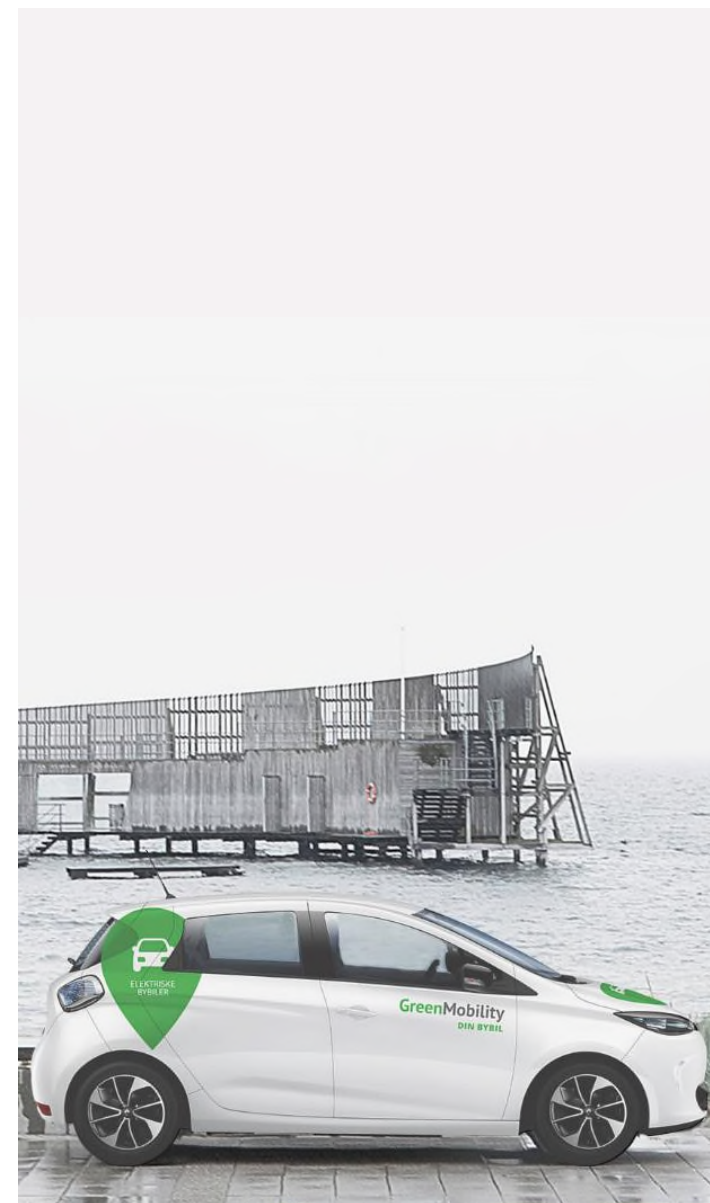


GreenMobility

YOUR CITY CAR

ANNUAL REPORT PRESENTATION

February 2020



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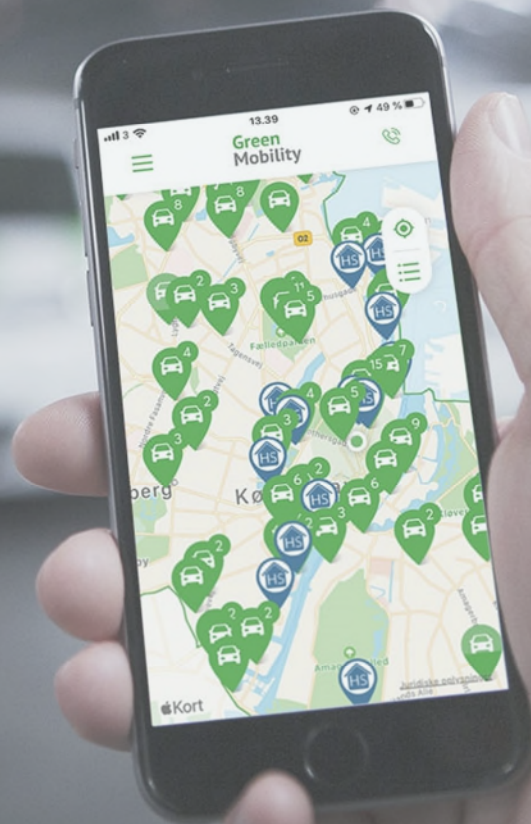
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Introduction to GreenMobility



GreenMobility
YOUR CITY CAR

 In operation or to be launched during 2020

 Announced cities

Revenue in DKK'000s
(2019A)

Net profit in DKK'000s
(2019A)



Total number of users
(December 2019)



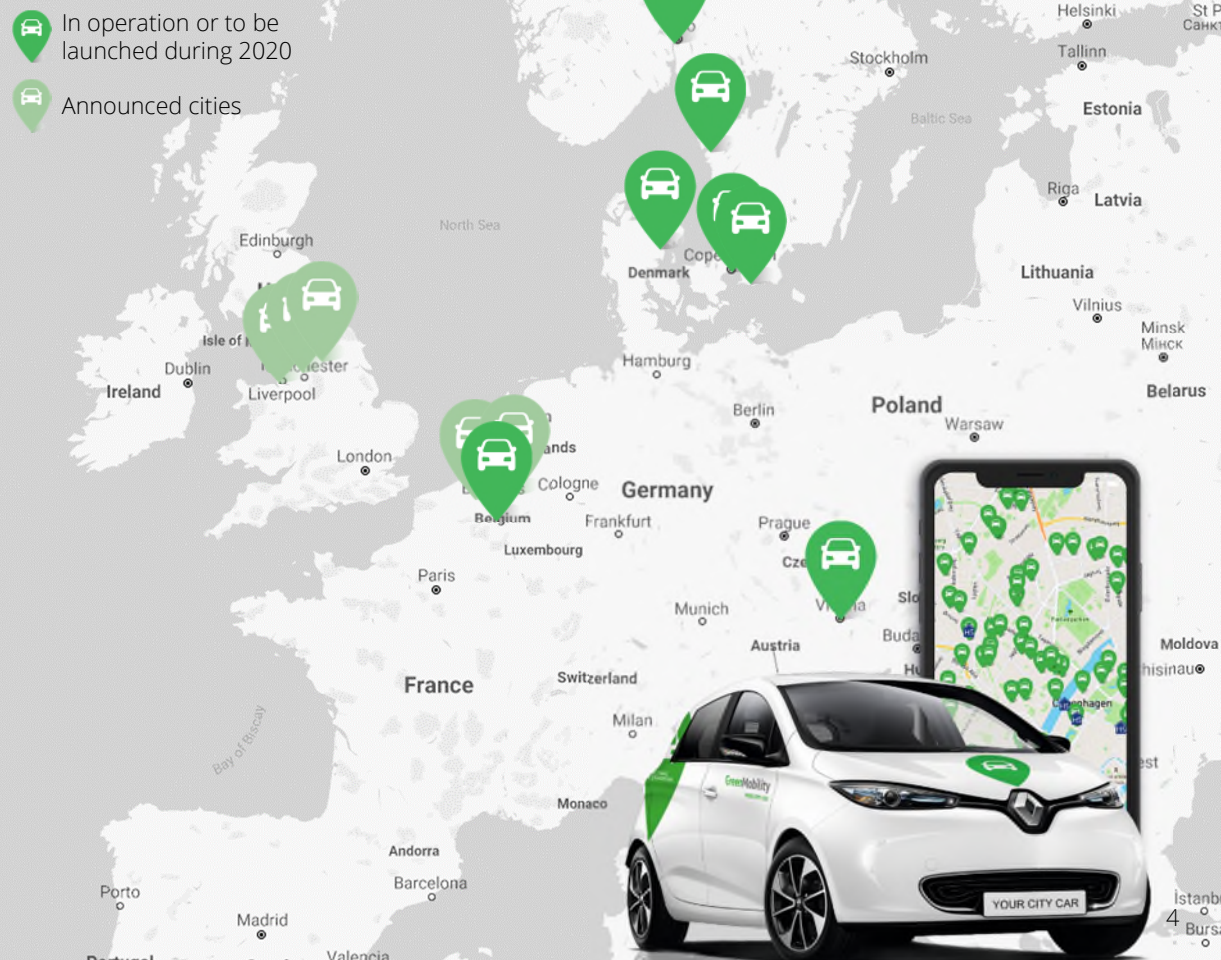
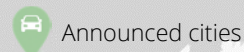
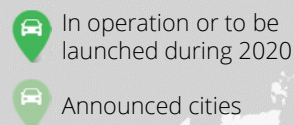
Tonnes CO₂ saved¹
(During 2019)



Trips driven
(During 2019)



EVs in operation
(December 2019)



1) Relative to having driven an equivalent amount of km in a typical combustion-engine vehicle (118.5 g CO₂/km based on European Commission, 2019, Average CO₂ emissions from new cars sold)

Cities are in need of sustainable mobility solutions to curb the effects of private car ownership

