

LALAMOVE



"Lalamove's Mission to
Become B2B Super App"

TEAM DOMIE

PUTTHIPONG

SORAWIT

SLYNN

TEERAPAT

AGENDA



ANALYSIS

MARKET
ANALYSIS

COMPANY
ANALYSIS

4 MARKETS
ANALYSIS

HOW TO BE "TOP OF MIND" "SUPER APP"

TRANSITION

- LALAFIN
- LALASTRATEGIC
- LALAE-COMMERCE
- LALAMOVE+

"DRIP" STRATEGY

- DATA-DRIVEN DECISION
- RIGOROUS REPORTING
- IMMERSIVE INTERACTION
- PERSONALIZED PROMOTION

IMPLEMENTATION

IMPLEMENTATION
TIMELINE

FINANCE

KPIs

IMPACT

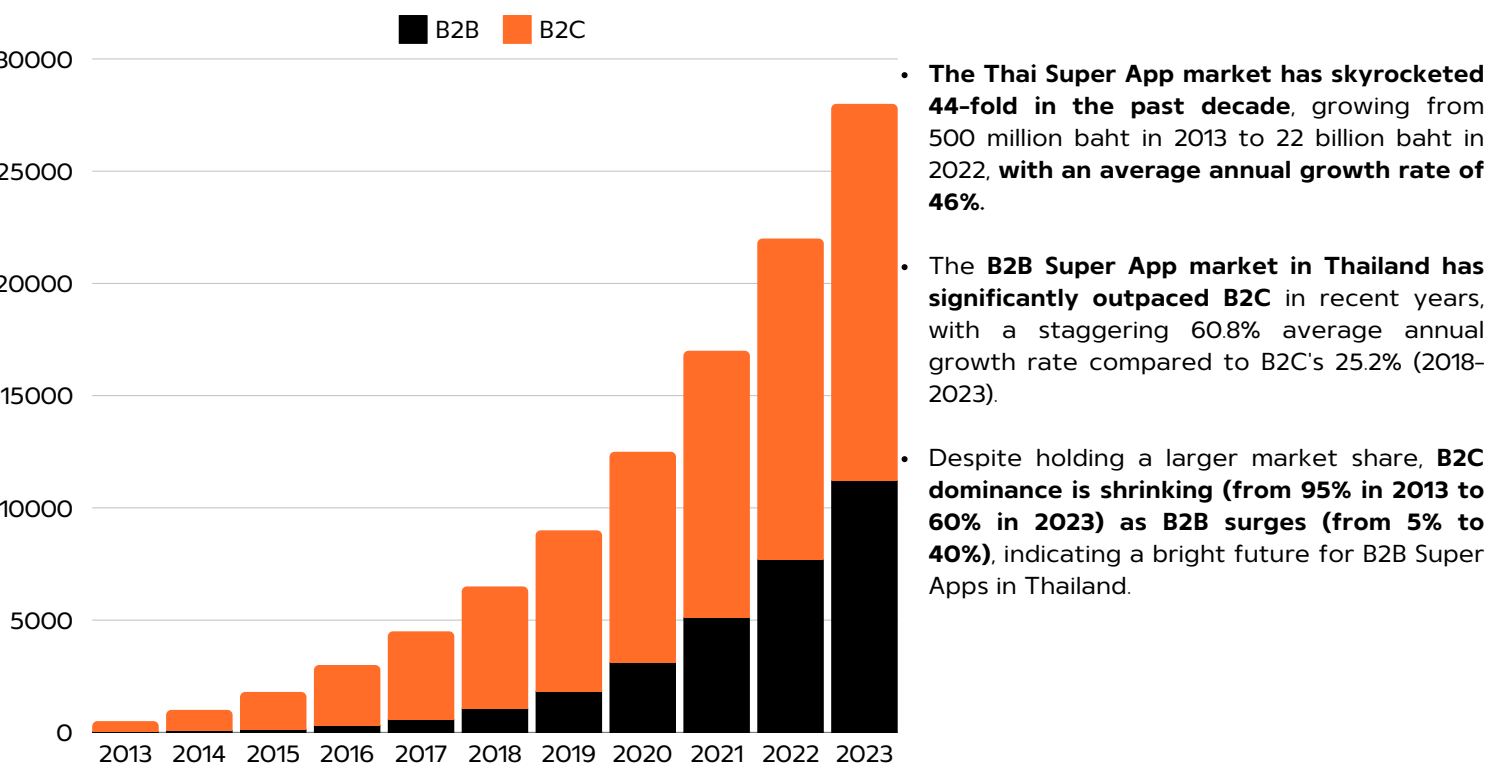
**NON-
FINANCIAL**
IMPACT

FINAICIAL
IMPACT

SUPER APP MARKET ANALYSIS

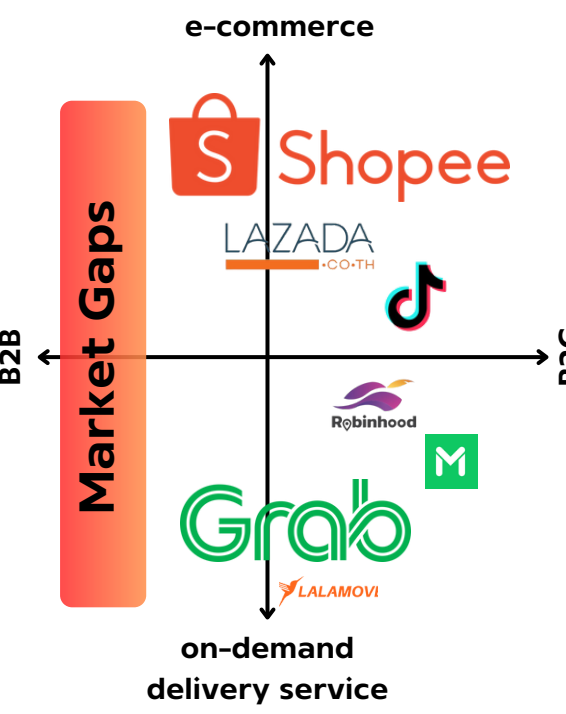
Thailand's Super App market is booming, with these feature-rich apps catering primarily to consumers (B2C) rather than businesses (B2B).

Thailand's Super App market thrives, with B2C dominating market share, but B2B boasts a much faster growth rate (CAGR 60.8% vs 25.2%).



Key Players in the Thai Super App Market

Thailand's Super App market prioritizes B2C over B2B services, evident in both e-commerce and on-demand delivery.

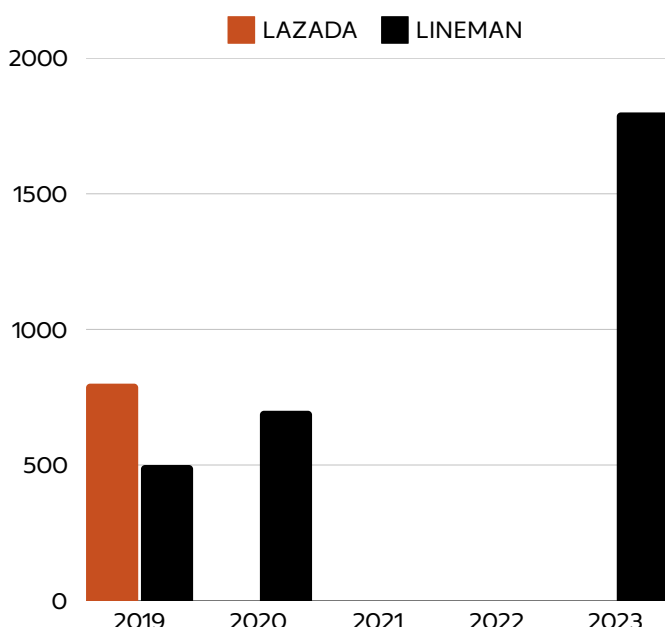


- B2C Super Apps face stiff competition from both domestic and international players with large marketing budgets, as well as challenges from increasingly stringent regulations.
- There are market gaps in the B2B super app market, as most players in the market focus more on the B2C market.
- There are already major players in each service format, both in e-commerce and on-demand delivery services, but there is no single player offering a complete end-to-end service.

Marketing in Thailand's Super App market The Super App market in Thailand is highly competitive, especially in the B2C segment, where major players spend over 10 billion baht annually on marketing and promotions to gain market share.

- Marketing and promotional spending in the Thai Super App market has grown continuously and rapidly over the past 5 years, with a CAGR of 34% per year.

- Four major players in Thailand's Super App market collectively spent a massive 12.5 billion baht on marketing in 2023. This represents a significant 44.6% of the total market value. Grab, in particular, had the highest spending share at 44%.



MARKET TARGET GROUP



B2C Super Apps target new-age consumers, especially Gen Y and Gen Z, in urban areas, offering a variety of user-friendly services in a single app. Providers must understand market-specific differences to tailor strategies and services effectively.



SMEs are the primary target group for the B2B Super App market due to their large numbers, diverse service needs, and high growth potential. Providing comprehensive services that cater to the specific needs of SMEs can help create a competitive edge.

Challenges Faced by Thai Super App

- Intense competition in the Thai Super App market with major players locally and abroad vying for market share through significant marketing investments.
- Rapid shifts in Thai consumer behavior and preferences driven by technology trends necessitating adjustments by Super App providers.
- Stringent and evolving regulatory oversight from multiple government agencies affecting operations and potentially increasing compliance costs.
- Significantly challenging to cultivate and retain long-term customer loyalty amidst abundant choices and comparison of price and service quality in the Super App market.

ANALYSIS

TRANSFORMATION

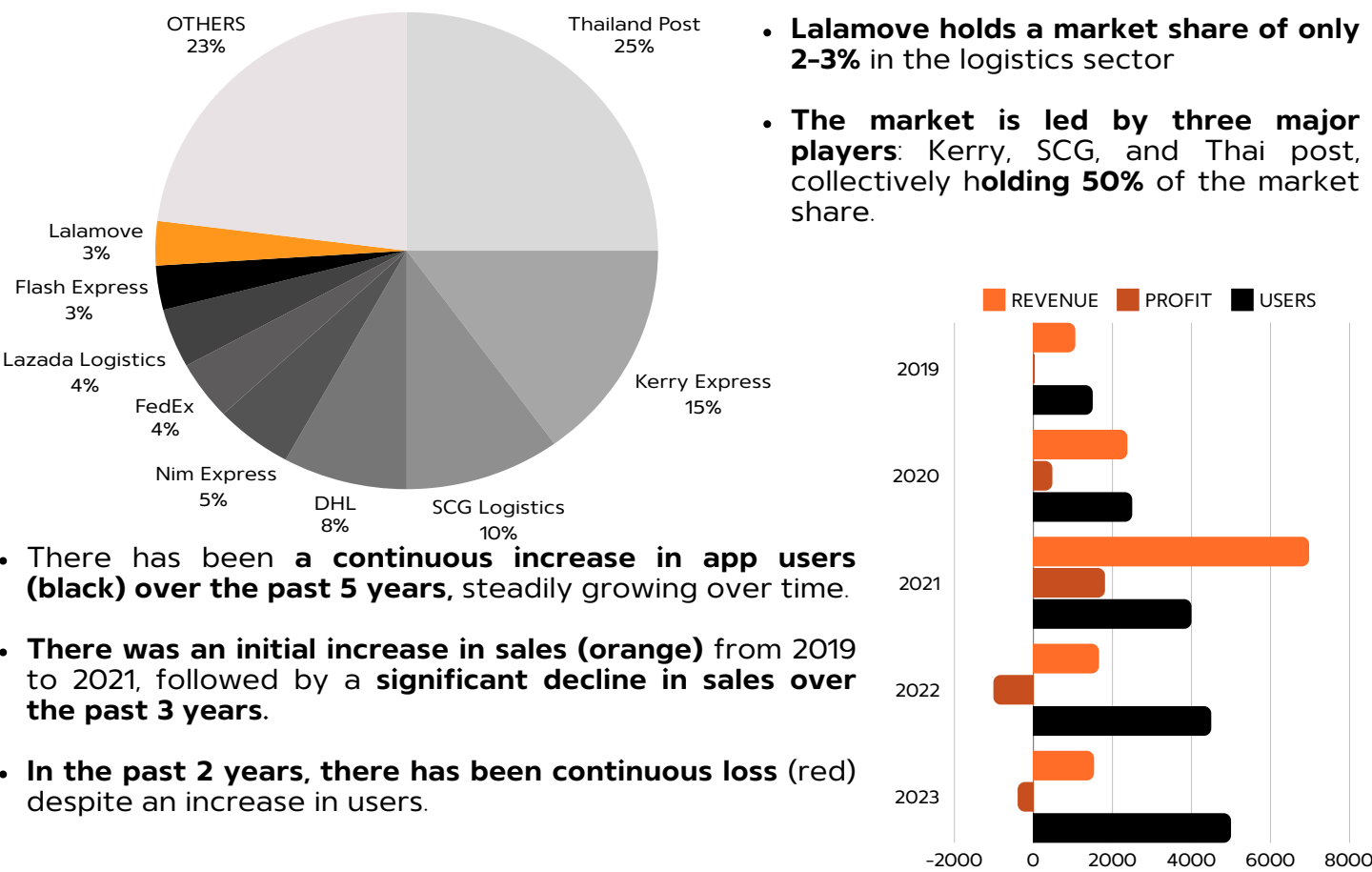
MARKETING

IMPLEMENTATION

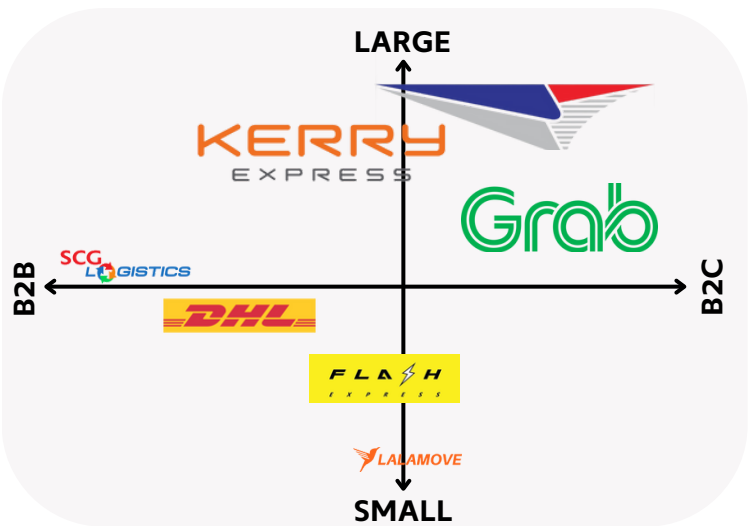
IMPACTS

COMPANY ANALYSIS

Performance Overview



COMPETITORS ANALYSIS



- Major competitors in the market focus on fostering growth on both the B2B and B2C fronts.
- While some players concentrate solely on fostering growth either in the B2B or B2C sector.

