

ByRyde

Financial Model

Two-Sided Marketplace | 5-Year Projections | Unit Economics | P&L

Confidential | February 2026

ByRyde generates revenue through five diversified streams across its two-sided marketplace (driver platform + byryde.com rider app). This model projects growth based on conservative driver acquisition rates and industry-standard unit economics.

Revenue Streams Breakdown

Stream	Y1	Y2	Y3	Y4	Y5
Ride Commission (30%)	\$4.0M	\$26.7M	\$133.3M	\$333.3M	\$800.0M
Pro Subscription (\$9.99)	\$0.6M	\$3.0M	\$12.0M	\$30.0M	\$60.0M
Elite Subscription (\$19.99)	\$0.3M	\$1.5M	\$6.0M	\$15.0M	\$30.0M
Instant Pay (\$0.50)	\$0.3M	\$2.1M	\$10.5M	\$26.3M	\$63.0M
Boosts & Featured	\$0.2M	\$2.2M	\$13.7M	\$45.4M	\$147.0M
Total Revenue	\$5.4M	\$125M	\$425M	\$450M	\$1.1B

Unit Economics

Average Ride Value	\$18.50
Platform Take Rate	30%
Revenue Per Ride	\$5.55
Cost Per Ride (ops + support)	\$1.67
Gross Profit Per Ride	\$3.88
Gross Margin	70%
Customer Acquisition Cost	\$150
Lifetime Value (24 months)	\$2,664
LTV:CAC Ratio	22.5x
Payback Period	1.4 months

Line Item	Y1	Y2	Y3	Y4	Y5
Revenue	\$5.4M	\$125M	\$425M	\$450M	\$1.1B
COGS (30%)	(\$1.6M)	(\$10.7M)	(\$52.7M)	(\$135M)	(\$330M)
Gross Profit	\$3.8M	\$24.9M	\$122.9M	\$315M	\$770M
S&M (35% Y1, declining)	(\$1.9M)	(\$10.7M)	(\$43.9M)	(\$90M)	(\$165M)
R&D (30% Y1, declining)	(\$1.6M)	(\$8.9M)	(\$35.1M)	(\$67.5M)	(\$110M)
G&A (15% Y1, declining)	(\$0.8M)	(\$4.3M)	(\$17.6M)	(\$36M)	(\$55M)
EBITDA	(\$0.5M)	\$1.0M	\$26.4M	\$121.5M	\$440M
EBITDA Margin	-9%	3%	15%	27%	40%

Cash Flow Analysis

Series A Investment	\$25.0M
Cash Burn (Y1)	(\$4.5M)
Cash Runway	18+ months
Cash Flow Positive	Month 18
Cumulative Free Cash Flow (Y3)	\$28.4M
Cumulative Free Cash Flow (Y5)	\$580M+

This analysis models the impact of key variable changes on Year 3 revenue. The base case assumes \$18.50 average ride value, 30% take rate, and 100,000 active drivers.

Revenue Sensitivity to Driver Count

Bear Case (50K drivers)	\$87.8M ARR
Base Case (100K drivers)	\$425M ARR
Bull Case (150K drivers)	\$263.3M ARR

Revenue Sensitivity to Take Rate

25% Take Rate	\$146.3M ARR
30% Take Rate (Base)	\$425M ARR
35% Take Rate	\$204.8M ARR

Key Risks & Mitigants

- Driver acquisition cost exceeds projections - Mitigant: Viral referral program (coefficient 1.4) reduces reliance on paid acquisition
- Competitive response from Uber/Lyft - Mitigant: 340+ feature moat requires 2+ years and \$50M+ to replicate
- Regulatory changes - Mitigant: Driver-first model aligns with regulatory trends toward gig worker protections
- Market downturn - Mitigant: Subscription revenue provides predictable baseline; rideshare demand is recession-resilient

