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APPENDIX

Appendix 1: Mission Statement Explanation

What?	Provide transportation optimization	<ul style="list-style-type: none"> - Dynamic routing and scheduling: Jee’s algorithm ensures optimal vehicle utilization and route planning, reducing unnecessary trips and travel times. - Capacity management: By matching the right vehicle to the right client requirements, Jee ensures that resources are used efficiently. - Automation and real-time tracking: The platform eliminates manual scheduling errors and provides real-time updates for seamless operations.
Who?	Community care service providers	<ul style="list-style-type: none"> - Eldercare centers: Many clients require daily or frequent transportation to access care services or attend medical appointments. - Home care services: Transporting caregivers or patients between locations requires precise scheduling and route planning. - Hospitals: Efficient patient transport is critical for timely medical attention.
How?	Prioritizing personalized needs, efficiency, and safety	<p>1) Personalized Needs</p> <ul style="list-style-type: none"> a. Matching vehicles equipped with specific features (e.g., wheelchair accessibility) to clients who need them. b. Customizing routes and schedules to accommodate individual preferences or medical needs. <p>2) Efficiency</p> <ul style="list-style-type: none"> a. Reduce vehicle usage by up to 20%. b. Shorten trip times by 13%, as demonstrated in pilot trials. <p>3) Safety</p> <ul style="list-style-type: none"> a. Providing real-time tracking of vehicles to ensure accountability and transparency. b. Automating updates to minimize risks associated with delays or miscommunication.

Appendix 2: Vision Statement Explanation

What?	Provide transportation optimization	<ul style="list-style-type: none"> - Dynamic routing and scheduling: Jee’s algorithm ensures optimal vehicle utilization and route planning, reducing unnecessary trips and travel times. - Capacity management: By matching the right vehicle to the right client requirements, Jee ensures that resources are used efficiently. - Automation and real-time tracking: The platform eliminates manual scheduling errors and provides real-time updates for seamless operations.
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How?	Prioritizing personalized needs, efficiency, and safety	<p>1) Personalized Needs</p> <p>a. Matching vehicles equipped with specific features (e.g., wheelchair accessibility) to clients who need them.</p> <p>b. Customizing routes and schedules to accommodate individual preferences or medical needs.</p> <p>2) Efficiency</p> <p>a. Reduce vehicle usage by up to 20%.</p> <p>b. Shorten trip times by 13%, as demonstrated in pilot trials.</p> <p>3) Safety</p> <p>a. Providing real-time tracking of vehicles to ensure accountability and transparency.</p> <p>b. Automating updates to minimize risks associated with delays or miscommunication.</p>
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Appendix 3: Summary of Interview Result

Country	Insight 1: Vehicle Shortage / Safety / Operational Inefficiencies	Insight 2: Resource Constraints / Specialized Vehicles / Financial Constraints	Insight 3: High Demand / Driver Training / Communication Challenges	Insight 4: Accessibility Issues / Cost Reduction / Financial Sustainability	Insight 5: Cross-Subsidization / On-demand Availability / Technology Integration
Singapore	Operational Inefficiencies a. 80% of organizations use manual scheduling. b. Route optimization could save 15–30 minutes per trip. c. 25–30% of trips outsourced due to limited in-house capacity.	Resource Constraints a. Fleet sizes: 2–42 vehicles per organization. b. Driver shortages reported by 70% of organizations. c. 12–14% of revenue spent on transportation costs.	Communication Challenges a. 90% lack real-time tracking and automated notifications. b. 50% report issues with last-minute cancellations and schedule changes. c. Language barriers affect 30% of elderly client interactions.	Financial Sustainability a. 80% of services operate at a loss or break-even. b. Government subsidies cover up to 80% of costs for low-income clients. c. Pricing: S\$0–S\$141 per trip, depending on subsidies.	Technology Integration a. 70% express need for advanced scheduling and routing software. b. Implementation costs: \$20,000–\$80,000 for setup. c. Monthly software subscription fees: \$2,000–\$3,000.
China	Safety Primary concern for elderly transportation, with 100% of interviewees	Specialized Vehicles 80% of respondents cited the importance of senior-friendly	Driver Training 60% of interviewees emphasized the need for drivers skilled in elderly	Cost Reduction 20% decrease in transportation costs potentially improving overall care	On-demand Availability 40% of respondents see it as essential for meeting the varied