SWOT ANALYSIS

Lalamove's strengths in transportation expertise and SME customer loyalty provide opportunities for growth in the B2B market, but it faces challenges from intense competition, limited resources, and external risks in the Thai Super App industry.

strenghts

- **Expertise and experience** in the transportation and logistics industry.
- **Wide and diverse network** of driver partners.
- **User-friendly technology platform** for efficient user-driver matching.
- **Flexibility to adapt business models** to market demands.
- **Strong customer base, particularly among SMEs, with brand loyalty.**

oppotunities

- **High growth potential in the B2B market**, especially among SMEs.
- **Technological advancements and innovations** to develop value-added services.
- **Changing consumer behaviors** towards digital service usage, expanding customer base.
- **Growth of e-commerce** and increased demand for transportation and logistics services.
- **Expansion of economies** and trade in the Southeast Asian region.

weakness

- **Brand recognition is not as widespread** as major competitors in the B2C market.
- **Limited services compared** to other Super Apps in the market.
- **Small-scale business** leading to **resource and capital constraints**.
- **Lack of comprehensive** service ecosystem like larger Super Apps.
- **Expanding into new services** may impact brand image as a transportation specialist.

threats

- **Intense competition** from major Super App providers, both domestically and internationally.
- **Increasing consumer bargaining power** leading to heightened price and promotion competition.
- **Rapid technological changes** requiring constant platform investment.
- **Stringent regulations** and regulations from the government impacting business operations.
- **Economic and political fluctuations** affecting consumer purchasing power and spending.

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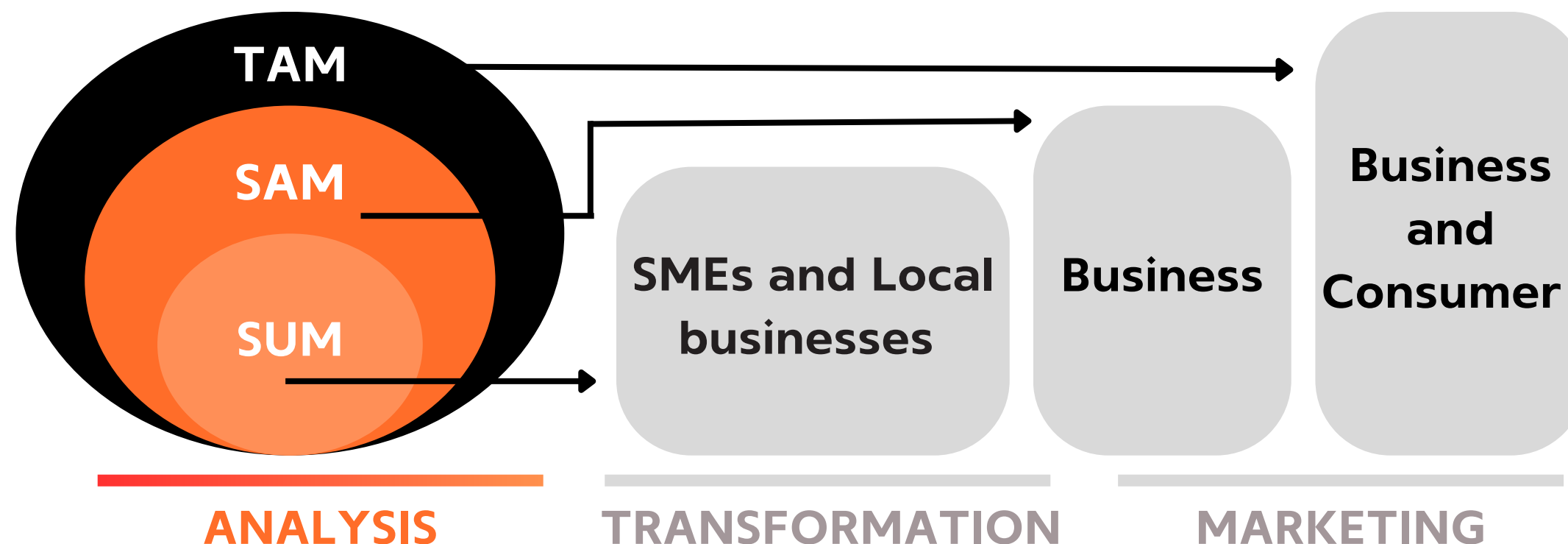
IMPACTS

5 Reasons

Why Lalamove Should Transform into a B2B Super App Instead of a B2C Super App

- 1. B2B market opportunities outweigh B2C:** Thailand's SME B2B market is valued at 3.5 trillion baht, while B2C stands at 1.1 trillion baht. With over 3 million SMEs, surpassing Lalamove's customer base, the complexity of SME service needs offers higher-value service opportunities.
- 2. B2B competition is less fierce than B2C. In B2C:** rivals like Grab, LINE MAN, and GoJek fiercely compete. However, in B2B, there are fewer players, mainly large logistics providers not flexible for SMEs. Lalamove's expertise in on-demand services gives it an edge in penetrating the SME market.
- 3. B2B expansion opportunities exceed B2C:** While B2C customers mainly seek transportation, SMEs require diverse services like finance, marketing, and inventory management. Lalamove can extend its B2B Super App services to cater comprehensively to SMEs' need
- 4. SME growth is vital:** constituting 90% of businesses and contributing over 43% to the GDP. The government's 2017-2021 SME strategy emphasizes digital transformation. This SME growth and state support will expand Lalamove's B2B service market in the long run.
- 5. SMEs have consistent and predictable service usage compared to sporadic B2C needs:** making revenue estimation difficult. SMEs generally maintain steady monthly transportation volumes, aiding efficient resource allocation. This predictability allows Lalamove to manage costs and increase profits effectively.

TARGET GROUP

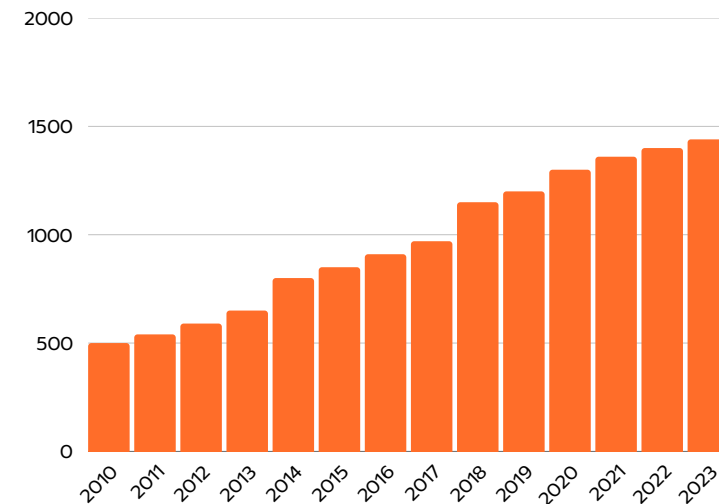


4 SMEs AND LOCAL BUSINESS PAINPOINTS

- **Logistics & Delivery:** High costs, parcel complexity, damaged goods.
- **Fintech & SME Loan:** Limited capital, collateral lack, provider misunderstanding.
- **Accounting & ERP and Business Consulting:** Knowledge gap, costly software, no inventory management, no consultants, trial and error, expansion uncertainty.
- **Wholesale E-Commerce:** Limited local market, no wholesale channels, lacking international networks.

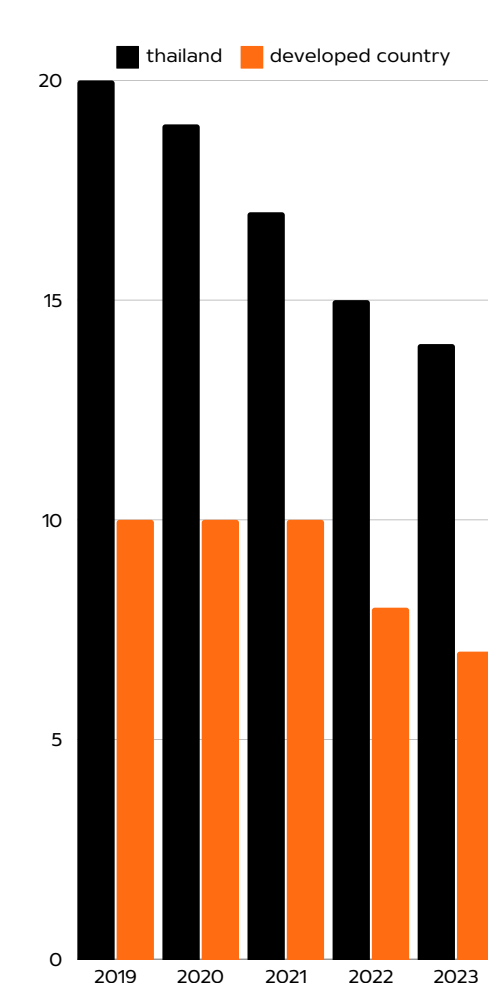
4 MARKETS ANALYSIS

LOGISTIC MARKET



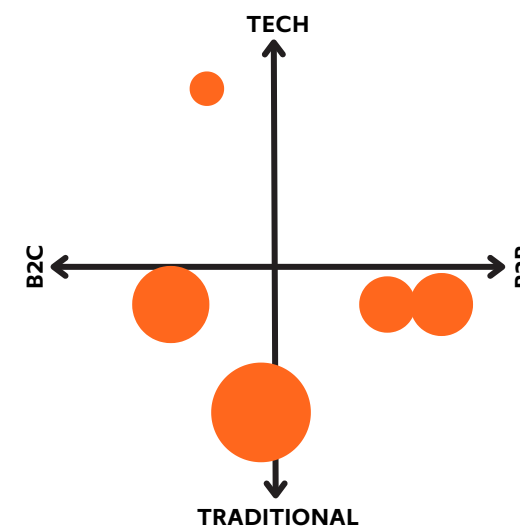
MARKET SITUATION

From 2013 to 2020, Thailand's logistics market grew steadily at an average annual rate of 5-6%, even amid the challenges of the COVID-19 pandemic in 2020.



LOGISTIC COST

Thai SMEs transport costs (14%) surpass those of developed nations (14%), despite declining trends due to tech advancements and market competition.

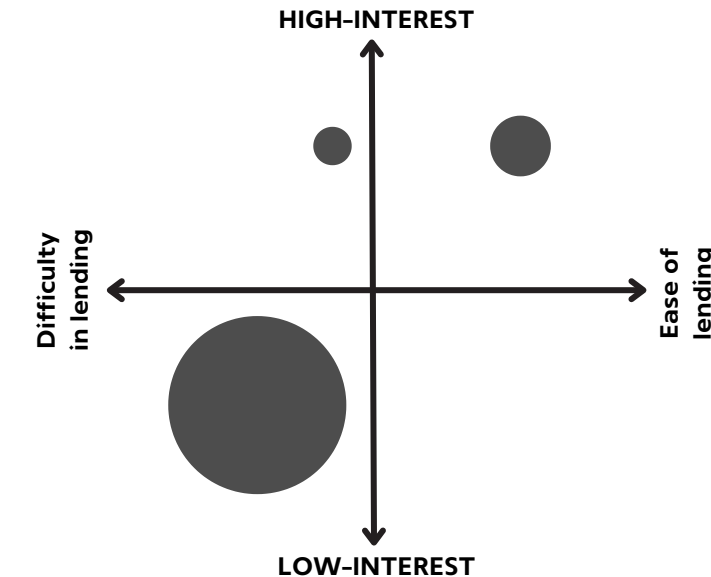


COMPANY ANALYSIS

Market players, including leaders in both B2B and B2C sectors, have yet to significantly develop technology in the market.