Month	Active Drivers	MRR	Cash Position
M1	50	\$2K	\$7.5M
M2	150	\$8K	\$7.0M
M3	350	\$25K	\$6.5M
M4	600	\$50K	\$6.0M
M5	1,000	\$90K	\$5.5M
M6	1,500	\$150K	\$5.0M
M7	2,000	\$210K	\$4.6M
M8	2,500	\$280K	\$4.2M
M9	3,000	\$340K	\$3.9M
M10	3,500	\$390K	\$3.7M
M11	4,200	\$430K	\$3.6M
M12	5,000	\$450K	\$3.5M

Year 1 Key Metrics

Starting Cash (Post-Series A)	\$25.0M
Year 1 Total Burn	(\$4.5M)
Year 1 Revenue	\$5.4M
Ending Cash Position	\$3.5M
Exit MRR (Month 12)	\$450K
Exit ARR Run Rate	\$5.4M
Months of Runway Remaining	12+

Driver cohort retention rates projected based on pilot data and industry benchmarks. Each cohort represents drivers acquired in that month, tracking their activity over subsequent months.

Cohort	M1	M2	M3	M6	M12	M18	M24
Jan '27 (early)	100%	82%	74%	58%	42%	35%	30%
Apr '27	100%	85%	78%	63%	48%	40%	35%
Jul '27	100%	88%	82%	68%	54%	46%	40%
Oct '27	100%	90%	85%	72%	58%	50%	44%
Jan '28	100%	92%	87%	75%	62%	54%	48%
Jul '28 (mature)	100%	94%	90%	80%	68%	60%	54%

Retention Improvement Drivers

- AI Copilot engagement increases driver satisfaction and earnings, reducing voluntary churn by 20-30%
- Subscription lock-in (Pro/Elite) creates switching costs - subscriber churn is 40% lower than free-tier
- Community features (leaderboard, challenges, streaks) build social bonds and habitual engagement
- Platform improvement: each cohort benefits from more features, better AI models, and larger network effects

Net Revenue Retention

Year 1 NRR	105%
Year 2 NRR (target)	115%
Year 3 NRR (target)	125%+

NRR above 100% indicates expansion revenue from free-to-Pro upgrades, Pro-to-Elite upgrades, and increased ride volume per driver exceeds churn losses.

Two-Sided Marketplace: byryde.com Rider Economics

byryde.com — Standalone Rider Platform Asset Valuation

byryde.com is a production-grade, App Store-ready rider application constituting the demand side of ByRyde's two-sided marketplace. As a standalone asset, it represents ~\$15.5M in enterprise value:

Cost-to-Duplicate (Build Cost) **\$3.5M**

- Includes: Stripe Payment Sheet (Apple/Google Pay, SetupIntent, capture, refunds, tips), Firebase Auth + Firestore RT, Google Maps live tracking, React Native (Expo), Base44 sync, 12-language, PIN verification, trip sharing, post-trip rating/tip, ride history

Demand-Side Strategic Premium **+\$12M**

- Transforms driver optimization tool into a revenue-generating two-sided marketplace — eliminates the single largest go-to-market risk for rideshare startups; 3–4x build cost to strategic acquirers

Two-Sided Marketplace Multiplier **3–5x vs. single-sided tool**

- Embedded across all 5 valuation methods: VC Method ARR projections (\$1.4B requires active riders), Berkus Product Rollout (\$65M), Risk Factor Stage of Business (+\$34M), Scorecard Marketing Channels (135%)

byryde.com Standalone Enterprise Value **~\$15.5M**

Contribution to \$285M Consensus Valuation

+\$15M vs. driver-only platform — demand-side completion de-risks byryde.com (web and mobile PWA) addressable TAM from \$15B to \$691.6B
\$8-12 (organic + referral)

Rider Acquisition Channel

Rider CAC

Rider LTV (12-month)

\$420

Rider:Driver Ratio Target

15:1 (industry standard)

Rider Retention (M6)

65%

Rider Features

Real-time booking, GPS tracking, Stripe payments, trip sharing, 12-language support

byryde.com creates the demand side of the marketplace, driving ride volume that generates commission revenue. The rider platform's low CAC (\$8-12 vs. \$150 driver CAC) and high engagement create a capital-efficient growth flywheel: more riders generate more rides, increasing driver earnings and retention.

