



Safety Advisory Board

April 8, 2024

NGRV

NIGH GOLDENBERG
RASO & VAUGHN

P-00270.00001

Trial Exhibit No.
P-00270

Uber

Welcome

Secretary Johnson

Agenda

01 Key Business Updates

02 Key Safety Updates

03 Driver and Courier Safety

04 Rider Verification

Lunch

05 Reporting Updates

06 Legal Updates

07 Alcohol and the platform

08 Uber Moto

09 Executive Session

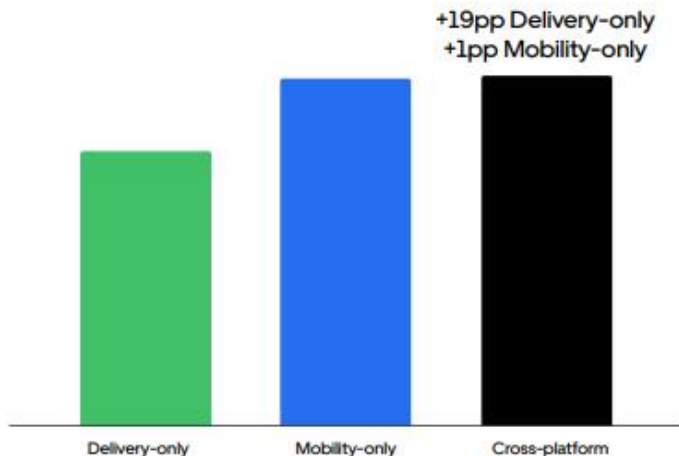
Happy Hour

Key Business Updates

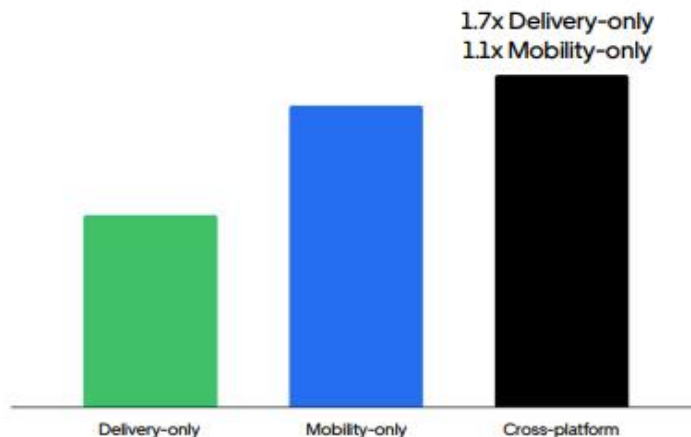
Gus Fuldner

Driver and courier engagement remains strong; more ways to flexibly earn via the Uber Driver app

Single driver app = higher retention¹...



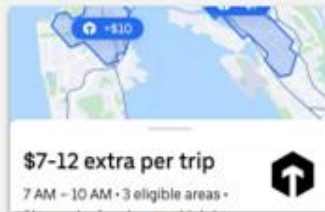
...and higher engagement²



Massive data sets and shared architecture enhance AI capabilities

20K
models trained
per month

10M
peak predictions
per second



Efficient Marketplace

Matching, Routing, Dispatch,
Pricing, Incentives



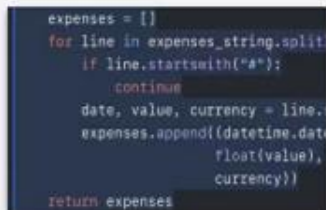
Personalization

Eats Feed, Search, Rides



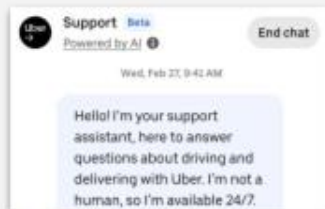
Risk & Safety

ID verification, Fraud &
incident prevention



GenAI for Productivity

Code, Data & Oncall assistants,
Automated testing & fixes



GenAI for Automations

Support bots, Document
automations

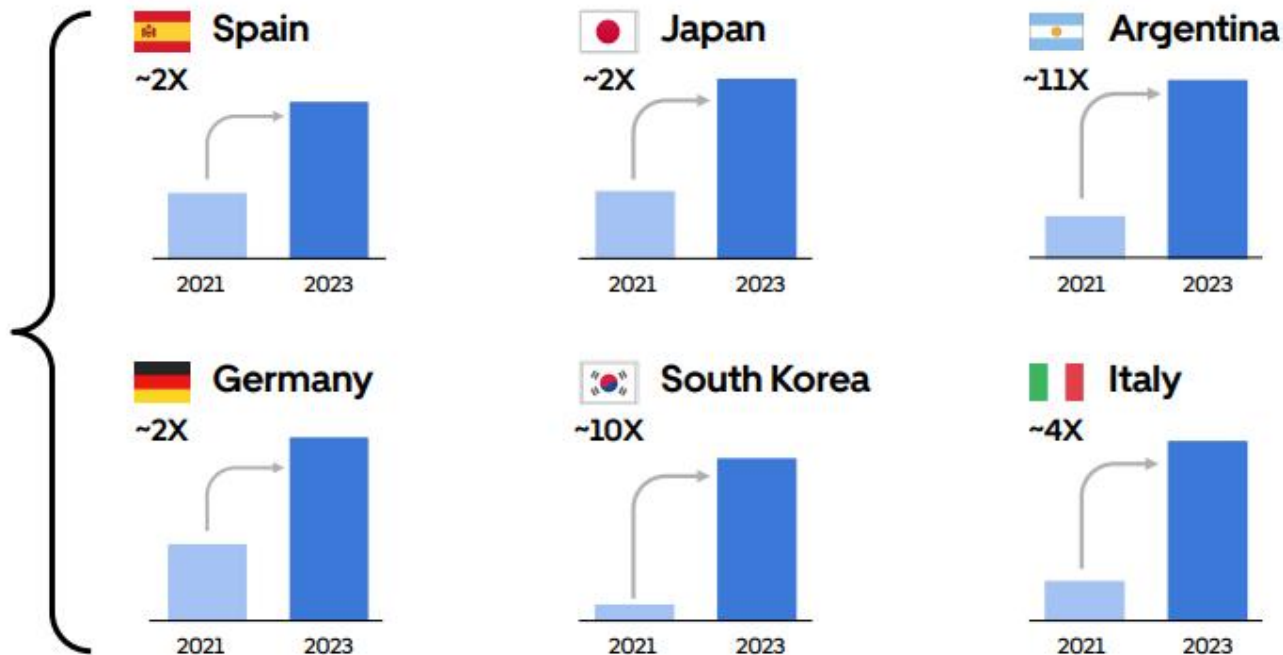


GenAI for Magical UX

for consumers and earners

We're planting the seeds for consistent **consumer growth** in **huge new countries** where Uber is not yet a verb

\$1B 2021¹
↓
\$3B 2023¹



1. Q4 Gross Bookings annual run rate
2. Country data is Gross Bookings
3. Growth multipliers shown on a constant currency basis

Uber's impact on the world is greater than ever

6.8M

Drivers & Couriers

70+

Countries

\$280B+

Driver & Courier
Earnings since 2016

\$61.9B

Driver & Courier
Earnings in 2023¹



Flexible work is more important than ever

9 out of 10 drivers and couriers say they would not keep driving or delivering if it didn't offer flexibility²

235,000 taxi drivers in 33 countries are earning on Uber



In 2023, taxi drivers globally earned \$1.6B by accepting trips via Uber. Using Uber means taxi drivers can stay busier and earn more, while our consumers get better service.



In San Francisco, for example, taxi drivers who take UberX trips earned on average 27% more than those who don't. That's almost \$1,800 a month from Uber trips alone.



In Buenos Aires, we found that drivers tripled their hourly earnings on Uber after they started taking UberX trips.

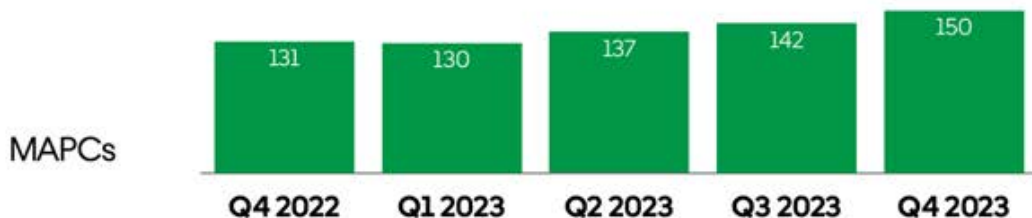
At the beginning of April, we announced an expansion of our partnership with Waymo to include autonomous deliveries in Phoenix, Arizona.



Q4 2024 Earnings Overview

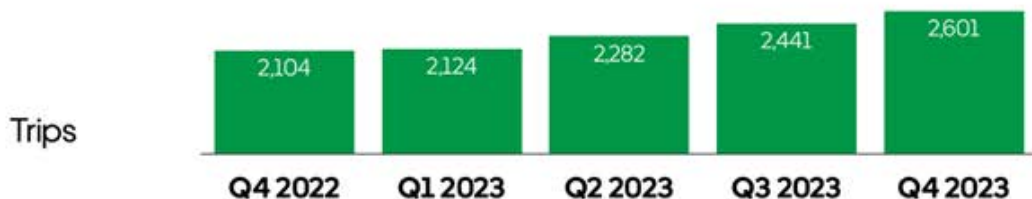
Operating Metrics

In Millions



+15%

MAPCs Growth YoY



+24%

Trips Growth YoY



Note 1: MAPCs is the number of unique consumers who completed a Mobility ride or received a Delivery order on our platform at least once in a given month, averaged over each month in the quarter.

Note 2: We define Trips as the number of completed consumer Mobility rides and Delivery orders in a given period.

Gross Bookings

\$ in Millions



+21%

Gross Bookings Constant
Currency Growth YoY

Q4 2022

Q1 2023

Q2 2023

Q3 2023

Q4 2023

19%

19%

16%

21%

22%

% Growth YoY

26%

22%

18%

20%

21%

% Constant Currency Growth YoY

Note 1: We define Gross Bookings as the total dollar value, including any applicable taxes, tolls, and fees, of Mobility rides, Delivery orders, and amounts paid by Freight shippers, in each case without any adjustment for consumer discounts and refunds, Driver and Merchant earnings, and Driver incentives. Gross Bookings do not include tips earned by Drivers.

Note 2: "% Constant Currency Growth YoY" is calculated by translating our current period financial results using the corresponding prior period's monthly exchange rates for our transacted currencies other than the U.S. dollar.

Mobility Highlights

\$ in Millions

Gross Bookings

% Constant Currency Growth YoY



37% 43% 28% 30% 28%



+28%

Gross Bookings Constant
Currency Growth YoY

Revenue

% Constant Currency Growth YoY



94% 78% 40% 31% 31%



Revenue Margin

Adjusted EBITDA: Segment Adjusted
EBITDA Margin as a % of Gross Bookings

Adjusted EBITDA

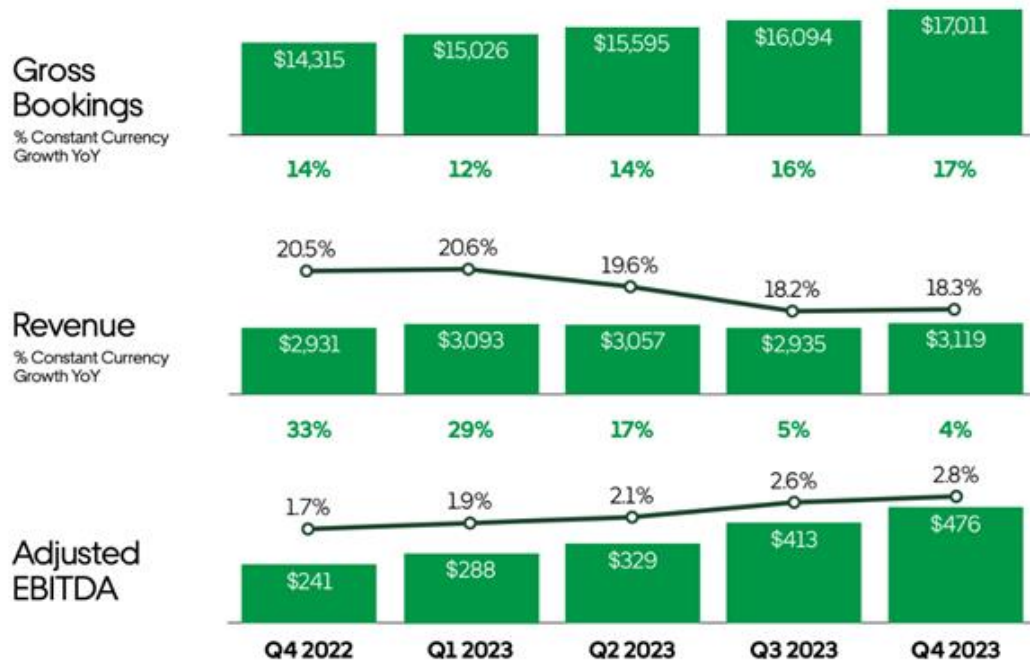


Q4 2022 Q1 2023 Q2 2023 Q3 2023 Q4 2023

Note 1: Refer to page 26 ("Business Model Change Impacts to Revenue") for more details.
 Note 2: Revenue Margin is defined as Revenue as a percentage of Gross Bookings.
 Note 3: See Non-GAAP reconciliations for reconciliation of non-GAAP measures.
 Note 4: All measures are for Mobility segment unless otherwise noted.

