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SHEBAH PTY LTD  
**DIRECTOR'S REPORT**  
FY 18/19





shebah  
ALL WOMEN RIDESHARE



# SHEBAH RIDESHARE

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SHEBAH RIDESHARE

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## MESSAGE FROM THE CEO

Georgina McEncroe

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Dear shareholders:

It was a busy year at Shebah HQ - we increased the number of drivers throughout Australia, and trip numbers also increasing by a healthy 42% in FY18/19. We have continued to see revenue grow by 110% since January 2019 to date. Our HQ team expanded to include more specialists into the team across marketing, technology, compliance and customer support.

*We have seen that cities of the future will depend on commercial vehicles working with existing infrastructure. We are part of the planning and discussions with state governments to get us there, including helping to shape laws surrounding safety.*

Shebah will continue to be the 'disruptor' of the industry, ensuring that children and women are always at the centre of discussions.

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We continue to grow our footprint considerably, expanding into all major states and territories in metro and regional areas. Our expansion has been driven by a marketing strategy that focused on growing brand awareness to increase new passenger trial of the service, as well as driver acquisition strategies boosting driver numbers in new and growth markets. As a result of our efforts, driver numbers increased by 71% and year on year rider numbers have a 33.8% increase.

A series of tech stabilisation requirements were completed and a further set of app experience enhancements was underway. Furthermore, planning began on the development of a set of completely new features that allows Shebah to take new product to market signals a period of exciting growth ahead.

Being the safest commercial rideshare platform in the market is not a *'throw away'* line at Shebah. We live it and breath it. We never stop lobbying for our drivers, for our riders or for women in this sector as a whole.

*We've seen so much positive change and will continue to have a seat at the table. We'll continue on our journey as a growth business in the year ahead, striving for safer mobility for women and children.*

Our plans include growing our audience as we continue to take the B2C product to new and existing markets The opportunity within our existing core audience remains large and we will continue to increase market share in this way. New product enhancements will also allow us to increase the value of our trips, therefore growing our existing revenue base. Women and children deserve the best and the safest transport available.



GEORGINA MCENCROE  
*Founder and Chief Executive Officer*

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# SHEBAH RIDESHARE PRINCIPAL OPERATIONS

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*From Year 2018 to 2019*

## COMPLIANCE

Compliance and regulatory frameworks are ever changing and consistently challenge the staff, the drivers and tech team. With each state and territory requiring different levies, signage, ages of vehicles and insurances, it is essential that Shebah represents itself at the table. With safety as the cornerstone of what Shebah represents, it is critical that Shebah not only understands the legislation, but then understands how it will impact women driving alone at night time.

With regards to signage, Shebah drivers often prefer not to illuminate the Shebah signage for the world to see when carrying young women, and women leaving family violence. Shebah has sought and been granted some leeway from the authorities in some states such as Western Australia who have promised they will use their discretion when it comes to removing signage for such dangerous jobs.

However in Queensland it's been another story. Despite death threats and repeated requests to remove signage when undertaking high risk work, and explaining that the need to be de-identified is paramount to safety, Shebah has had no such luck. Furthermore, Go-Pros have been deemed illegal in QLD and any driver wishing to use a camera to protect herself must use a state approved CCTV bolted camera. These are the cameras used by taxis and run 24 hours a day seven days a week. They are hard ware that cannot be used on leased vehicles and will reduce the resale value on a family car. As women drivers who have been on other platforms and victims of threatening behaviour and sexual misconduct, Shebah has advocated strongly to allow drivers to

continue to use Go-Pros and display stickers advising passengers that they are being recorded. Shebah suggested hefty penalties for any misuse of footage taken and uploaded by ride share drivers. The laws have been passed and the CCTV cameras are now the only option. Any QLD driver caught using her own device will be fined.

Use of phones while driving is also an ongoing issue that Shebah takes very seriously. Our drivers are anxious about being fined, the laws are unclear and the cradles are compulsory but not a guarantee that a driver won't be fined. Phones are a necessary tool of the trade but getting the balance right between safety and lawful usage is difficult.

Advocating for women drivers at airports has also been a focus. We had no women's toilet at Adelaide airport for women Rideshare drivers until Shebah started to negotiate on behalf of our drivers. We are very grateful to the South Australia airport for their support.

The cost of travel to attend many of these meetings is unavoidable but a worthwhile investment. Shebah must have a say to advocate for our drivers and improve safety conditions in the industry.