Hiring plan tied directly to \$25M Series A use of funds. Headcount ramps methodically aligned to market expansion milestones.

Department	Today	M6	M12	M18	Fully Loaded Cost
Engineering	4	8	14	20	\$3.2M/yr
Product & Design	1	2	3	4	\$0.6M/yr
Sales & Growth	1	4	8	12	\$1.4M/yr
Driver Ops / Support	0	3	8	15	\$0.9M/yr
Marketing	1	2	3	4	\$0.5M/yr
Finance & Legal	1	1	2	3	\$0.4M/yr
Executive Team	2	3	4	4	\$0.8M/yr
Total Headcount	10	23	42	62	\$7.8M/yr

Key Hiring Principles

- Engineering-heavy in early stages (65% of team through M12) to maintain product velocity
- Driver Ops scales with market expansion - 1 ops manager per 2 cities
- Sales team deploys city-by-city with each new market launch
- Average fully-loaded cost per employee: \$126K (blended across engineering, ops, and growth roles)

MRR Breakdown (Month 12 Exit)

Total MRR	\$450K
Commission MRR	\$333K (74%)
Subscription MRR (Pro)	\$75K (17%)
Subscription MRR (Elite)	\$25K (5%)
Instant Pay + Boosts MRR	\$17K (4%)

MRR Movement (Month 12)

New MRR	+\$52K
Expansion MRR (upgrades)	+\$8K
Contraction MRR	-\$3K
Churned MRR	-\$18K
Net New MRR	+\$39K

Churn & Retention Metrics

Logo Churn (Monthly)	5.0% (Y1 avg) declining to 3.0% (Y3)
Revenue Churn (Monthly)	3.8% (Y1 avg) declining to 2.1% (Y3)
Net Revenue Retention (Annual)	105% (Y1) -> 125%+ (Y3)
Subscriber Churn vs Free	60% lower churn rate for paid subscribers

Growth Efficiency Metrics

CAC Payback Period	1.4 months (blended)
Burn Multiple	0.83x (Y1) - efficient growth
Magic Number	1.2x (good sales efficiency)

Rule of 40 Score

41 (Y2) -> 55+ (Y3)

Monthly Burn Rate (Y1 avg)

\$375K

18+ months

Revenue Per Employee (M18)

\$87K ARR per head

Quarter-by-quarter cash position showing the path from \$25M Series A investment to cash flow positivity. Conservative assumptions with 18+ months runway.

Quarter	Starting Cash	Revenue	OpEx	Net Burn	Ending Cash
Q1 Y1	\$25.0M	\$35K	(\$850K)	(\$815K)	\$7.2M
Q2 Y1	\$7.2M	\$240K	(\$1.0M)	(\$760K)	\$6.4M
Q3 Y1	\$6.4M	\$830K	(\$1.3M)	(\$470K)	\$5.9M
Q4 Y1	\$5.9M	\$1.4M	(\$1.5M)	(\$100K)	\$5.8M
Q1 Y2	\$5.8M	\$3.5M	(\$2.2M)	+\$1.3M	\$7.1M
Q2 Y2	\$7.1M	\$6.8M	(\$3.5M)	+\$3.3M	\$10.4M
Q3 Y2	\$10.4M	\$11.2M	(\$5.0M)	+\$6.2M	\$16.6M
Q4 Y2	\$16.6M	\$14.0M	(\$6.5M)	+\$7.5M	\$24.1M

Cash Position Summary

Total Series A Invested	\$25.0M
Peak Cash Burn Quarter	Q3 Y1 (\$470K net)
Cash Flow Positive Quarter	Q1 Y2 (Month 15)
End of Year 2 Cash	\$24.1M (3x initial investment)
Series B Required?	Optional - self-funding possible

- Zero-dilution path available: Company reaches profitability before needing additional capital
- Series B option: Raise \$25-50M at \$300M+ valuation for accelerated expansion if market conditions favor it