	mentioning it as a major challenge.	features like wheelchair access and adjustable seating.	care and patient handling.	quality in nursing homes.	transportation needs of seniors.
Indonesia	Vehicle Shortage a. All facilities face severe transportation limitations (e.g., Rukun Senior Living: 4-5 vehicles; Marfati Retirement Home: 1 car for 70 residents).	Financial Constraints a. Monthly care costs: IDR 3M–3.5M per person, excluding transportation. b. Government subsidies are inconsistent, as low as IDR 20M annually for some facilities.	High Demand a. Facilities struggle to meet transportation needs for large resident populations. b. Panti Sosial Bina Daksa Budi Bhakti 2: 5 vehicles for 427 residents, 80% requiring total care.	Accessibility Issues a. Many facilities lack vehicles for wheelchair users. b. Only some (e.g., Panti Sosial Bina Daksa Budi Bhakti 2) have ambulances with adjustable stretchers for wheelchairs.	Cross-Subsidization a. 40–50% of fees from paying residents support those who cannot afford care, highlighting financial strain on organizations.

Appendix 4: Market Size Detailed Calculations

Link to Spreadsheet: <https://docs.google.com/spreadsheets/d/13SG-tZ7w0Vm9uP87r1B2iIXYiZ9warM1/edit?usp=sharing&oid=104292131251462599666&rtopf=true&sd=true>

Year	Unit Demand	Price	Size	Data Sources and Assumptions
TAM (Asia, EU, US)	401,819,600	AVG SGD 1.1/user/day USD 0.8/user/day	SGD 4.1 Billion USD 3 Billion	Formula: 80% of # of Seniors Served in Asia, EU, US x USD 16.91 x 240 days x 20% savings x 20% rev. sharing TAM = 401,819,600 x 16.91 x 240 x 20% x 20% = USD 3,085,974,528 OR SGD 4,137,211,750
SAM (China (Parts), Hong Kong, Taiwan, Singapore, Indonesia)	5,304,720	AVG SGD 1.1/user/day USD 0.8/user/day	SGD 1.3 Billion USD 971 Million	Formula: 80% of # of Seniors Served x Avg Transport Price x 240 days x 20% Cost Savings x 20% Rev Sharing SG: SGD 1,440,000 / 40% x 100% = SGD 3,600,000 CN: 4,823,760 x USD 20.59 x 240 days x 20% Cost Savings x 20% Rev Sharing = USD 953,483,696 TW: 395,920 x USD 3.04 x 240 days x 20% Cost


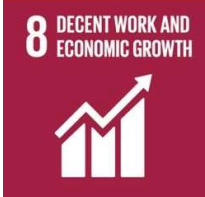




				<p>Savings x 20% Rev Sharing = USD \$11,554,529</p> <p>HK: 59,040 x USD 1.93 x 240 days x 20% Cost Savings x 20% Rev Sharing = USD \$1,093,893</p> <p>ID: 16,000 x USD 30 x 240 days x 20% Cost Savings x 20% Rev Sharing = USD \$4,608,000</p> <p>SAM = \$970,740,119 OR SGD 1,301,529,522 + SGD 3,600,000 = SGD 1,302,129,552</p>
<p>SOM (China (Parts), Hong Kong, Taiwan, Singapore, Indonesia)</p>	534,272	<p>AVG SGD 1.1/user/day USD 0.8/user/day</p>	<p>SGD 131.9 Million USD 98.37 Million</p>	<p>Formula: 80% of # of Seniors Served x Avg Transport Price x 240 days x Market Share x 20% Cost Savings x 20% Rev Sharing</p> <p>SG: SGD 1,440,000</p> <p>CN: 4,823,760 x USD 20.59 x 240 days x 10% x 20% Cost Savings x 20% Rev Sharing = USD 95,348,370</p> <p>TW: 395,920 x USD 3.04 x 240 days x 10% x 20% Cost Savings x 20% Rev Sharing = USD 1,155,453</p> <p>HK: 59,040 x USD 1.93 x 240 days x 10% x 20% Cost Savings x 20% Rev Sharing = USD 109,389</p> <p>ID: 16,000 x USD 30 x 240 days x 15% x 20% Cost Savings x 20% Rev Sharing = USD 691,200</p> <p>SOM = \$97,304,412 OR SGD 130,461,863 + SGD 1,440,000 = SGD 131,901,863</p>
<p>LM (Singapore)</p>	4,000	<p>SGD 1.5/user/day USD 1.12/user/day</p>	<p>SGD 1.4 Million USD 1 Million</p>	<p>NTUC Health: (2nd biggest) 16% market share in SG daycare sector, with annual transport cost SGD 15,336,000; clients: 2000; clients need transport: 80% (1600 people). St. Luke Eldercare: (1st biggest) 18% market share in SG. HWA, TOUCH, Jamiyah, Lentor (the rest) : We estimate can take around 6%. Market share in total 40% (16 + 18 + 4).</p> <p>Implementing cost-saving measures can achieve 20% savings: SGD 3,067,200</p> <p>Jee's service fee (Revenue sharing: 20% of cost</p>