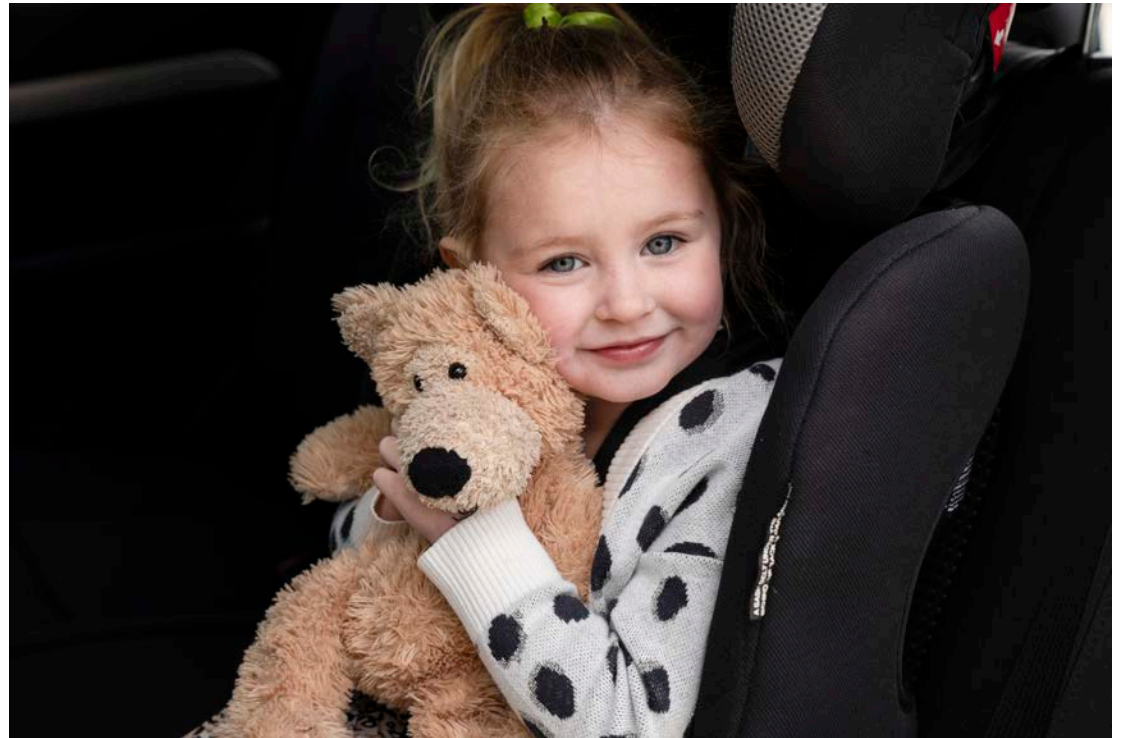
Applying a female lens to a male dominated industry is vitally important work if we are going to continue to grow and provide a safe work environment for women.

Photos: From left to right, top to bottom:

Shebah 2019 "Safer Together" Campaign: Evie with teddy bear.

Shebah 2019 "Safer Together" Campaign: Calypso getting in a Shebah.

Shebah 2019 "Safer Together" Campaign: Alison dropping Mackenzie home to her mum, Christy.



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## SHEBAH RIDESHARE PRINCIPAL OPERATIONS

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*From Year 2018 to 2019*

### MARKETING STRATEGY & ACTIVITIES

Shebah has hired a Director of Marketing, Carol O'Hanlon, lead the recently launched brand campaign "Safer Together". This has been delivered to market above the line and below the line and through a double sided market strategy, which has successfully brought both drivers and passengers to Shebah's platform.

Our strategic marketing plans have been very cost effective and have yielded Shebah's highest ever trip volume. The campaign has also generated an above target number of new passenger accounts and driver applications. The idea Safer Together, has firmly positioned Shebah as the only women only, yet safest rideshare for women and their children on the market. Our approach to brand communications has been to focus on delivering an emotional message that helps to unpack the benefits of the experience riding in a Shebah versus a competitor rideshare. We've delivered this message through real women who ride and drive for Shebah. These messages which we're taking to market through paid, owned and earned media have proved powerful and effective in growing the audience

Our channel strategy has been deliberately tactical. With outdoor billboards strategically placed outside our competitors onboarding centres, our radio ads in peak school drop off times, lots of earned media through PR, TV and in the newspapers, has also assisted with brand recognition and trip numbers. As a result, trip volume is tracking above the expected rate while our other key metrics, driver profiles being initiated and completed and app downloads are growing as per our targeted rate.