Delivery Highlights

\$ in Millions



+\$235M

YoY improvement in
Adjusted EBITDA

Revenue Margin

Adjusted EBITDA: Segment Adjusted
EBITDA Margin as a % of Gross Bookings

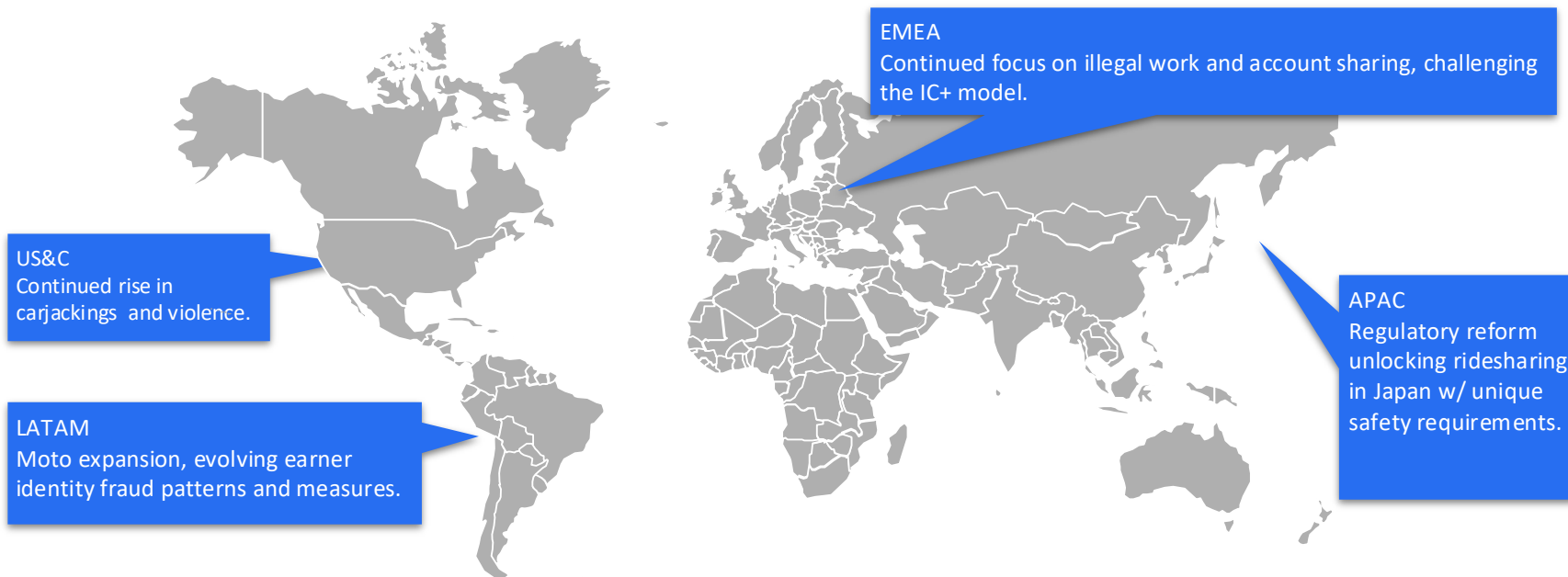
Note 1: Refer to page 26 ("Business Model Change Impacts to Revenue") for more details
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 Note 3: See Non-GAAP reconciliations for reconciliation of non-GAAP measures.
 Note 4: All measures are for Delivery segment unless otherwise noted.

Key Safety Updates

Hannah Nilles
Mike Akamine
Emilie Boman

Global Trends

The main safety challenges around the world have continued the same trend as last year.



Safety Management System Updates



Uber's safety management system is organized across 4 key pillars

01

Safety policy and objectives

Establishes Uber's commitment to safety, roles and responsibilities for safety, and the processes and structures in place for achieving safety goals and pursuing continuous improvement.

02

Safety promotion

Includes the training, communication, consultation, and other arrangements that support our ongoing safety approach and promote a positive safety culture internally and externally.

03

Safety risk management

Refers to the proactive identification, assessment, and mitigation of safety risks associated with Uber's platform.

04

Safety assurance

Mechanisms for monitoring, analyzing, and measuring overall safety performance, including appropriate incident management and continuous improvement of our safety management approach.

Into 2024, continued focus to improve Risk Management and Assurance

'23 Assessment

2024 Goals

Policy & Objectives <i>Commitment and Accountability</i>		<ul style="list-style-type: none"> • ELT signed safety principles on Uber's approach to managing safety
Promotion <i>Communication & Training</i>		<ul style="list-style-type: none"> • Leverage #StandforSafety values based skills to educate employees on expected behaviors / norms
Risk Management <i>Identify, Assess, Mitigate</i>		<ul style="list-style-type: none"> • Establish defensible, auditable minimum control standards • Continue embedding safety standards in all mobility growth bets and grocery
Assurance <i>Measure, Monitor, Evaluate</i>		<ul style="list-style-type: none"> • Dedicated assurance resourcing to complete four end to end audits, 20 incident investigations, and frameworks • Standardized, deeper root cause analysis goals set for each megaregion



No processes/systems exist



Processes/ Systems exist; varying effectiveness



Processes/ Systems exist and are effective

Uber's Safety Principles

- ✓ Brief (1 page)
- ✓ Combines our existing, public-facing safety commitments with industry standard language

Uber's Global Safety Principles

At Uber, we Stand for Safety.

We embed safety into everything we do. Our relentless pursuit to make Uber safer for everyone using our platform will continue to make us the industry leader for safety. We know the work of safety never stops, yet we can and will challenge ourselves to always be better for the communities we serve.

As part of our commitment to Stand for Safety, we strive to uphold the following core principles.

1. We actively look for and manage potential safety risks to help make our platform safer.
2. We put technology to work, leveraging our scale and reach to help promote safety in every corner of the world.
3. We care about people, and actively engage Earners, consumers and merchants to better understand their safety needs and meet their expectations.
4. We partner with law enforcement, emergency responders, advocates and other experts to guide our decision-making and help keep communities safe.
5. We encourage Uber employees and the people who connect on our platform to speak up, and report safety concerns openly and honestly.
6. We support Earners, consumers and merchants with empathy and care in times of need.
7. We value transparency and believe sharing information around safety leads to better outcomes for everyone, including employees, Earners, consumers, merchants and the broader public.
8. We continually push ourselves to improve our safety management approach and lead the industry on safety.

Safety never stops @ Uber

#StandforSafety - Values Based Skills

Embedded across all
employees and People
Managers

Example desired behavior	Example negative behavior	All employee skills <small>(click for development resources)</small>	Manager skills <small>(click for development resources)</small>
<ul style="list-style-type: none"> Educate yourself on the safety challenges you have the opportunity to influence Escalate safety concerns—even the small ones—that you come across in any part of our product or organization before they become an issue Make choices that reinforce our commitment to enhancing safety for all of our end users Think critically about safety risks that might arise from your work, and collaborate across teams to reduce these risks 	<ul style="list-style-type: none"> Dismiss safety concerns as “not a big deal” or “edge cases” Mislead users about platform safety and risks Shy away from controversial or challenging opportunities to make the platform safer because others in the industry aren’t doing it Give up on safety improvements because they might be hard or outside of our direct control Stop an activity or service because of safety concerns without looking at creative solutions to address them 	<p>Prioritize user & platform safety Ability to identify and understand safety risks and creatively embed safety solutions in one’s area of work. Ability to support users with empathy and care when things go wrong.</p> <p>Courage to speak up Ability to ask difficult questions to make the platform safer, especially in controversial or challenging situations. Ability to escalate all safety concerns, big or small.</p>	<p>Demonstrate safety leadership Ability to encourage, facilitate, and participate in identifying and driving awareness of safety risks in order to determine the root cause and best solve for the long term. Creating an environment where everyone is motivated to do the same.</p>

Key External Updates

Updated research on Uber's role in reducing drunk driving

5.2%

Reduction in traffic
fatalities where we
operate

627

Lives saved in 2019
alone

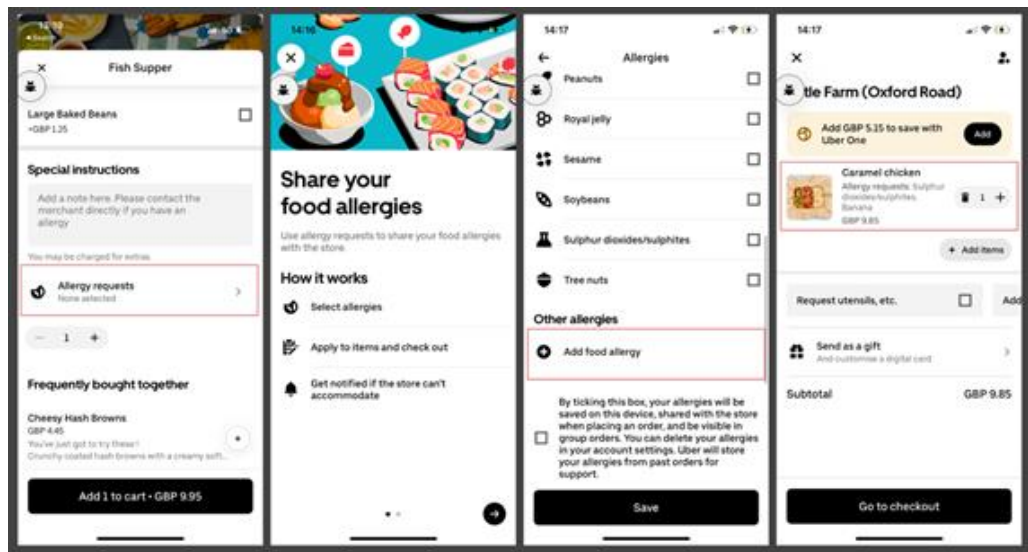
“Uber and Traffic Fatalities”, *MIT Review of Economics and Statistics*,



Key External Updates

New eater and restaurant facing features are improving the ordering experience for people with Food Allergies. Early data from the Jan UK launch is encouraging

US&C launch is set for May 1st (Allergy Awareness Month) with backing from new NGO partners impressed by our Super Bowl Ad controversy response.



Uber | Safety Advisory Board

VARIETY

Uber Eats Deletes Super Bowl Ad's Peanut-Allergy Bit After Angry Backlash



MEDIA ROOM | February 09, 2024

Sung Poblete, PhD, RN, CEO of FARE, Thanks Uber for making changes to its Uber Eats Super Bowl ad

Uber and the ITF sign a Global Charter on Courier Health & Safety

On February 8th, Uber and the ITF (International Transport Workers Federation) formally approved a Joint Global Charter on Courier Health and Safety. Announcing this publicly on April 9.

Why does it matter?

- **Intersection of work and safety** issues globally. Policymakers use safety as an entrypoint to talk about broader work issues.
- We now have a globally **credible labor partner** willing to stand by our side publicly on this topic.
- After year of discussion on our safety processes with affiliates from Australia, Kenya, Belgium, and the ITF Gig Economy Working group, the ITF is **endorsing our existing safety practices and features** via a global joint charter.



Principles of the Charter

- Proactive approach to reducing incidents
- Access to safer vehicles and PPE
- App experience – distraction reduction
- Safer incentives and inclement weather
- Supporting couriers in the case of an incident
- Partnering with third party experts
- Promoting safe, lawful riding
- Raising the industry standard for safety

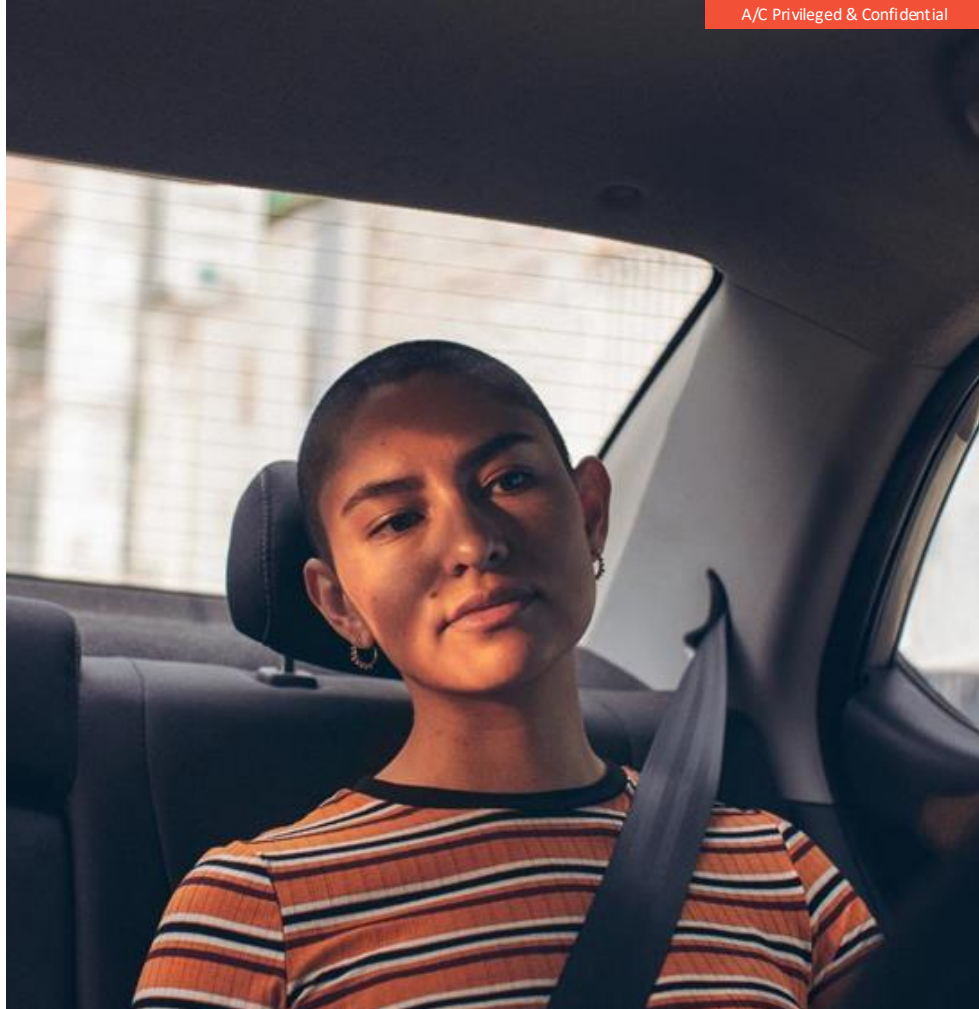


Safety Education

Philosophy

Expert informed - We partner with leading experts and non-profits to craft all content and include experts' recommendations.

Grounded in decision making science - grounded in emotional learning principles, to achieve desired knowledge, skills and behaviors.



As we continue expanding our catalog offerings, what are some key risks for couriers who can “get *anything*”?



Vehicle Crash



Personal Injury



Item Handling Education

Objective

- helping couriers practice safety-centered decisions to prevent accidents or injuries while delivering
- helping couriers practice safe item-handling techniques when delivering heavy, bulky, oddly shaped, or hazardous objects
- empowering couriers to identify when a situation may be hazardous and prevention techniques

Expert informed.

Developed educational modules in partnership with [NSC Consulting](#), a leading nonprofit safety advocate focusing on eliminating the leading causes of preventable injuries and deaths.