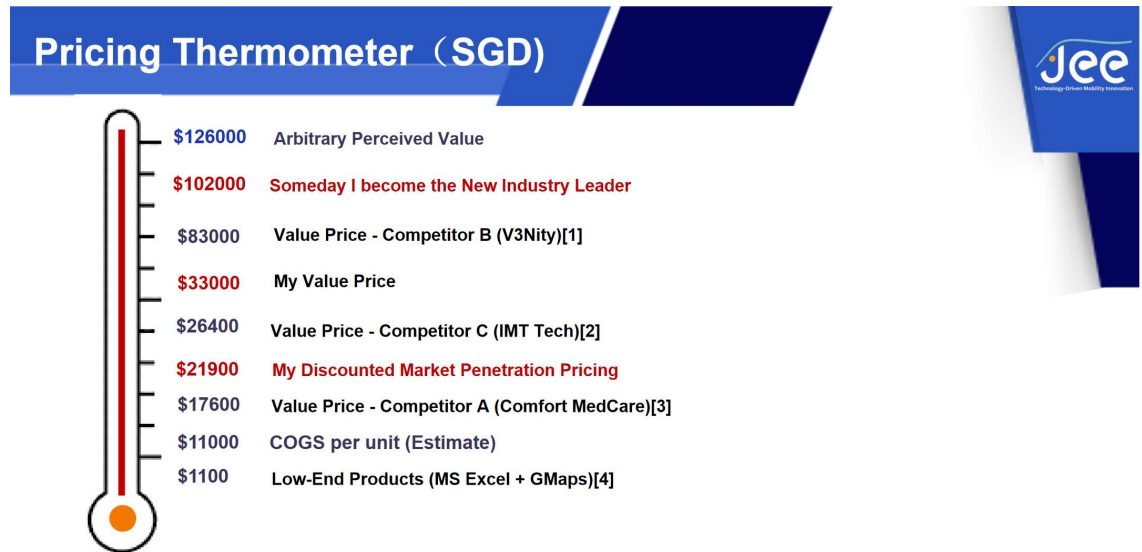
				<p>savings): SGD 613,440</p> <p>Price per person per day: $\text{SGD } 613,440 \div 1,600 \text{ people} \div 240 \text{ days} = \text{SGD } 1.5$</p> <p>Projected unit demand at 40% market share (NTUC, SLEC, and others) : $1,600 \text{ people} \div 16 \times 40 = 4,000 \text{ people}$</p> <p>Target market share: 40% \rightarrow Estimated revenue $> 4,000 \times \text{SGD } 1.5 \times 240 = \text{SGD } 1,440,000$</p>
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Appendix 5: ESG Calculation

ESG Factors	Numbers of Impact	Data Sources and Assumptions
	835+ more productive Hours	<p>Formula: (Operating Hours per Day – Jee Savings) x 240 days</p> <ul style="list-style-type: none"> - Operating Hours per Day: 4 Hours > 240 Minutes [1] - Jee Savings: 13% less time [2] - Total Operating Hour Savings = (240 - 13%) x 240 days = 50,112 Minutes/year > 835 Hours/year
 	23K+ Tonnes Reduction CO2 Emission/year	<p>Formula: Reduction in CO2/year = No. of Vehicles Saved x Average CO2 emitted of Vehicle (<u>Minibus eg. Toyota HiAce</u>) (g/km) x Total Operating distance/day (km) x Total Operating Days</p> <ul style="list-style-type: none"> - No. of Vehicles (<u>Minibus eg. Toyota HiAce</u>) Needed (Without Jee) = Total SOM Unit Demand/ Amount of Pax (Wheelchair + Non Wheelchair Mixed) - No. of Vehicles Needed (Without Jee) = 534,272[4] / 6pax per Vehicle[1] = 89,045.33 > 89,046 - Jee’s Est Savings on Vehicle Use = -21%[2] - No. of Vehicles Needed (With Jee) = 89,046 - 21% = 70,346.34 > 70,347 - No. of Vehicles Saved = 89,046 - 70,347 = 18,699 - Reduction in CO2(g) = 18,699 x 258g/km[3] x 20km[1] x 240 days = 23,156,841,600(g)
	2.9M+ Less Paper Used/year	<p>Formula: Reduction in paper use/year = (Est Paper Used / Day (For Route Planning Purposes)) x Total No. of Eldercare Centres in SOM x 240 Days</p> <ul style="list-style-type: none"> - (Est Paper Used / Day (For Route Planning Purposes) = No. of Pages x No. of Drivers (Average) = 3 x 10 = 30 papers - Reduction in paper use/year = 30 x 410,107 x 240 = 2,952,770,400 papers/year
	Improve Access to Eldercare Centre For 112K+ Elders Reduced stress among elder population	<p>Formula: No. of Vehicles Saved x Avg No. people per vehicle (est)</p> <ul style="list-style-type: none"> - No. of Vehicles Saved = 18,699 - Total No. of Senior People Jee Helps in SOM = 18,699 x 6pax Per Vehicle = 112,194[4]

