Lyft Rides



**Satish
Buddhavarapu**

CTO, Co-Founder



02

- Mobile Developer/Mgr
- 12 Years with Intuit
- Previous PT Uber Driver



**Tracy
Hill**

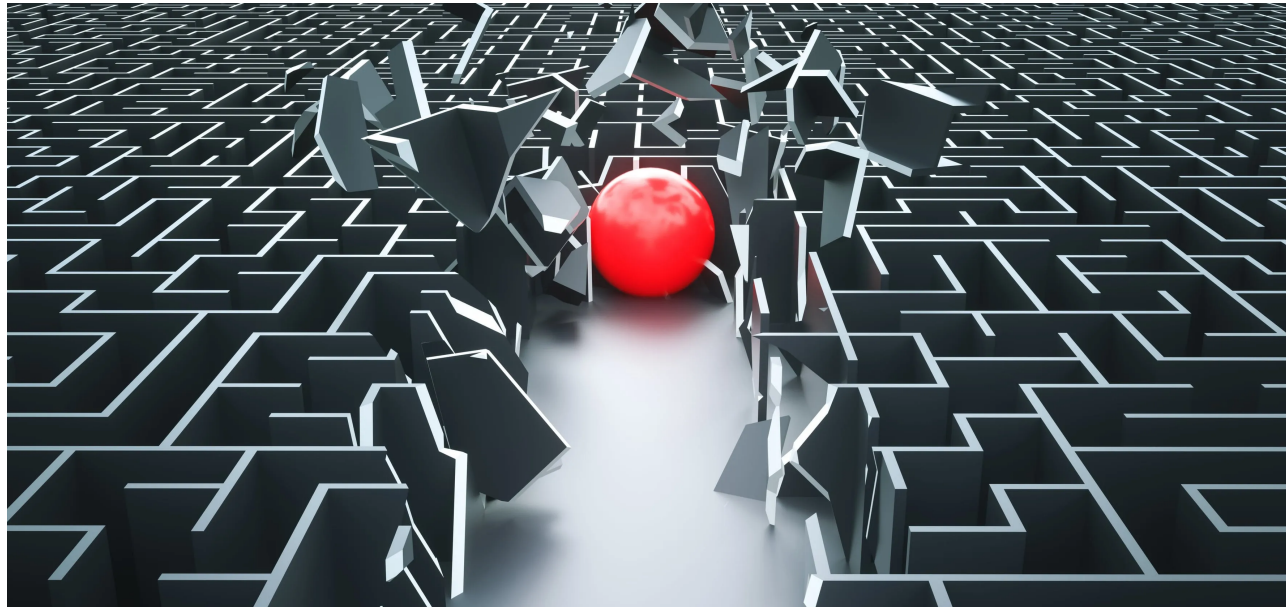
Marketing



03

- Chick-fil-A Marketing
- 1,000 Uber/Lyft Rides
- Bilingual

Arrive was not possible until a few years ago



California Supreme Court upholds Prop. 22, ending legal saga over status of gig drivers

