

THE
MOBILITY
FACTORY

Annual Report 2022



INTRODUCTION

In 2022 the development of the cooperative builds upon the accomplishments of the previous year. We reflect on the achieved milestones: the development of our strategic plan and the successful Crowdfunding campaign.

In fact, this financial support will significantly accelerate our growth and has prompted us to review how TMF can improve its structural and organizational methods in collaborating with our member cooperatives.

Throughout the first semester of 2022, we dedicated our efforts to crafting a new service concept and refining our pricing model. This innovative approach by TMF differentiates three key areas. Each is independently managed from a financial standpoint: TMF Platform, TMF Development and Integration, and TMF Cooperative.

At the heart of TMF lies the TMF Platform, which serves as the foundation for our 24/7 e-carsharing service. It encompasses all the essential work required to make this service seamlessly accessible. TMF Development and Integration, on the other hand, focuses on creating and implementing innovative features within the platform. Lastly, through TMF Cooperative, we actively promote and support the advancement of local, sustainable mobility initiatives.

Another noteworthy aspect is TMF's ongoing expansion. In 2022, we welcomed the addition of two new cooperatives to our network, further strengthening our collective efforts. Now, TMF is composed of 19 members across five countries.



TMF IN NUMBERS BY END 2022

5,1K

Users*

8

Board
members

95

B-members

295

e-Cars

19

Member Organizations

4+1

Team
members

6

Countries

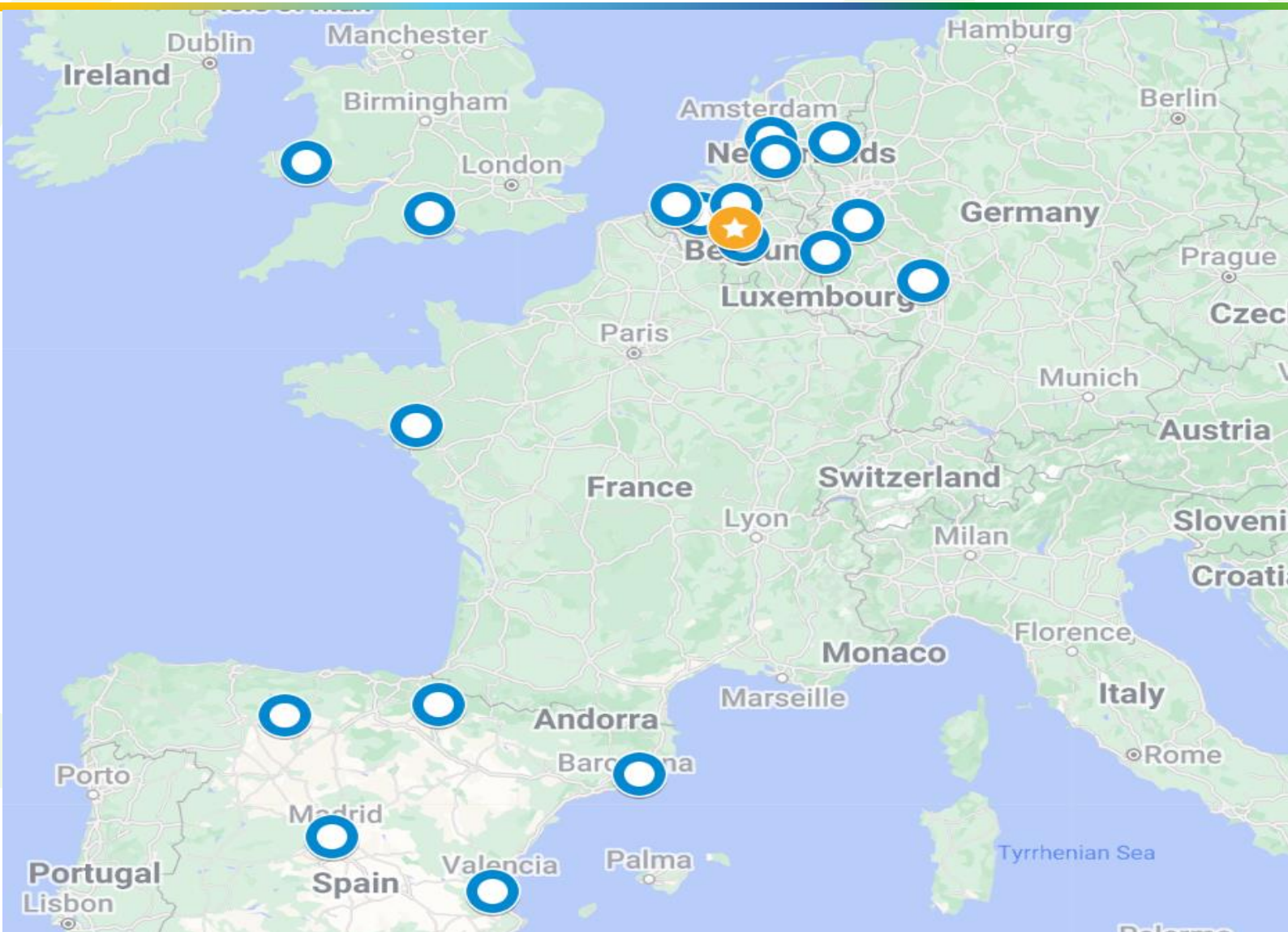
964

Tickets solved

3+2

Newsletter &
Surveys

*Number of Apps installed in active devices.



HIGHLIGHTS

New Product structure

Based on requests from several members, we designed a new product and pricing structure, and the board approved the result. TMF started to activate the new price structure in July 2022.

From an all-including monthly price per connected car, we transitioned to a more elaborated price model, providing a fairer cost structure between the different needs of our members. It adapts to large and small fleets and respects members' specific needs to add new functionalities to the platform.

Old price model

- ✓ All including monthly fee per car.
- ✓ Exceptional invoice for dedicated development.

New pricing model

- ✓ Yearly fee per platform elements (Server, Mobile APP, Pricing, Payment).
- ✓ Monthly (reduced) fee per connected vehicle.
- ✓ Hourly-based invoicing for development and Configuration tasks.

Please refer to our platform product description for further details

New Development process definition

These developments lead to a new internal structure for TMF, which seems well adapted to the platform cooperatives' nature. It helps to provide excellent service quality while holding strictly to cooperative principles.

Clear separation of the three entities, each of them has its own business and community logic. Each entity aims to be self-financed, but