Safety Education

Covering a range of worker health and safety situations.

Deployed in 47 languages.



Safe Lifting Techniques



Using Tools



Hazardous Signs



Order Packaging

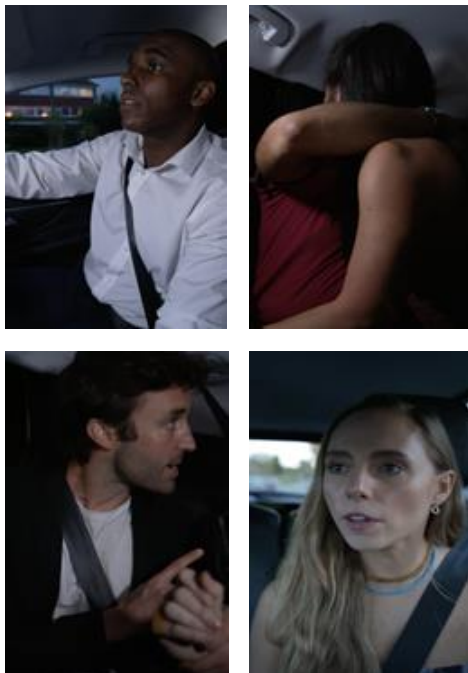


Load Balancing



Delivery Safety Tips

Sexual misconduct prevention course in the UK



Course highlights

- First decision-making scenario based course on sexual misconduct at Uber
- Co-created with support from GMB representatives and The Survivors Trust - largest umbrella agency for sexual abuse services in the UK
- Filmed with professional actors and BAFTA winning director, Martin Percy 🎬
- Subtitles for accessibility
- Grants 20 Pro Points to drivers that complete the course as a thank you for the time invested

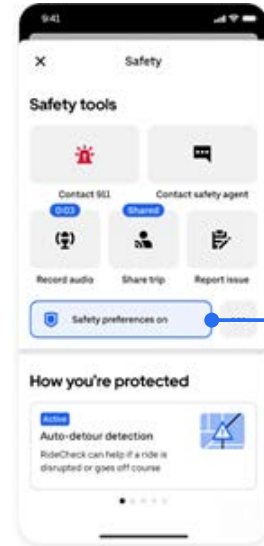


Product Highlights

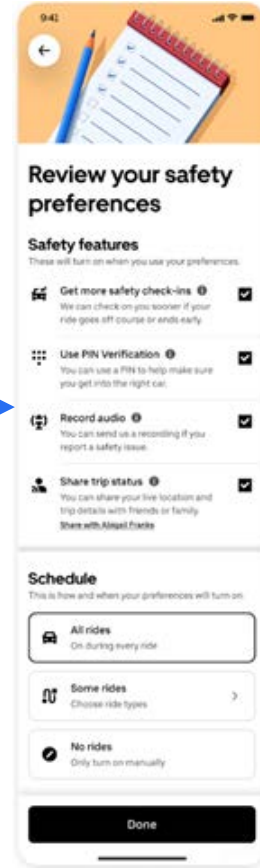
Increasing Awareness and Usage of Safety Features

We are providing riders a more seamless and intuitive experience to access the suite of safety products with the launch of **Safety Preferences**.

From current experiments, we have seen an 83x increase in usage of Audio Recording, and a 3.9% increase in Share my Trip.



Entry point



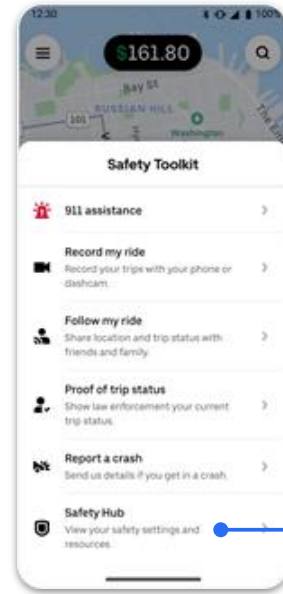
Landing page

Increasing Awareness and Usage of Safety Features

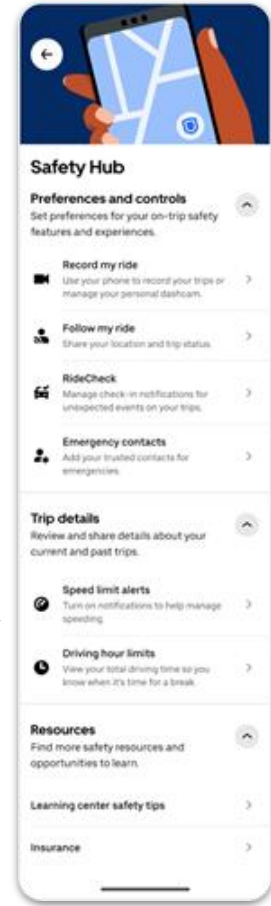
We've also created a central point for all the safety resources available to drivers called **Safety Hub**.

Since launching, we have seen a +23% increase in impressions of safety tools and an +11.7% increase in Emergency Contacts setup.

The Hub is currently available for 50% of drivers in the US, and is expanding globally this month.



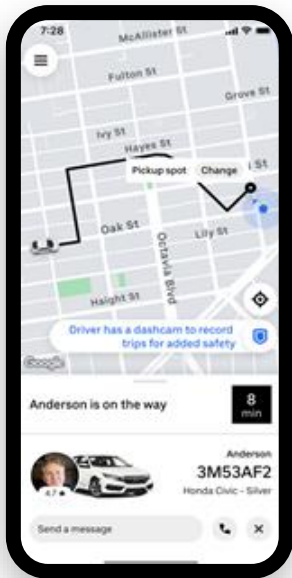
Entry point



Landing page

Preventing Safety Incidents

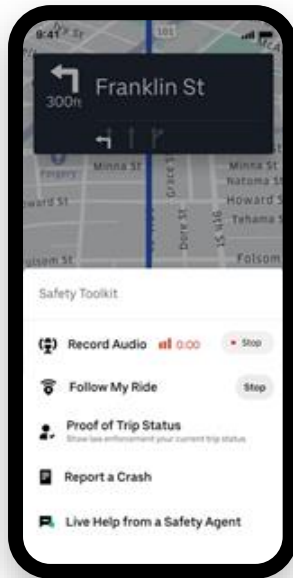
Safety recording products continue to expand and usage is steadily increasing amongst drivers.



Dashcam Registration

74% global availability

34M monthly trips

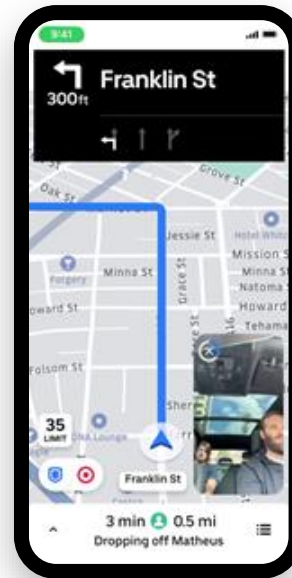


Audio Recording

87% global availability

1.2M monthly driver AR trips;

747k monthly rider AR trips



Pilot

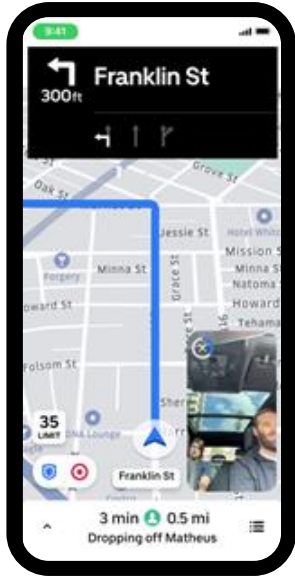
App as a Dashcam

Now available for 25% of iOS and 15% Android drivers across the three markets.

Drivers have recorded 15.7M trips and we have received 4K recordings related to a support ticket since launching.

Multiple use-cases

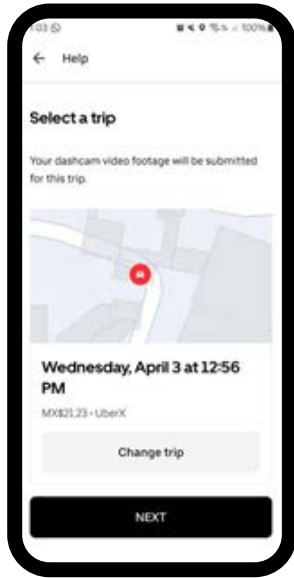
While we initially built recording products to prevent IPC incidents, we are leveraging them across multiple use-cases to maximize their benefits.



Interpersonal incident prevention

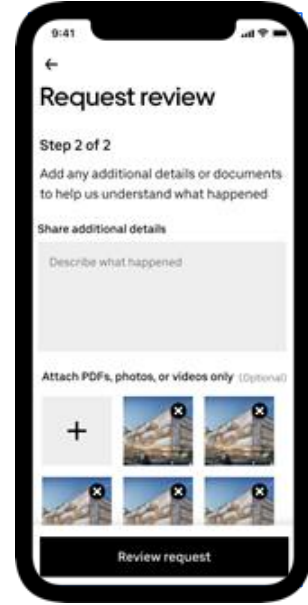
6% reduction in verbal IPCs

16.8% reduction in physical IPCs



Report a crash

Drivers can share video recordings when reporting a crash

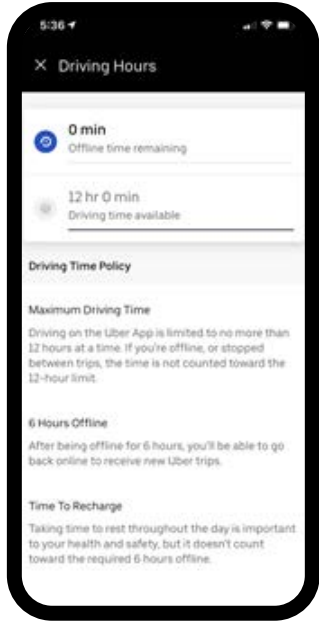


Appeal a deactivation

Drivers can upload video recordings to appeal their deactivation

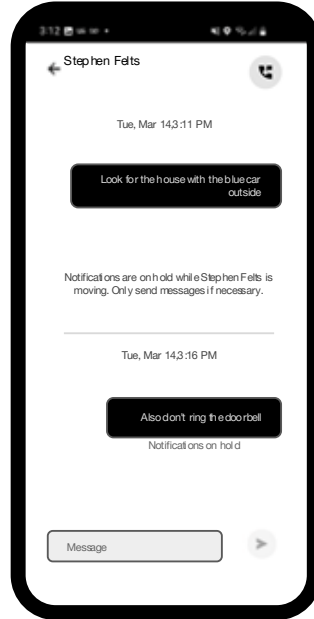
Helping Prevent Safety Accidents

We reached global expansion of top road safety interventions.



Driving Hour Limits

96% global coverage



Hold notifications

100% global coverage (delivery only)

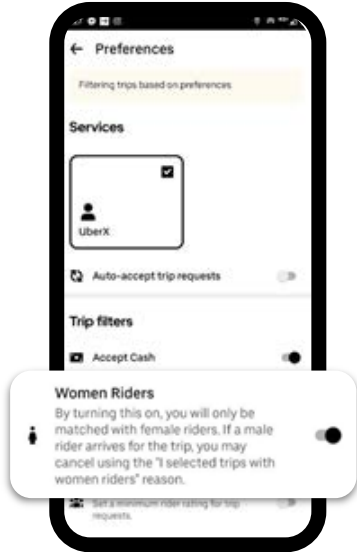


Complex turns

100% global coverage

Improving access

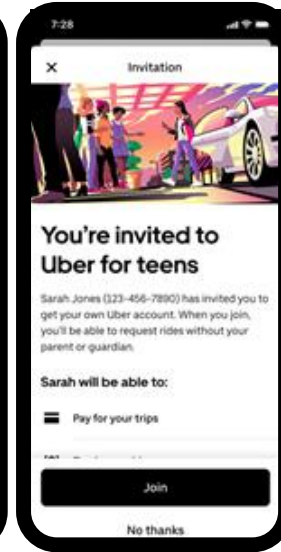
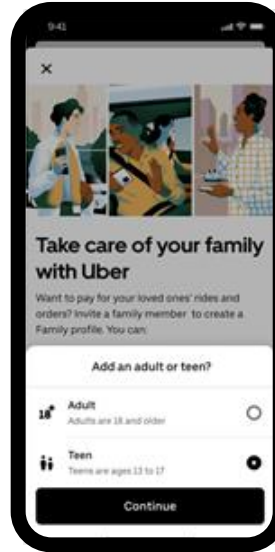
We're continuing to increase access of vulnerable populations such as women drivers and minors.



Women Rider Preference

Now available to more drivers. In 2023 we launched: Canada, India, Ghana, Kenya, Estonia, Lithuania, Slovakia, Ukraine, Nigeria, Panama, Puerto Rico, New Zealand, South Africa.

Live in +35 countries
50 M trips completed
1 in 3 drivers use this feature on a monthly basis



Uber For Teens

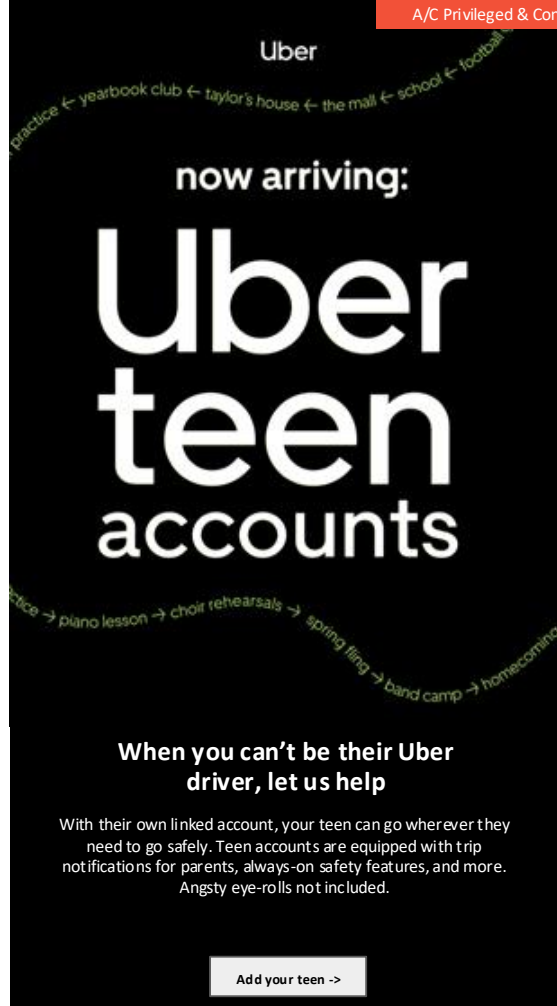
Currently live in:
→ Mobility: US&C and BR
→ Delivery: US&C

In H1 we're expanding to all Mexico, Chile, Argentina and selected markets in Middle East and Africa (mobility only).

