Free2Move Recognized as the

2021

Company of the Year

European OEM New Mobility
Marketplace Industry
Excellence in Best Practices

FROST & SULLIVAN

Best Practices Criteria for World-Class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each award category before determining the final award recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. Free2Move excels in many of the criteria in the OEM New Mobility Marketplace space.

AWARD CRITERIA

Visionary Innovation & Performance	Customer Impact
Addressing Unmet Needs	Price/Performance Value
Visionary Scenarios Through Mega Trends	Customer Purchase Experience
Implementation of Best Practices	Customer Ownership Experience
Leadership Focus	Customer Service Experience
Financial Performance	Brand Equity

Visionary Scenarios through Mega Trends

Transportation industry participants face significant challenges as the explosive growth of populations and urban density cause congestion, high carbon emissions rates, and parking deficits. One way city planners seek to remedy these adverse effects is by optimizing mobility networks. The integrated mobility marketplace concept is gaining popularity as it offers quick and seamless plug-and-play integration that allows mobility operators to launch, integrate, and leverage various modes of mobility. This enables operators to give end customers a fully integrated experience and freedom to access all transportation modes from a single platform. The ability to cater to all customer touchpoints is critical. Mobility marketplaces help mobility operators to acquire users and create a lock-in effect within the mobility ecosystem.

> *"The agnostic plug-and-play solution serves both the public and private transportation sectors. It aggregates hundreds of MSPs into an open source mobility ecosystem, which allows mobility operators to improve profitability, scalability, and visibility."*
>
> *– Geraldine Priya, New Mobility, Program Manager*

While several technology companies and startups offer these solutions, Free2Move is the first OEM-owned mobility brands that functions as a mobility ecosystem. With a presence in 170 countries, Free2Move seeks to simplify and guarantee mobility for everyone by providing a full range of mobility services for individuals and professionals. In step with the time, Free2Move is a mobility Hub that articulates its service offering around all types of rental needs (from 1 hour to several months) but also by simplifying mobility in the broad sense with additional offers such as the reservation of parking spaces, VTC drivers, access to charging stations etc… all accessible either on the website (link) or via the Free2Move application.

Established in 2016, Free2Move (part of the recently-formed Stellantis Group) is a mobility tech company that offers mobility solutions adapted to all needs, anywhere, anytime. It also provides solutions supporting energy transition and fleet management for business customers. Free2Move is also a multi-brand server supporting major industries toward the digitalization of their activity, providing them through Free2Move APIs set harmonized and enhanced data from 13 millions connected vehicles from multiple OEMs, leading to tailor-made services, final user centric, using cutting edge technologies

The Free2Move brand is an autonomous, unified, and agile entity, comprising 150 experts and 1,500+ licenses in tech, data, design, and eCommerce.

Free2Move has grown significantly in the past 5 years, outperforming other OEM mobility brands in terms of its range of solutions and geographical and customer reach. Free2Move has more than 1.2 million active B2C customers and 600,000 business contracts generating 4 bookings per minute. The global shared mobility market is forecast to cross the $1 trillion mark by 2025, representing an enormous opportunity for Free2Move. So is the Car subscription mega trend, that could easily become a $30 billion to $40 billion market in 10 years, car subscriptions, on which Free2Move has competitive solutions with Car On Demand..

Free2Move adopts a holistic approach to mobility solutions and covers the entire spectrum from ownership to usership models. It offers traditional solutions from contract purchase/leasing of vehicles to new mobility solutions such as ride hailing and mobility budgets.

Multibrand Server

All-in-one Mobility Ecosystem

At present, shared mobility operators partner with various players individually in the ecosystem to launch services, which is time-consuming and not cost effective. For instance, a carsharing operator that wants to launch a carsharing solution will have to look for a fleet provider, insurance provider, parking partners, charging, payments and maintenance partners. Free2Move serves as an ecosystem Integrator, orchestrating the entire end-to-end implementation. It offers a partner-friendly platform that connects mobility operators to vendors of value-added services, such as fleet management and maintenance providers and insurance companies. Fleet and financing solutions can be provided as well. Mobility operators consider Free2Move as a one-stop-shop for all their requirements, enabling them to seamlessly connect with qualified/vetted partners.

> *"The tailor-made solutions cover all use cases ranging from a few minutes to several months of travel. Thanks to its technological expertise, Free2Move brings together the entire portfolio of services on a digital layer supported by an easy-to-use website, mobile app, and white label platform."*
>
> *– Geraldine Priya, New Mobility, Program Manager*

Free2Move's aims to act as a key enabler for stakeholders by bringing the demand and supply ecosystem together. In doing so, the company has greater visibility and control over the entire value chain. In contrast, other OEMs with B2C carsharing platforms are not able to sustain operations and exit many cities due to profitability issues. By being present in multiple domains, Free2Move is able to multiply opportunities for the same asset. Free2Move's tailor-made solutions cover all use cases ranging from a few minutes to several months of travel. Frost & Sullivan lauds Free2Move's technological expertise that brings together the entire portfolio of services on a digital layer supported by an easy-to-use website, mobile app, and white label platform.