they mutually support each other. Together they form the unique company structure as a cooperatively owned platform cooperative.

TMF Platform: Based on the current version, platform-related activities are needed to keep the service running. The work includes the setup of new instances and the mobile APPs, regular maintenance & bug fixing updates, help desk, support line, and dispatching the in-car hardware. Project management coordinates the new setup and the configurations within the sprint cycles.

TMF Integration (Development and Consulting): TMF will improve the platform by enhancing its capabilities to address the business needs of our members. Our members finance these developments and additional configurations. Integration includes the development and a testing period. Once this stage is over, the new functionality forms part of the platform, and the platform covers the maintenance costs.

TMF Cooperative: The societal part of TMF encloses activities not directly connected to services. This includes essential activities like organizing board meetings and the general assembly. We also manage the overall financial and strategic planning and communication via newsletter. The essential activity is an accountancy and HR administration, keeping the books and the legal requirement documentation current (Shareholder register, data privacy contracts). We also engage with new cooperatives willing to become a member of TMF. We started offering general workshops on cooperative e-carsharing for interested groups.

These three entities' structure is applied through all aspects of the daily work we organize. The organization of TMF is a living structure and must adapt in the future if the structure of our services evolves.

OTHER ACTIVITIES AND ACHIEVEMENTS

TMF Platform

- ✓ New development process definition and roll out (Sprints)

TMF Integration (Development and Consulting)

- ✓ Two-factor authentication (internally financed)
- ✓ Control Center redesign (internally financed)

TMF Cooperative:

- ✓ New homepage
- ✓ TMF Live Meeting Coulembourg (NL)
- ✓ Brussels-Capital Region subsidy application (not granted)
- ✓ Life project application (not granted)
- ✓ Participation in live conferences, workshops, presentations) (REScoop Balcans , Italy Rome)



FINANCIAL REPORT

Some comments about the results achieved in 2022:

- During 2022, TMF invested 49k€ in the improvement of the platform. Find the exact numbers in the side table. Investments affect the result as they are booked as additional income.
- The result includes 65k€ of amortization. A large part of it is the software platform which we amortize over five years. The total amount invested in the platform is 342k€.
- The change in the pricing model affected the result negatively as the invoicing of the hourly billed work is done quarter based, compared to the monthly invoiced fees.

of which 216k€ have been amortized. This affects the result in a negative direction.