**** Shipping costs are high and inconvenient due to the lack of technological development.**

FINANCIAL SERVICE MARKET

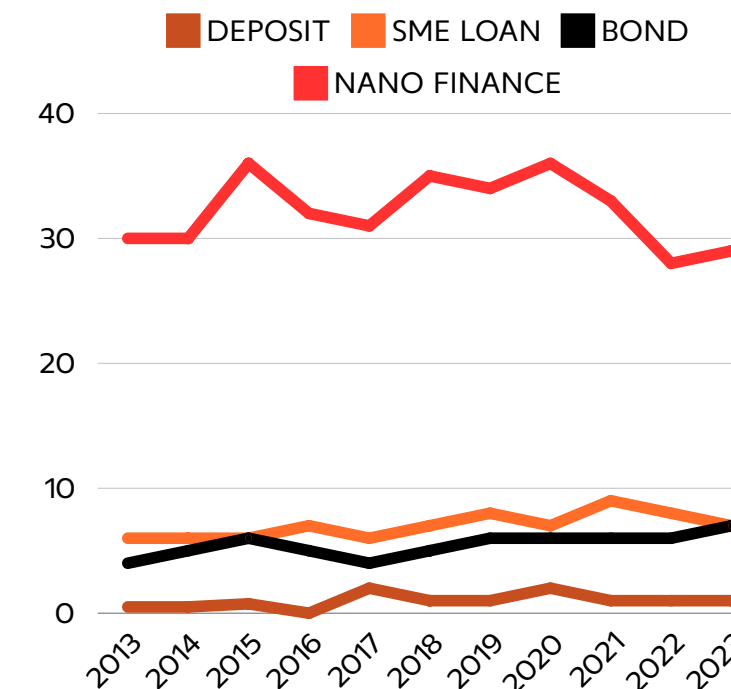


MARKET SITUATION

Commercial banks provide most SME loans (86.5%), making it hard for SMEs to access funds despite low-interest rates. Nano-finance and fintech firms offer easier but pricier loans.

INTEREST RATES FOR SMEs LOANS

The significant gap between the interest rates of SME loans and deposits reflects the high financial costs borne by SMEs.



- **Commercial bank deposit** (brown) decreased over the past decade (2013-2019: 0.5-1.5% annually, 2020-2023: 0.2-0.5% annually).
- **SME loan rates** (orange) dropped (2013-2019: 4-6% annually, 2020-2023: 3-5% annually).
- **Nano-finance** (red) loan rates remained high (2013-2019: 30-36% annually, 2020-2023: 28-33% annually).

***** SMEs and local businesses often face high financial costs and may not have sufficient access to fund sources.**

ANALYSIS

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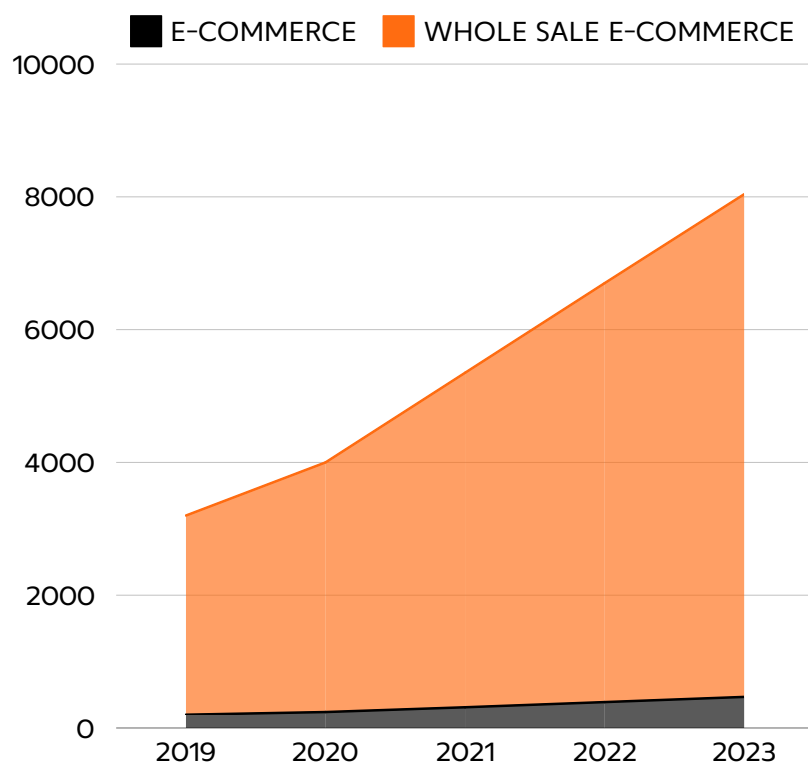
IMPLEMENTATION

IMPACTS

4 MARKETS ANALYSIS

WHOLESALE E-COMMERCE MARKET

MARKET ANALYSIS

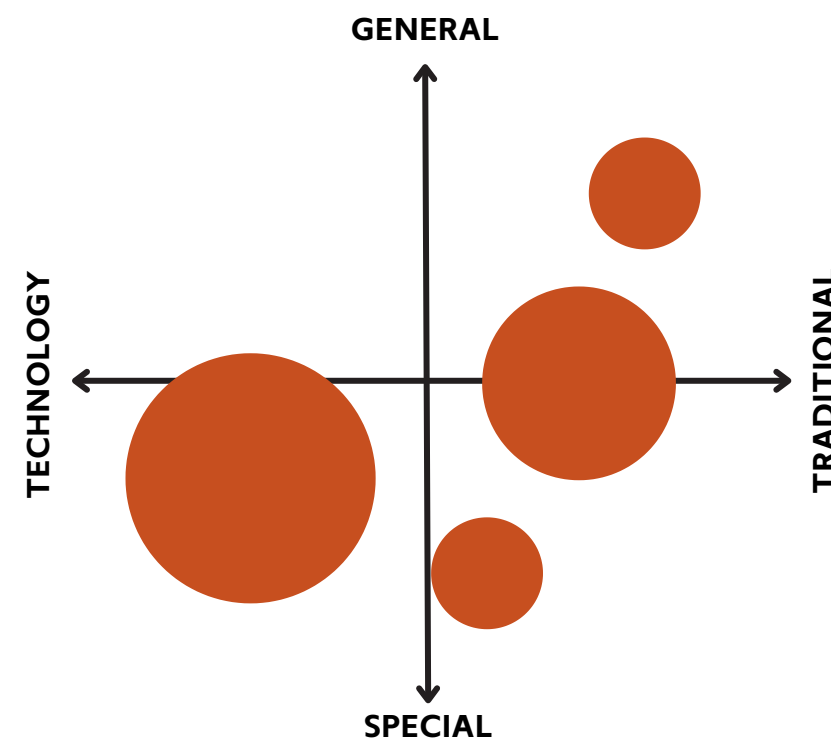


The growth of wholesale e-commerce has been significantly lower compared to the overall e-commerce market growth. Despite the sizable B2B market in Thailand, there has yet to be significant emergence of e-commerce platforms tailored specifically for business needs.

**** There is still no wholesale e-commerce in Thailand.**

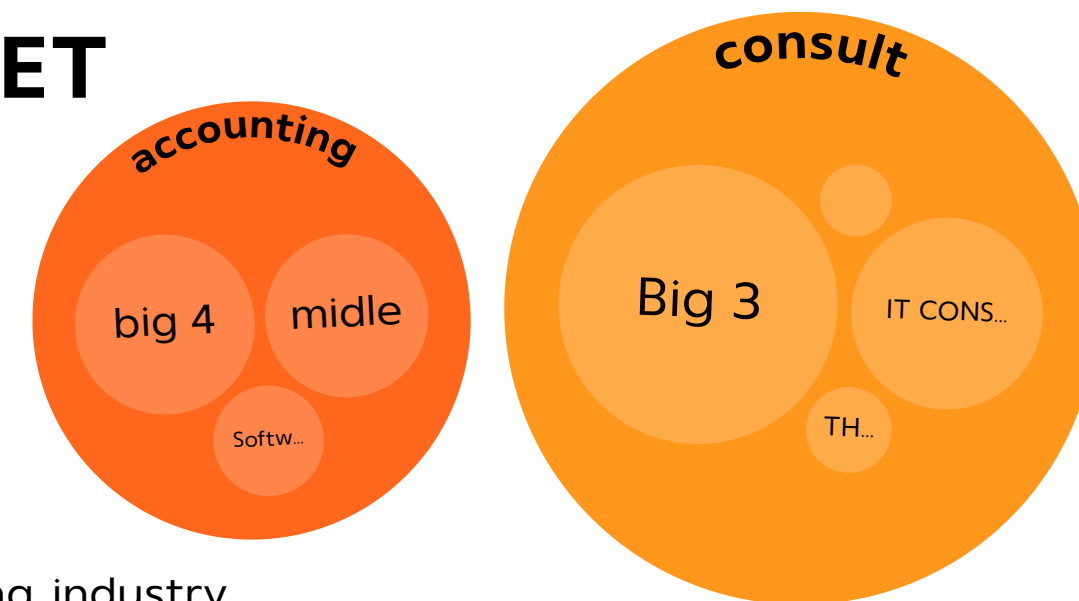
- **Large-scale B2B** product suppliers have yet to significantly **develop their businesses in the technology sector.**
- Moreover, **there is still a lack of wholesale markets**, particularly in opening wholesale e-commerce platforms, which could provide new avenues for bulk product sales.

COMPETITOR ANALYSIS



ACCOUNTING AND CONSULTING SERVICE MARKET

- In the accounting and auditing industry, foreign players, namely the **Big 4**, hold a **50% market share**, followed by small accounting firms with 37%.

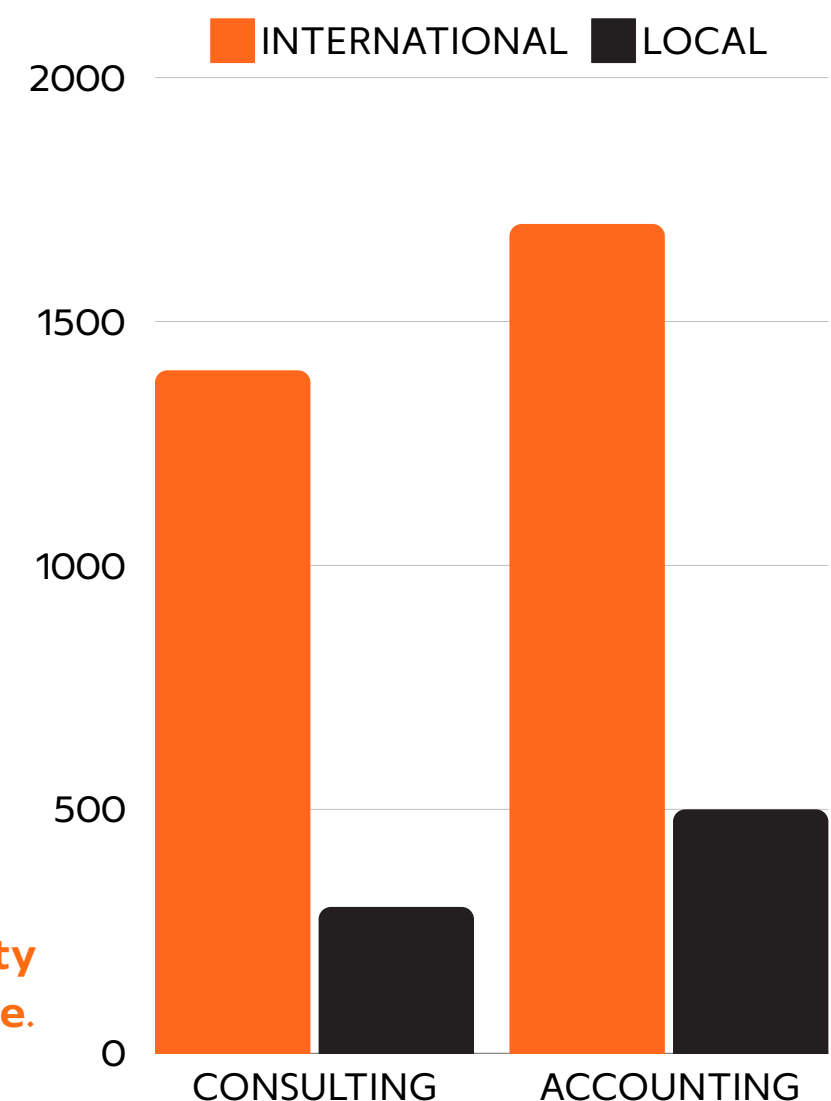


- Meanwhile, in the consulting industry, the market is dominated by major foreign players, **the Big 3, controlling up to 53% of the market share.**

PRICE ANALYSIS

- **Big 3 consulting firms charge around 7,000 to 20,000 Baht per hour**, while smaller subsidiaries charge 1,500 to 5,000 Baht per hour.
- **Big 4 accounting firms charge about 170,000 to 560,000 Baht per year**, while smaller firms charge around 50,000 to 120,000 Baht annually.

**** SMEs must choose between affordability and the quality and reliability they receive.**



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LALAMOVE **4** KEY STRATEGIC SERVICE

1. LALAFIN

- Offering financial service including business loan, insurance, and financial planning.

2. LALASTRATEGIC

Offer several consulting* & accounting services (etc. * legal, management, financial, marketing)

3. LALAECOMMERCE

- Add wholesale marketplace for business into our online platform, app.