600
1,000

Europe currently has 600 cars for every 1,000 inhabitants¹

3-5%

The average personal car is utilised only 3-5% of the day²

68%

68% of the world's population is expected to live in cities by 2050 – up from 55% in 2018³

“In the long-term, widespread vehicle ownership does not appear compatible with significant decarbonisation”⁴

The UK: The Science and Technology Select Committee

ISSUES IN CITIES CAUSED BY PRIVATE CAR OWNERSHIP



Increasing traffic intensity⁵



Greater parking pressure and greater cost of ownership^{6 7}



Less space for green urban areas







Increased greenhouse gas emissions⁸ and air pollution⁹



1) European Automobile Manufacturers Association, 2019, *Vehicles per Capita*; 2) Fortune (Morris, D.Z.), 2016, *Today's Cars are Parked 95% of the Time* and RAC Foundation (Bates & Leibling), 2012, *Spaced Out Perspectives on parking policy*; 3) UN, 2018, *68% of the World Population Projected to live in Urban Areas by 2050, Says UN*; 4) BBC (Harrabin), 2019, *Ditch cars to meet climate change targets, says MPs*; 5) Tom Tom, 2019, *Traffic Index Ranking*; 6) Reuters, 2017, *Drivers waste billions searching and overpaying for parking spots*; 7) Australian Automobile Association, 2017, *Transport affordability index*; 8) EEA, 2019, *Greenhouse gas emissions from transport in Europe*; 9) EEA, 2019, *Air quality in Europe – 2019 Report*

Car sharing can help cover the transportation need travelled with privately owned cars



LONG DISTANCE (+10km)

-  Public transportation
-  Peer-to-peer car sharing
-  Rental car
-  Car pooling




MID-DISTANCE (3-10km)

-  Free-floating car sharing
-  Stationary car sharing

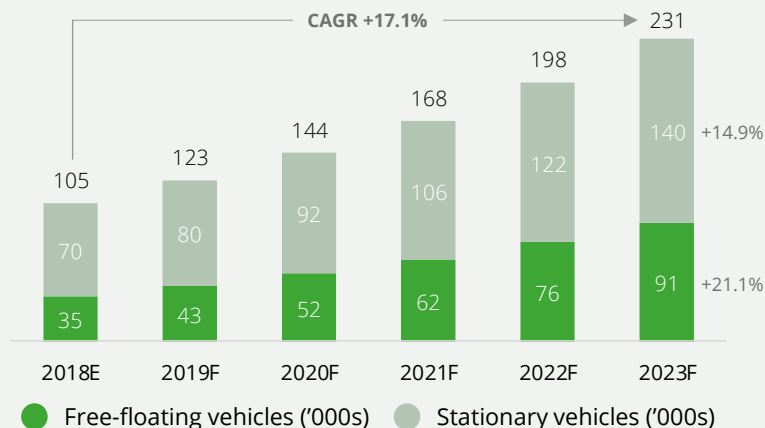
Car sharing cover the same distance need as private car ownership (mid-distance)

-  Car hailing
-  Taxi services

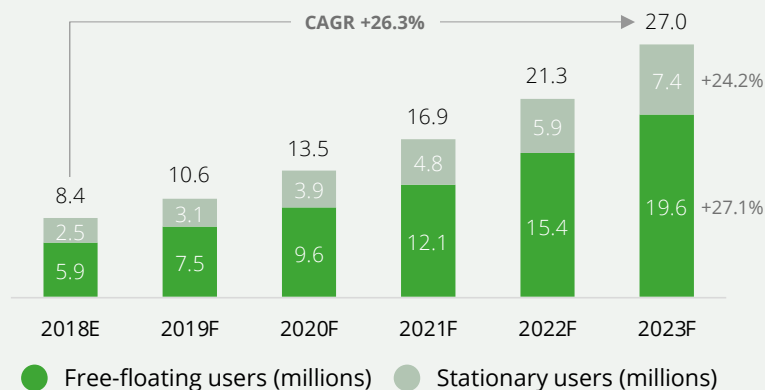
SHORT DISTANCE (0-3km)

-  E-Mopeds
-  E-Scooters
-  (E-)Bikes

ESTIMATED DEVELOPMENT IN EUROPEAN CARSHARING FLEETS¹



ESTIMATED DEVELOPMENT IN EUROPEAN CARSHARING USERS¹



KEY ENABLERS

1 General consumer movement towards sharing services – 43% of Millennials feel that owning today feels like a burden²

2 Surge in on-demand services – from 2014 to 2018, combined revenues in leading on-demand providers grew with a CAGR of 48.5%³

3 Emergence of new mobility solutions tends to expand, rather than erode, the existing market for on-demand mobility due to stronger increased inter-modality⁴

4 Consumers increasingly value convenience and flexibility, while Millennials expect mobility to be personal, integrated and on-demand⁵

Market definition: BCG, 2019, *The Promise and Pitfalls of E-Scooter Sharing*

1) Berg Insight, 2019, *The Carsharing Telematics Market, M2M Research Series 2019*; 2) Deloitte, 2019, *The Deloitte Global Millennial Survey 2019*; 3) Providers comprise Lyft, Uber, Netflix, Spotify and JustEat, figures based on prospectuses and annual reports for respective companies. EUR/USD 1.10944, GBP/USD 1.32046; 4) BCG, 2019, *The Promise and Pitfalls of E-Scooter Sharing*; 5) PWC, 2018, *the 2018 Strategy& Digital Auto Report*;

GreenMobility – your car one tap away



ONE APP IS THE KEY TO ALL CARS

Your smartphone is all you need to find, reserve and unlock the city car



ALL INCLUSIVE

The price includes parking, power and insurance. Simple, flexible and transparent to use – no extra expenses



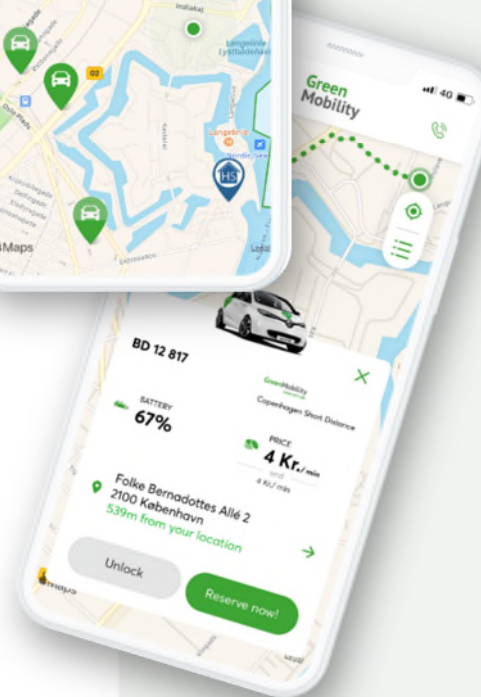
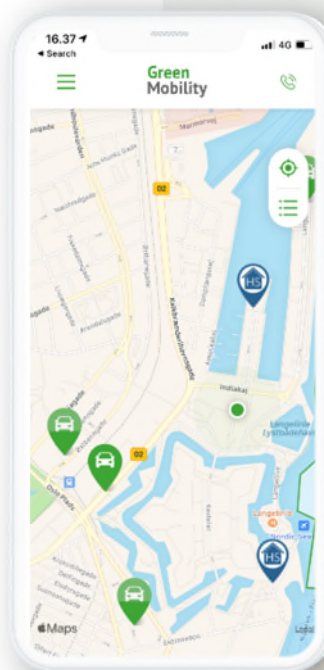
MINUTE | PRE-PAID | DAILY

Drive as far and long as you want. You can pay by the minute, on pre-paid minutes or on a daily package



DESIGNATED HOTSPOTS

Parking in the city can be a hassle; GreenMobility offers designated parking, making it easy to park the city car



GreenMobility
YOUR CITY CAR

100% GREEN

GreenMobility is a sustainable service using only zero emission vehicles

ROAMING BETWEEN CITIES

When having registered in one city, the customer can use the app in all GreenMobility cities

ALWAYS IN THE BEST CONDITION

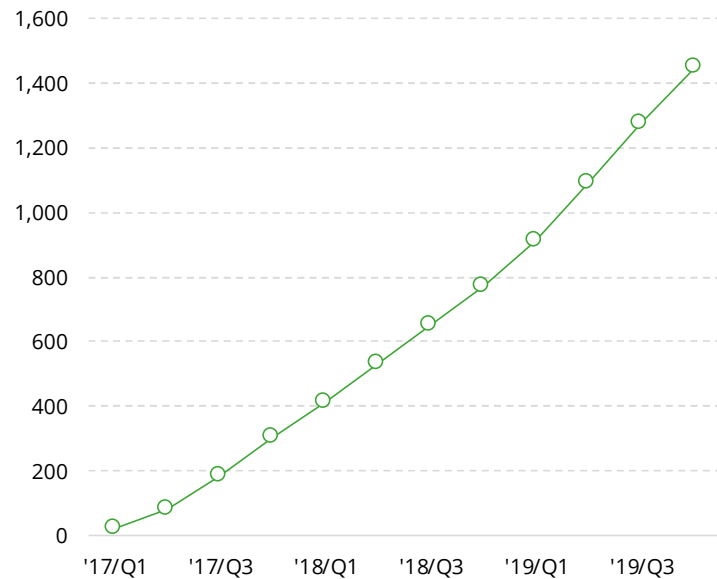
GreenMobility handles repairs, charging and cleaning and, on average, has hands on the cars every 3.5 days

