High potential Software core market and incremental opportunities in Services for an *accessible* TAM of ~$1.4T & a *serviceable* TAM of ~$0.7T in 2025

<table>
<thead>
<tr>
<th>% urban mobility (2025)¹</th>
<th>Market size 2025 - schematic view</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditional rail PT</td>
<td>Traditional bus PT</td>
</tr>
<tr>
<td>9%</td>
<td>27%</td>
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<td>Private cars</td>
<td>-$2,000b</td>
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<tr>
<td>48%</td>
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<td>Other car-based services²</td>
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</table>

Growth potential beyond current business

Serviceable market

Accessible market

¹ Modal split based on trips (in %), incl. potential market cannibalization effects, without walking & private bike.
² Ride-hailing, taxi, car-sharing
³ NEMT, Paratransit, School, Corporates & Universities

Note: Scope is cities >50k inhabitants, in North America, Europe and Rest of World (excl. China & India). Ranges coming from a base scenario and an optimistic scenario in which base cannibalization effects of on-demand transit and PT over classic ride-hailing and private cars have been taking into account.

Source: BCG model and analysis
Via is converting public transit players into next gen on-demand operators by providing TransitTech Software and an ecosystem of associated Services.

**Core market: TransitTech Software**

*Provide E2E technologies to modernize and optimize public transportation networks*
- Transport and urban planning & design platform
- Fleet management & dispatch software
- Routing automation & optimization solutions
- Data & analytics tools
- End-user platform

**Adjacent markets: TransitTech Services**

*Assemble best-in-class in-house and partners’ services to offer a turnkey solution for seamless & simple operations*
- Vehicle supply
- Fleet mgmt. & servicing
- Insurance
- Drivers supply
- Customer support
- Marketing plans

*Create market opportunities for PTOs/PTAs by offering new innovative services*
- Advertising
- Sponsorship

**Market size:** ~$350b-$600b in 2025

- Municipalities
- Transit agencies
- Transit operators
- Corporations
- Schools / universities
- Private fleet operators
Zoom | Via’s TAM to grow from ~$1T to ~$1.1-$1.4T between 2019 and 2025

Market size evolution (2019-2025)

Accessible TAM = Serviceable TAM + trad. bus services to be complemented / taken over

Serviceable TAM = TransitTech software market + adjacent markets of TransitTech services

Note: Scope is cities >50k inhabitants, in North America, Europe and Rest of World (excl. China & India). Ranges coming from a base scenario and an optimistic scenario in which base cannibalization effects of on-demand transit and PT over classic ride-hailing and private cars have been taking into account

Source: BCG model and analysis
TransitTech Software: Via has unlocked a high potential, high margin market of ~$60b in 2025

TransitTech Software with an increased value for PTOs/PTAs

- Cities & PTOs/PTAs increasingly need to leverage TransitTech software to
  - Improve cost-efficiency in a context of reduced disposable investments and lower demand predictability
  - Address new customer needs for on-demand, high flexibility and convenience
- Cities acknowledge the role of transportation in promoting sustainability, accessibility and equity and their role to drive transition, incl. through increased regulation

TransitTech Software, a high margin opportunity

- Addressing new cities and customers’ needs by supporting PT tech modernization rather than “outsourcing” low-profitability operations
- Creating a recurring SaaS-driven business model designed for PT with strong profitability

Global TransitTech Software market size ($b)

<table>
<thead>
<tr>
<th>Year</th>
<th>Base Scenario</th>
<th>Optimistic Scenario</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>-20</td>
<td>-25</td>
</tr>
<tr>
<td>2025</td>
<td>-35</td>
<td>-60</td>
</tr>
</tbody>
</table>

1. Incl. North America, Europe and Rest of World (excl. China & India)
Note: TransitTech incl. traditional public transport, specific mobility verticals & transport and urban planning & design; optimistic scenario incl. base cannibalization effects of on-demand transit and PT over classic ride-hailing and private cars
Source: BCG model and analysis, deep-dive on next section
TransitTech Services: an expansion market with significant avenue for growth

PTAs and cities traditionally outsource adjacent services...

- PTAs and cities usually outsourcing mobility services enablers (e.g., vehicle supply, insurance, ...)
- PTAs and cities needing additional services beyond software to implement new on-demand transportation services and focus on day-to-day monitoring
- PTAs and cities increasingly seeking for specific expertise, especially regarding tech / digital topics (e.g., innovative advertising and sponsorship)

... creating subsequent markets estimated at -$350b-$600b in 2025

- Assembling a full range of best-in-breed services to support seamless operations
- Boosting service market through TransitTech, with empowered PT cannibalizing other transportation modes

Global¹ Services² market size ($b)

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base scenario</td>
<td>-200</td>
<td>-250</td>
</tr>
<tr>
<td>Optimistic scenario</td>
<td>-350</td>
<td>-600</td>
</tr>
</tbody>
</table>

Via’s competitive advantage

Market maker
TransitTech as an exclusive entry point to challenge PTOs/PTAs to think and act innovatively (e.g., with smart ad campaigns)

Mobility specialists
Deep expertise in mobility compared to data/tech competitors (e.g., tailored marketing plans)

E2E flexible solutions
Unique assembler of E2E flexible solutions (e.g., from vehicle to customer support) enabled by strong network & expertise

1. Incl. North America, Europe and Rest of World (excl. China & India)
2. In-house and partners’ services, incl. drivers pay, vehicle supply, fleet management and servicing, insurance, marketing, drivers supply and customer support

Note: Scope for bundled services & sponsorship: on-demand transit and specific sub-segments; Advertising incl. traditional bus
Source: BCG model and analysis, deep-dive on next section
Cities and PTOs/PTAs highlight TransitTech’s potential and reinforce the strong positioning of Via

TransitTech’s benefits according to a European local city council

“TransitTech enables our services to be more responsive and flexible for our customers”

“In current context, we seek to move away from expensive and inefficient bus services; with more direct routes and higher occupancy, on-demand transit increases our network’s efficiency”

“Demand responsive transportation increases equitability of public transport and supports economic recovery by opening-up new industrial areas”

“A real data company with mobility expertise enables us to quickly improve the city’s transport planning”

TransitTech’s benefits according to a Middle East transport authority

“TransitTech is at its very beginning with some initiatives and pilots proving the value of on-demand public transportation”

“Public transport authorities are looking for comprehensive solutions that will help them redefine and replan their entire network”

“The key differentiator for companies in this market is hence being able to cover the entire value chain and to provide authorities and cities with full range of services”

Source: Client interviews
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