 <p>10 REDUCED INEQUALITIES</p>  <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Equality improvement for 22K+ elders</p>	<p>Formula: Total No. of Senior People in SOM x Rate of Disabled People - Rate of Disabled Among Elders in General (SG, TW,CN,HK,ID) = 19.96% [5,6,7,8,9] - No. of Disabled Seniors Jee can Help = 112,194 x 19.96% = 22,394</p>
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Appendix 6: Jee’s Pricing Thermometer



Appendix 7: Pricing, Cashflow Analysis and Funding Gap

Revenue Table (Normal)

Year	2025	2026	2027	2028	2029
Number of Customers	3	6	12	18	27
One-Time Setup Fees Per Unit(SGD)	51000	108000	234000	371700	557550
Monthly Subscription Per Unit (SGD)	5100	10800	23400	37170	55755
One-Time Setup Fees (SGD)	153,000	648,000	2,808,000	6,690,600	15,053,850
Monthly Subscription (SGD)	15,300	64,800	280,800	669,060	1,505,385
Total Revenue (SGD)	168,300	712,800	3,088,800	7,359,660	16,559,235

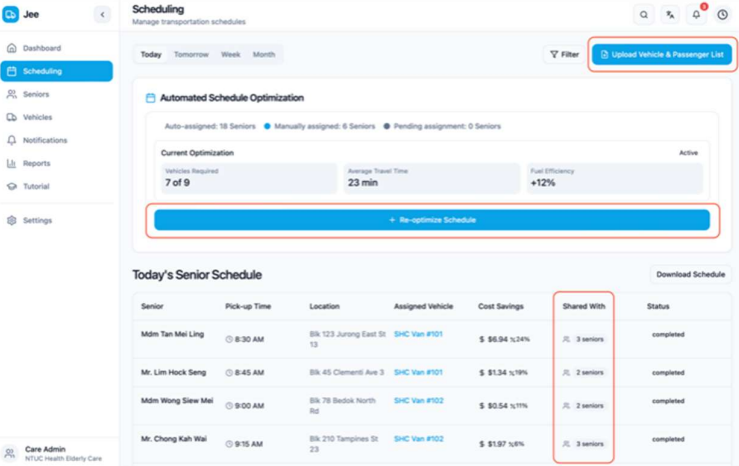
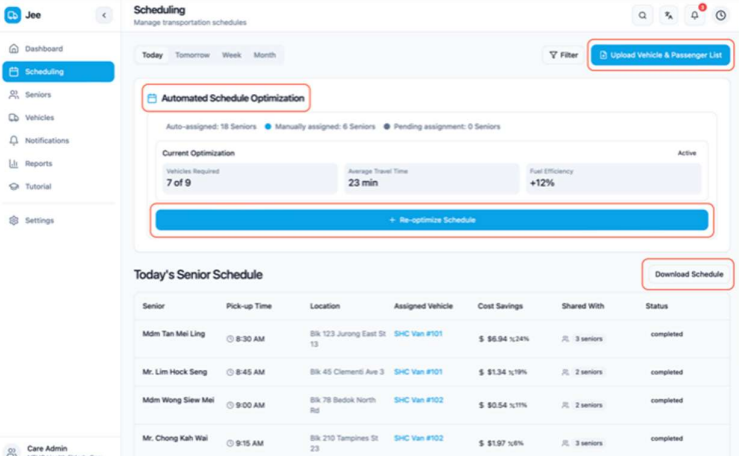
COGS & Expenses Table (Normal)