Uber teen accounts in California

We expanded teen accounts in California after engaging with the CPUC regarding the requirements for the product.

After launching, we received informal communications that “recommended” we turn off the service until the Commission could clarify the appropriate rules for the service.

An advertisement for Uber teen accounts. The background is black with white text. At the top, the Uber logo is centered. Below it, the text "now arriving:" is centered. The main headline "Uber teen accounts" is in a large, bold, white font. The background features a circular path of white text with arrows pointing clockwise, listing various teen activities: "practice ← yearbook club ← taylor's house ← the mall ← school ← football" at the top and "practice → piano lesson → choir rehearsals → spring fling → band camp → homecoming" at the bottom. Below the headline, the text "When you can't be their Uber driver, let us help" is centered. Underneath that, a paragraph of text reads: "With their own linked account, your teen can go wherever they need to go safely. Teen accounts are equipped with trip notifications for parents, always-on safety features, and more. Angsty eye-rolls not included." At the bottom center, there is a white button with the text "Add your teen ->".

Uber

now arriving:

Uber teen accounts

When you can't be their Uber driver, let us help

With their own linked account, your teen can go wherever they need to go safely. Teen accounts are equipped with trip notifications for parents, always-on safety features, and more. Angsty eye-rolls not included.

Add your teen ->

Driver and Courier Safety

Sachin Kansal
Hannah Nilles

We strive to be the best platform for Earners by getting closer to our earners

Listening sessions



CREW

Help change come to life with Uber Crew

Introducing Uber Crew, a new pilot program in the Midwest and select Southern states that's designed to give you greater transparency into how we gather and use your feedback.

As someone who drives and/or delivers, you know your work better than we ever could. That's why your feedback is so important.

With Uber Crew, you can choose other drivers and delivery people in your state to speak on your behalf, raise issues to Uber's decision-makers, and collaborate with us on features and improvements.

[Learn more →](#)

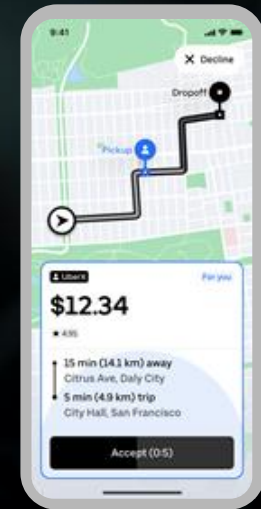
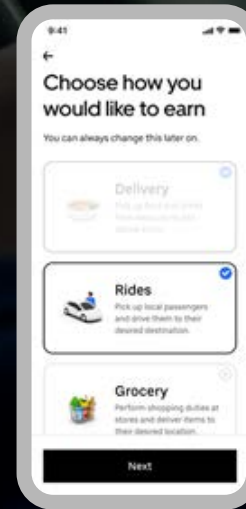
Employee driving

dara khosrowshahi @dkhos · Jun

Spent a few hours delivering for @Uber beautiful town. 2. Restaurant worker 3. It was busy!! - 3:24 delivering out to order some 🍔 🍷 🍷



Experience improvements

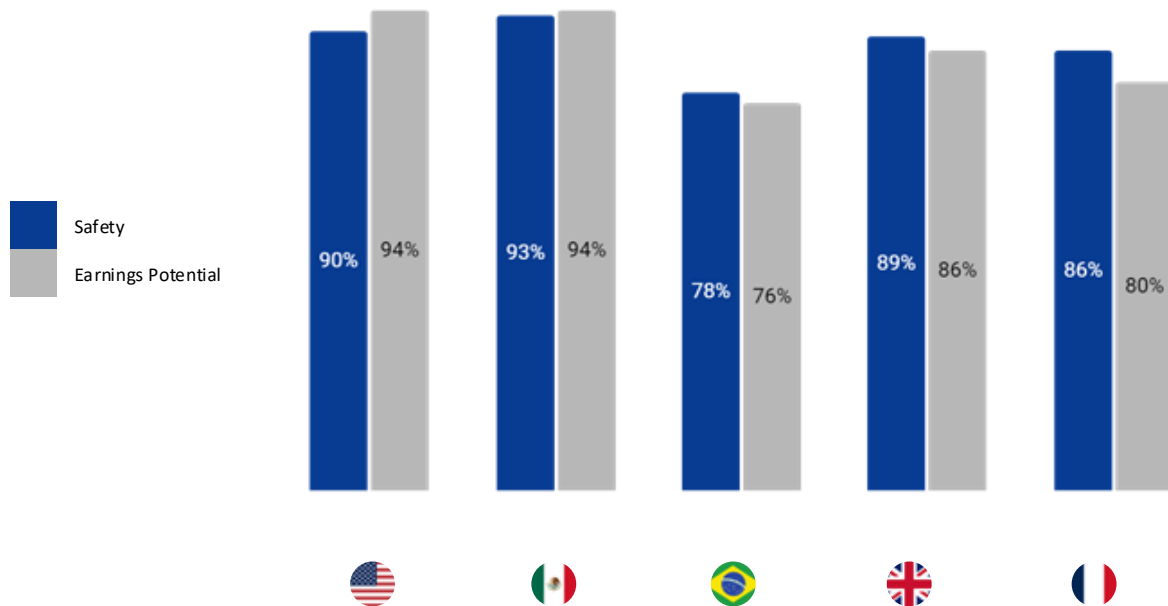


Although earners come to Uber for the access to flexible work, safety is a top priority for all drivers

Safety is on par with earnings potential as a key factor influencing drivers' decisions to drive with ridesharing services

Importance of factors to all drivers when deciding whether to drive with ridesharing services

Showing % drivers who consider each factor "very important"



Q11b How important are the following factors in making your decision to drive with ridesharing services?

“

Being a woman, I'm always concerned about my safety first

Driver, UK

As a person of color sometimes some riders will make you feel unsafe because they automatically think they are not safe with you.

Driver, US

I am more vulnerable than a man, also the media talk a lot about aggression on drivers

Driver, FR

”

Earners are concerned about....

1) Rider behavior

80% of Serious Physical Assault incidents reported against riders & 3rd parties

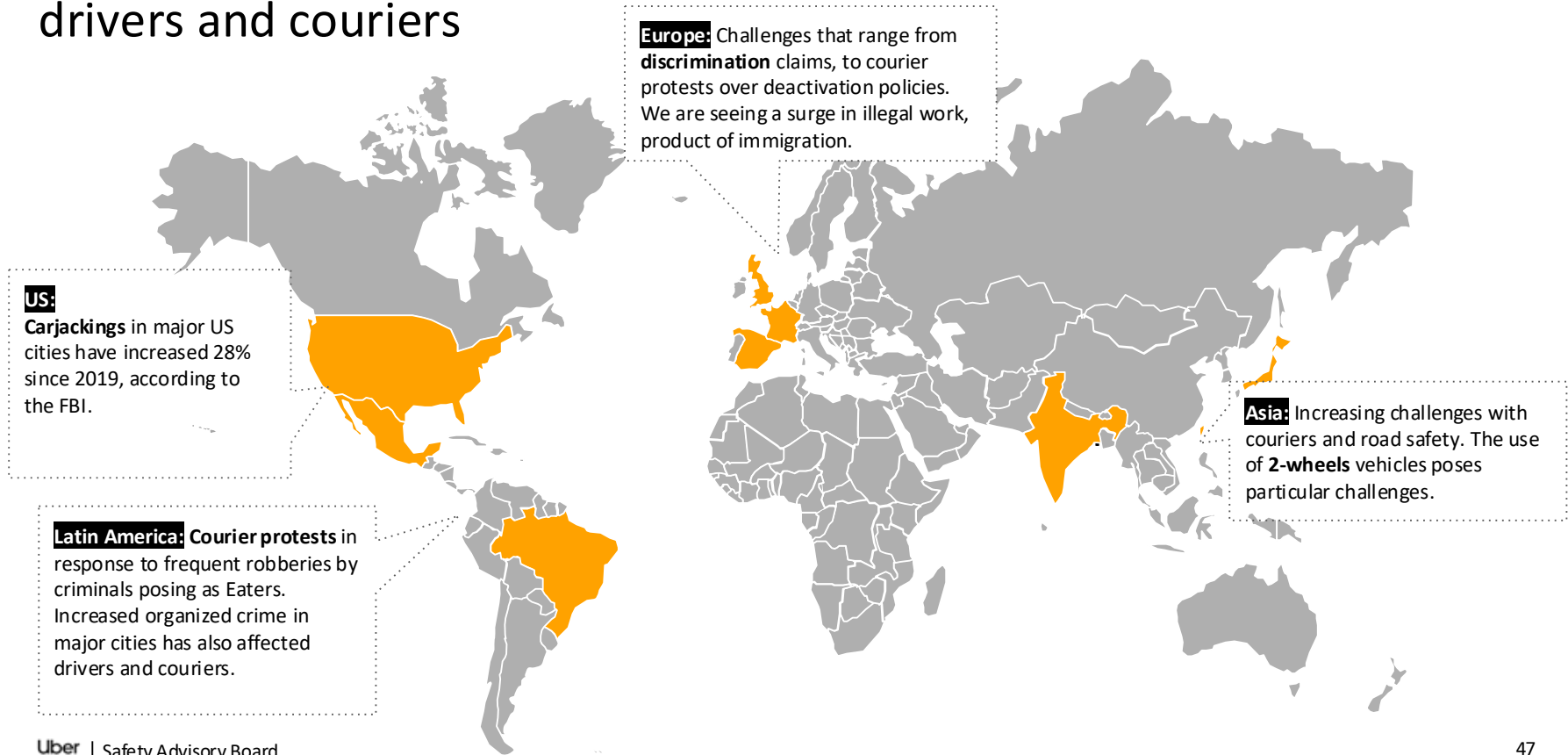
Key efforts focus on rider accountability, and reducing rider anonymity

2) Getting into a crash

1 in 2 earners worried about collision or accident (especially couriers)

Key efforts focus on education/capacity building, safer routing, driving feedback

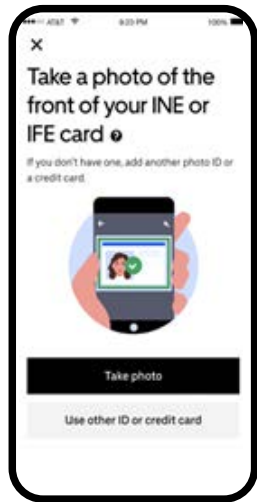
Regional nuances are key when prioritizing safety features for drivers and couriers



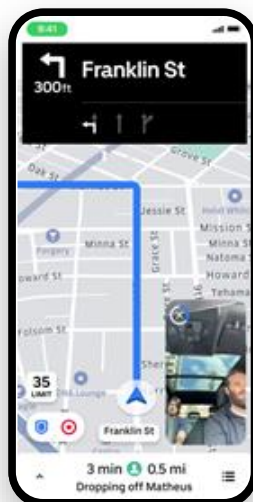
To address concerns on rider behavior, we are focusing on increasing rider accountability



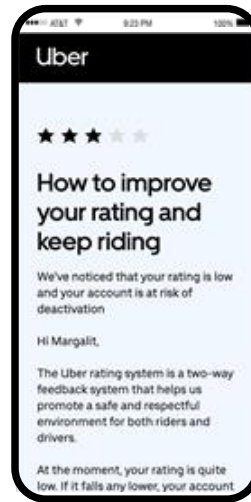
Community guidelines



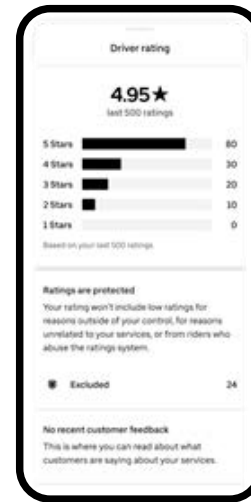
Rider identity



Recording



Rider Deactivation

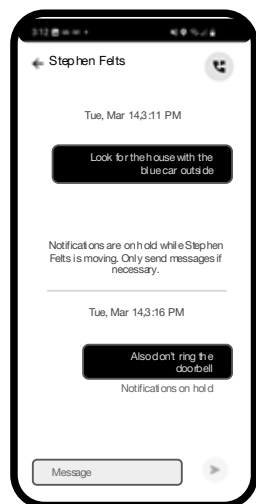


Rider support abuse

To aid in crash prevention, we have launched a slew of Road Safety features for both 4 & 2 wheel modality