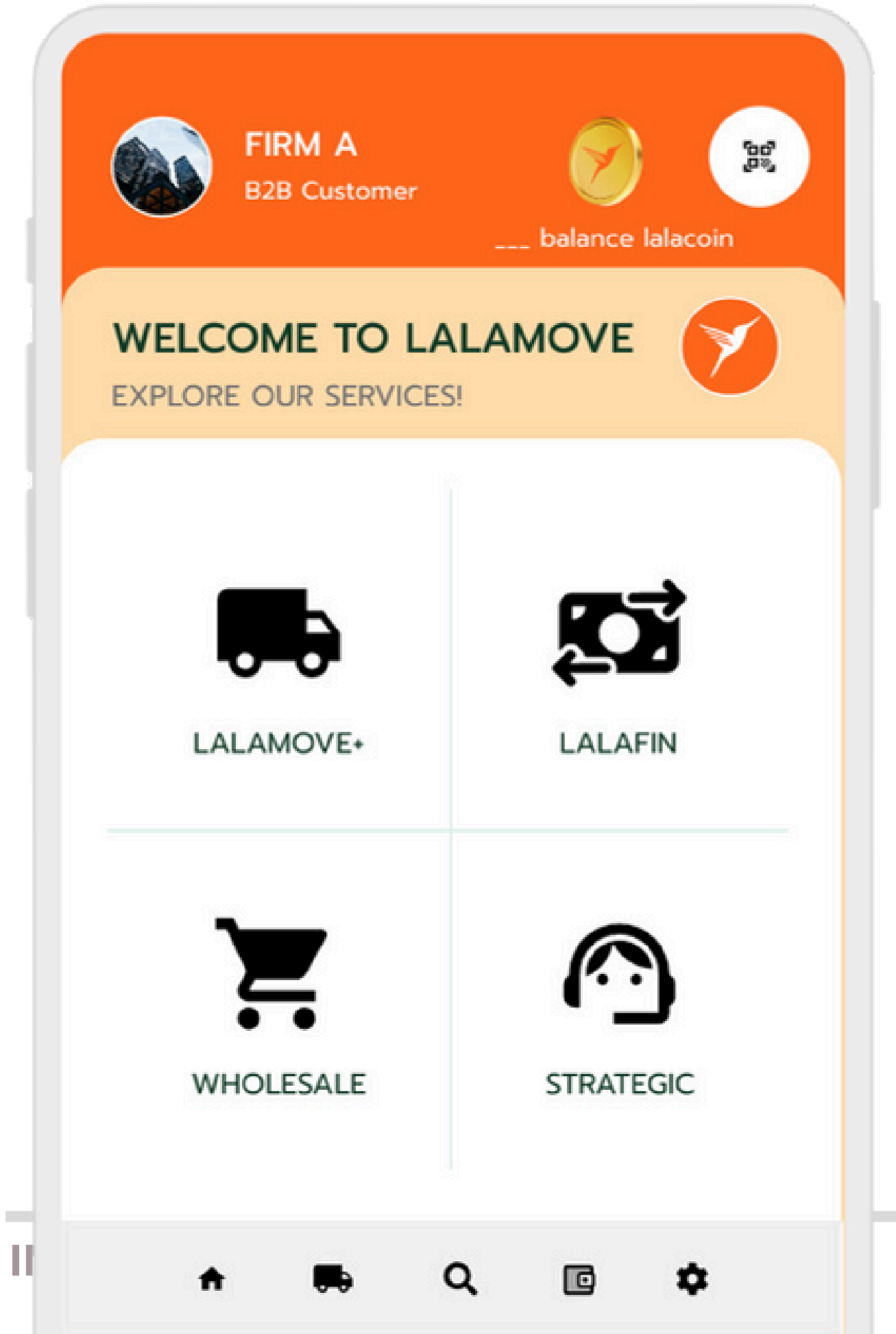
4. LALAMOVE+

Lalamove last mile delivery services but with more enhance ex. with insurance, provided warehouse by lalamove

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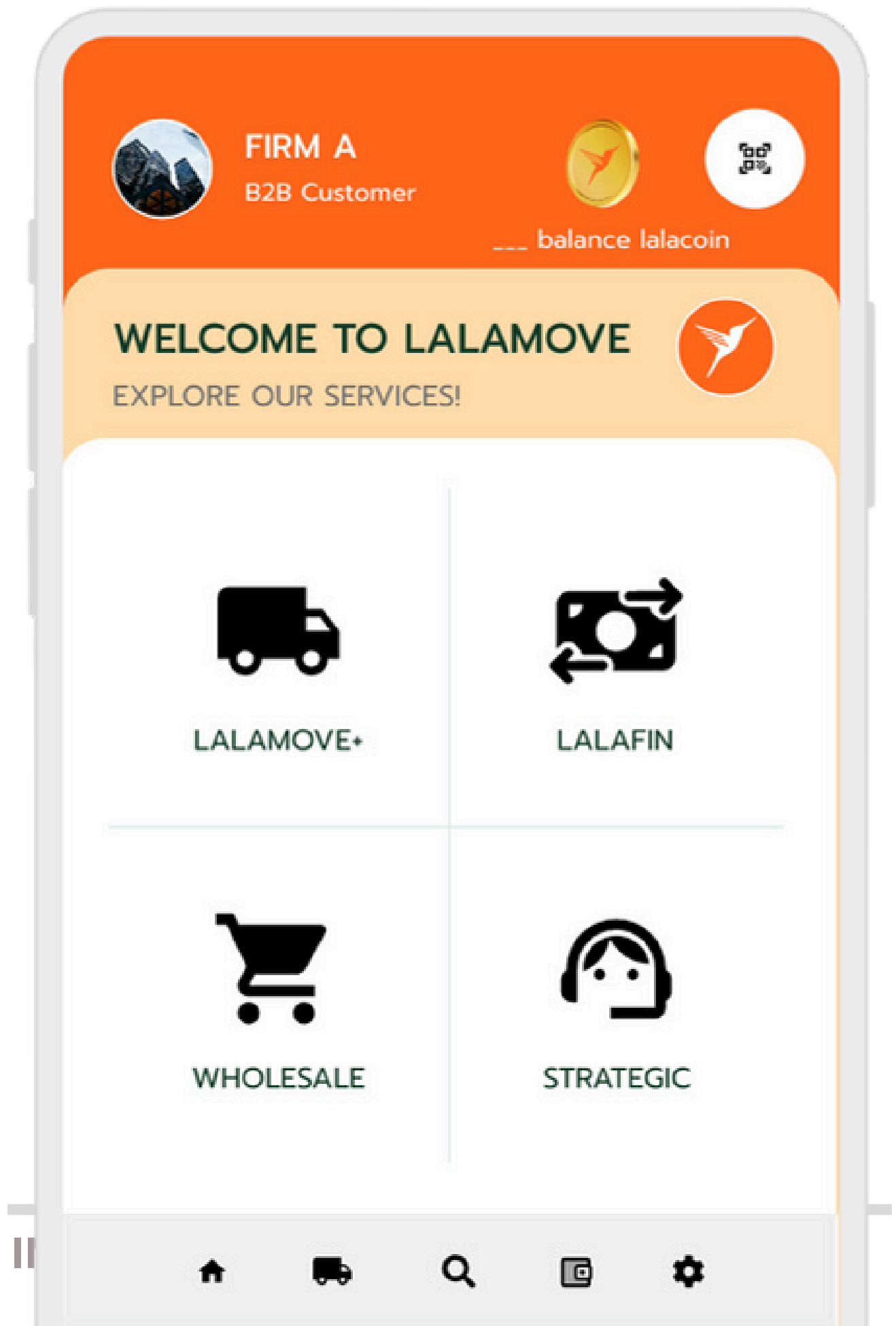
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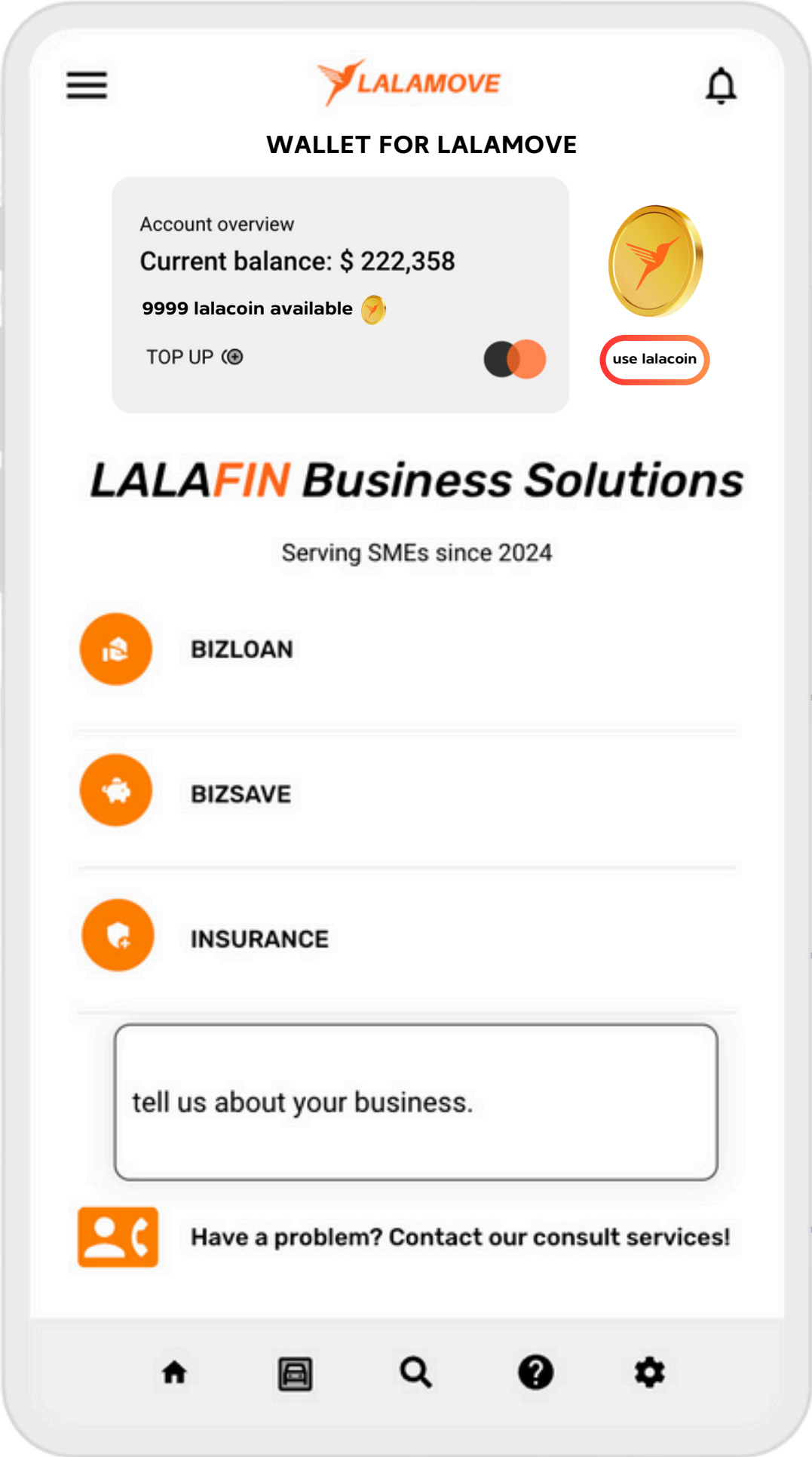
Lalamove last mile delivery services but with more enhance ex. with insurance, provided warehouse by lalamove

ANALYSIS

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MARKETING





loan with _ %
save with _ %
we offer best interest in the market _% lower*!!

Business and SMEs insurance comprehensively cover all aspects, may provided by potential Insurance company Partner ex.Bangkok Insurance.

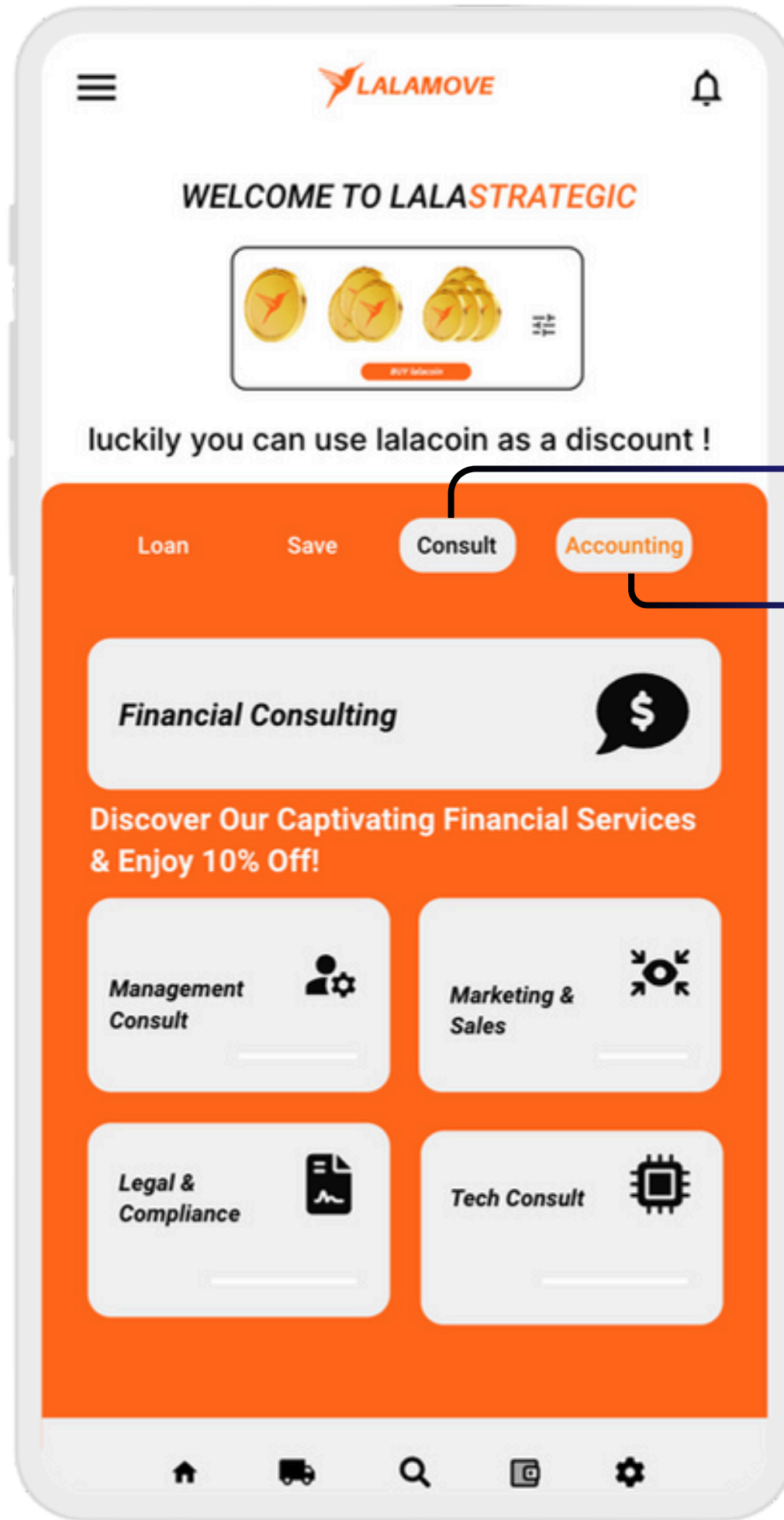
BUY lalacoin

Lalacoin, a discount token within the Lalamove wallet, incentivizes bulk purchases and offers financial flexibility. Despite current limitations, it has future potential and fosters a strong ecosystem that empowers businesses with essential tools and resources for success.