Category	Type	Cost Type	2025 (SGD)	2026 (SGD)	2027 (SGD)	2028 (SGD)	2029 (SGD)
Cloud Hosting and Infrastructure	Direct Cost (COGS)	Variable	10,000	20,000	50,000	125,000	312,500
Third-Party Software Licensing	Direct Cost (COGS)	Variable	5,000	10,000	25,000	62,500	156,250
Customer Support Team Salaries	Direct Cost (COGS)	Fixed	50,000	75,000	112,500	168,750	337,500
Development Team Salaries (Maint)	Direct Cost (COGS)	Fixed	150,000	300,000	900,000	2,700,000	8,100,000
Maintenance and Updates	Direct Cost (COGS)	Variable	10,000	20,000	40,000	80,000	160,000
Total Fixed COGS			200,000	375,000	1,012,500	2,868,750	8,437,500
Total Variable COGS			25,000	50,000	115,000	267,500	628,750
Total COGS			225,000	425,000	1,127,500	3,136,250	9,066,250
Marketing and Advertising	Indirect Cost (Expenses)	Variable	15,000	30,000	75,000	150,000	300,000
Sales & Marketing Team Salaries	Indirect Cost (Expenses)	Fixed	150,000	225,000	337,500	506,250	759,375
Office Rent and Utilities	Indirect Cost (Expenses)	Fixed	30,000	36,000	43,200	51,840	62,208
General Administrative Expenses	Indirect Cost (Expenses)	Fixed	50,000	62,500	78,125	97,656	122,070
HR & GA Team Salaries	Indirect Cost (Expenses)	Fixed	100,000	110,000	121,000	133,100	146,410
Founder and Management Team Salaries	Indirect Cost (Expenses)	Fixed	200,000	240,000	288,000	345,600	414,720
Training and Development	Indirect Cost (Expenses)	Variable	10,000	15,000	22,500	33,750	50,625
IP License	Indirect Cost (Expenses)	Variable	11,732	28,512	123,552	294,386	662,369
Total Fixed Expenses			530,000	673,500	867,825	1,134,446	1,504,783
Total Variable Expenses			36,732	73,512	221,052	478,136	1,012,994
Total Expenses			566,732	747,012	1,088,877	1,612,583	2,517,778

Cashflow Analysis Table (Normal)

Year	2025	2026	2027	2028	2029
Total Revenue (SGD)	168,300	712,800	3,088,800	7,359,660	16,559,235
Total COGS (SGD)	225,000	425,000	1,127,500	3,136,250	9,066,250
Gross Profit (SGD)	-56,700	287,800	1,961,300	4,223,410	7,492,985
Total Expenses (SGD)	566,732	747,012	1,088,877	1,612,583	2,517,778
Net Cashflow (P/L) (SGD)	-623,432	-459,212	872,423	2,610,827	4,975,207
Gross Margin (%)	-33.69%	40.38%	63.50%	57.39%	45.25%
Cumulative Net Cashflow	-623,432	-1,082,644	-210,221	2,400,606	7,375,814
Net Profit Margin	-370.43%	-64.42%	28.24%	35.47%	30.04%

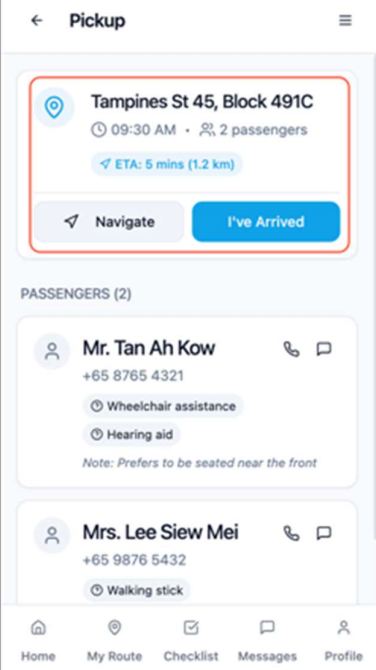
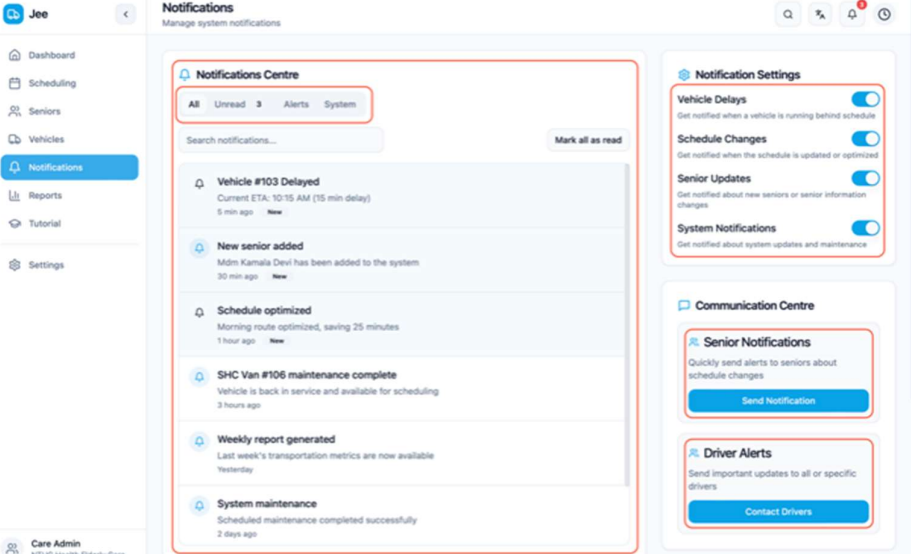
FIGURES