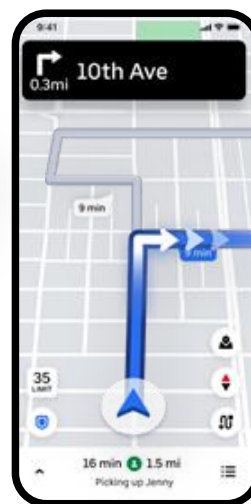
Moto/bike Safety checklist



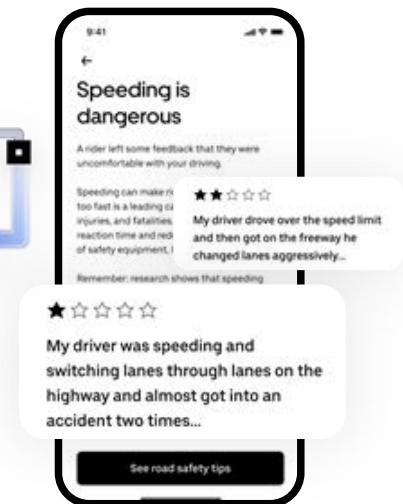
Hold notifications



Intersection alerts

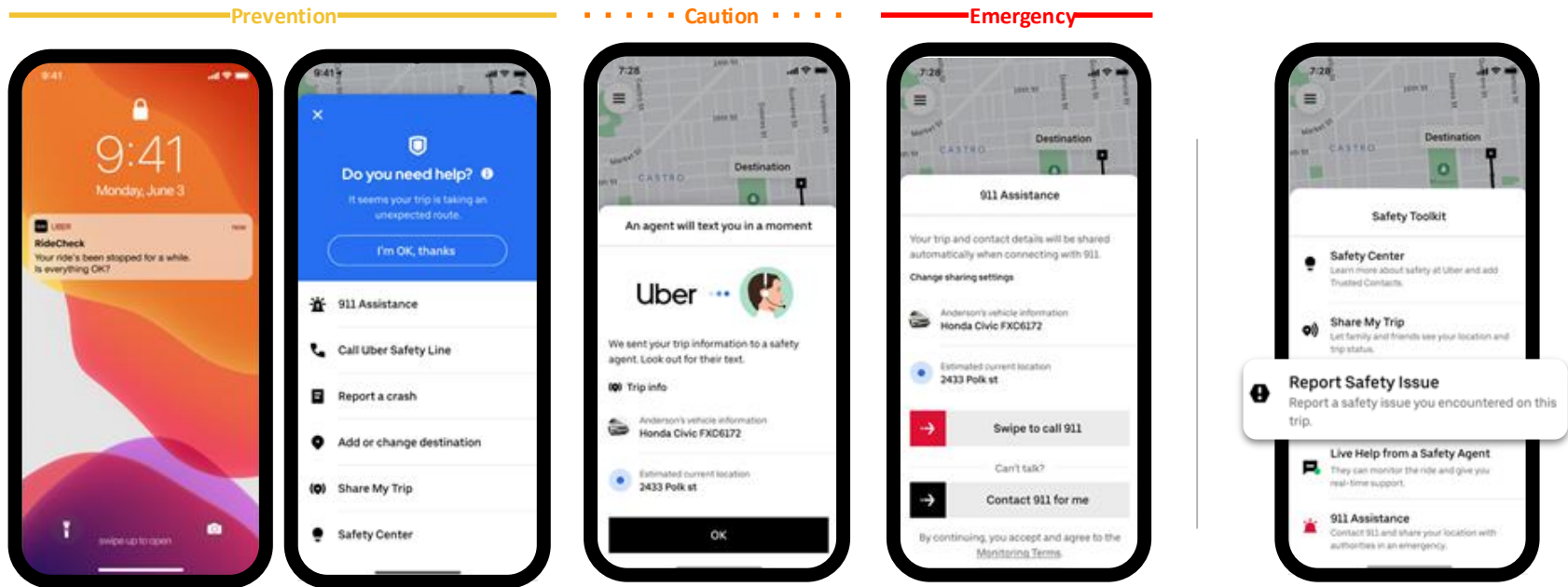


Complex turns



Dangerous Driving Notifications

While Safety incidents are rare, we have products to respond quickly if/when they do occur



Ridecheck

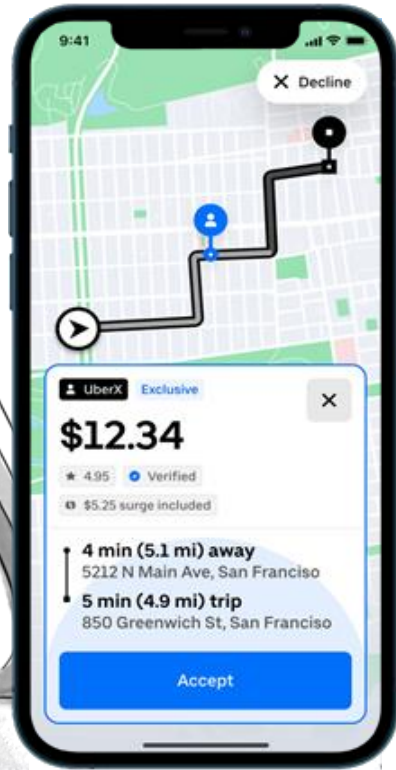
Safety agents

Emergency Assistance

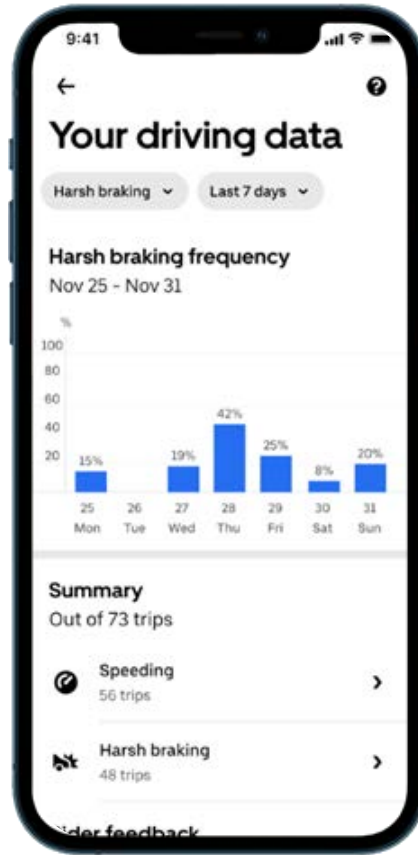
24/7 Safety support line

Upcoming Innovations

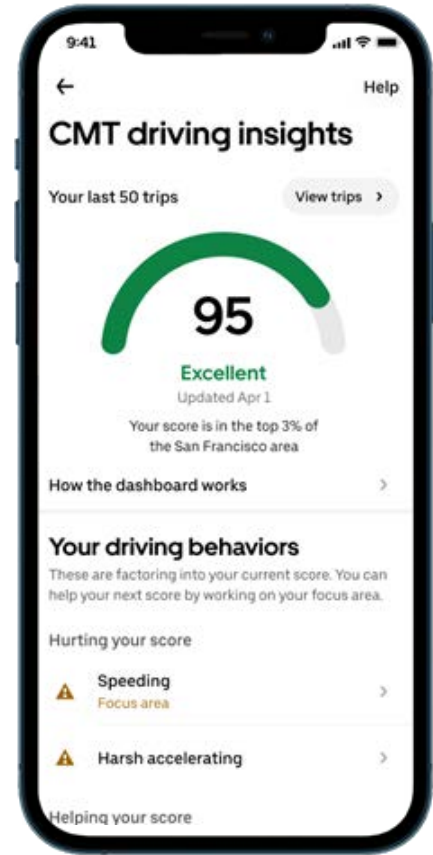
Rider Identity



Driving behavior improvement

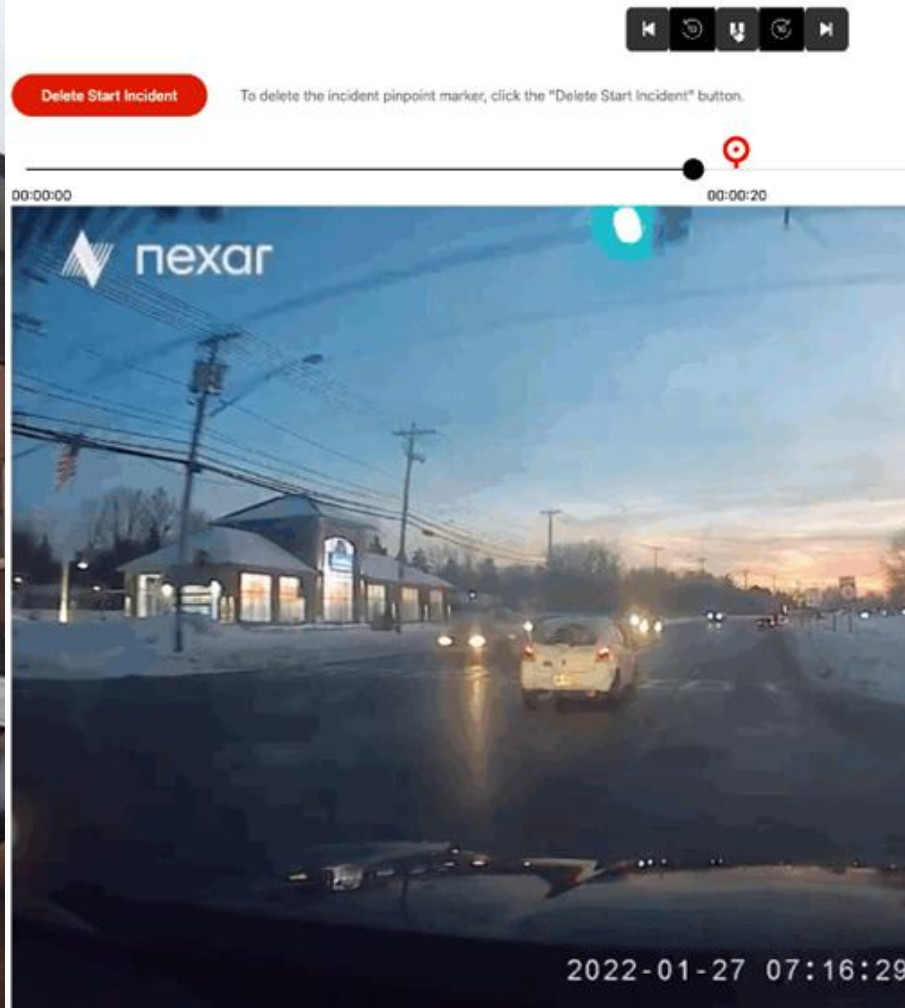


Driving Insights v1



Driving Insights v2

Computer vision research



P-00270.00054

Today, we will deep dive into three areas of earner safety



Rider Identity

Addressing Earner
Concerns of Rider
anonymity



Alcohol Delivery

Safeguards to prevent
altercations at drop-off



Moto

Adapting our Safety
approach for Moto-taxis

BREAK

Rider Verification

Emilie Boman
Mike Akamine

Agenda

01 Context

02 Consumer verification strategy

03 Consumer and driver user experience

04 Pilot & rollout plans

05 Fairness overview

06 Future plans

Context

Carjackings and rider-initiated safety incidents continue to be a challenge for the US and Uber

- Carjackings in major metros have increased sharply since 2020
- Uber is not immune to this trend
- Recent engagement with law enforcement & DAs suggests this problem will persist

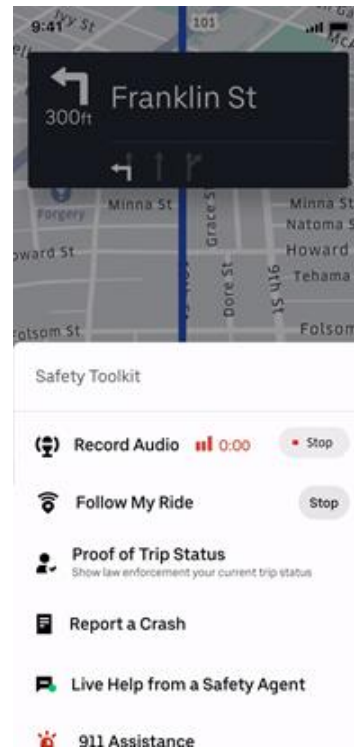
Carjacking rates per 100,000 residents



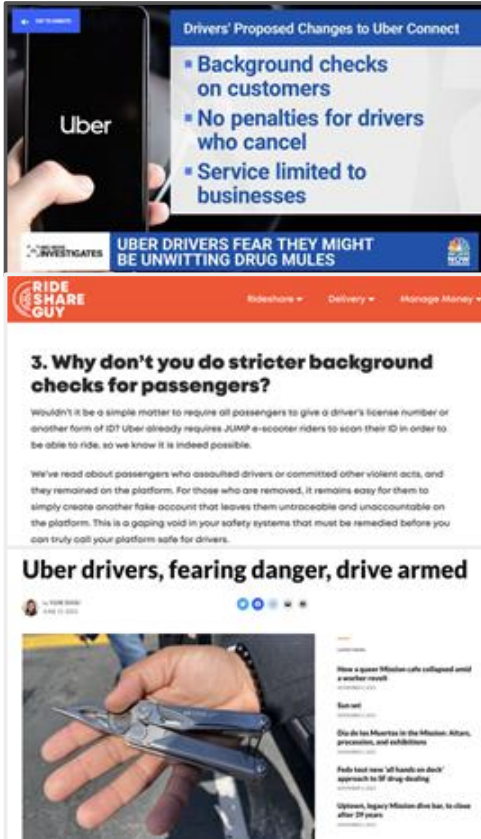
Chart: Amanda Hernández/Stateline - Source: Council on Criminal Justice - Get the data - Embed - Created with Datawrapper

Uber continuously takes action to improve safety and prevent fraud on our platform

- Continued investment in safety recording
- Taking action on accounts with clearly fake names, and allowing drivers to report these accounts
- Mandatory upload of identity document for safety/risk signals:
 - Anonymous payment methods
 - Accounts with links to banned accounts



To increase driver safety, drivers want Uber to verify who their riders are



48%

of drivers are concerned that riders aren't sufficiently screened

91%

of drivers expect for Uber to collect riders' legal names

88%









of drivers want Uber to collect rider IDs

They believe rider verification would increase accountability





"It would hold them accountable. If they were to do anything unsafe or anything toward the property there'd be a person that I would be able to go after or Uber would be."

Today, Uber has far less verifiable information about riders than drivers.