connect with lalamove
consult service

STRATEGY OVERVIEW

- **Key impact:** Addressing low access to capital for SMEs and businesses.
- **Challenges:** Insufficient collateral and limited information available to financial institutions.
- **Unique advantage:** Access to valuable business data through transportation and consulting services, including accounting advisory.
- **Positioning:** Lalamove as a trusted partner offering comprehensive and easily accessible services.
- **Strategy:** Leveraging data insights and providing a wide range of services, including financial solutions.
- **Outcome:** Effectively addressing capital access challenges faced by SMEs and businesses.



CONSULTING

Finance:

- Plan and manage business finances
- Manage financial risks
- Raise and secure funding
- Tax planning for businesses

Management:

- Develop business strategies and plans
- Improve work processes
- Provide advice on solving business problems

Marketing:

- Advise on selecting and using technology
- Maintain system and data security
- Digital Transformation

Legal:

- Provide advice on relevant laws and regulations
- Assist in drafting contracts and legal documents
- Manage legal issues and disputes

Tech:

- Develop sales and marketing strategies
- Analyze market and competitors
- Improve sales processes and customer service

ACCOUNTING

1. Bookkeeping and Financial Statement Services

- Record and review accounting transactions
- Prepare financial reports and analyze business performance

2. Payroll Services

- Calculate salaries, wages, and employee benefits
- Prepare payroll reports and related documents

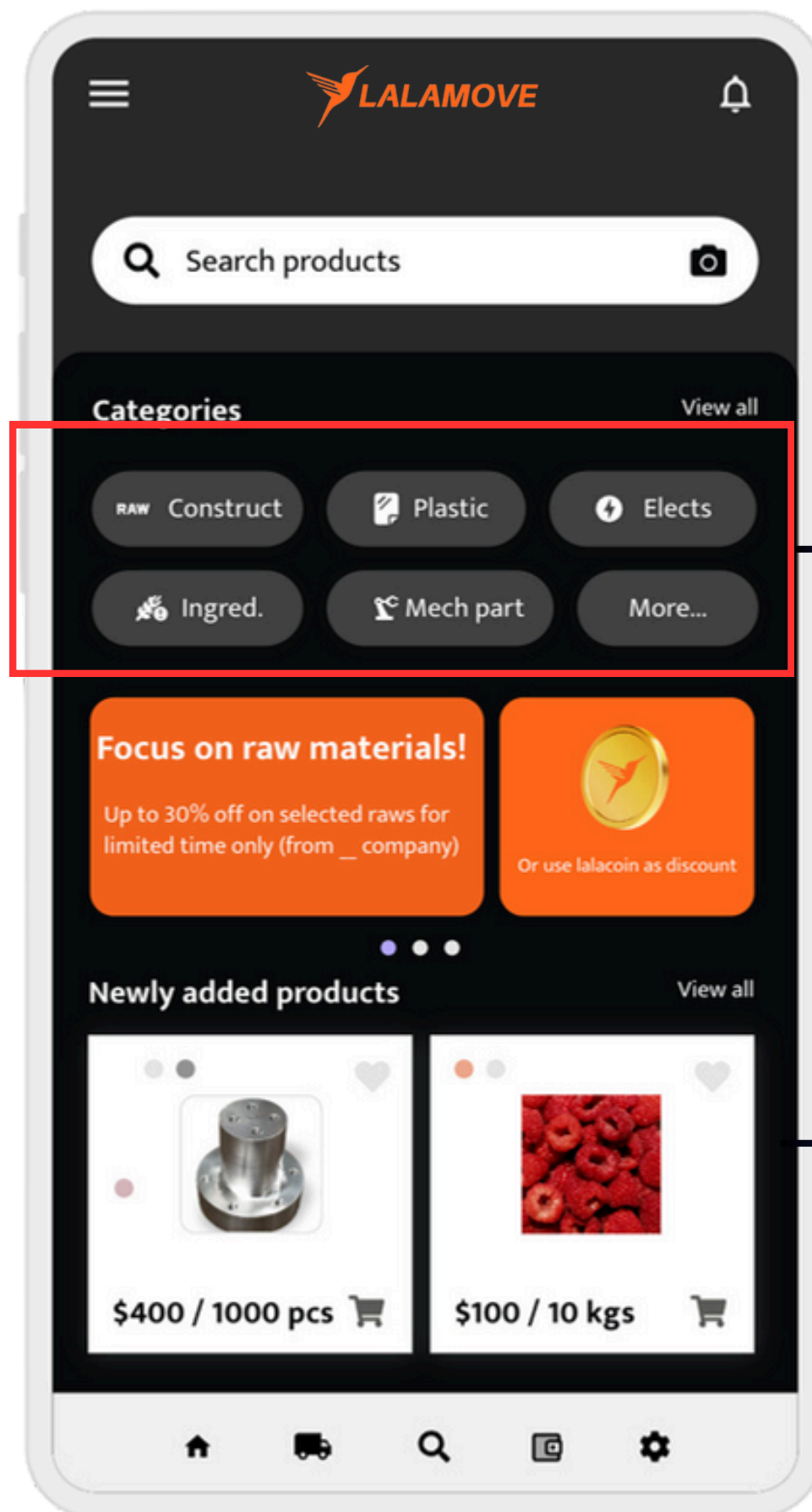
3. Management Accounting Services

- Prepare cost reports and analysis
- Provide accounting information to support management decision-making
- Assist in pricing products and services

KEY IMPACTS

- **Holistic solution:** Wide range of consulting services to address common challenges
- **Tailored approach:** Customized services to optimize operations and stay competitive
- **Support throughout growth journey:** Ecosystem provides support at every stage
- **Synergies within ecosystem:** Utilizing multiple services enhances growth and success
- **Fosters long-term loyalty:** Mutually beneficial relationship drives success
- **Empowers businesses:** Equips SMEs with tools for sustainable growth and competitiveness

KEY IMPACT



PERSONALIZE CATEGORY

- **User Categorization with AI:**
 - AI analyzes business type, products, target audience, and scale
- **Diverse Category Options:**
 - 50+ categories covering various business types and industries
 - User-friendly search functionality for easy category exploration and discovery
- **Seasonal Promotions and Support:**
 - Special promotions within specific categories during festive seasons
 - Helps businesses capitalize on seasonal opportunities and boost sales

COIN & PROMOTION

- **Advance Purchase with Coins:**
 - Discounted prices for advance purchases using coins
 - Repeat Purchase Incentives:
 - Strategic promotions to encourage repeat purchases
- **Integration with Lalamove+:**
 - Additional discounts through Lalamove+ partnership
 - Efficient and cost-effective product delivery
 - Mutually beneficial ecosystem
- **In-App Transaction Data for Credit Assessment:**
 - Transaction data used for assessing creditworthiness
 - Promotes responsible credit decisions based on transaction history

WHOLESALE SECTION

- It is an **E-commerce platform for selling wholesale products to be resold**. The resale price can be set at a minimum of 20% higher than the wholesale price.
- The platform has partnered with B2C E-commerce platforms to obtain **lower selling fees**.

1. Game-changing addition to Lalamove's ecosystem

- Dedicated wholesale e-commerce platform connecting businesses, manufacturers, distributors, and suppliers
- Simplifies buying and selling process for wholesale transactions

2. Creates new opportunities for business buyers and sellers

- Provides access to a vast selection of products at competitive prices
- Enables businesses to diversify offerings, reduce procurement costs, and improve profit margins

3. Streamlines ordering process for wholesale buyers

- User-friendly features like quick reordering, customizable catalogs, and bulk upload capabilities
- Increases efficiency, saving businesses time and resources

4. Attracts cost-conscious buyers through tiered pricing and bulk discounts

- Incentivizes wholesale purchases
- Drives increased transaction volume on the platform

5. Creates a powerful network effect as it grows

- More businesses join to access products and competitive prices
- More manufacturers, distributors, and suppliers join to reach growing customer base
- Self-reinforcing cycle drives growth and success of LALAE-COMMERCE

6. Drives increased usage of Lalamove's logistic services

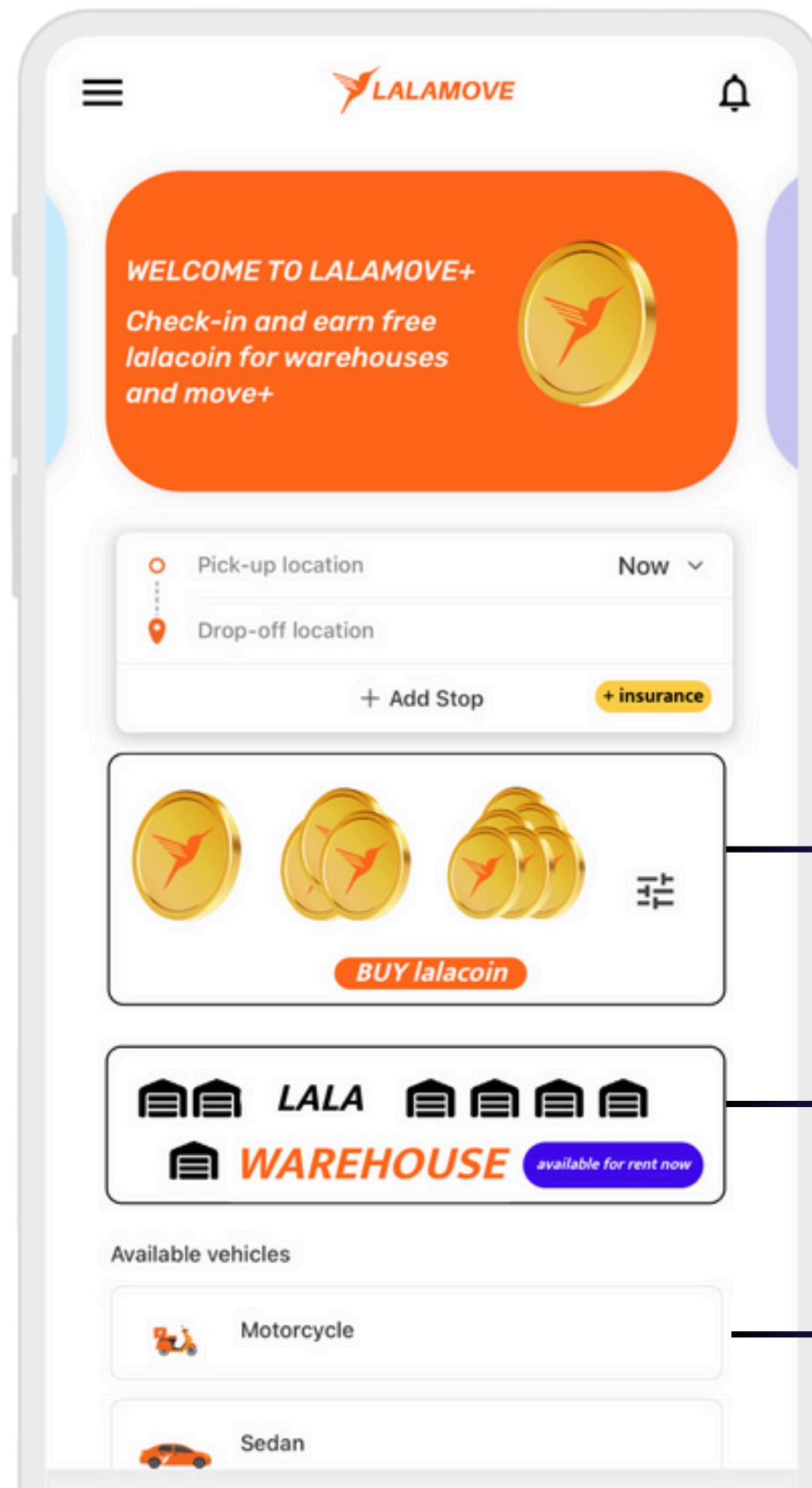
- Businesses rely on Lalamove for efficient and reliable delivery of goods purchased on LALAE-COMMERCE
- Synergy between LALAE-COMMERCE and Lalamove's logistic services creates a virtuous cycle of growth

7. Empowers businesses to thrive in the digital age

- Provides a comprehensive wholesale e-commerce solution
- Strengthens Lalamove's position as a leading provider of B2B services in Thailand

TRANSFORMATION

new features 3/4 : LALAE-COMMERCE



LALACOIN BUNDLE

- Customers can purchase in advance to get **lower prices for transportation services**.
- If used in conjunction with Lalamove's wholesale E-commerce platform, customers will receive **additional discounts**.
- **The more Lalacion (coins) purchased, the lower the service fees will be.**

LALA WAREHOUSE

- There is a service that **provides rental storage space for online sellers**. If used in conjunction with Lalamove's wholesale E-commerce platform, customers will receive additional discounts.
- **The warehouse can also be rented by online retailers**, allowing for the collection of retail product data for further analysis.
- **The warehouses are distributed throughout the country** to reduce future transportation costs.
- The data from renting storage space will be **a part of the lending process** for business loans.