ALWAYS AVAILABLE

24/7 fleet management ensures that cars are always available when customers need them, while 24/7 customer service ensures that customers can always get the help they need

GreenMobility contributes to the UN Sustainable Development Goals

○ Accumulated tonnes CO₂ saved¹



- We want to help create more liveable cities, along with aiding in keeping global warming below 1.5°C
- Since Q1 '17, GreenMobility has helped save 1,449.3 tonnes CO₂

1) Relative to having driven an equivalent amount of km in a typical combustion-engine vehicle (118.5 g CO₂/km based on European Commission, 2019, Average CO₂ emissions from new cars sold)



GreenMobility
YOUR CITY CAR



GreenMobility is proud to have joined UN Global Compact and adheres to its ten principles for responsible business behaviour

THE UN SUSTAINABLE DEVELOPMENT GOALS (SDGs)

The UN SDGs define some of the most prominent challenges for society of our time

GreenMobility actively supports the UN SDGs, in particular:



The GreenMobility concept helps reduce the number of private cars on the road, accommodating the increasing urbanisation in a sustainable manner



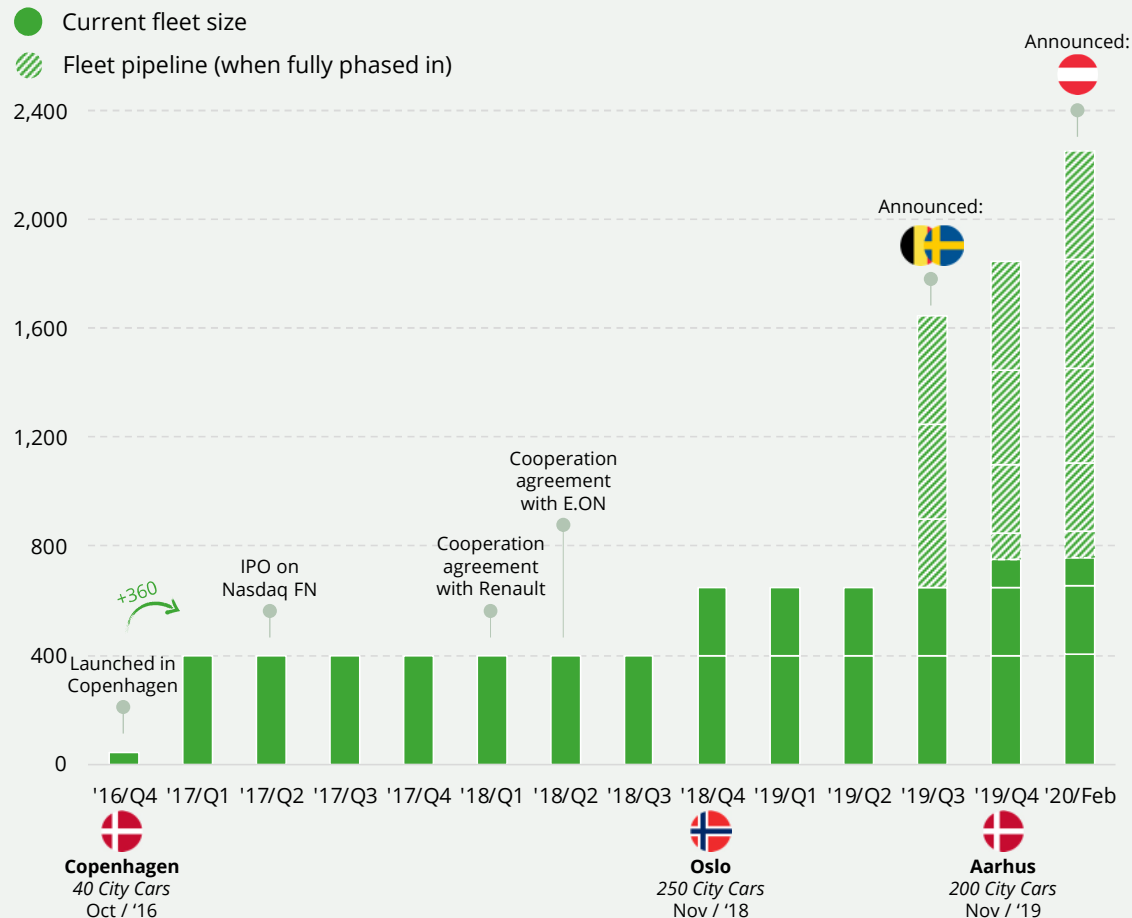
GreenMobility aims to work with sustainable suppliers and further takes measures to ensure that daily operations are as sustainable as possible



In addition to the EV and zero emission mobility concept, GreenMobility is in constant dialogue with policy makers, educating and promoting the importance of the green agenda and sustainable mobility solutions

GreenMobility seeks to expedite the transition from private car ownership to shared mobility

THE GREENMOBILITY HISTORY



THE GREENMOBILITY VISION

GreenMobility believes in **cities without private, combustion-engine cars, but with shared, emissions free mobility**, helping alleviate:

- > Traffic congestion
- > Parking pressure
- > Greenhouse gas emissions
- > Air pollution
- > Fewer green urban areas

In GreenMobility, we wish to expedite this development by offering a **sustainable, zero-emissions, shared mobility service**

From shared mobility, we seek to transition into shared rides, to ensure even fewer vehicles on the street

GreenMobility today



Scalable and adaptable business model enabling a swift roll-out to a diverse set of cities

THE GREENMOBILITY ROLL-OUT MODELS

Corporate



100% owned and operated **ensuring full control of daily operations**. While creating a greater cash demand upfront, **full potential upside is maintained**



Copenhagen
2016



Aarhus
2019



Malmö
H1 2020



Gothenburg
H1 2020



Vienna
H2 2020

Joint Venture



Shared ownership, with GreenMobility-majority, **enables risk sharing, along with the ability to tap into local knowhow**, while keeping most of the financial upside



Antwerp
H1 2020

Franchise



100% owned and **operated by franchisee with franchise fee based on revenue**, ensuring a steady stream of cash flow from day one with limited involvement from GreenMobility



Oslo
2018

New cities will increasingly be launched as **Corporate Cities** and will follow a **"hub" approach** in which administration and customer service staff of one city can cover multiple cities