No	Name	Figure																																			
1	Jee – Admin App – Scheduling - Maximization Vehicle Capacity	 <p>The screenshot shows the 'Scheduling' interface in the Jee Admin App. It features a sidebar with navigation options like Dashboard, Scheduling, Seniors, Vehicles, Notifications, Reports, Tutorial, and Settings. The main content area displays 'Automated Schedule Optimization' with statistics: Auto-assigned: 18 Seniors, Manually assigned: 6 Seniors, Pending assignment: 0 Seniors. Below this, a 'Current Optimization' summary shows 7 of 9 vehicles required, an average travel time of 23 min, and a fuel efficiency of +12%. A 'Re-optimize Schedule' button is present. The 'Today's Senior Schedule' table lists four seniors with their pick-up times, locations, assigned vehicles, cost savings, and status. A red box highlights the 'Shared With' column, which shows the number of seniors shared with each senior.</p> <table border="1"> <thead> <tr> <th>Senior</th> <th>Pick-up Time</th> <th>Location</th> <th>Assigned Vehicle</th> <th>Cost Savings</th> <th>Shared With</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Mdm Tan Mei Ling</td> <td>8:30 AM</td> <td>Blk 123 Jurong East St 13</td> <td>SHC Van #101</td> <td>\$ 66.94 %24%</td> <td>3 seniors</td> <td>completed</td> </tr> <tr> <td>Mr. Lim Hock Seng</td> <td>8:45 AM</td> <td>Blk 45 Clement Ave 3</td> <td>SHC Van #101</td> <td>\$ 11.34 %19%</td> <td>2 seniors</td> <td>completed</td> </tr> <tr> <td>Mdm Wong Siew Mei</td> <td>9:00 AM</td> <td>Blk 78 Bedok North Rd</td> <td>SHC Van #102</td> <td>\$ 60.54 %11%</td> <td>2 seniors</td> <td>completed</td> </tr> <tr> <td>Mr. Chong Kah Wai</td> <td>9:15 AM</td> <td>Blk 210 Tampines St 23</td> <td>SHC Van #102</td> <td>\$ 11.97 %8%</td> <td>3 seniors</td> <td>completed</td> </tr> </tbody> </table>	Senior	Pick-up Time	Location	Assigned Vehicle	Cost Savings	Shared With	Status	Mdm Tan Mei Ling	8:30 AM	Blk 123 Jurong East St 13	SHC Van #101	\$ 66.94 %24%	3 seniors	completed	Mr. Lim Hock Seng	8:45 AM	Blk 45 Clement Ave 3	SHC Van #101	\$ 11.34 %19%	2 seniors	completed	Mdm Wong Siew Mei	9:00 AM	Blk 78 Bedok North Rd	SHC Van #102	\$ 60.54 %11%	2 seniors	completed	Mr. Chong Kah Wai	9:15 AM	Blk 210 Tampines St 23	SHC Van #102	\$ 11.97 %8%	3 seniors	completed
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2	Jee – Admin App – Scheduling - Automated Scheduling	 <p>This screenshot is identical to the one above, showing the same 'Scheduling' interface. A red box highlights the 'Download Schedule' button located at the top right of the 'Today's Senior Schedule' section.</p>																																			

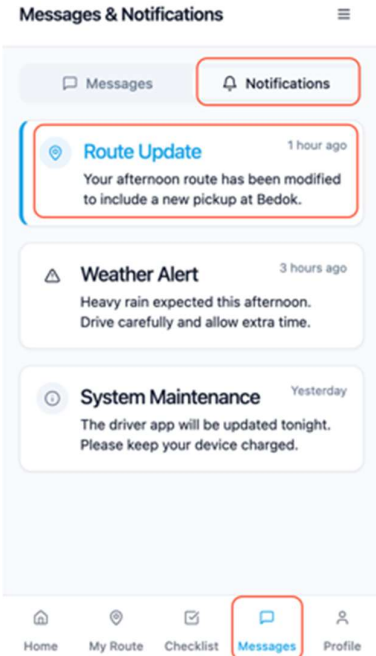
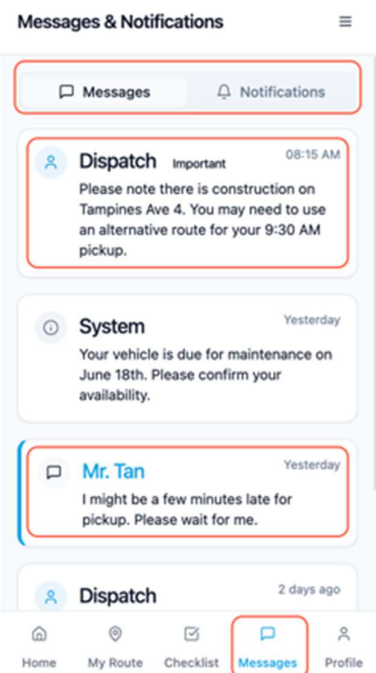