ORIGINAL SERVICES+

- **Enhanced Traditional Service:** Existing service enhanced with additional features and global 24/7 availability.
- **Hybrid Vehicle Fleet:** Flexible and scalable service delivery using a combination of company-owned and service provider vehicles.
- **Remote Area Transportation:** Partnerships leverage local expertise and infrastructure to provide service in hard-to-reach locations.
- **Door-to-Door Service:** Convenient, hassle-free transportation handling the entire process from pickup to delivery.

KEY IMPACT

1. Comprehensive Solutions for Streamlined Operations and Growth

LALAMOVE+ provides a one-stop-shop for businesses with insurance options, warehouse rentals, and wholesale e-commerce platform integration.

2. Empowering Businesses in Underserved Areas

LALAMOVE+ enables businesses in rural and suburban areas to tap into new markets and grow their customer base.

3. Risk Mitigation and Logistics Optimization

Insurance options and warehouse rentals help businesses improve efficiency, reduce costs, and enhance customer satisfaction.

4. Enhanced Value through Wholesale E-commerce Platform

The integrated wholesale e-commerce platform provides access to a wider range of products and suppliers for increased competitiveness.

5. Fostering Loyalty and Retention

LALAMOVE+ incentivizes businesses to remain within the ecosystem by enabling growth and success.

6. Virtuous Cycle of Growth

As more businesses join, LALAMOVE+ strengthens, creating a cycle of growth benefiting all participants.

7. Empowering Businesses in the Digital Age

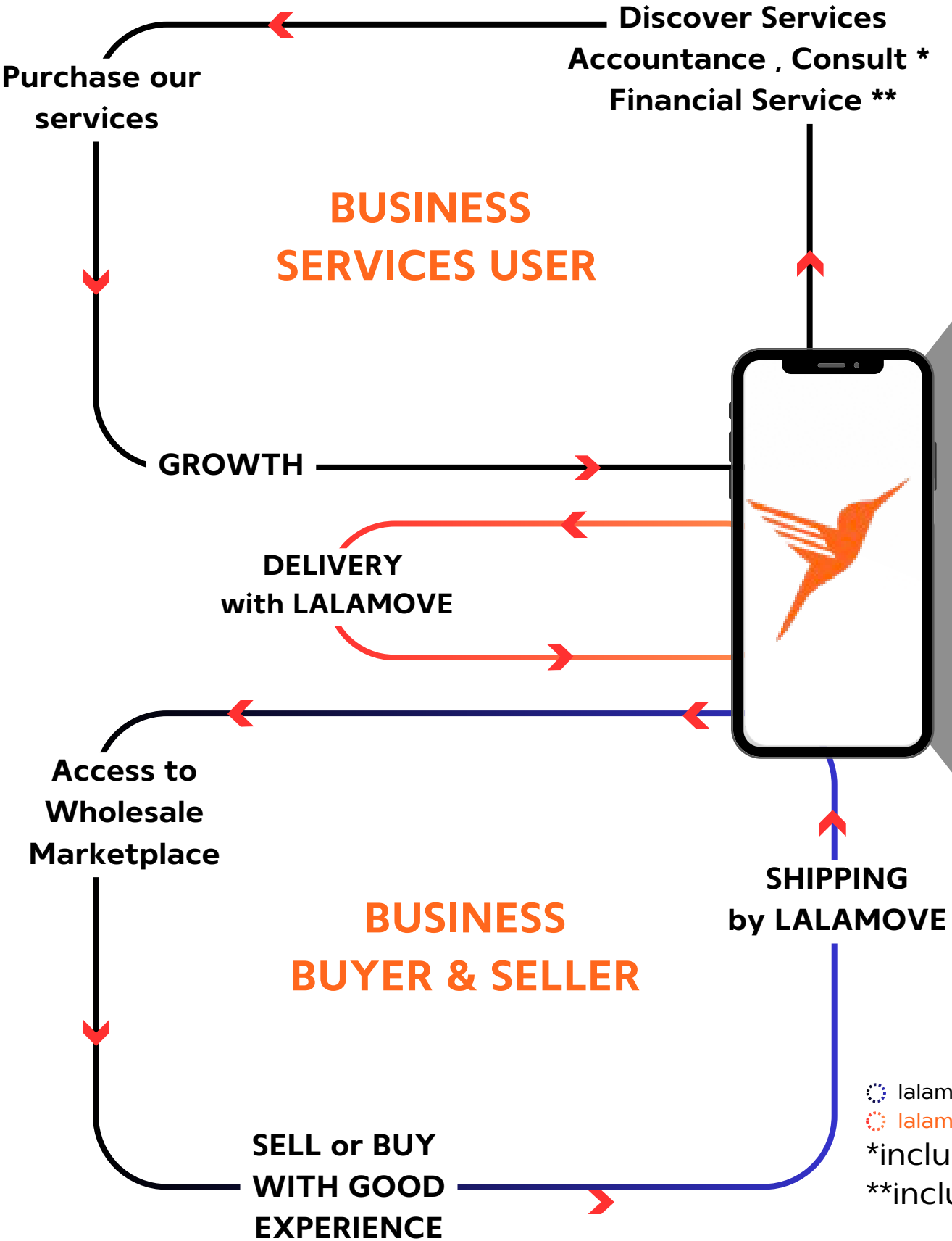
LALAMOVE+ empowers businesses to thrive by providing comprehensive solutions for growth and success.

TRANSFORMATION

enhance old feature 4/4 : LALAMOVE+

LALAMOVE NEW ECOSYSTEM

more opportunity for our clients discover another loop



◌ lalamove with new service
◌ lalamove original service
*including management , legal , financial consult
**including borrow, save with interest , insurance



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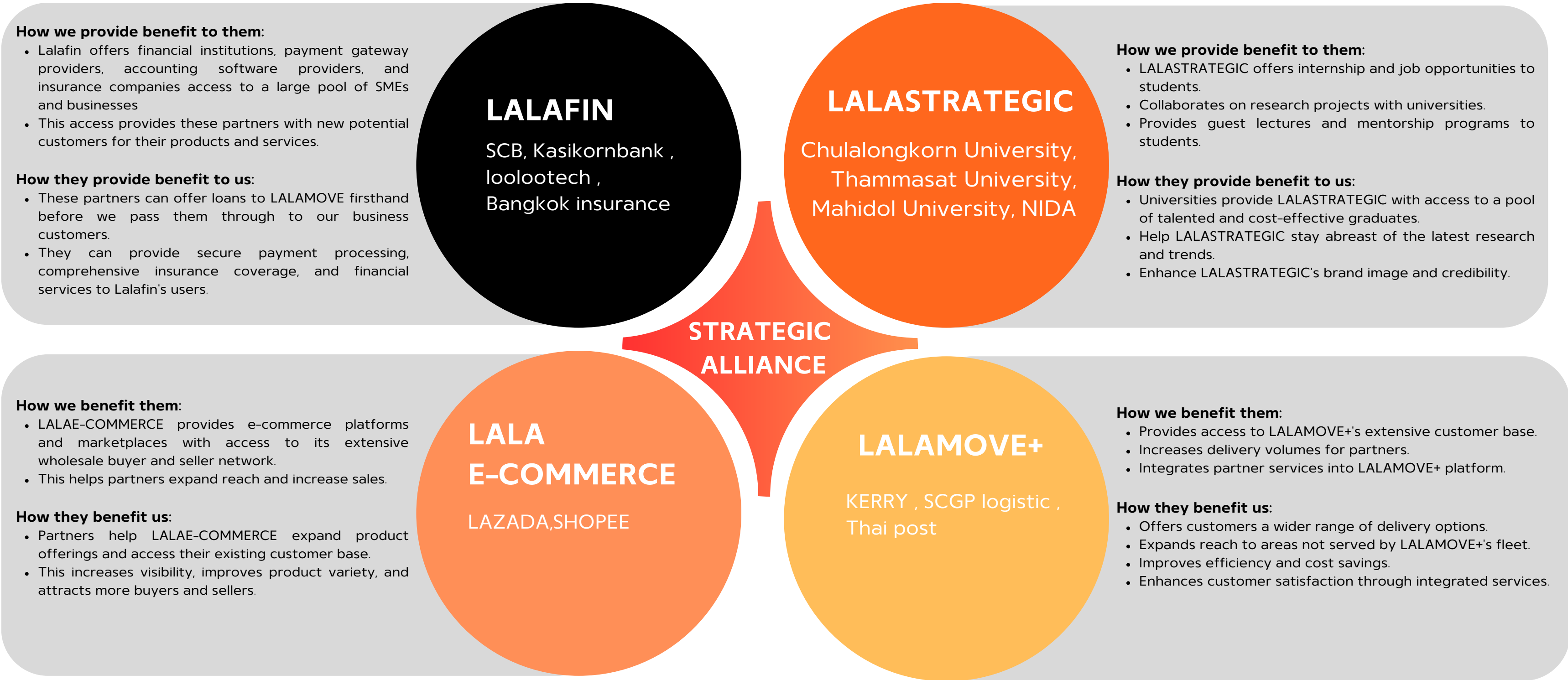
MARKETING

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LALAMOVE'S POTENTIAL STRATEGIC PARTNERSHIP

how we provide benefit to them? how them provide benefit to us?



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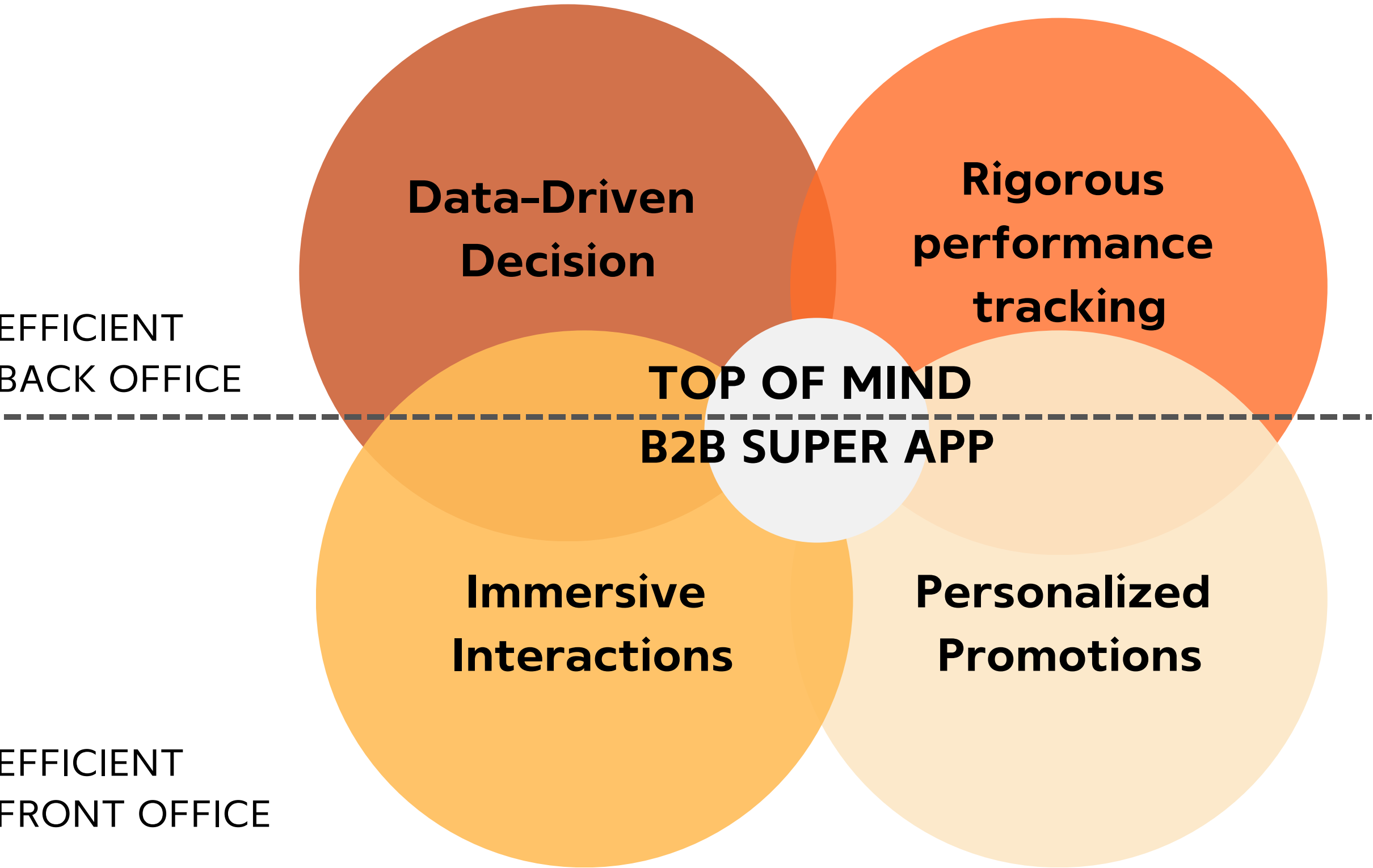
MARKETING

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Creating a Strategy to Position Lalamove as

"TOP OF MIND B2B SUPER APP"



APPLY

"DRIP" STRATEGY

"D"

ata-driven decision-making:

Utilize advanced analytics and insights to optimize marketing campaigns and drive results.