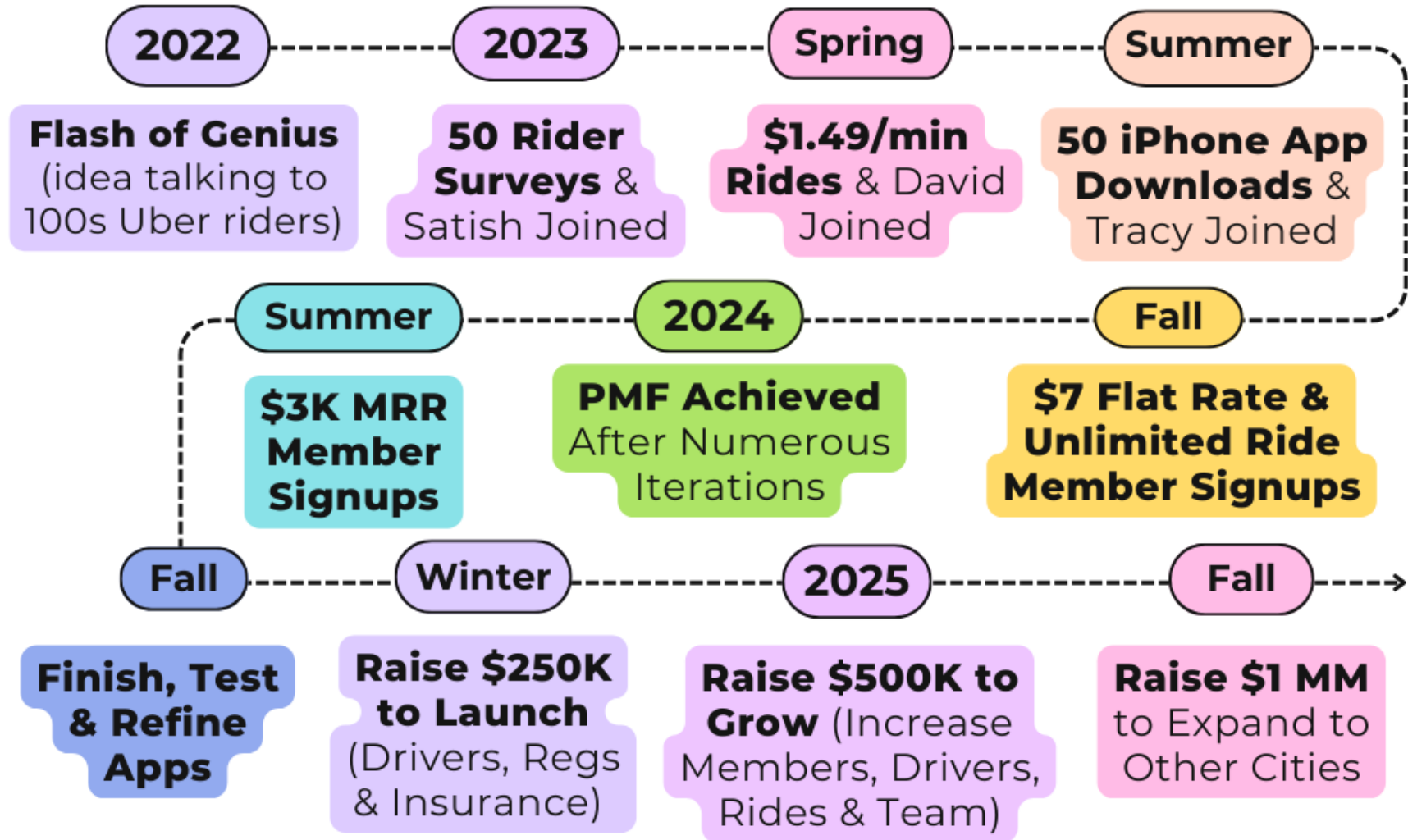


Gig drivers Luz Laguna, left, Isabelle Ramos and Leonardo Diaz hold signs urging voters to reject Proposition 22 at a rally outside Los Angeles City Hall in October 2020. (Al Seib / Los Angeles Times)

By Suhauna Hussain
Staff Writer

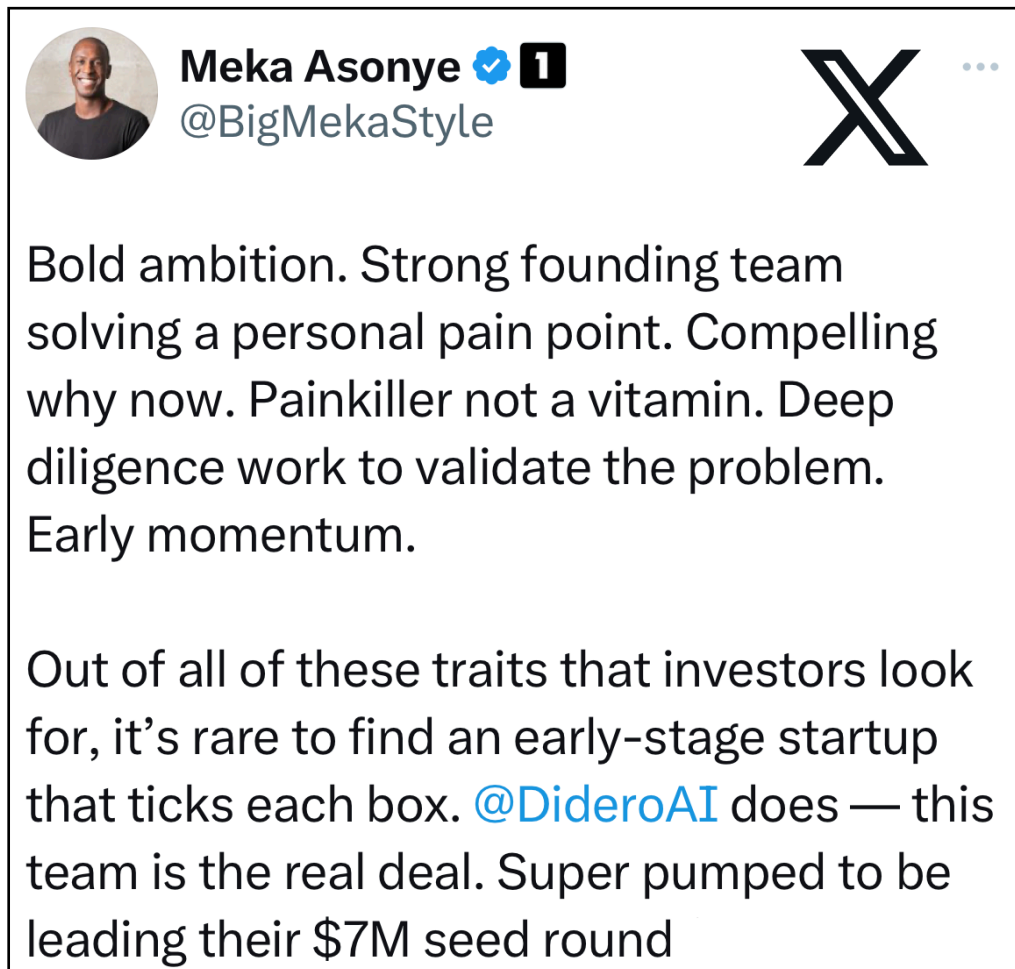
July 25, 2024 10:54 AM PT






TIMELINE



Arrive Checks All the Boxes

- ✓ **Bold ambition**
- ✓ **Strong team**
- ✓ **Solving personal pain point**
- ✓ **Painkiller (not a vitamin)**
- ✓ **Deep diligence work to validate the problem/solution**
- ✓ **Early traction/momentum**



 **Meka Asonye**  
@BigMekaStyle  

Bold ambition. Strong founding team solving a personal pain point. Compelling why now. Painkiller not a vitamin. Deep diligence work to validate the problem. Early momentum.

Out of all of these traits that investors look for, it's rare to find an early-stage startup that ticks each box. @DideroAI does — this team is the real deal. Super pumped to be leading their \$7M seed round

<https://x.com/BigMekaStyle/status/1813579607326818567>