Enhancing Customer Value through Innovative Technology and Seamless User Experiences

For mobility operators, cost synergies are ineffective. There are several revenue streams that are highly dependent on economies of scale due to the high price sensitivity of customers. Marketing, acquisition, IT, and running costs are high, making profitability elusive for operators. In this scenario, Free2Move's platform offers a host of advantages. First, a faster time to market for shared mobility operators. Given the dynamic nature of the segment, being quick to market is critical to success. With support from Free2Move, shared mobility operators like carsharing can launch operations within 2 to 3 months, which would have otherwise taken double that time. Second, easily scalable solutions enable mobility operators to either launch under their own brand or under the Free2Move brand. This way, they can remain independent and still be connected to Free2Move's global network to access a broader customer base.

Third, the lower cost of collaboration means that shared mobility operators do not have to manage multiple stakeholders in the ecosystem. Free2Move takes care of the end-the-end process, from the tech platform, finance, mobile app to implementation, reducing negotiation time and costs. Fourth, efficient supply and demand management due to seamless integration allows multiple partners and business models to choose from various fleet use cases, optimizing utilization rates. If an operator's fleet is fully booked, they can have temporary access to the fleet of cars from Free2Move's partner network. Fifth, access to multimodal solutions enables operators to enrich their mobility portfolio or expand to other services such as ridehailing from the choice of affiliate partners in Free2Move's ecosystem. Sixth, with the customization of solutions, mobility operators can shift from one consumption model to another based on the city of operation and mobility options in demand. For instance, demand for carsharing solutions has grown during the pandemic. Hence, a ridehailing operator can offer its customers access to carsharing by choosing from Free2Move's network of affiliate partners. Lastly, operators have access to integrated billing and payment solutions, providing greater control over expenditure.

Building a Presence in the Mobility as a Service Segment

Free2Move's Mobility Card, a universal payment card, simplifies the implementation of mobility packages for companies. With countries emerging from the pandemic, corporate mobility has become an area of interest for cities and corporates. Several European countries are framing

regulations to formalize mobility allowances for employees and push green efficiencies within corporate fleets.

Free2Move launched this solution in response to this trend to help employers manage employee expenses facilitating all types of transport: fuel, electric recharge, parking, train, plane, car sharing, rental, taxi, bikes. They offer 3 types of mobility subscriptions to adapt to each use case in accordance with the company policy.

Supporting Customers through Deployment

Free2Move supports its B2B partners with end-to-end customer service**s**, guiding them through the entire implementation process from the initial proof-of-concept phase to going live. During this time, the company assesses the customer's needs, makes recommendations based on those needs, develops a roadmap for implementation, and offers support post-implementation.

Frost & Sullivan applauds Free2Move for its comprehensive range of end-to-end services that meet customer needs and ability to remain ahead of the competition. Free2Move's mobility ecosystem allows it to have greater control over the shared mobility value chain. As a shared, electric, and autonomous mobility provider, Free2Move has the opportunity to own, orchestrate, and control the deployment of a dynamic supporting value chain to play an integral role in building a multi-brand business model that integrates its city-as-a-customer vision.

Conclusion

Efforts to optimize and improve the profitability of mobility operators have led to the emergence of mobility marketplaces and ecosystems. The Free2Move platform aggregates thousands hundreds of mobility service providers into a single location, creating an extensive provider network that offers numerous opportunities to mobility operators. The platform enables mobility operators to easily manage, track, and adapt solutions using the back-end platform. Fleet management and integration, planning, billing, payments, and automated accounting dashboards are among the critical functionalities available on Free2Move's end-to-end platform. The company's focus on adopting a holistic approach to the mobility marketplace is paramount in helping operators achieve profitability.

For its strong overall performance, Free2Move is recognized with Frost & Sullivan's 2021 Company of the Year Award in the European OEM New Mobility Marketplace industry.

What You Need to Know about the Company of the Year Recognition

Frost & Sullivan's Company of the Year Award is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

Best Practices Award Analysis

For the Company of the Year Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

Visionary Innovation & Performance

Addressing Unmet Needs: Customers' unmet or under-served needs are unearthed and addressed by a robust solution development process

Visionary Scenarios Through Mega Trends: Long-range, macro-level scenarios are incorporated into the innovation strategy through the use of Mega Trends, thereby enabling first-to-market solutions and new growth opportunities

Leadership Focus: Company focuses on building a leadership position in core markets and on creating stiff barriers to entry for new competitors

Best Practices Implementation: Best-in-class implementation is characterized by processes, tools, or activities that generate a consistent and repeatable level of success

Financial Performance: Strong overall business performance is achieved in terms of revenue, revenue growth, operating margin, and other key financial metrics

Customer Impact

Price/Performance Value: Products or services provide the best value for the price compared to similar market offerings

Customer Purchase Experience: Quality of the purchase experience assures customers that they are buying the optimal solution for addressing their unique needs and constraints

Customer Ownership Experience: Customers proudly own the company's product or service and have a positive experience throughout the life of the product or service

Customer Service Experience: Customer service is accessible, fast, stress-free, and high quality

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty

F R O S T & S U L L I V A N

About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at http://www.frost.com.

The Growth Pipeline Engine™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fuelled by the Innovation Generator™. Learn more.

Key Impacts:

■ **Growth Pipeline:** *Continuous flow of Growth opportunities*

■ **Growth Strategies:** *Proven Best Practices*

■ **Innovation Culture:** *Optimized Customer Experience*

■ **ROI & Margin:** *Implementation Excellence*

■ **Transformational Growth:** *Industry Leadership*

The Innovation Generator™

Our six analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

■ Mega Trend (MT)

■ Business Model (BM)

■ Technology (TE)

■ Industries (IN)

■ Customer (CU)

■ Geographies (GE)