"R"

igorous performance tracking:

Implement strict processes to track key marketing metrics, ensuring continuous improvement aligned with Lalamove's objectives.

"I"

mmersive Interactions: Create engaging experiences across channels to connect emotionally with Lalamove's audience.

"P"

ersonalized Promotions: Create targeted campaigns that resonate with individual customers to drive conversions and loyalty.

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DATA-DRIVEN DECISION



STRATEGY

Procure tools and systems for collecting, storing, and processing large-scale data.

Hire and develop personnel with expertise in data analysis.

Increase knowledge within the organization regarding data utilization.

Data is systematically stored and managed for easy access.

Investing in consistent development of systems and applications.

BENEFITS

- Faster and more accurate decision-making
- Deep customer and market insights
- Tailored product and service offerings
- Increased operational efficiency and cost reduction
- Enhanced risk management
- Precise measurement and continuous improvement of strategies

RISK

- 1. Privacy Breaches:** Misuse of personal data may lead to privacy violations.
- 2. Data Inaccuracy:** Incomplete or inaccurate data can result in flawed decisions.

- 1. Legal Compliance:** Adhere to GDPR and CCPA to avoid privacy infringements.
- 2. Transparency:** Communicate data usage clearly to build customer trust.
- 3. Data Verification:** Regularly assess data quality for accurate decisions.
- 4. Employee Training:** Educate staff on secure data handling practices.

MITIGATION

RIGOROUS PERFORMANCE TRACKING

- Uncertainty in measurement and reporting methods.
- Complexity in data collection.
- Lack of accountability.

RISK

- Employee training and support.
- Use of appropriate technology.
- Regular monitoring and auditing of data.

MITIGATION

Efficient Management in Alignment with KPIs

Collecting Feedback from Stakeholders Quarterly

Comprehensive Service Quality Reporting

Efficient Partner Management



- **Reduce customer attrition:** Minimize losses by enhancing satisfaction, addressing complaints, and offering loyalty incentives.
- **Improve in-app services:** Optimize functionality, UX design, and responsiveness to user needs.
- **Implement internal cross-checks:** Foster collaboration between departments to ensure accuracy and alignment.
- **Strengthen stakeholder relationships:** Cultivate open communication, resolve conflicts constructively, and build trust among employees, customers, and partners.

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40

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20

10

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2024E 2025E 2026E 2027E 2028E

partner Effectiveness

ANALYSIS

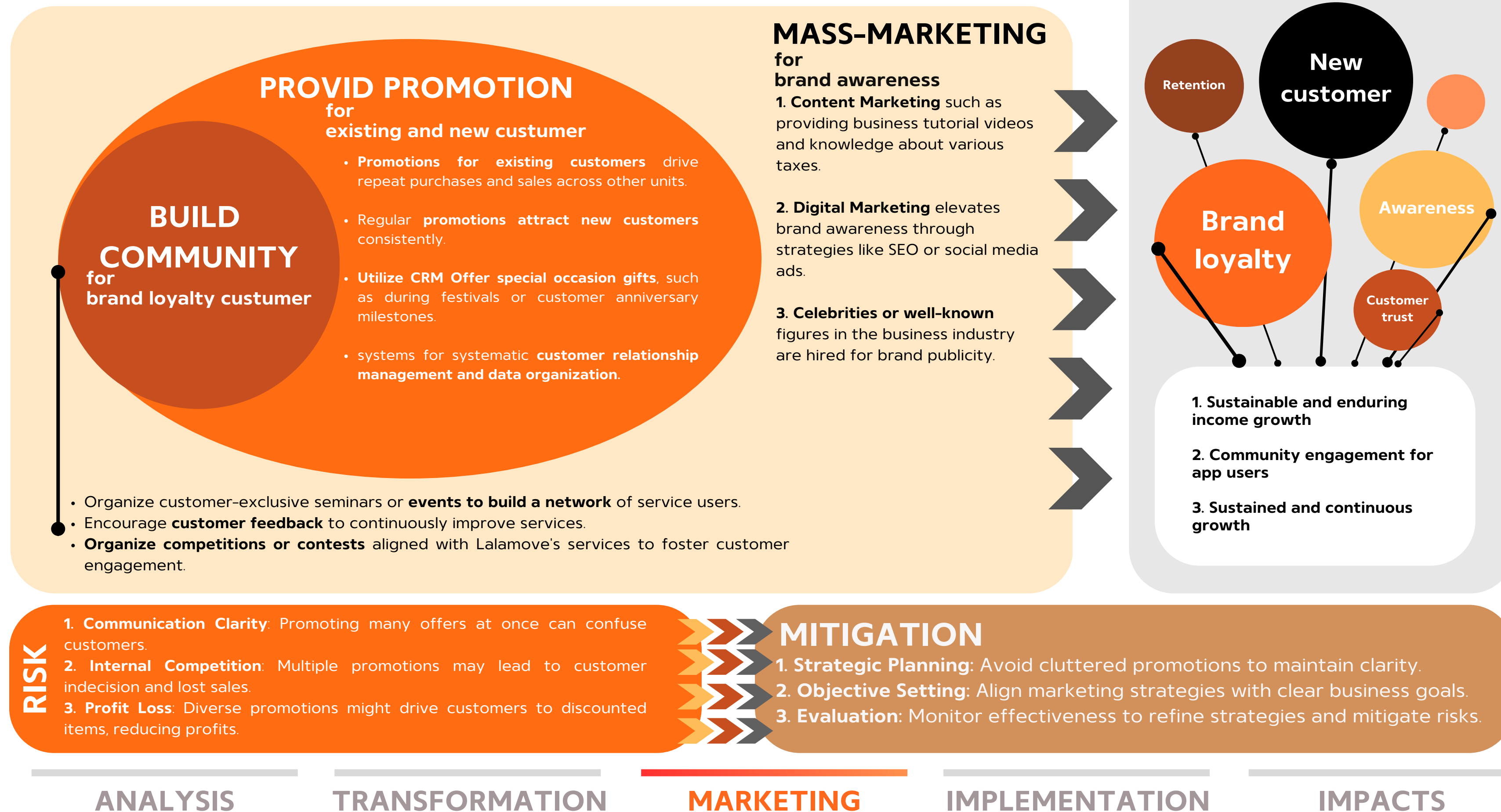
TRANSFORMATION

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IMMERSIVE INTERACTIONS



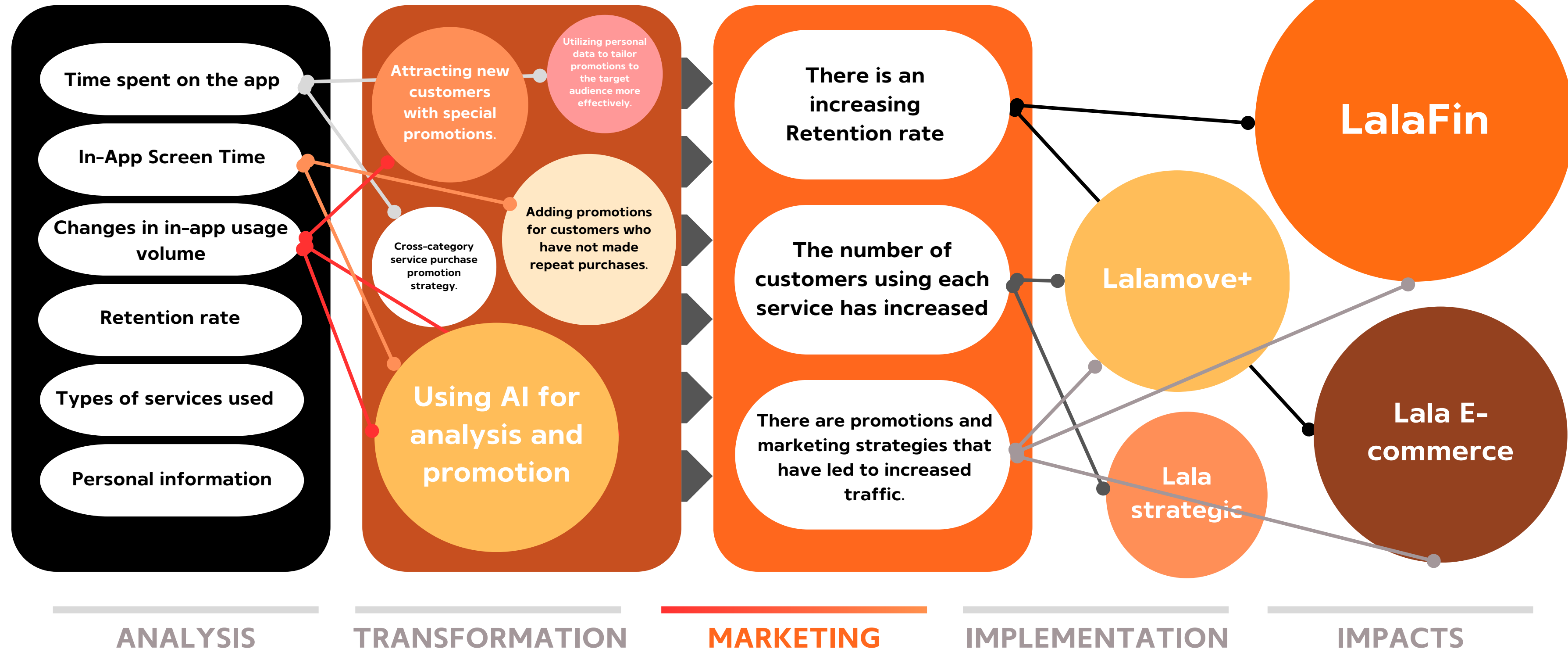
P PERSONALIZED PROMOTIONS

RISK

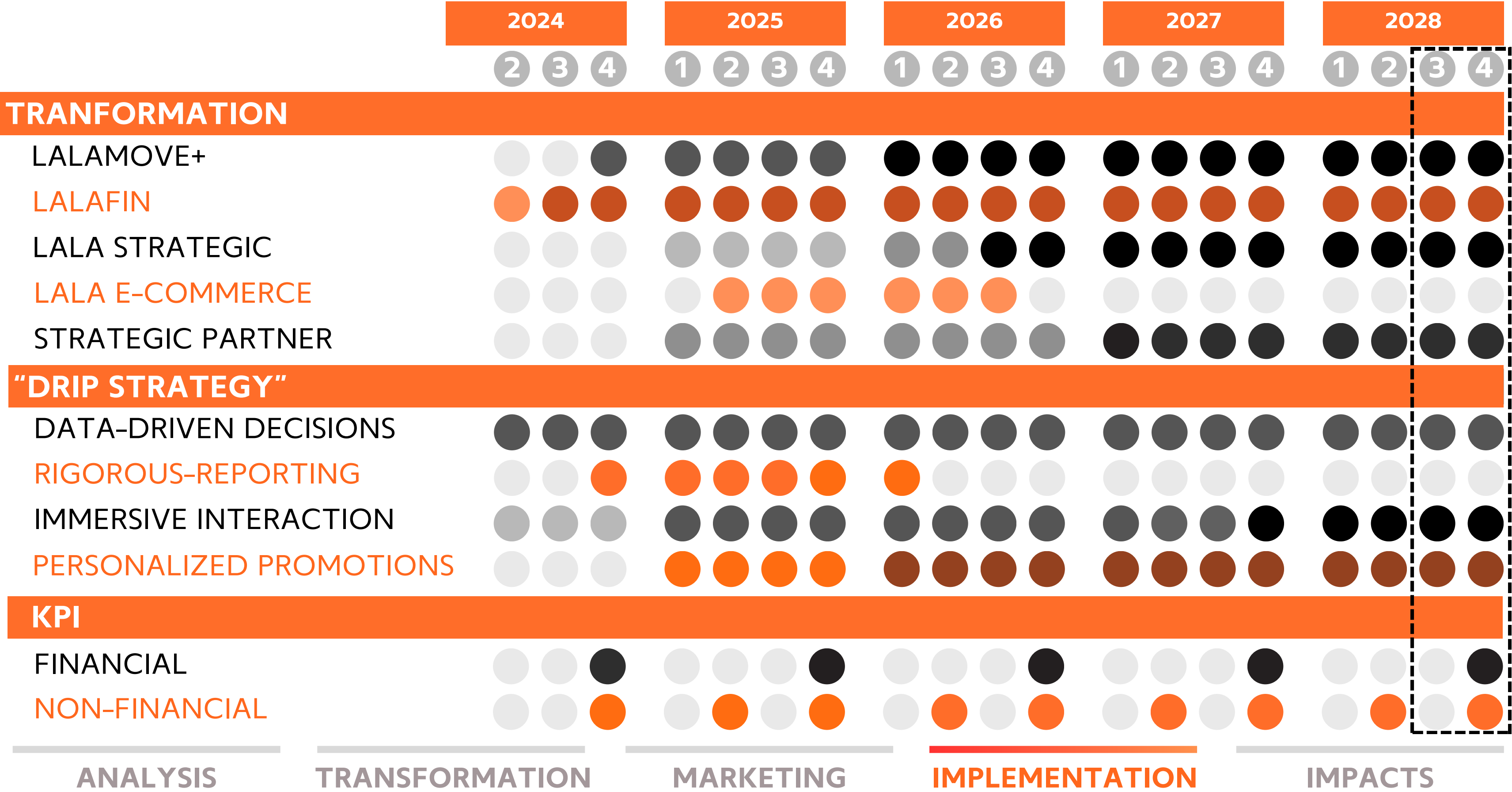
1. **Privacy and Trust:** Personalized promotions may compromise privacy, risking trust.
 2. **Inappropriate Actions:** Incorrectly targeted promotions can lead to dissatisfaction.
- Mitigation strategies:

1. **Privacy Considerations:** Prioritize customer privacy to maintain trust.
2. **Compliance Adaptation:** Follow legal guidelines for data protection.
3. **Testing and Evaluation:** Assess promotions before implementation for effectiveness.
4. **Communication and Training:** Educate staff on proper data usage to ensure customer data protection.