| | |
|---|-----------------|
| 2FA (Two factor authentication) | 10.205 € |
| Internal (remuneration) | 10.205 € |
| External | 0,00 € |
| Control Center redesign (part 1) | 33.482 € |
| Internal (remuneration) | 19.500 € |
| External (Applifting) | 13.983 € |
| Community Map | 5.750 € |
| Internal (remuneration) | 0,00 € |
| External (Coopdevs) | 5.750 € |
| Total | 49.437 € |
| Total internal (remuneration) | 29.704 € |
| Total external | 19.733 € |

| INCOME STATEMENT | | |
|----------------------------|------------------|------------------|
| | 2022 | 2021 |
| Income | 265.853 € | 266.024 € |
| Sales and services | 216.416 € | 226.421 € |
| Other incomes | 49.437 € | 39.603 € |
| Costs | 357.336 € | 315.401 € |
| Purchases | 93.319 € | 78.142 € |
| Remuneration | 83.233 € | 68.513 € |
| Depreciation | 65.658 € | 58.901 € |
| Additional costs | 115.126 € | 109.844 € |
| Operational Result | -91.483 € | -49.377 € |
| Financial result | -752 € | -641 € |
| Result Before Taxes | -92.234 € | -50.018 € |
| BALANCE SHEET | | |
| | 2022 | 2021 |
| Total Assets | 272.738 € | 452.633 € |
| Fixed assets | 126.724 € | 142.945 € |
| Current assets | 146.014 € | 309.688 € |
| Cash | 95.406 € | 273.532 € |
| Other | 50.608 € | 36.155 € |
| Total Liabilities | 272.738 € | 452.633 € |
| Equity | 159.028 | 243.362 |
| Issued Capital | 94.000 € | 94.000 € |
| Share premium | 271.900 € | 264.000 € |
| Accumulated results | -206.872 € | -114.638 € |
| Amounts Payable | 113.710 | 209.271 |
| Long term | 10.000 € | 25.000 € |
| Short term | 103.710 € | 184.271 € |

The balance sheet shows a loss for the current and previous financial years. Article 3:6, §1 6° of the new Belgian Code of Companies and Associations (CCA) applies:

- ✓ The governance body determines that article 3:6, §1, 6° of the CCA is applicable and explicitly decides to maintain the valuation in the perspective of continuity for the following reasons.
 - The company still enjoys the support of its parent company.
 - The company has been able to meet all payment obligations thus far, and there is no reason to believe this would not be the case in the coming financial period.
 - Additionally, there has been a capital increase which should ensure the necessary cash flow in the coming years.



COSTS AND INCOMES

The following tables show TMF's top 10 sources of expenditure as well as the top 10 sources of revenue.

The main costs are divided into two aspects: on one hand, the acquisition of hardware from INVERS, and on the other hand, the salaries of Som Mobilitat, which part of the workforce of TMF management as a service to TMF. Regarding the revenues, they come mostly from payments for the use of platform service and are distributed according to the size of the cooperative.

| Partner | Incomes |
|--|---------|
| Partago cvba | 91k € |
| Som Mobilitat SCCL | 51k € |
| CoopStroom cv so | 34k € |
| VGA | 25k € |
| COOPERATIE COOPERATIEAUTO B.A. | 18k € |
| Coöperatie Hilversumse Energie Transitie | 10k € |
| Vianova Service GmbH | 7k € |
| Alterna Coop V | 6,6k € |
| Community Energies Wales | 4,6k € |
| EPV- Energies Citoyennes en Pays de Vila | 4,5k € |

| Partner | Cost |
|--------------------------------|--------|
| INVERS GmbH | 89k € |
| Som Mobilitat SCCL | 38k € |
| Carla Gomez Castellví | 23k € |
| Acerta Secretariat Social ASBL | 20k € |
| Applifting s.r.o. | 13k € |
| Coopdevs | 8k € |
| WeSmartPark | 5k € |
| Google Cloud EMEA Limited | 4,7k € |
| Partago cvba | 4k € |
| COOPERATIE COOPERATIEAUTO B.A. | 7k € |

OUTLOOK 2023

Cooperative Strategy: A Natural Growth Path Aligned with Members' Needs.

New community-managed organizations join us as they embrace the concept of a community-owned platform. They become aware of TMF through REScoop.eu and national networks. Upon becoming full members, they utilize the platform, which supports their e-carsharing business, facilitates member connections, and enables automation at various levels. We optimize the platform according to their specific requirements.