### INSIGHTS & RESEARCH

We've initiated a number of research exercises to inform strategies and to improve customer experience. With two customers; drivers and riders to service this quantitative research has proven essential. A recent passenger survey in July 19 showed of 709 respondents 87% chose Shebah as their first choice of rideshare, many however feeling frustrated if they could not get a vehicle *Fig 1*. Of the respondents, 82.7% said they chose Shebah because they wanted the safety of a woman driver with a Working With Children Check and an Office to contact where a person could be spoken to *Fig. 2*. The results further validated our point of difference is resonating but we've also drawn much insight into operational issues with supply in certain regions, which is being addressed.

We established Regional Leaders across the markets and as these are new positions, we have been anxious to understand if they were hitting KPI's beyond the trip volume, including how they were supporting new drivers. We needed to know that new driver education was being completed effectively before drivers took on Advanced Bookings and that car seat installation training was being done. One of the key findings was that our drivers were feeling well supported by the Regional Leaders and they hoped for more time and money for these key personnel.

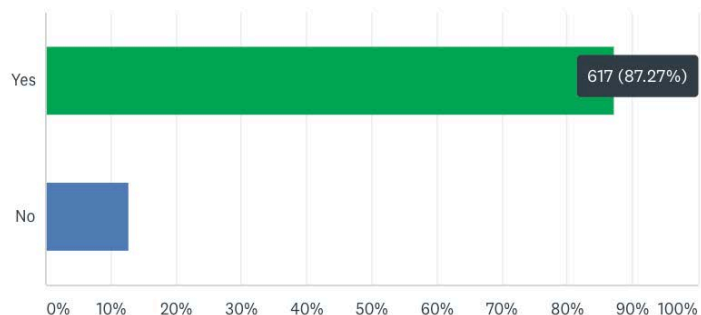


**Fig 1: Rideshare Preference**

Shebah Passenger Survey, July 2019 - preference.

### Is Shebah your first choice of rideshare service?

Answered: 707 Skipped: 0



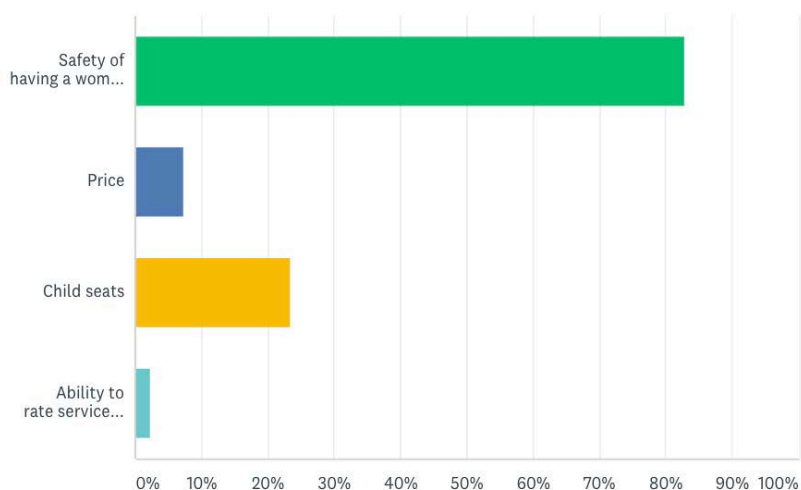
ANSWER CHOICES	RESPONSES	
Yes	87.27%	617
No	12.73%	90
<b>TOTAL</b>		<b>707</b>

**Fig 2: Rideshare preference reasonings**

Shebah Passenger Survey, July 2019 - safety is the reason for choice.

### If yes, is that due to:

Answered: 707 Skipped: 0



ANSWER CHOICES	RESPONSES	
Safety of having a woman driver with a working with children card	82.74%	585
Price	7.36%	52
Child seats	23.48%	166
Ability to rate service on Facebook or call/email the office	2.40%	17
<b>Total Respondents: 707</b>		

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## SHEBAH RIDESHARE PRINCIPAL OPERATIONS

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*From Year 2018 to 2019*

### TECHNOLOGY

Shebah has created a tech team and built out its tech platform making it seven times bigger than it had been. The CTO, Kruti Patel has been leading her team through changes in back end and application changes. The release of new features has been with the assistance of data analysts and UX experts.