Driver Onboarding

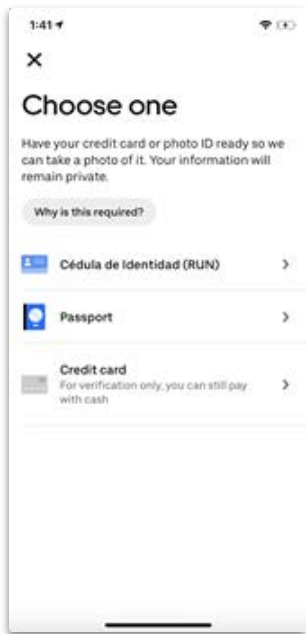
-  Full legal name
-  Phone number
-  Email address
-  Driver license
-  Insurance
-  Vehicle registration
-  Background check
-  Facial Verification

Rider Onboarding

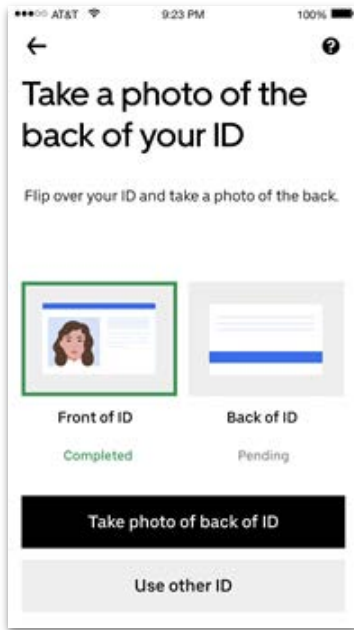
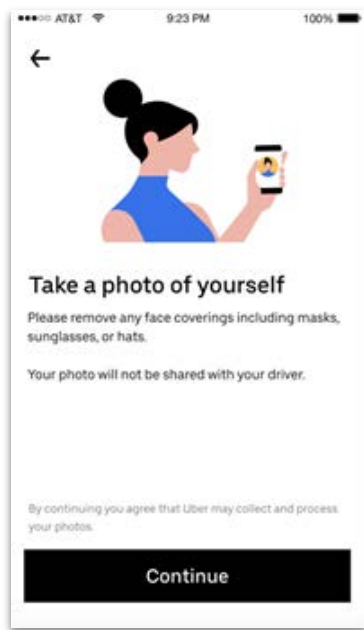
-  Name
-  Phone number
-  Email address optional
-  Payment method, potentially including an anonymous payment methods

Uber has launched rider verification features in LatAm, decreasing rate of safety incidents

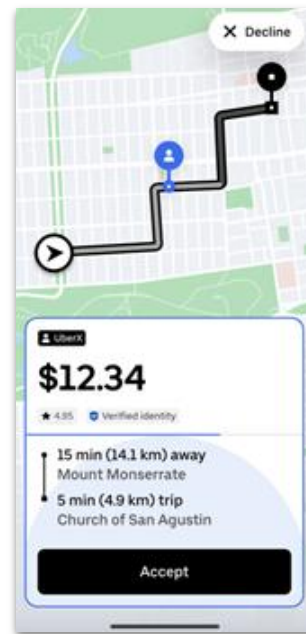
ID verification **reduces the incident rate >30%**



Our approach **considers safety, privacy, and access**



Communicating verification status **improves driver sentiment**



Confidential - For discussion purposes only

Consumer Verification Strategy

Problem statement

We believe that by verifying consumers at scale, we can generate breakthrough improvements in earner sentiment and marketplace trust.

This in turn will lead to long term growth and be a strategic differentiator for Uber.

Possession, reputation and ownership

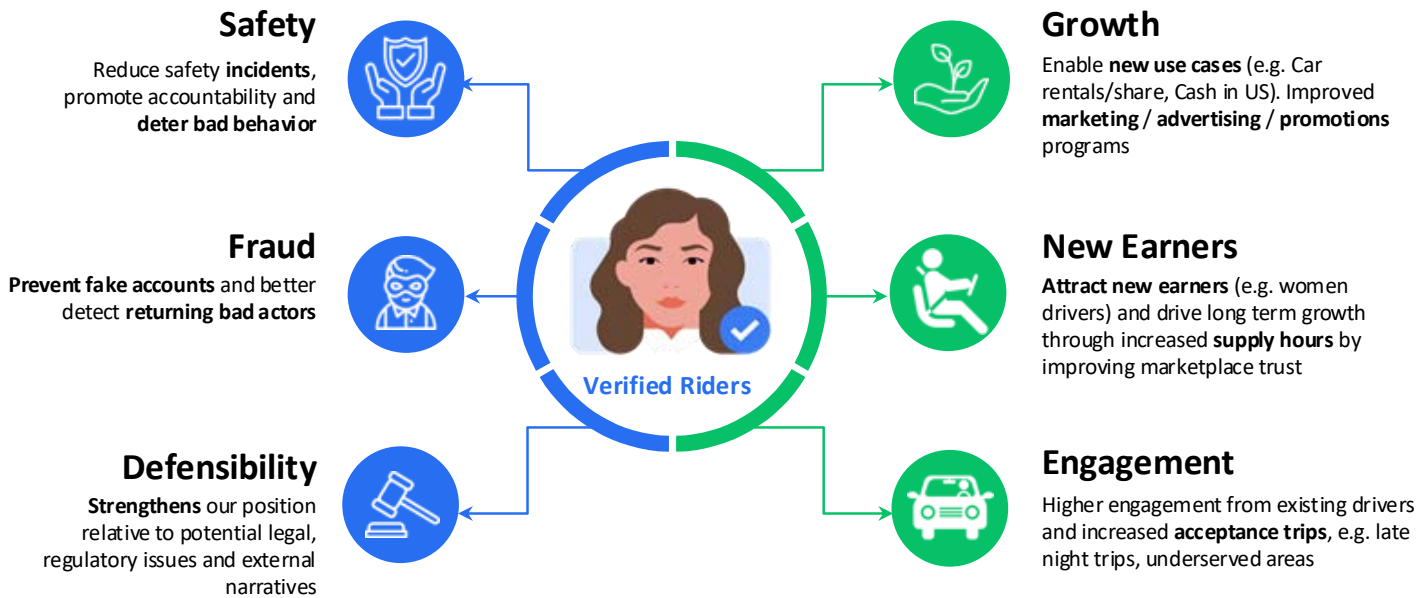
Get as close to (if not reach) 100% of consumers

How do we **verify Consumers** at **scale**,
while **minimizing friction** for the
majority of our users?

By introducing a new capability we are calling "Digital Verification"

*Require targeted verification for **select** user groups to improve safety*

As the largest multi-product platform, we can verify the user once and accrue platform benefits across the business with our “one account-one login” experience

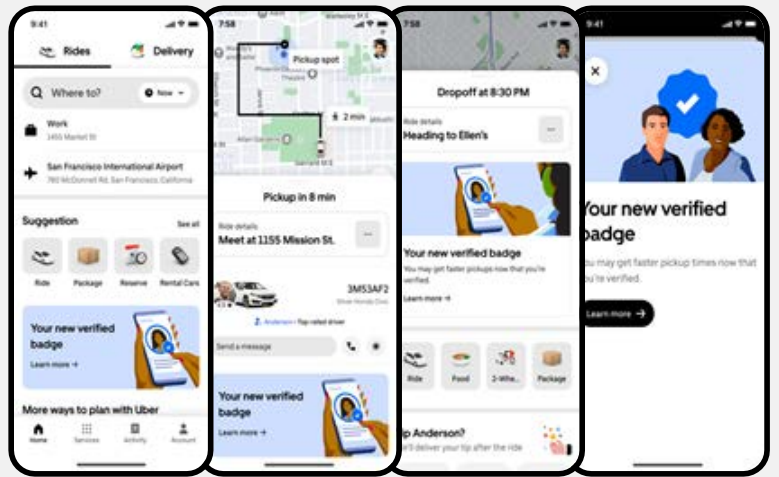
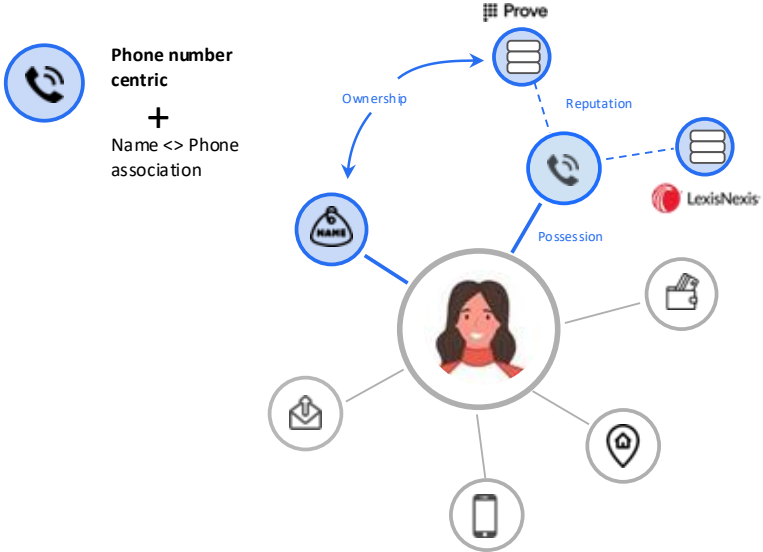


We believe by **verifying Riders at scale** -> we can generate breakthrough improvements in **Earners sentiment** and **marketplace trust** -> this in turn will lead to **long term growth** and be a **strategic differentiator for Uber**.

We will attempt to verify users digitally, using the information already provided to us.

Digital Verification

Digital verification method



If we cannot digitally verify the user, they have the option to become verified by uploading an ID

Document Verification

Document verification methods



Identity documents
(DLs, national IDs, passports)



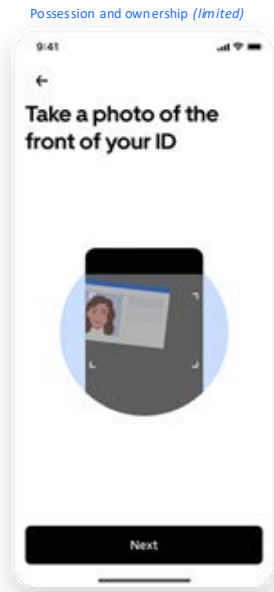
Identity Wallets
(e.g. Apple, Google)



Mobile drivers licenses
(e.g. California mDL)

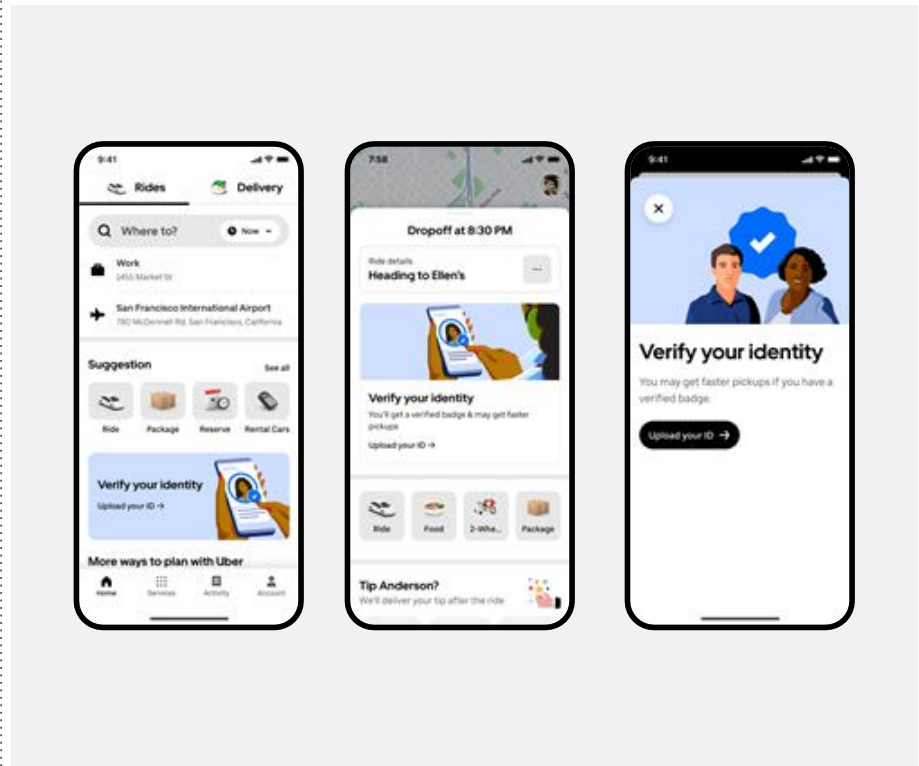


Third party integrations
(e.g. CLEAR, ID.me)

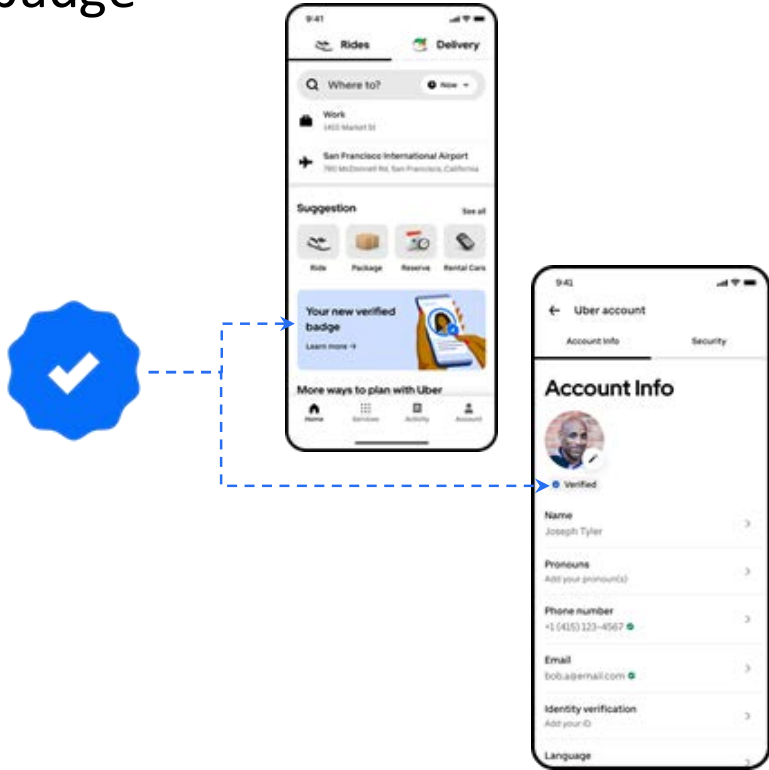


Possession and ownership (limited)