We proactively address additional member needs. In close collaboration and with financing from interested members, we integrate new functionalities within a reasonable timeframe. These added features benefit all members by further enhancing their experience.

As the platform's capabilities expand and our membership grows, the service becomes more efficient, reducing costs and overall value growth for The Mobility Factory.

Product: Transforming Tools into a Harmonious Platform

Creating a harmonious product that fulfills our members' needs is an art. Our product structure is well-defined, and in 2023, we aim to progress further by filling certain gaps and ensuring seamless integration between

different components. Key initiatives include completing the redesign of the control center and integrating connected and non-connected cars within the community portal and e-carsharing app. Including non-connected cars, initiated, and financed by our member VGA, will enable the Dutch association to offer new services to its members.

People: Establishing a Supportive Structure for New Team Members and Collaborators

In order to effectively carry out the cooperative development outlined above, we recognize the importance of having outstanding professionals who can thrive in an environment that nurtures their aspirations and responsibilities. We are committed to continually improving our processes and work environment, which will be documented in the [TMF team manifest](#).

As we embark on expanding our development and consulting unit, it is crucial for us to create an exceptional working environment that attracts professionals who are willing to dedicate their expertise, passion, and time to a sustainable and community-driven platform. This will be a key factor in our overall success.

Internal admin Tools & Cost:

Reevaluate and improve current solution.

BUDGET 2023

Following the new structure of the cooperative, we divide the budget into three parts, covering each of the business areas.

For each of the business areas, we identified possible investment options. These options are separate from the budget. They will be realized if the board of TMF decides to invest with internal funds or if TMF achieves external financing through member cooperatives.

Our overall budget aims for a small overall positive operational result. This result does not include amortizations but general and administration costs.

| Budget | 2023 | 2024 |
|---------------------------|----------------|-----------------|
| Revenues | 319.19€ | 410.287 € |
| Cost | 309.309 € | 390.92 |
| Result | 9.881 € | 19.367 € |
| Headcount (annual median) | 3,8 | 5,9 |

We plan to bring TMF financially a large step forward as we plan to move from a structural deficit of around 70k€ to a positive result.



TMF Platform

For the basic budget, we estimate a conservative growth of 60 vehicles in 2023 and 2024. These numbers include estimations based on development work done in Q3 and Q4 of 2022. Additionally, we have received the prediction by our members VGA and Som Mobilitat to order substantial enhancements and improvements of the platform during 2023 and 2024.

| | 2023 | 2024 |
|------------------------------|------|------|
| Hardware | | |
| Cars | 345 | 405 |
| Bikes (Bicycle & Motorcycle) | 19 | 31 |
| Platform | | |
| Onboarding flow* | 21 | 23 |
| Community map | 3 | 5 |
| APP & Web-APP branding | 19 | 27 |
| Community Portal | 2 | 5 |
| In-APP shop & pricing | 10 | 14 |

| TMF Platform (growth and stable) | 2023 | 2024 |
|----------------------------------|-----------------|--------------|
| Revenues | 228.52€ | 271.667 € |
| Direct Cost | 96.353 € | 110.079 € |
| Indirect Cost | 97.345 € | 124.518 € |
| RESULT/MARGIN | 34.822 € | 37.07 |
| Headcount | 1.8 | 2.2 |

Opportunities & Risk

The result of this unit depends mainly on the evolution of our current members. The evolution of members is an ample opportunity in case members grow faster than expected, but obviously, also a risk in case members reduce activity.

The substantial additional developments planned and financed by members for 2023 and 2024 might lead to additional new members joining the cooperative, as the new functionality will cover their needs. This new functionality might also support current members in developing their businesses further.

Investments

The board of TMF decided to invest in redesigning the current control center, which is planned to be finished in Q3 2023.

TMF Integration (Development and Consulting)

These numbers include estimations based on development work done in Q3 and Q4 of 2022. Additionally, we have received the prediction by our members VGA and Som Mobilitat to order substantial enhancements and improvements of the platform during 2023 and 2024.

| TMF Integration (Development and Consulting) | | |
|--|-----------------|-----------------|
| Developments financed by members | 2023 | 2024 |
| Revenues | 90.670 € | 138.62 |
| Direct Cost | 54.553 € | 85.107 € |
| Indirect Cost | 8.183 € | 12.766 € |
| RESULT/MARGIN | 27.934 € | 40.747 € |
| Headcount | 1.5 | 3.2 |

Opportunities & Risks

Other members might join Som Mobilitat and VGA and order additional developments at a larger scale. This would lead this unit to become even more important.