The tech required greater stabilisation than first anticipated. The app and the back end had been used essentially to issue government reports for compliance purposes and before we could release new features the stack had to be assessed, the right staff hired and then the tech pipeline revisited and triaged in accordance with our resources, our capacity in terms of skill and our best revenue generator.

We were also obliged by the terms of the raise in March to build the 5% discount feature into the app . This required an investment of time and money but has proven to deliver increased satisfaction amongst our key stakeholders, shareholders and drivers.

Our commitment to stabilising the app and adding improved features has led to overall lower wait times, improved satisfaction in terms of the user-experience for drivers & riders, as well as an overall increase in app downloads.

### CUSTOMER SERVICE & SUPPORT

The customer support team, critical for Shebah as a service attending to vulnerable passengers, including unaccompanied minors, has doubled and has been greatly assisted by the Regional Leaders program. We have introduced new customer support team leads and processes to streamline our operations. Through these changes, we're ensuring passengers and drivers get support in a timely and effective manner.

Photos: From left to right, top to bottom:

Shebah 2019 "Safer Together" Campaign: Mackenzie Dancing.

Shebah 2019 "Safer Together" Campaign: Driver catch up meeting.

Shebah 2019 "Safer Together" Campaign: Alison helping Mackenzie out of her booster seat.



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## SHEBAH RIDESHARE SIGNIFICANT CHANGES

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*From Year 2018 to 2019*

In March 2019 Shebah went to Birchal to raise capital through the Crowd Equity Platform. This experience was very enlightening and encouraging. Shebah raised 3M and 94% of our investors were women. Shebah broke the Australian record for Equity Crowd Funding.

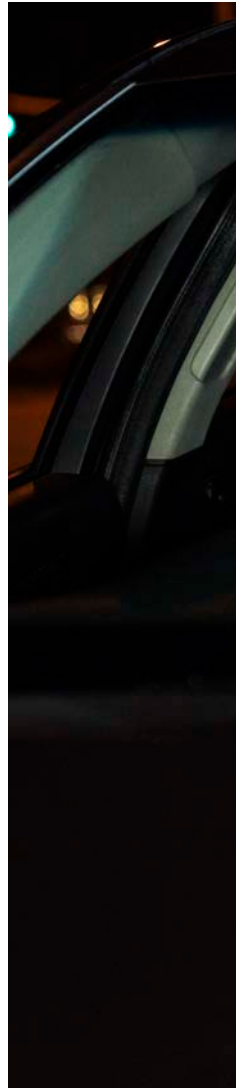
With this capital Shebah has been able to deliver some key changes including:

- Employ key specialist staff to expand operationally and
- With drivers now operational in Darwin, Hobart, Perth, Fremantle, Sydney, Adelaide, Gold Coast, Brisbane, Sunshine Coast, Toowoomba, Townsville, Bundaberg, Byron Bay, Blue Mountains, Penrith, Geelong, Bendigo, Castlemaine and Melbourne.
- We've deployed 15 new backend features and system changes for our technologies
- Our HQ team have moved into a better office space for better collaboration.
- We've raised the profile of Shebah outside of Australia and have been invited to present at events across the world to discuss global future mobility and women's economic citizenship.

These changes have helped us deliver an overall revenue increase of 110% since January 2019.

*Photo: To the right:*

*Shebah 2019 "Safer Together" Campaign: Shannon driving Calypso home.*





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## SHEBAH RIDESHARE LIKELY FUTURE DEVELOPMENTS

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*From Year 2018 to 2019*

Shebah will continue to develop unique app solutions for safe mobility and seek to expand into at least one foreign market in 2020. The stability of Shebah's technology and the security of the data within the company is critical. The financial growth is solid with an average 10% month to month. With some key app developments to be released in 2020 Shebah anticipates a significant increase in that growth. These features add to cities of the future and integrate with educational and communal assets.

B2B solutions with child care providers, aged care and all corporates hoping to transport women in the safest possible way with no surges, a predictable monthly spend on transport

costs and the capacity to select a preferred driver and book her a month in advance, these features will truly set Shebah apart from the rest. Shebah receives multiple requests each week for accounts ongoing with individual companies or not for profits. The solution will be released in 2020.

The forward assumptions are that Shebah will cash positive by the Q4 2021.

### DIRECTORS

Georgina McEncroe 5/5/16 -current

Yumi Stynes 12/9/17 - current

Christopher Carydias 20/4/18 -26/11/18



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