3	Jee – Admin App – Dashboard	<p>The screenshot shows the Jee Admin App Dashboard for Tuesday 25 March. It features a sidebar with navigation options: Dashboard, Scheduling, Seniors, Vehicles, Notifications, Reports, Tutorial, and Settings. The main content area includes a 'Transportation overview' section with four key metrics: Active Vehicles (7/9, +8% vs last week), Today's Transports (24, +2% vs yesterday), Total Seniors (136, +8% this month), and Transport Costs (\$682.50, +12% vs last week). An 'Attention Required' alert indicates that SHC Van #103 is 15 minutes behind schedule, affecting 3 seniors. The 'Real-time Fleet' section shows a map with vehicle locations, and the 'Today's Schedule' lists activities such as Morning Pickup-Route-Begins, TEGH Medical-Centre-Arrivals, Active Ageing Hub Dropoffs, Vehicle #103 Delayed, and Midday Medical Appointments.</p>
4	Jee – Admin App – Real-time Updates	<p>This screenshot shows the Jee Admin App Dashboard for Monday 31 March, focusing on real-time updates. The layout is similar to the previous screenshot, but the 'Real-time Fleet' section is expanded to show a list of vehicles: NTUC Van #101 (On Time, ETA 10:15 AM), NTUC Van #102 (On Time, ETA 10:20 AM), NTUC Van #103 (Inactive, Delayed by 15 min), NTUC Van #104 (On Time, ETA 10:30 AM), NTUC Van #105 (On Time, ETA 10:40 AM), and NTUC Van #106 (Inactive). The 'Today's Schedule' for Monday 31 March is also visible, showing activities like Morning Pickup-Route-Begins, TEGH Medical-Centre-Arrivals, Active Ageing Hub Dropoffs, Vehicle #103 Delayed, and Midday Medical Appointments.</p>



5	Jee – Driver App – Home – Pickup Feature	
6	Jee – Admin App – Notifications	

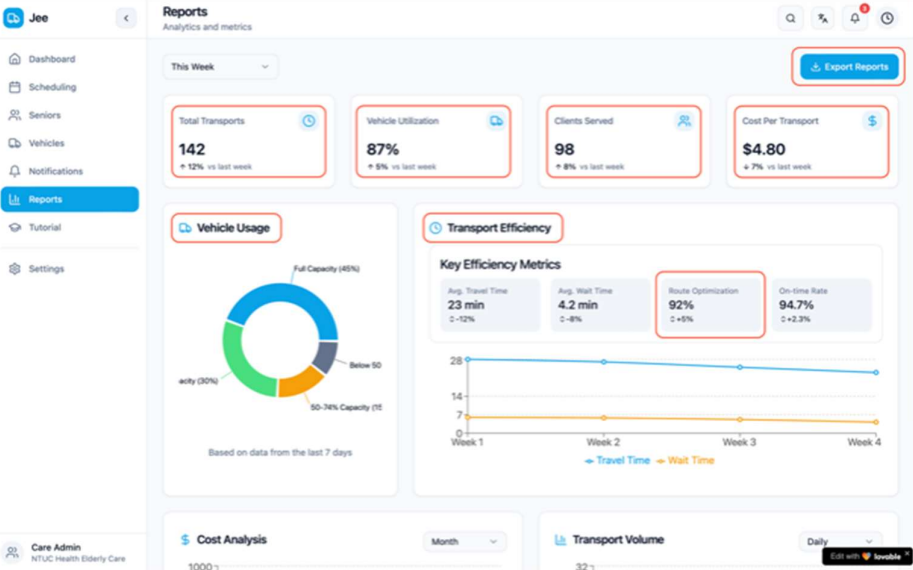
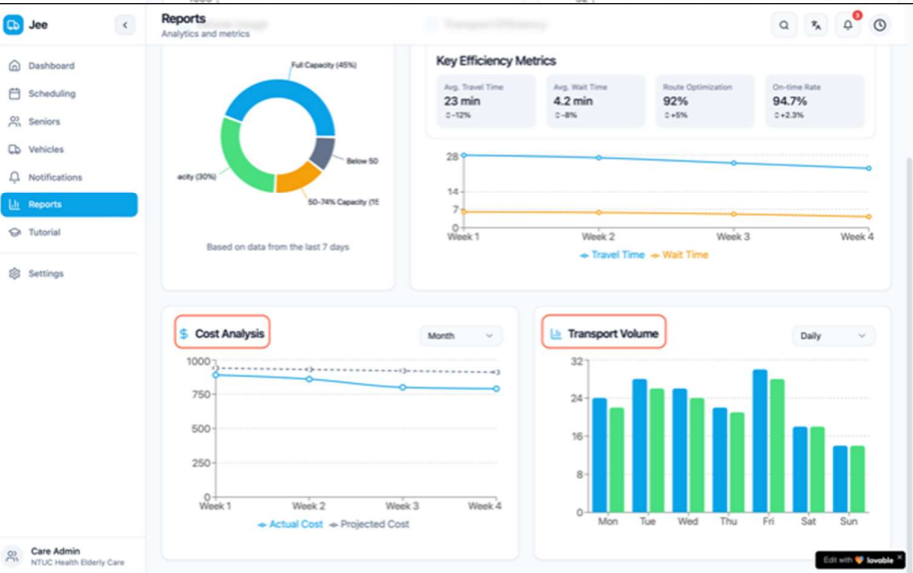