We will encourage members to include TMF in project proposals as a third party. This might make their proposals more successful and allow The Mobility Factory to improve the platform further.

TMF Cooperative

As this business unit covers general costs and cooperative living, we do not plan any revenues.

TMF General Cost and Cooperative Live

| (Minimum) | | |
|------------------------|------------------|------------------|
| Direct cost | 0 € | 0 € |
| Indirect cost | 52.875 € | 58.450 € |
| Result / Margin | -52.875 € | -58.450 € |
| Headcount | 0.5 | 0.5 |

Opportunities: we will be open to being part of project proposals to provide general support for cooperative e-carsharing business development. This is an opportunity to generate revenues and more activity in the TMF cooperative unit.

We will concentrate on Q3 and Q4 to reduce administrative costs and improve the order and inventory processes.

Due to a change in Belgium legislation, we will start a process to modify our statutes in Q3 2023.



TMF NETWORK



Alterna.coop
Valencia, ES
alterna.coop



Conecta MovEL
SCM
Madrid, ES
conectamovelcoop.es



Coöperatie Auto
Culemborg, NL
cooperatieauto.nl



Coöperatie
Hilversumse Energie
Transitie U.A.
Hilversum, NL
hetcooperatie.nl



Coöperatie
LochemEnergie U.A.
The Netherlands, NL
lochemenergie.nl



CoopStroom cv so
Bruges, BE
coopstroom.be



Courant d'Air
East of Belgium, BE
courantdair.be



eKiwi movilidad
Castilla y León, ES
ekiwimovilidad.es



Energiegewinner eG
Cologne, DE
energiegewinner.de



Energies Citoyennes
en Pays de Vilaine
(EPV)
Pays de Vilaine, FR
enr-citoyennes.fr



KarkarCar
Navarra, SP
karkarcar.coop



Nadder Community
Energy (NCE)
Tisbury, GB
nadderce.org.uk



Partago cv
Flanders, BE
partago.be



REScoop.eu
Belgium, BE
rescoop.eu



Som Mobilitat SCCL
Catalonia, ES
sommobilitat.coop



TrydaNi-Charge
Place Wales
Wales, UK
chargeplacewales.org



UrStrom eG
Mainz, DE
urstrom.de



Vereniging voor
Gedeeld
Autogebruik (VGA)
The Netherlands, NL
deelauto.nl



Vianova eG
Mainz, DE
vianova.coop.de

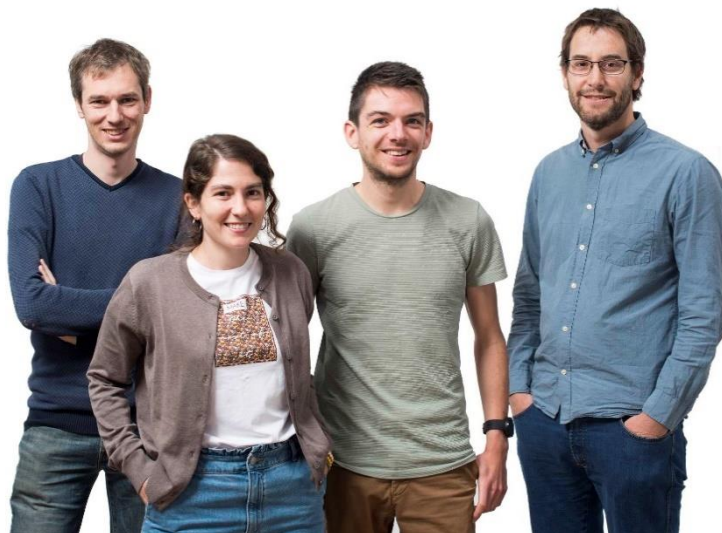
TMF BOARD

These organizations are member of the TMF board, each of them is represented by a natural person:

Elected board members

- **Coöperatie Hilversumse Energie Transitie U.A.** represented by Jeroen Pool
- **Coöperatie Cooperatieauto B.A.** represented by Jan De Kock
- **Energiegewinner eG** represented by Kay Vossenhricht
- **Som Mobilitat SCCL** represented by Ricard Jornet Ginesta
- **REScoop.eu** represented by Dirk Vansintjan
- **Partago CV** represented by Joachim Jacob
- **Coopstroom CV** represented by Karen Bracke
- **LITA.co** represented by Raphaël Beaumont

TMF TEAM





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