Announced cities



Brussels



Ghent



Liverpool



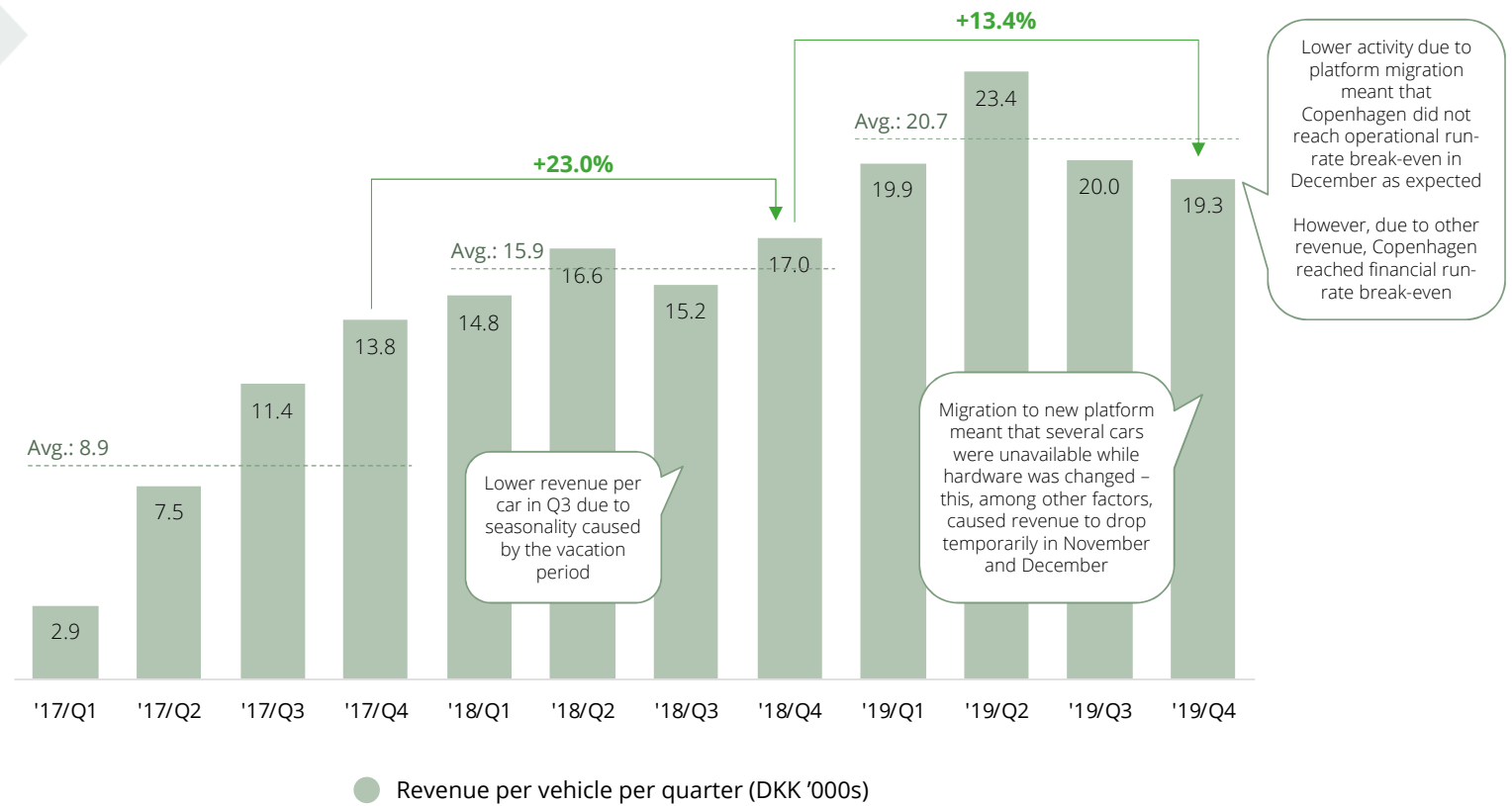
Leeds



Manchester

Average revenue per car in Copenhagen in increasing steadily

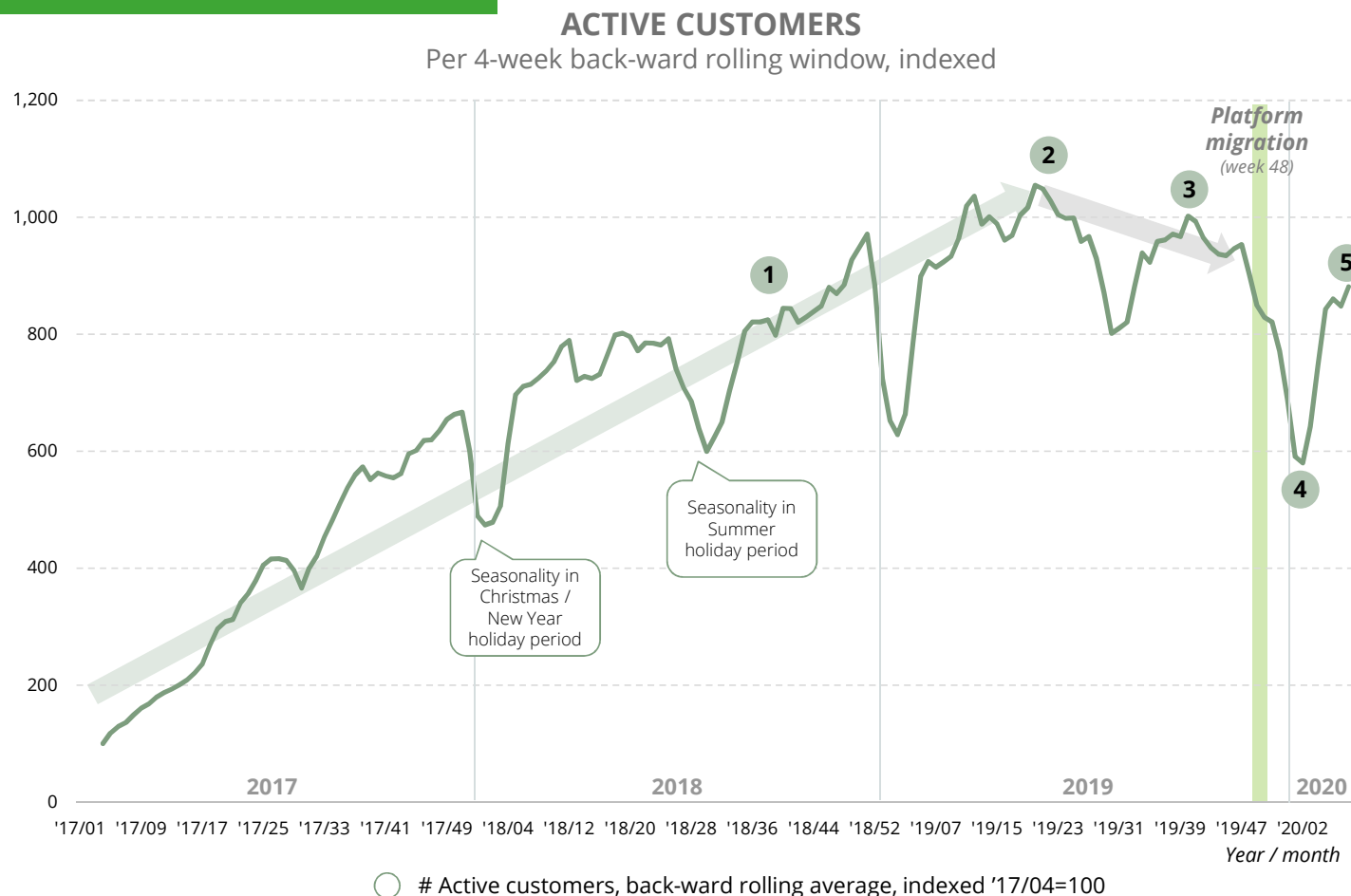
DEVELOPMENT IN AVERAGE REVENUE PER CAR IN COPENHAGEN¹



¹) Calculated as revenue in Copenhagen divided by fleet of 400 vehicles (fixed throughout period), excluding revenue from other activities such as the LiRA project

Platform migration was necessary to maintain growth in active customers

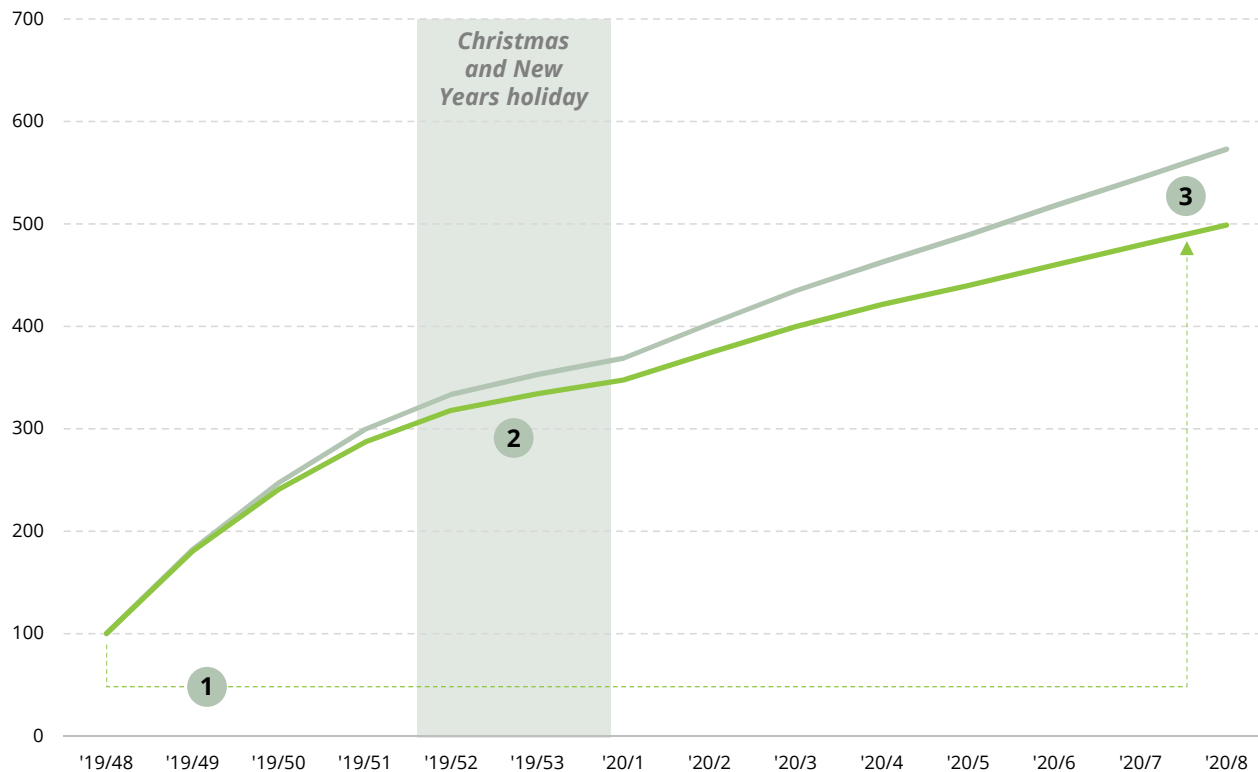
- 1 Since launch in 2017, we have experienced a solid increase in active customers, with anticipated seasonality in the holiday periods
- 2 When we reached late-spring 2019, our user activity started sliding “too early” ahead of the summer holiday – more frequent system outages seemed to be a driver
- 3 By autumn 2019, our user activity had not managed to pick up from the holiday period to the same extent as past years
- 4 Platform migration was initiated in week 48 and caused stronger-than-usual holiday seasonality
- 5 However, by February 2020, we have already picked up momentum again and reached pre-migration levels