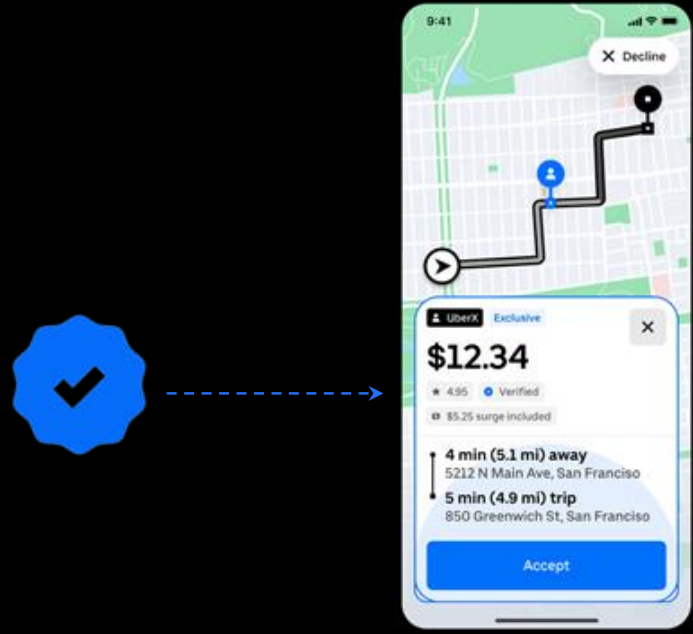
Reputation



When the **consumer** is verified, they will receive a verification badge



Earners will see the verified consumer badge at the time of trip dispatch

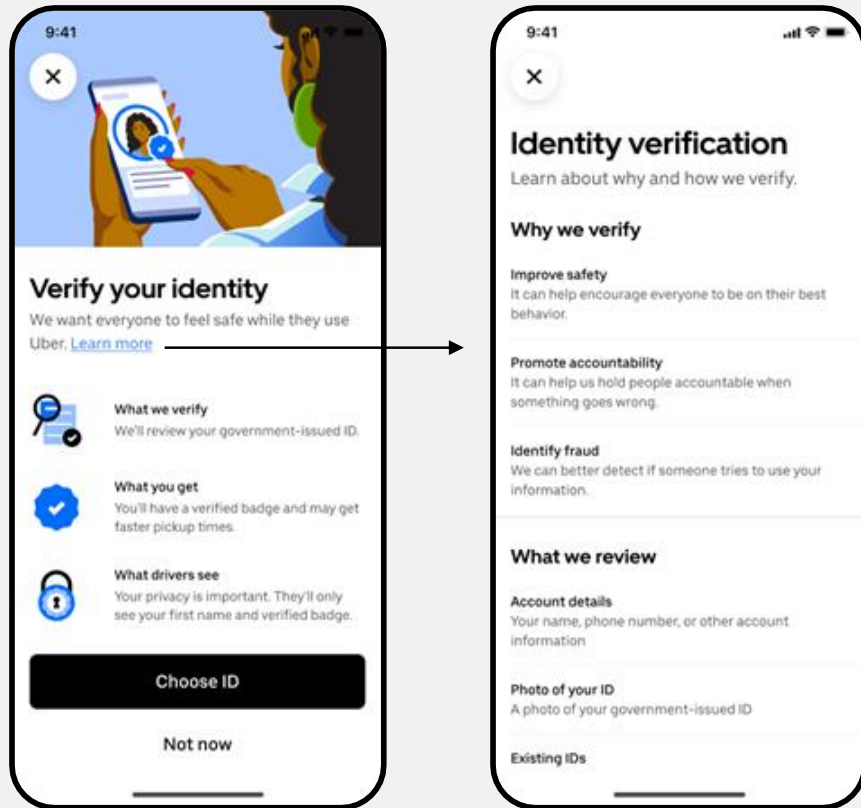


Verification experiences

We're leaning into **transparency** with users, helping them understand what Uber is doing and why

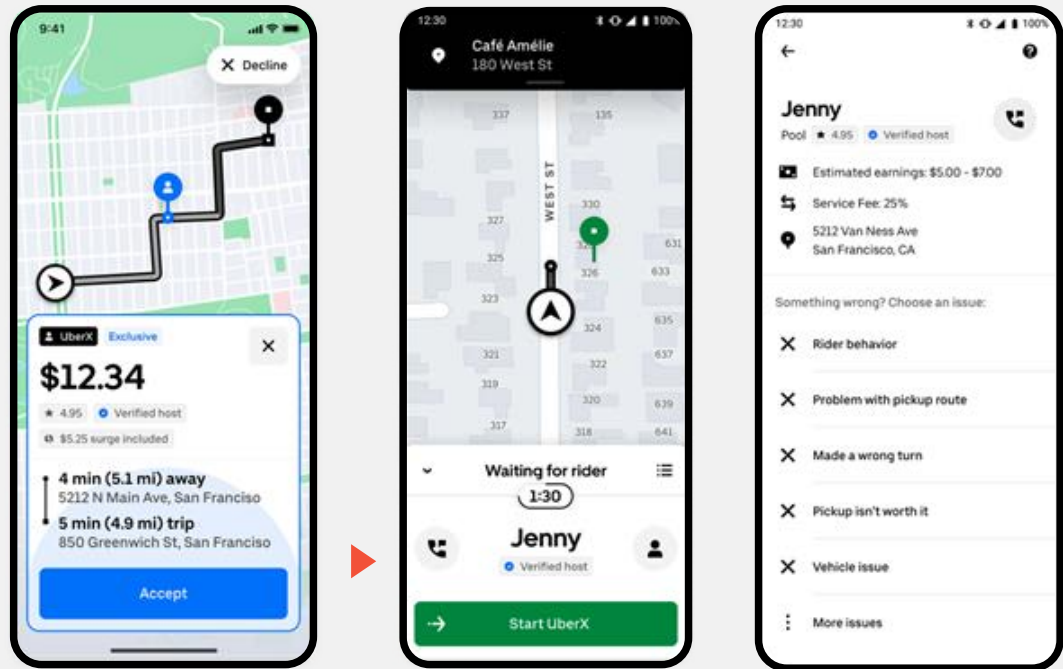
Channels include:

- In-app information
- Emails to drivers & riders
- External FAQ website



Verification experiences

We've also designed a flow for Guest rides



Verified badge on guest rides reflecting host has been verified

Pilot & roll out plans

Key milestones

We are hoping to roll out rider identification verification nationally before the end of the year.

Phase 1 - In progress!

Validation

Cities: Lancaster, PA | Peoria, IL | Fargo, ND

Launch date: Launched on March 11th, 2024



Phase 2

Experimentation

Cities: Atlanta, GA | Baltimore, MD | Charlotte, NC | Chicago, IL* | Detroit, MI | Miami, FL | Nashville, TN | New Orleans, LA | Philadelphia, PA | Phoenix, AZ | Portland, OR | St. Louis, MO

Launch date: April 18, 2024



Phase 3

Launch

Cities: All cities in the US

Launch date: H2 2024



Policy engagement strategy

- **Privacy organizations** [complete]
 - Understood our reasons for verification
 - Accepted our methods of notice to users
 - Top concerns: quality of service for non-verified users and data-sharing with vendors

- **Civil rights & fairness groups** [underway]
 - Underway - with focus on fairness testing & impact on riders

- **State & city electeds** [week of launch - not started]
 - Policy engagement in key cities (e.g. Chicago)
 - Highlight investment in driver safety



Fairness

Fairness Overview

★ Northstar

Every consumer in the US should have a **viable & safe** path to verify their true identity

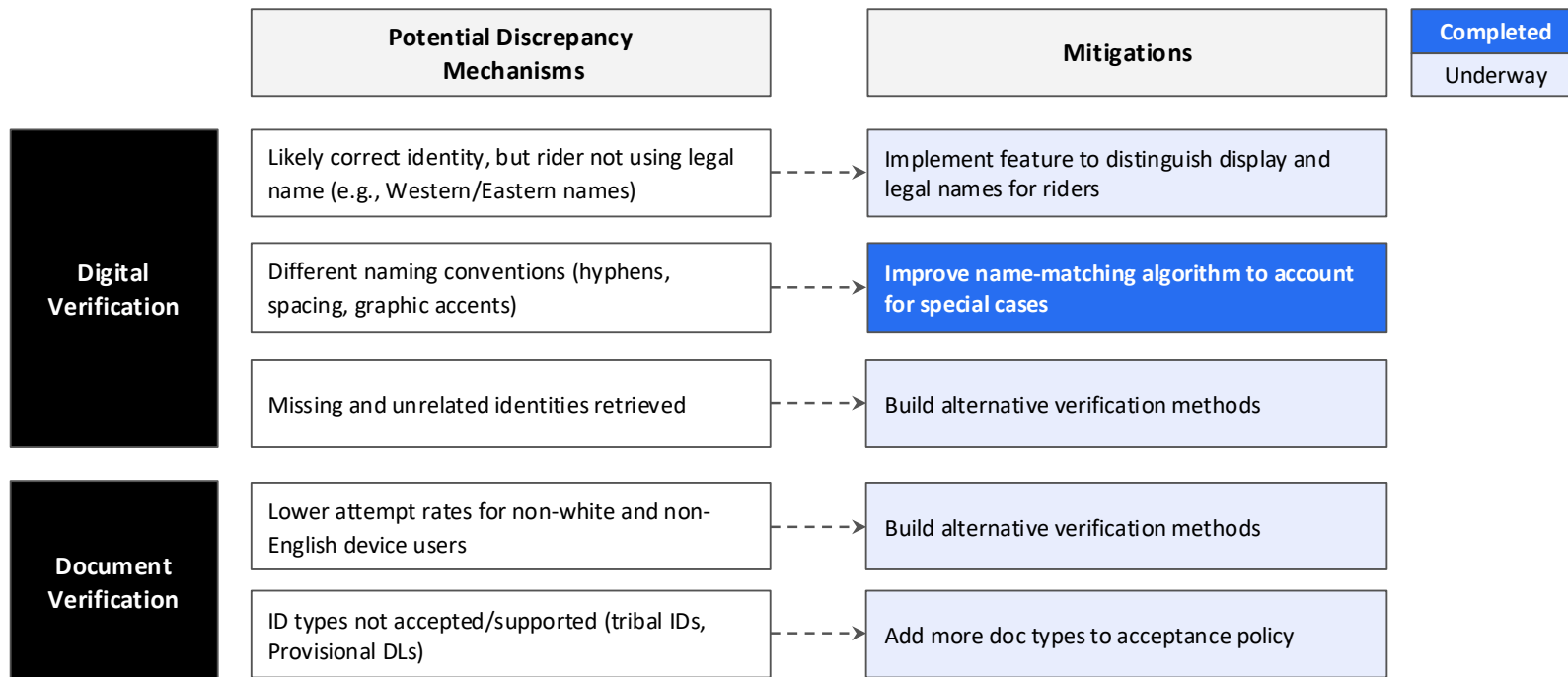
Fairness concern

That the unverified status is **correlated with protected demographic** traits and leads to a **deteriorated rider experience**

What have we done

Estimated upper bounds for **Digital and Document Based** verification rates by **inferred gender, inferred race, and device language**

There is work already completed and planned in the roadmap to mitigate potential concerns against racial biases and unfairness



Upcoming Fairness Testing

Validation	Negative Outcomes	Positive Outcomes
What are verification rates by group when all pieces are working together?	Does the <i>unverified</i> rider experience deteriorate ?	Do verified users in areas perceived as dangerous by drivers have improved experience?

Future plans

We'll continue to explore improvements including:

- Preferred vs legal name
- Selfie verification
- Integration with other vendors

9:41

What's your name?

Add your name as in your official ID document and a preferred name. Only your preferred name will be shared with your driver.

First legal name
Mary Anne ✓

Last legal name
Smith ✓

Preferred name
HulaHoop123 ✕

⚠ Your preferred name will be shared with your driver. Use a proper, identifiable name.

← Next →

9:41

Take a photo of your ID and a selfie

We'll verify your identity to help protect your account from unauthorized users.

You'll need to submit a live photo. Please make sure to have a valid Driver's License in hand, and remove any face coverings like masks, sunglasses, or hats.

By submitting your live selfie and ID photos, you agree that Uber or a trusted vendor may use facial recognition to verify your identity by comparing your photos to each other and to other submitted photos. [Learn more](#)

Continue

9:41

verified.clearme.com

CLEAR | Uber

Build trust by verifying your identity for Uber

A verification will be added to your rider profile once your government ID has been verified by CLEAR.

CLEAR will need to confirm and share the following information with Uber:

- Personal info**
Full name, mobile number, email, date of birth, and selfie
- Government ID**

Agree

Don't Agree

LUNCH

Reporting Updates

Emilie Boman
Scott Binnings
Elise Maiolino

Legal Updates

Scott Binnings
Maureen Frangopoulos
Jen Handley

Alcohol Delivery Challenges

Hannah Nilles
Joe Navin

With the recent growth of grocery and retail categories, Uber Eats now offers a wider variety of items for delivery. These items can introduce unique risks for delivery people.



Heavy & Bulky Items



*"This is why I haven't signed up for Shop & Pay. Sure I can get small orders with it, **but on bike while I could carry some groceries in my delivery bag and bike basket. I definitely don't want to be lugging around all of weight.**"*



Age Restricted Items



*"...as a driver, it's unsettling to stand on a porch with a potentially intoxicated or underaged customer, and decide whether to give them the alcohol they've paid for. **I'll go as far as to call it wildly unsafe**"*

On alcohol deliveries, we transfer the responsibility to delivery people to verify the age, identity, and sobriety of spenders in unfamiliar and potentially unsafe environments.



This dynamic makes delivery people more susceptible to conflict, which is reflected in the higher incident rates seen on alcohol trips

In top markets, alcohol deliveries account for 1.5% of all Eats trips but contribute 9.2% of all Serious IPC

6.5x → 21.5x

Increased risk of Serious IPC for deliveries containing alcohol*

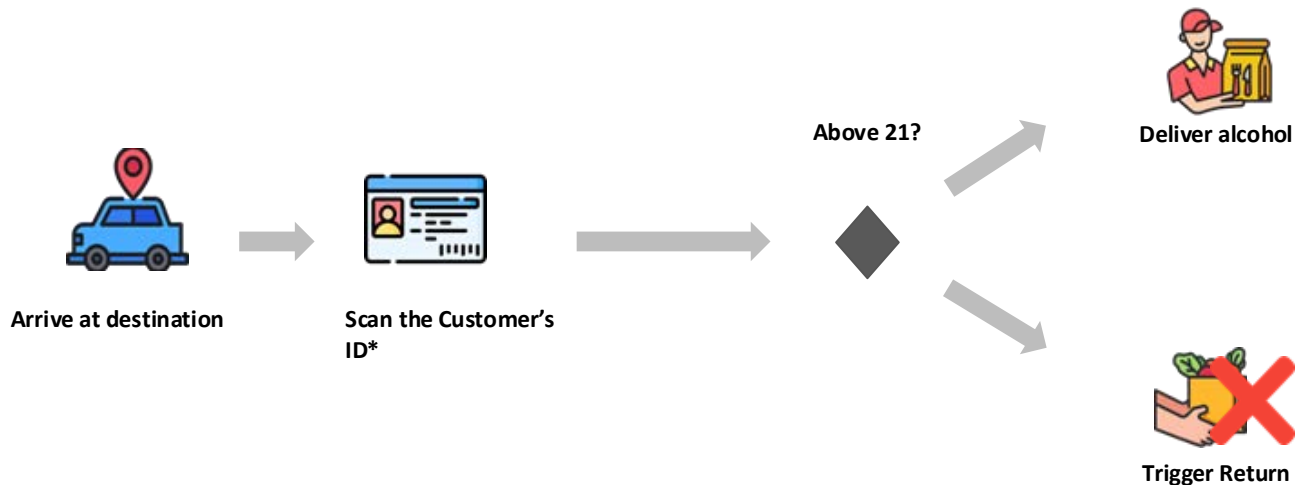
Increased risk of Serious IPC for deliveries containing alcohol after 11pm*

**Specific to Markets with ID Verification Requirements - US, CAN, UK, AUS*

P-00270.00088



We've found that conflict can often be attributed to customer frustration with ID verification processes, a compliance requirement that can prolong the handoff experience



Delivery people use the ID verification flow* above to verify Spender age. Currently, full document scan or Barcode Scan will be initiated depending on the type of ID provided

With increasing regulatory enforcement, our ability to operate may depend on delivery people complying with ID verification requirements



Temporarily Lost their alcohol delivery license in Massachusetts due to underage deliveries around BC



Lost their alcohol delivery license in Washington state. This resulted in increased regulatory scrutiny for all delivery apps there, including Uber Eats



Uber has failed regulator stings in CA, MA, and WA, putting our existing licenses at risk and prompting regulators to begin enacting potentially onerous 3P delivery regulations (i.e. external trainings).