7	Jee – Driver App – Notifications	 <p>The screenshot shows the 'Messages & Notifications' screen of the Jee Driver App. At the top, there are two tabs: 'Messages' and 'Notifications', with 'Notifications' selected. Below the tabs, there are three notification cards: 1. 'Route Update' (1 hour ago): 'Your afternoon route has been modified to include a new pickup at Bedok.' 2. 'Weather Alert' (3 hours ago): 'Heavy rain expected this afternoon. Drive carefully and allow extra time.' 3. 'System Maintenance' (Yesterday): 'The driver app will be updated tonight. Please keep your device charged.' At the bottom, there is a navigation bar with icons for Home, My Route, Checklist, Messages (highlighted with a red box), and Profile.</p>
8	Jee – Driver App - Messages	 <p>The screenshot shows the 'Messages & Notifications' screen of the Jee Driver App, with the 'Messages' tab selected. Below the tabs, there are three message cards: 1. 'Dispatch' (Important, 08:15 AM): 'Please note there is construction on Tampines Ave 4. You may need to use an alternative route for your 9:30 AM pickup.' 2. 'System' (Yesterday): 'Your vehicle is due for maintenance on June 18th. Please confirm your availability.' 3. 'Mr. Tan' (Yesterday): 'I might be a few minutes late for pickup. Please wait for me.' At the bottom, there is a navigation bar with icons for Home, My Route, Checklist, Messages (highlighted with a red box), and Profile.</p>



9	Jee – Senior App – Emergency	
10	Jee – Senior App – My Trips – Quick Reply	



11	Jee – Admin App – Reports – 1	 <p>The screenshot shows the 'Reports' section of the Jee Admin App. It features a sidebar with navigation options: Dashboard, Scheduling, Seniors, Vehicles, Notifications, Reports (highlighted), Tutorial, and Settings. The main content area is titled 'Reports' and includes an 'Export Reports' button. Key metrics for 'This Week' are displayed in four cards: Total Transports (142, +12% vs last week), Vehicle Utilization (87%, +5% vs last week), Clients Served (98, +8% vs last week), and Cost Per Transport (\$4.80, +7% vs last week). Below these are two charts: 'Vehicle Usage' (a donut chart showing Full Capacity (45%), Below 50, and 50-74% Capacity (11)) and 'Transport Efficiency' (a line chart showing Key Efficiency Metrics: Avg. Travel Time (23 min, -12%), Avg. Wait Time (4.2 min, -8%), Route Optimization (92%, +5%), and On-time Rate (94.7%, +2.3%). A 'Cost Analysis' chart is partially visible at the bottom.</p>
12	Jee – Admin App – Reports – 2	 <p>This screenshot shows a different view of the 'Reports' section. It includes the same sidebar. The main content area features a 'Key Efficiency Metrics' card with the same data as in the first screenshot. Below it are two charts: 'Cost Analysis' (a line chart comparing Actual Cost and Projected Cost over four weeks) and 'Transport Volume' (a bar chart showing daily transport volume from Monday to Sunday).</p>