Migration of users is on-track as we continue to activate old users

ACCUMULATED ACTIVE USERS PER WEEK SINCE PLATFORM SWITCH

Indexed, week 48 2019 = 100



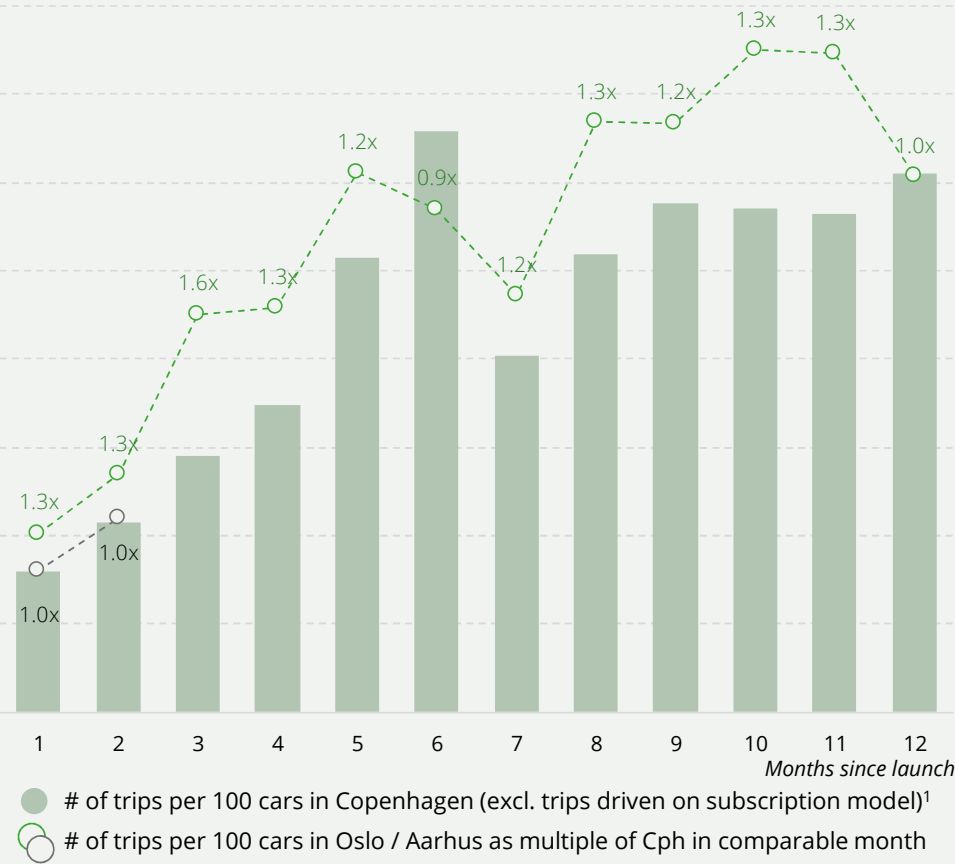
○ Indexed total acc. active users since switch ○ Indexed acc. active users from old platform since switch ("migrators")

Since switching our software and hardware platform in week 48, 2019, migration of users from one platform to the other has been progressing well

- 1 Migration is continuing at a steady level as we continue to activate users from the old platform
- 2 As expected, slightly slower pace of user activation over the holiday period across all types of users (both entirely new users and "migrators" from the old platform)
- 3 Difference between the two graphs comprises entirely new users – i.e. users who were not registered on the old platform

Expandable business with ability to leverage knowledge and experience to enter new cities

NEW CITIES PERFORM IN LINE WITH COPENHAGEN OR BETTER



1) Monthly subscription model was removed after approximately 1 year of operations in Copenhagen due to concerns regarding economic viability. The trips have been excluded as it does not constitute a comparable business model to the operations in Copenhagen today, or in Oslo or Aarhus since launch

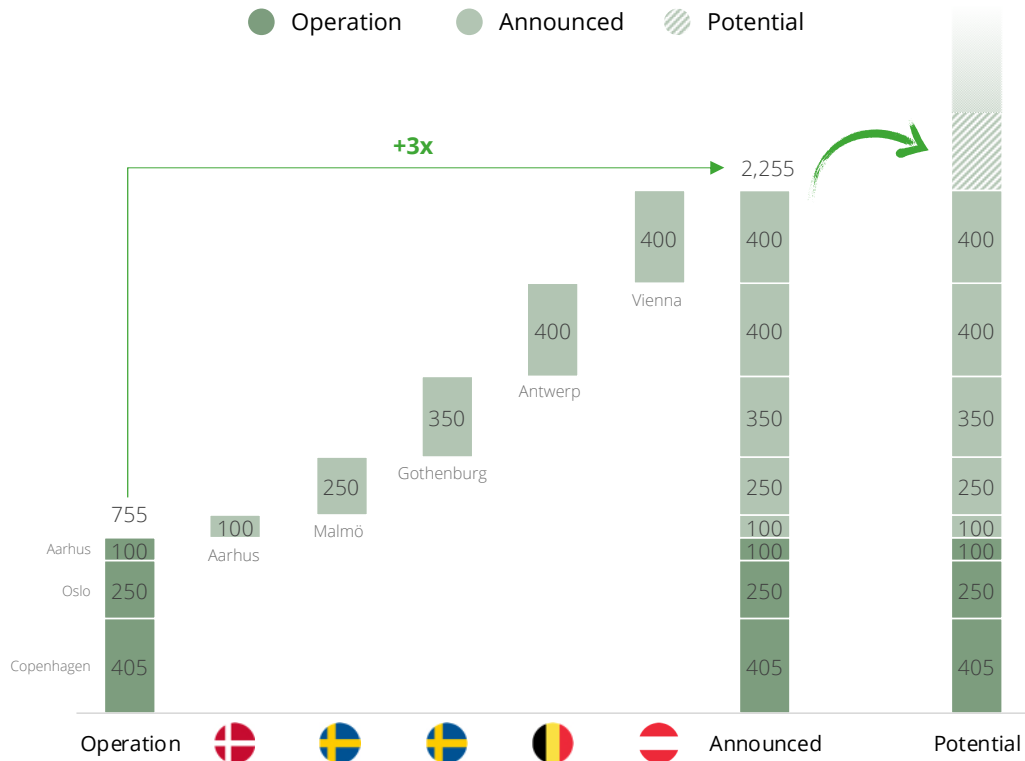
SEVERAL CITIES AVAILABLE FOR FURTHER EXPANSION



Attractive growth profile with clear path to profitability

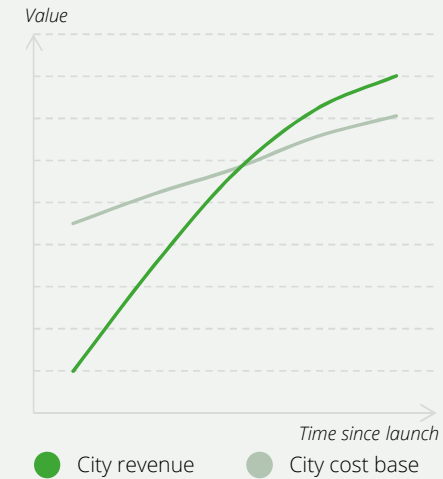
EXTENSIVE PIPELINE FOR FLEET GROWTH¹

● Operation ● Announced ▨ Potential



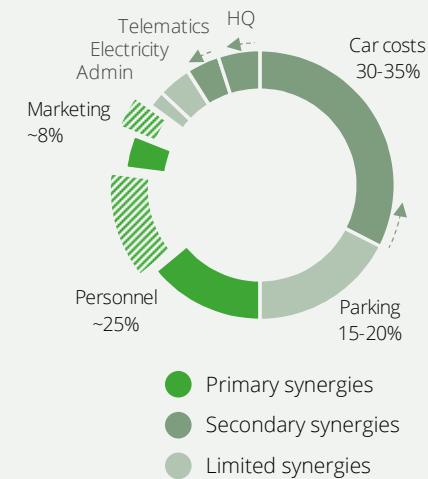
1) In operation and fully phased-in potential as announced

ILLUSTRATION OF COST BASE SCALING WITHIN CITIES



- Costs to leasing and depreciation are relatively fixed
- Maintenance does not scale 1-to-1; must be conducted regularly at any activity level
- Costs to damages and repairs expected to decrease with EV prices
- Inverted scaling of parking, the more the cars are used, the less they are parked

ILLUSTRATION OF COST BASE SYNERGIES BETWEEN WITHIN CITIES



- Admin costs can be shared on an increasing number of cities
- Price per car for platform and telematics systems drops with volume
- Marketing efforts and several customer services functions run centrally from GreenMobility HQ
- Cost structure for car operations has been optimised in Copenhagen, which can be applied in new cities