MITIGATION



IMPLEMETATION TIMELINE



IMPLEMETATION TIMELINE

TRANSFORMATION

LALAMOVE+	● WAREHOUSE	● SERVICE COVERAGE NATIONWIDE.
LALAFIN	● LOAN&SAVE	● +INSURANCE
LALA STRATEGIC	● MARKETING&FINANACE	● +MANAGEMENT ● +TECH
LALA E-COMMERCE	● APPLICATION DEVELOPMENT	
STRATEGIC PARTNER	● FINANCE & MOVE+	● +STRATEGY & E-COMMERCE

"DRIP STRATEGY"

DATA-DRVEN DECISIONS	● DATA-DRVEN DECISIONS	
RIGOROUS-REPORTING	● CHACKING COMMENTS	● +PARTNER FEEDBACK
IMMERSIVE INTERACTION	● MASS MERKETING + PROMOTION	● +PERSONALIZE PROMOTION
	● +BULID COMMUNITY	
PERSONALIZED PROMOTIONS	● FINANCE & MOVE+	● +STRATEGY & E-COMMERCE

KPI

FINANCIAL	● ANNUALLY REPORT
NON-FINANCIAL	● HALF-YEAR REPORT

● NO PLAN IMPLEMENTATION

ANALYSIS

TRANSFORMATION

MARKETING

IMPLEMENTATION

IMPACTS

KPIs

NAME	TIME	GOALS
SUPREME GOALS (WITH IN 5 YEARS)		
Revenue Growth	5 YEARS	GAGR AT LEAST 25%
Net Profit	5 YEARS	1,000 MILLON BATH PER YEAR
B2B Market Share	5 YEARS	10% WITH IN 2027
SHORTRUN GOAL		
Revenue Growth	1 YEARS	GAGR AT LEAST 20% AT FRIST YAER
Average Revenue per User (ARPU)	EVERY 6 MONTH	12,000 BATH PER USER
New User Acquisition	1 YEARS	GAIN 100,000 USERS PER YEAR
Retention Rate	EVERY 6 MONTH	MORE THAN 60%
Business Partnership	EVERY 6 MONTH	GAIN ST LEAST 5 NEW BUSINESS PARTNERSHIP
Operational Efficiency	EVERY 6 MONTH	MAXIMUM AT 15%

ANALYSIS

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IMPLEMENTATION

IMPACTS

NON-FINANCE IMPACT

COMPANY

Operational Efficiency

- Delivery lead time reduces by 20% from using the DRIP strategy
- Delivery error decreases from 5% to 1%
- Resource utilization increases by 15% from data management

Business Partnership

- Increases revenue from partnerships by 20% in 2027

USERS

User Acquisition

- Expected to gain 100,000 new users per year, up from 50,000 per year
- Proportion of active users increases from 60% to 80% by 2027

Customer Satisfaction

- CSAT score increases from 75% to 90%
- Net Promoter Score (NPS) increases from 20 to 40
- Customer complaints reduce by 30%

MARKET

Competitive Advantage

- Lalamove ranks in the Top 3 Super Apps in Thailand by 2027
- Offers at least 3 unique services compared to competitors
- Becomes the leading B2B logistics provider with nationwide coverage

People Development

- Employee engagement increases from 60% to 80%
- Number of employees trained in new skills increases by 100%
- Employee turnover rate decreases from 20% to 10%

ANALYSIS

TRANSFORMATION

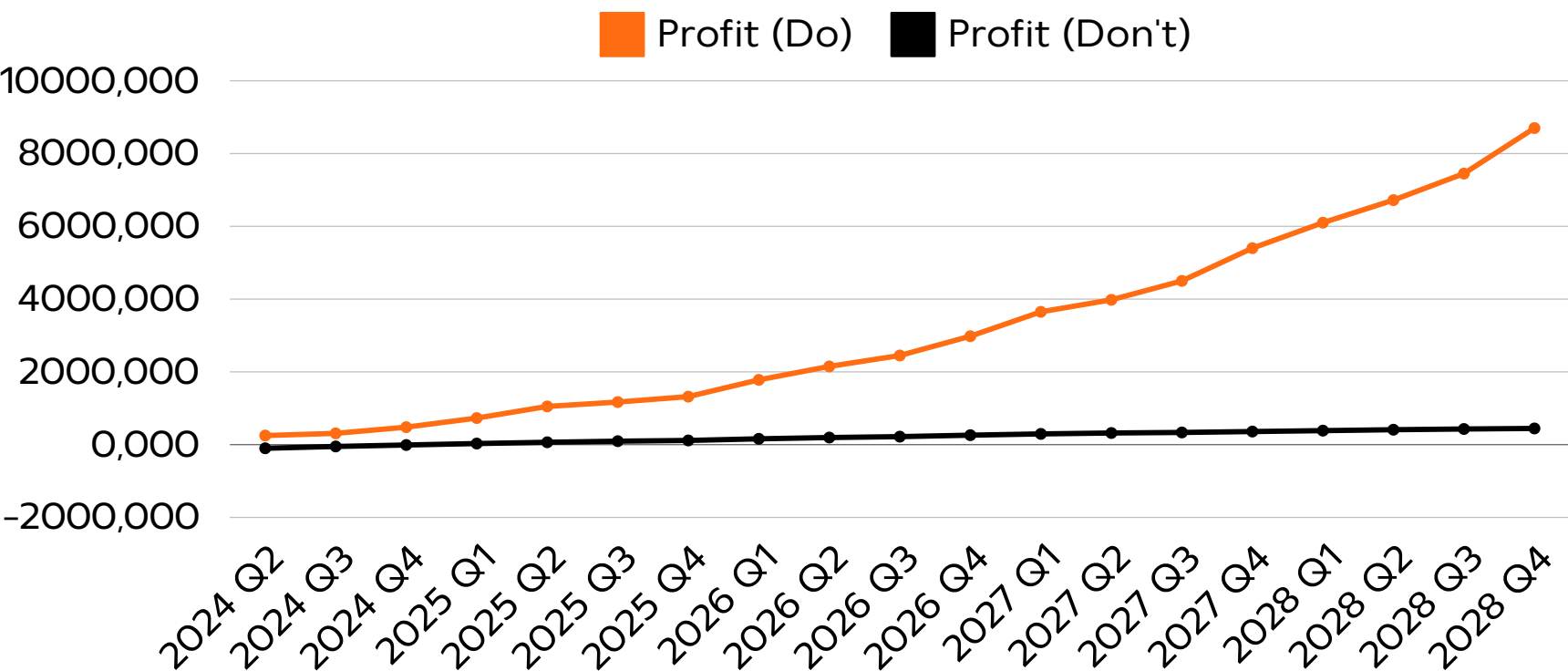
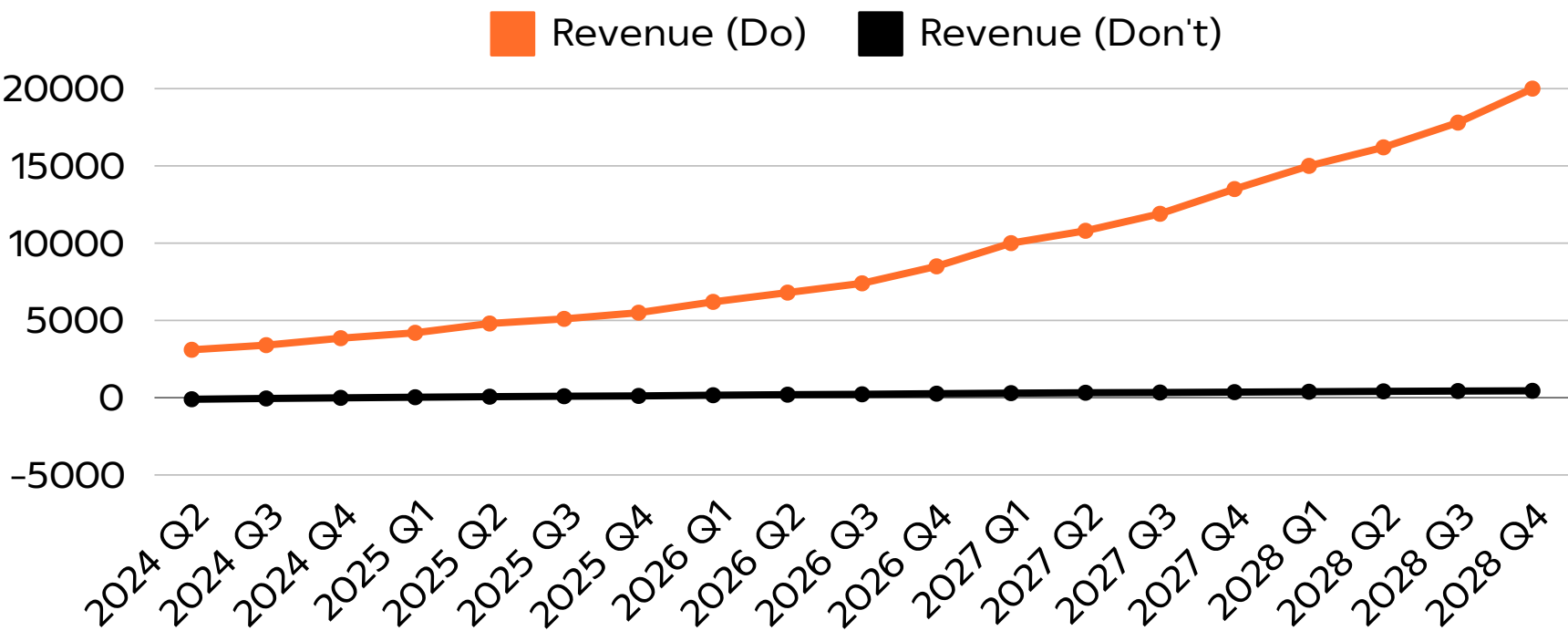
MARKETING

IMPLEMENTATION

IMPACTS

FINANCE IMPACT

Revenue and profit comparison between following and not following the strategy
(Unit: million baht)



Key Metrics:

Revenue Growth (CAGR) from 2024 to 2028: 48.96%
Profit Margin in 2028: 43.07%
Total Profit Growth (CAGR) from 2024 to 2028: 134.36%

Financial Outcomes:

Lalamove achieves a 43.07% profit margin in 2028.
Lalamove experiences a 48.96% compound annual growth rate (CAGR) in revenue from 2024 to 2028.

User and Funding Outcomes:

Based on the strong financial performance and assuming a conservative loan-to-value ratio of 10%, Lalamove could potentially provide loans totaling 3,115.5 million THB to its users by 2028.

Assuming a WACC of 12%,

ANALYSIS

TRANSFORMATION

MARKETING

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HOW LALAMOVE TRANSFORM INTO TOP OF MIND B2B SUPERAPP

SITUATION

1. Currently, Lalamove is on the verge of **losing in the Thai logistics market**.
2. The **B2C super app** market in Thailand is **too competitive for new players** to enter.
3. The **B2B super app** market presents a significant **business opportunity**.
4. SMEs and local businesses face **4 critical pain points**:
 - **Lack of access to capital or excessively high financial costs**
 - **High costs for accounting and consulting services, or lack of credibility**
 - **Absence of a wholesale e-commerce platform for bulk purchases**
 - **Lack of specialized transportation services for large quantities of goods and user-friendly technology**

STRATEGY

"TRANFOEMATION" STRATEGY

LALA FIN

- **Provide financial services** that utilize data for low-interest and easily accessible loans, as well as other financial services.

LALA STRATEGY

- **Offer accounting systems and consulting services** specifically tailored for businesses in various sectors.

LALA E-COMMERCE

- **Create a platform for selling wholesale and bulk goods** to support business expansion.

LALA MOVE+

- **Establish a comprehensive logistics service** that covers all areas in Thailand.

"DRIP" STRATEGY

DATA-DRIVEN
DECISIONS

RIGOROUS-
REPORTING

IMMERSIVE
INTERACTION

PERSONALIZED
PROMOTIONS

IMPACT

NON-FINANCIAL

100k/yr
New User Acquisition

NON-FINANCIAL

134.36%

Total Profit Growth (CAGR)
from 2024 to 2028

+ OTHER BENEFITS