Development in 2019



Highlights for 2019

Denmark

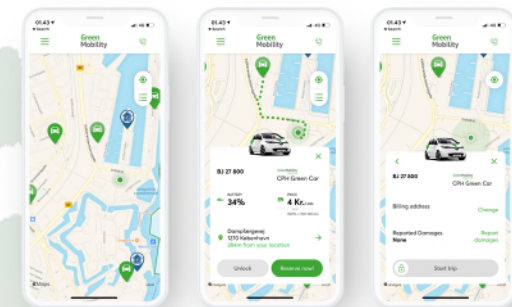
- o In 2019, we celebrated our 3-year birthday in Copenhagen and reached +1 million trips driven in total in the city
- o 100 of our cars in Copenhagen were changed to the new Renault Zoe model with twice the battery capacity
- o Number of trips and user uptake during Q4 was slightly depressed by platform migration, which meant that Copenhagen did not reach operational run-rate break-even as expected – however, financial break-even reached due to other revenue
- o Launched in Aarhus in November '19 with user adoption in the form of number of trips similar to the comparable months in Copenhagen

International

- o Continued positive development in Oslo, with stronger growth relative to the comparable months in Copenhagen based on number of trips
- o New cities will increasingly be launched as Corporate Cities with a “hub” approach in which the administration and customer service staff of one city can cover multiple cities
- o Launch in Malmö and Gothenburg delayed until '19/Q1 due to platform migration
- o Announced joint venture with DTM in Belgium with expected launch in Antwerp in H1 2020

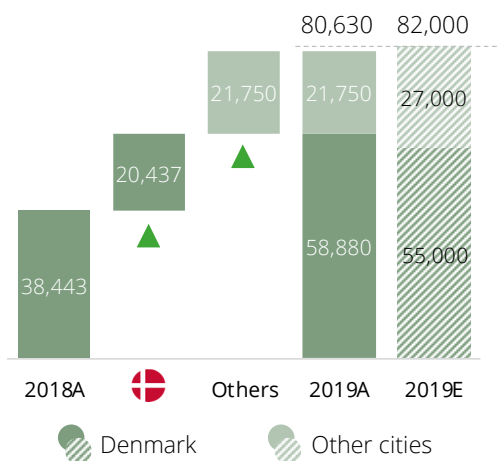
Operational

- o In order to remain agile in introducing new products, avoid large outages and scale efficiently to new cities, we updated our digital platform (incl. software and hardware) during '19/Q4
- o Change of hardware implied that for the duration of the migration, several cars at a time were unavailable, impacting our activity levels in Copenhagen
- o With the migration complete, our hardware and software are now separated, allowing easier changes in the future
- o We further introduced product improvements such as incentive-to-charge and minute packages



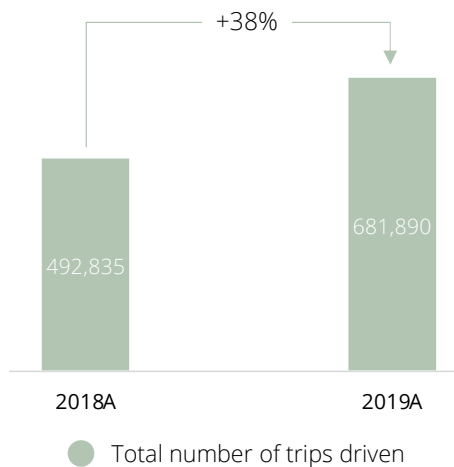
Development in select KPIs

DEVELOPMENT IN USERS



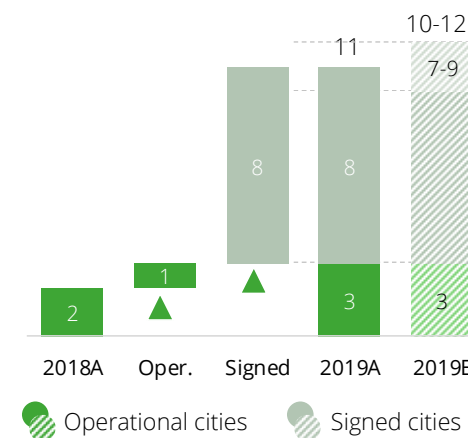
- o Total number of users slightly below latest guidance revision, primarily caused by platform migration
- o Of Danish cities, Copenhagen accounted for 19,000 new users, while Aarhus (launched in November 2019) constitutes the remainder

DEVELOPMENT IN TRIPS



- o Robust activity improvement in launched cities with a 38% increase in trips driven
- o Oslo developing ahead of the comparable month in Copenhagen, while Aarhus is developing in-line with Copenhagen

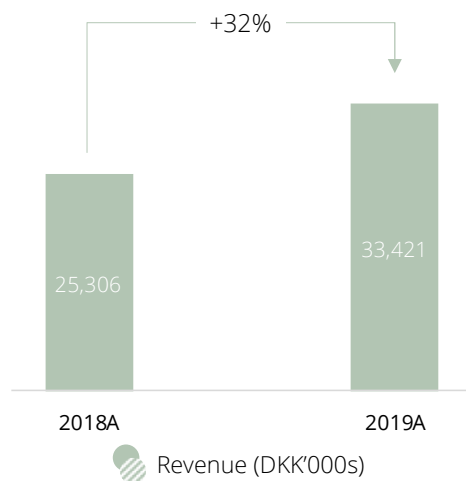
DEVELOPMENT IN CITIES



- o Total number of new cities (9) in line with guided level
- o Delayed launch in Malmö and Gothenburg entails fewer operational cities relative to expectation in Q3

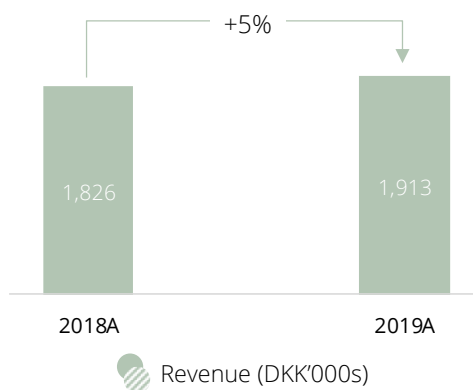
Revenue development

REVENUE FROM OWN CARS



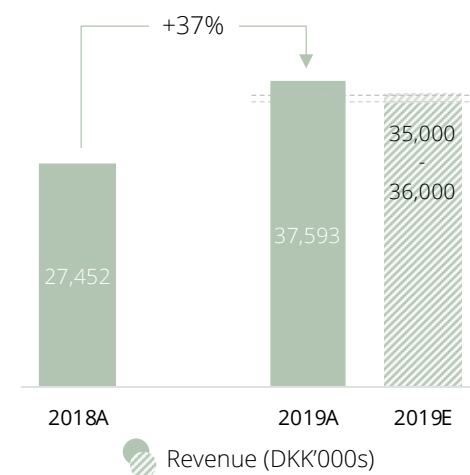
- o Solid increase in revenue from own cars, constituting mainly activities in Copenhagen (Aarhus launched in November)
- o Slightly impacted by platform migration in November; however, impact expected to be temporary

REVENUE FROM FRANCHISE



- o Franchise revenue includes resale of systems and hardware
- o Large inflow from franchise agreements in 2018 due to hardware resale in connection with launch

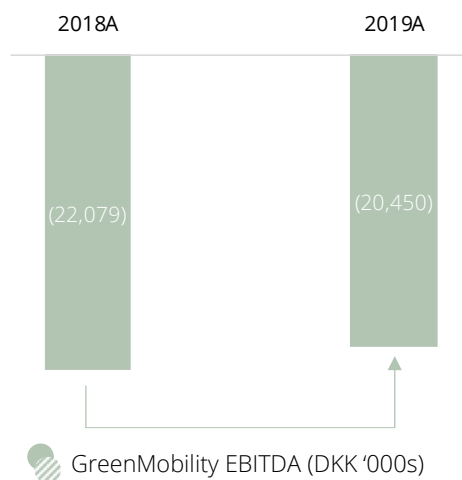
TOTAL REVENUE



- o Solid increase in revenue, primarily driven by increasing activity in revenue from own cars
- o Full-year revenue above latest guidance revision primarily due to other revenue

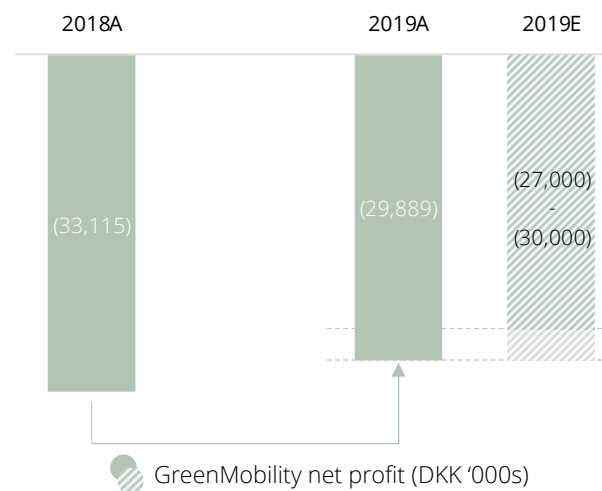
Development in EBITDA and net profit

EBITDA DEVELOPMENT



- o Improvement in EBITDA primarily driven by pick-up in revenue combined with smaller relative increase in COGS
- o Personnel expenses are nearly flat relative to 2018A, further supporting an increasing EBITDA margin

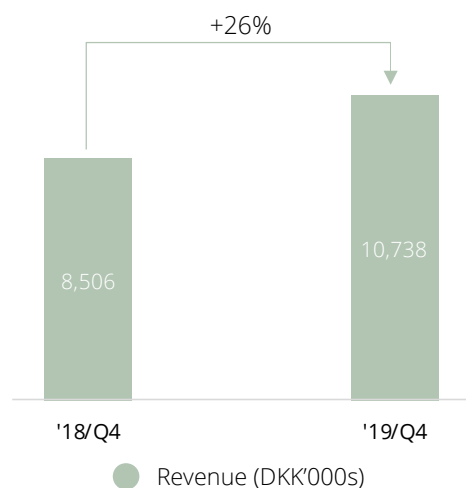
NET PROFIT DEVELOPMENT



- o Net profit in line with latest guidance revision
- o Platform migration meant that Copenhagen did not reach operational run-rate break-even in December as expected; however, due to other revenue, Copenhagen reached financial run-rate break-even

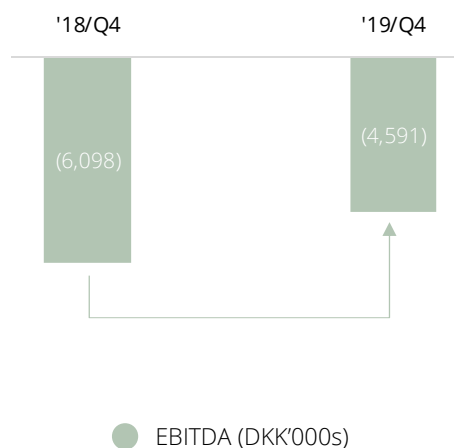
Development in Q4

REVENUE DEVELOPMENT



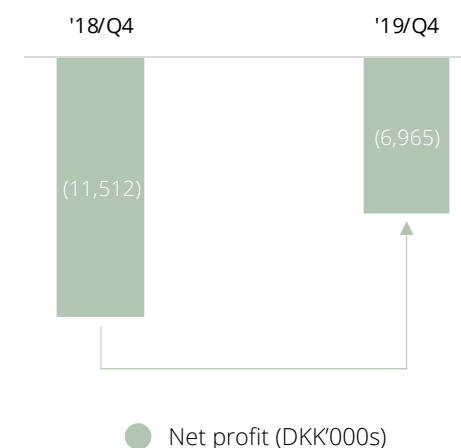
- '19/Q4 revenue increase of 26% relative to '18/Q4 driven primarily by other revenue
- Slightly negatively impacted by platform migration in November; however, positively impacted by other revenue (one-off income)

EBITDA DEVELOPMENT



- Solid improvement in EBITDA relative to Q4/'18 driven by revenue growth (positively impacted by other revenue) combined with smaller relative increase in COGS and personnel expenses

NET PROFIT DEVELOPMENT

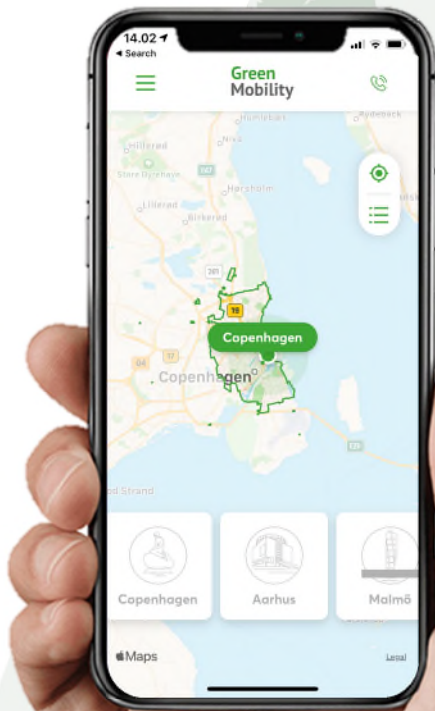


- Net profit improvement driven by increasing revenue (which was positively influenced by increase in other revenue)
- Furthermore, Q4/'18 was negatively impacted by joint taxation agreement, which has not been utilised in Q4/'19

Outlook – Guidance for 2020

Revenue growth expected to continue, driven by existing operational cities and launches in new cities

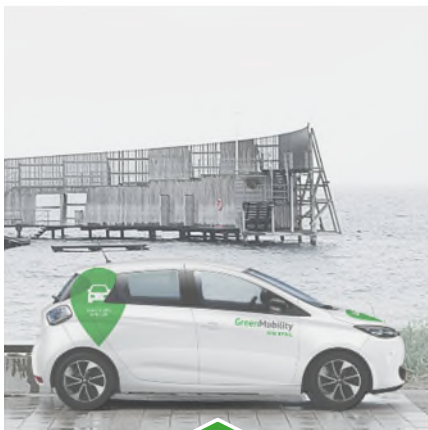
- Launch in 4-6 new cities during the year
- 7-9 operational cities by year-end
- Fleet of 1,600 – 2,100 EVs by year-end
- Negative net profit margin on Group level
- Break-even in Copenhagen on full-year basis



Key highlights of GreenMobility

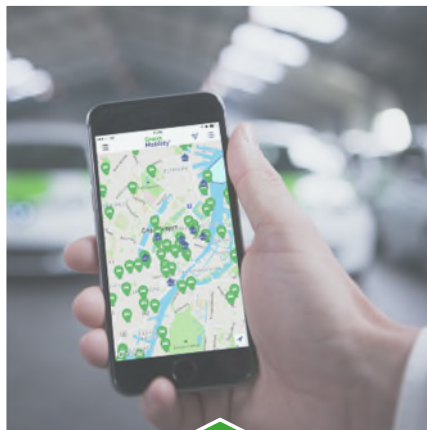
1

**INDEPENDENT CAR
SHARING PROVIDER WITH
AN AGILE AND DIVERSE
BUSINESS MODEL**



2

**PROVEN CONCEPT WITH
ABILITY TO LEVERAGE
EXTENSIVE KNOW-HOW
AND EXPERIENCE IN
LAUNCHING NEW CITIES**



3

**MISSION-DRIVEN COMPANY
EMBRACING THE GREEN
AGENDA WITH A CLEAR
VALUE PROPOSITION
TOWARDS SEVERAL KEY
STAKEHOLDERS**



4

**POSITIONED IN A
SWIFTLY GROWING
MARKET DRIVEN BY A
RANGE OF SUPPORTIVE
MARKET TRENDS**



5

**SIGNIFICANT REVENUE
GROWTH POTENTIAL WHILE
MAINTAINING CLEAR PATH
TO PROFITABILITY**



6

**STRONG AND VISIONARY
MANAGEMENT SUPPORTED
BY A LEAN ORGANISATION**



7

**STRATEGY IN PLACE TO
ACCELERATE FUTURE
GROWTH**



Appendix

GreenMobility
YOUR CITY CAR



ELEKTRISKE
BYBILER

Profit and loss statement

INCOME AND COSTS OVER THE PAST THREE YEARS

DKKkm	2017A	2018A	2019A
Revenue	14.2	27.3	35.3
Other operating income	0.0	0.2	2.3
Total revenue	14.2	27.5	37.6
<i>Growth</i>		93%	37%
External expenses	(24.4)	(29.3)	(36.9)
Gross profit/loss	(10.1)	(1.9)	0.7
<i>Margin</i>	-71%	-7%	2%
Staff costs	(14.0)	(20.2)	(21.1)
Amortisation, depreciation and impairment losses	(7.4)	(7.0)	(8.1)
Other operating expenses	(0.5)	0.0	0.0
Operating profit (EBIT)	(32.1)	(29.1)	(28.6)
Financial expenses	(1.4)	(1.2)	(1.3)
Loss before tax	(33.4)	(30.3)	(29.9)
Tax on profit/loss for the year	2.8	(2.8)	0.0
Loss for the year	(30.6)	(33.1)	(29.9)
EBITDA	(24.6)	(22.1)	(20.5)
<i>Margin</i>	-173%	-80%	-54%

COMMENTS

- o Positive revenue development driven by stronger activity in Copenhagen, successful launch in Oslo and early-stage revenue in Aarhus
- o Slightly weaker Q4 due to platform migration, which caused several cars to be unavailable in order to change hardware
- o The new platform is considered to be more supportive of launching in new cities, as well as adding new functionalities
- o Staff costs maintained at a stable level
- o Slight increase in depreciations caused by increase in PP&E from new offices

Balance sheet

INCOME AND COSTS OVER THE PAST THREE YEARS

DKKkm	2017A	2018A	2019A
Intangible assets	0.5	0.3	0.6
Property, plant and equipment	43.3	35.7	60.0
Fixed asset investments	0.2	0.3	1.5
Non-current assets	44.0	36.2	62.1
Trade receivables	0.8	2.8	5.2
Receivables from group enterprises	0.7	0.5	0.3
Other current assets	3.3	1.7	2.6
Cash	31.9	1.6	28.3
Current assets	36.7	6.6	36.4
Total assets	80.7	42.8	98.5
DKKkm	2017A	2018A	2019A
Share capital	0.7	0.7	1.0
Retained earnings	29.8	(3.3)	29.1
Equity	30.5	(2.6)	30.1
Lease liabilities	37.9	29.1	33.9
Non-current liabilities	37.9	29.1	33.9
Lease liabilities	8.3	8.4	26.3
Trade payables	1.2	5.4	3.4
Payables to group enterprises	0.2	0.0	0.0
Other current liabilities	2.6	2.5	4.8
Current liabilities	12.3	16.3	34.5
Total equity and liabilities	80.7	42.8	98.5

COMMENTS

- Cars constitute the majority of PP&E (DKK 53.6m or 88% in 2019A), with the remainder comprising land and buildings
- Increase in PP&E caused by new cars leased in connection with the launch in Aarhus and new Renault Zoe models introduced in Copenhagen
- Increase in trade receivables primarily caused by receivables from partners
- The average lease liability duration on the cars is 4 years, implying that the first cars introduced in Copenhagen in October 2016 (which have not been replaced by new models) are re-classified as a short-term lease liability in 2019
- At the expiry of current lease agreements, new cars will either be introduced or lease agreement on current cars will be extended

Cash flow statement

INCOME AND COSTS OVER THE PAST THREE YEARS

DKKkm	2017A	2018A	2019A
Operating profit (EBIT)	(32.1)	(29.1)	(28.6)
Amortisation, depreciation and impairment losses	7.4	7.0	8.1
Disposal of software acquired	0.5	0.0	0.0
Working capital changes	1.5	0.8	(2.8)
Income tax paid	0.0	0.0	0.0
Cash flows from operating activities	(22.6)	(21.3)	(23.3)
Software acquired	(0.3)	(0.0)	(0.6)
Establishment of subsidiaries	0.0	0.0	(0.4)
Deposits paid	0.0	(0.0)	(0.8)
Cash flows from investing activities	(0.3)	(0.1)	(1.8)
Financial expenses paid, excluding interest on lease	(0.5)	(0.5)	(1.3)
Lease payments made, finance lease liabilities	(8.7)	(8.5)	(9.5)
Grant received from the Danish Energy Agency	0.0	0.0	0.0
Capital increase	62.5	0.0	67.5
Expenses related to capital increase, recognised in equity	(1.9)	0.0	(4.9)
Funding received from group enterprises	0.0	0.0	0.0
Cash flows from financing activities	51.4	(9.0)	51.8
Increase/decrease in cash and cash equivalents	28.5	(30.4)	26.7
Cash and cash equivalents at 01.01.	3.4	31.9	1.6
Cash and cash equivalents at 31.12.	31.9	1.6	28.3

COMMENTS

Changes in cash flow from operations due to:

- Small improvement for operating profit/loss
- Decrease in working capital change primarily due to Q4 invoices with payment terms going into 2020 related to Aarhus launch

Changes in cash flow from investments due to:

- Increase in software acquired due to investment in platform and associated systems
- Establishment of subsidiaries in Denmark and Sweden
- Deposit on hardware related to new platform

Changes in cash flow from financing activities due to:

- Increase in lease payments due to housing contract and launch in Aarhus
- Capital increase in March and November
- Cost related to above mentioned capital increases

Strong and visionary management supported by a lean organisation



Thomas Heltborg Juul

CEO

Bello

Top1000.dk



BØRSSEN.



Kasper Kolding

CFO & COO

Dansk Kabel TV



TELMORE



Anders Wall

VP Investor Relations

paradis

barezzo COFFEE

biomeqa



Henrik Isaksen

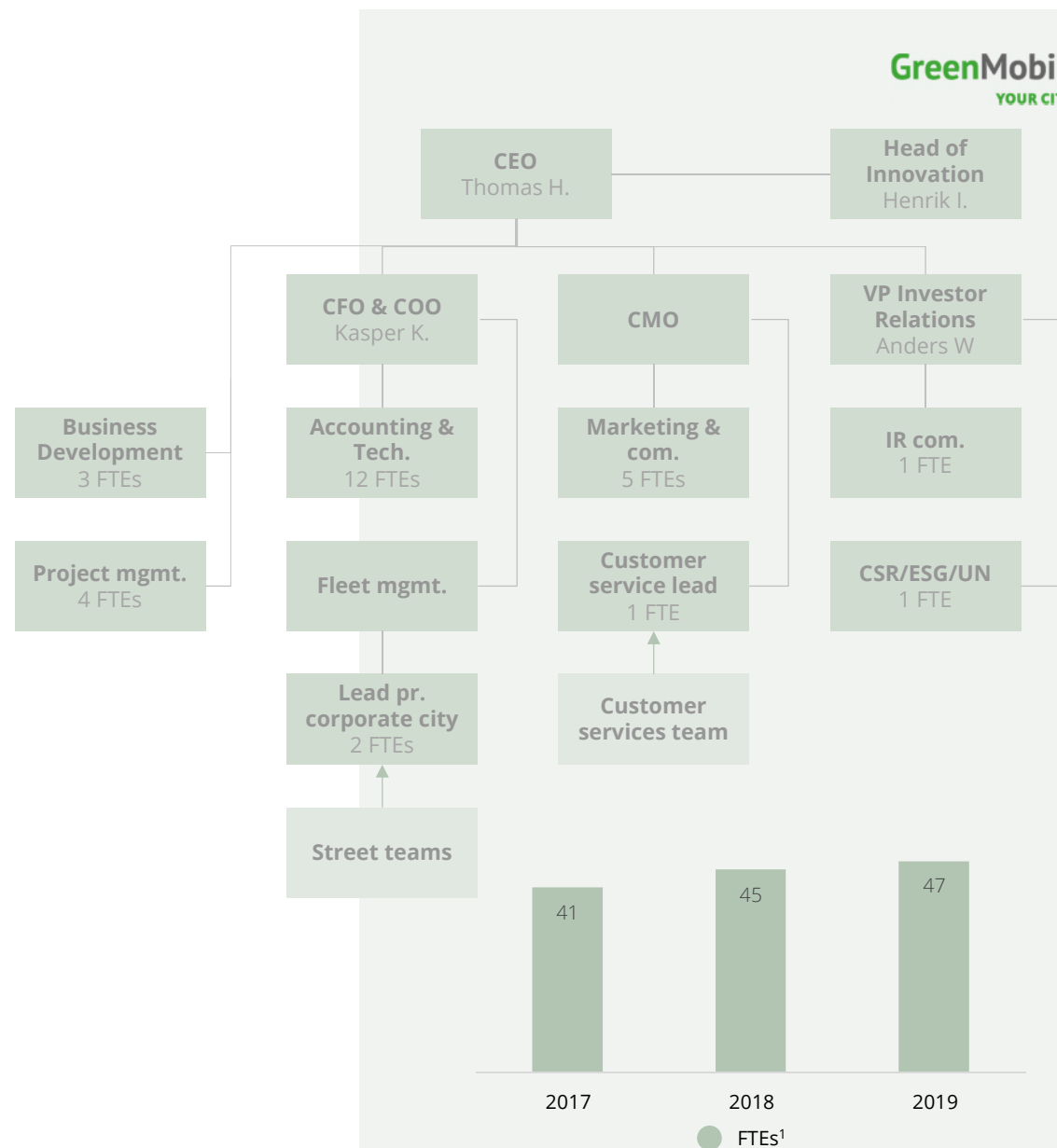
Head of Innovation

SIXT

Clever

Autolease

Team Leasing



1) As reported in Annual Report 2019

Competitive overview

Select competitors on the European market

CITY CAR BRAND	CARS	CITIES	TYPE ¹	LAUNCH	OWNER
ShareNow	15,500	21	ICE / EV	2010	BMW & Daimler
Share'n'go	2,000	4	EV	2015	C.S. Group
Enjoy	2,000	6	ICE	2013	Eni
WeShare	1,500	1	EV	2019	Volkswagen
Miles	1,400	4	ICE/EV/HEV	2018	Privately held start-up
CityBee	1,300	16	ICE/EV/HEV	2015	Modus Group
Anytime	1,100	14	ICE	2018	Mirko Capital
Panek	1,100	5	HEV	2017	Panek Car Rent Service
GreenMobility	750	3	EV	2016	Listed on Nasdaq FN
emov	750	2	EV	2016	PSA (Peugeot, Citroën)

GreenMobility is one of few independent car sharing providers

Sources: Company analysis based on websites and announcements; 1) EV (Electric Vehicle), ICE (Internal Combustion Engine), HEV (Hybrid Electric Vehicle), PHEV (Plug-In Hybrid Electric Vehicle)

We aspire to be the best concept for **Green** urban Mobility for the world

We want to be part of the urban future

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