In 2020, both **Coles Liquor and BWS (ANZ) terminated partnerships** with Uber Eats because audits highlighted low ID verification compliance rates



TECHNOLOGY

Food delivery apps fueled alcohol sales to minors, California regulators find

The state began investigating after The Washington Post looked into a software loophole that allowed unsanctioned alcohol deliveries on Uber Eats

In an effort to better learn how couriers are navigating this dynamic, we hired a research firm to audit the Eats alcohol deliveries. They simulated different alcohol delivery scenarios and documented the experience

What was the scenario?

Spender had a valid, 21+ ID and did not exhibit signs of intoxication

Spender did not answer the door or respond to Earner communication to come receive delivery

Spender met the Earner but could not produce a valid ID

Spender answered the door, appearing to be intoxicated

How did delivery person respond?

Couriers checked the Spender's ID and compliantly completed the delivery 97% of the time

Couriers left the alcohol at the door without checking ID 11% of the time

Couriers completed these deliveries 43% of the time, absent any ID verification

Couriers completed these deliveries 100% of the time, despite clear signs of Spender intoxication

Our user research team also interviewed couriers about their alcohol delivery experiences, uncovering common pain points that contribute safety and compliance risk



Theme

Couriers do not know if an order contains alcohol at order acceptance



Couriers worry about withholding orders from intoxicated Spenders



Connectivity & app issues prolong handoff and frustrate Spenders



Cancelling / returning orders for compliance is not worth it financially

Theme

Insight

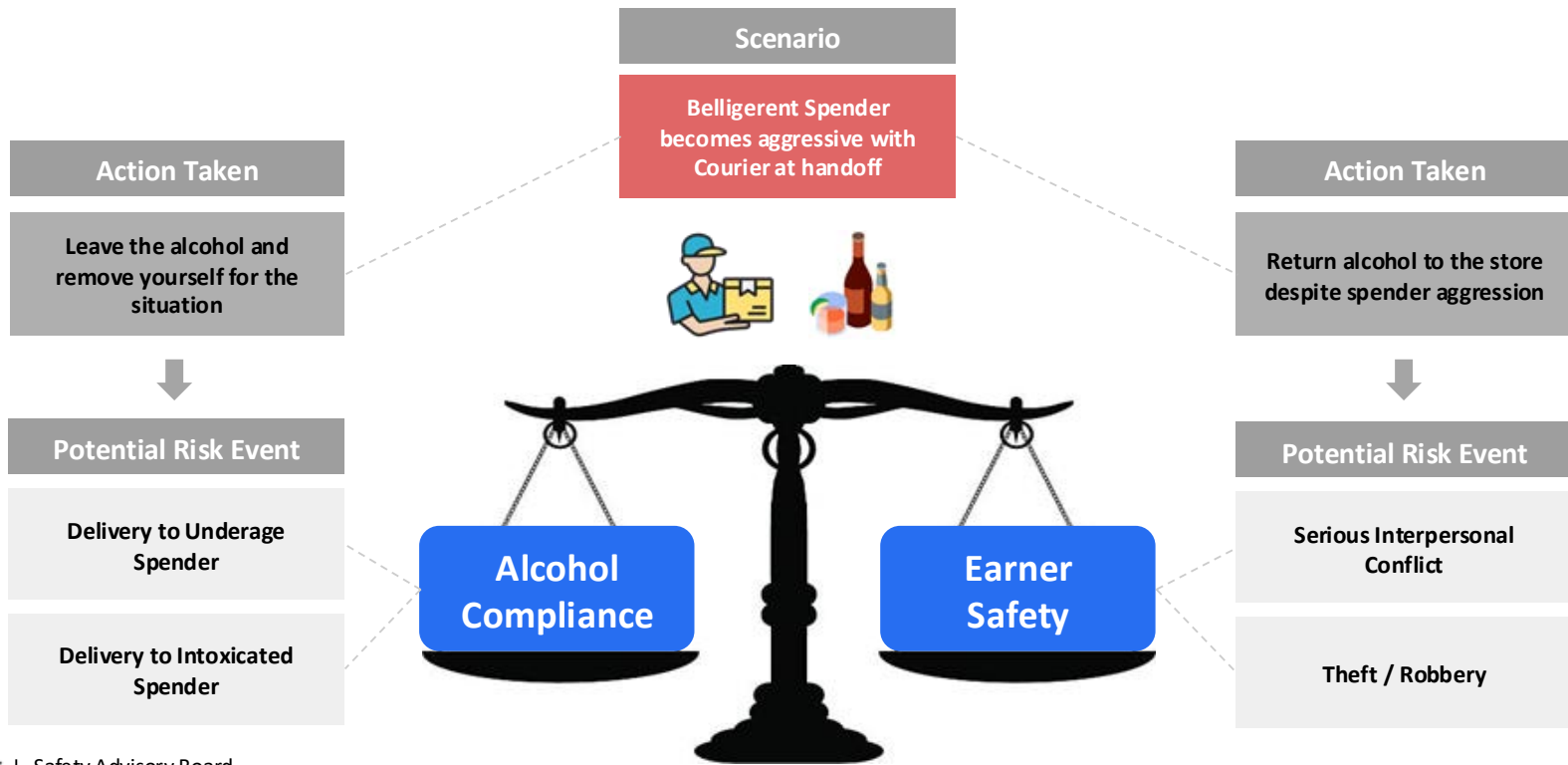
Couriers should know when delivery opportunities contain alcohol

Couriers need to know that Uber will support them if they feel unsafe

Better ID verification tools can be a win for safety and compliance

There is a need to better incentivize Couriers to prioritize compliance

Our alcohol risk mitigation approach must balance compliance obligations with protecting couriers from dangerous situations, which can often be in conflict



Safety has been collaborating with different teams across Uber on a series of strategic initiatives to improve the safety and compliance landscape for alcohol orders, enabling the category to grow into a **\$1.5B+ business by 2025**



Awareness

- Consistent, In-app compliance focused education for Couriers
- Clear expectations for spenders engaging in alcohol delivery



User Experience

- Spender ID verification before alcohol order is dispatched
- Improved ID Fraud detection
- Redesigned alcohol return flow & aligned incentives



Platform Policies

- Alcohol handoff policies to hold spenders accountable for actions
- Improved Courier actioning policies for fraudulent ID verification
- Enhanced Courier Alcohol Access criteria

Uber Moto

Zulquar Quazi Islam
Mike Akamine
Kristin Smith

Overview of Moto

Moto Taxis are a form of “Popular Transport”

- Massive growth in motorcycles in low and middle income countries
- Moto taxis are part of the transport system that moves 80% of the world’s shared mobility
- Reasons for motorcycle growth
 - Affordability
 - Congestion
 - Employment opportunities, especially for young men
- These trips are happening without us

Source: [The Wheels of Change: Safe and Sustainable Motorcycles in Sub-Saharan Africa](#)

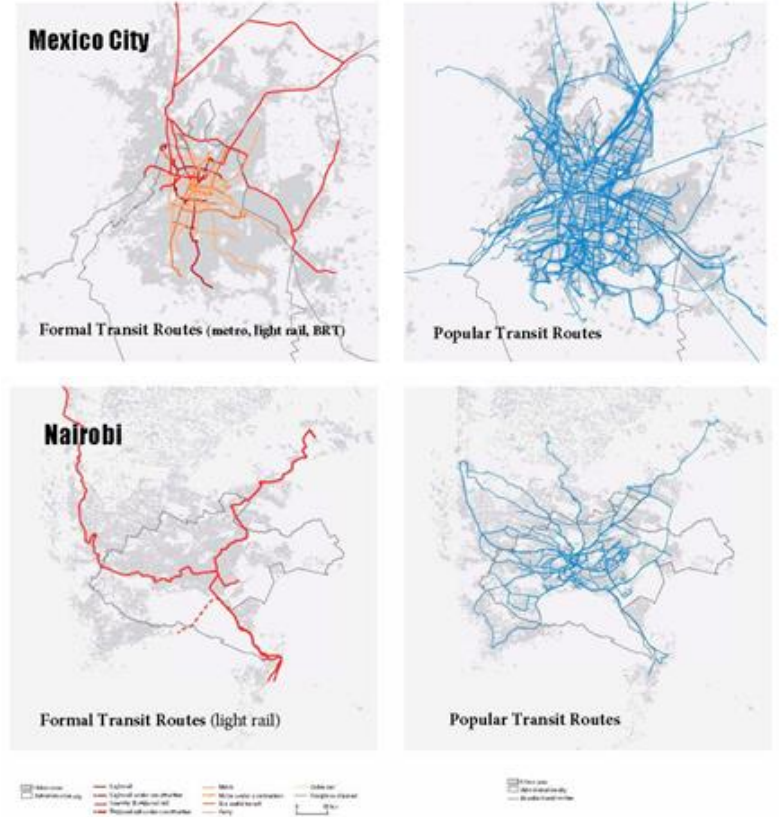


“...formal mass transit routes (red) only cover a relatively limited urban area, whereas **informal routes (blue)** reach far more people and are often the only access to motorised transport for low-income urban dwellers.

In Nairobi, **70%** of commuters rely on privately run ‘matatus’ to get to work, while **74%** of all public transport trips in Mexico City are completed on ‘*colectivos.*’

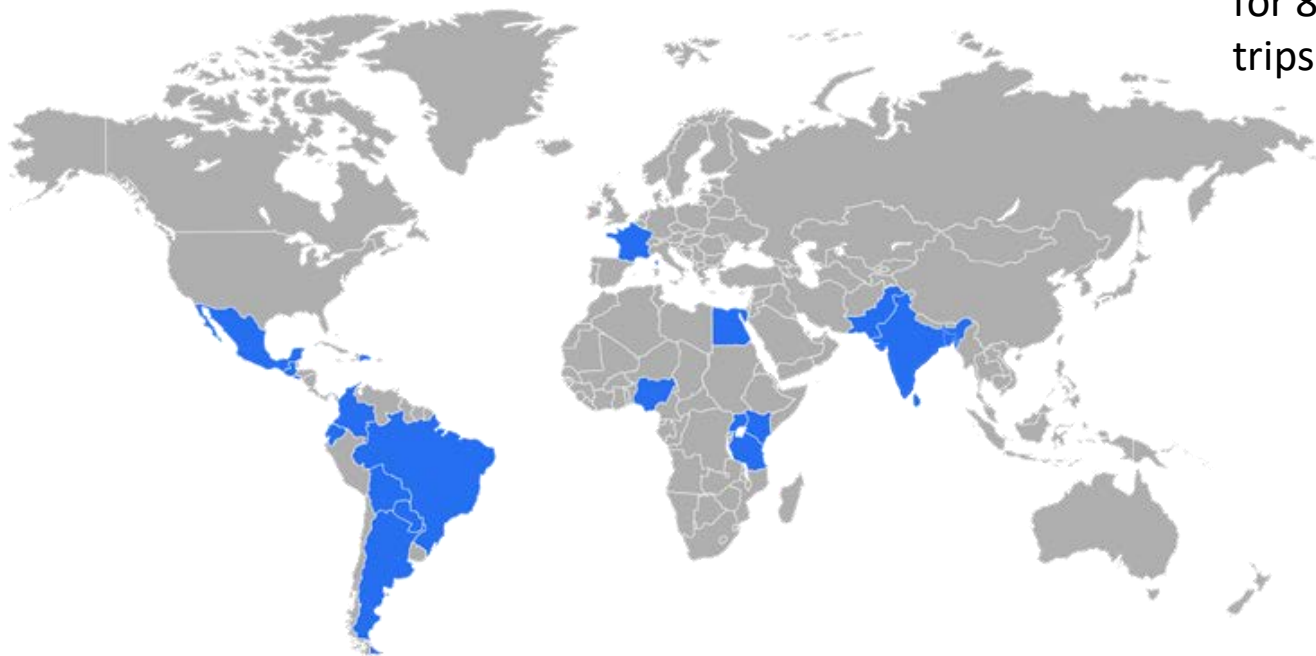
In Kenya, the informal transport sector and associated services are **estimated to employ nearly half a million people.**”

from **Mobility for the Masses: The essential role of informal transport in the COVID-19 recovery**
by Talia Calnek-Sugin and Catarina Heeckt
London School of Economics



Where Uber Moto is live

Brazil and India account for 85% of Uber Moto trips globally



Uber Moto is formalizing and expanding the reach of Moto taxi, adding benefits for users



Rider

Upfront fare; no haggling

Door-to-door service

Access to areas where cars can't go

Affordable last mile to transit

Safety features



Driver

Opportunity to earn with lower barrier to entry

Insurance coverage

Digital, automated fare calculation

More predictable travel experience

Safety features



Cities

Low-cost transport access, esp in underserved areas

More **earnings opportunities** for drivers

Benefits of scale for safety, **electrification**, etc.

Formalization of economic activity (fed gov)

Last-mile **connections to public transport**

10M Riders and 600K Drivers use Uber Moto every month, helping fill the gaps for a specific type of users.

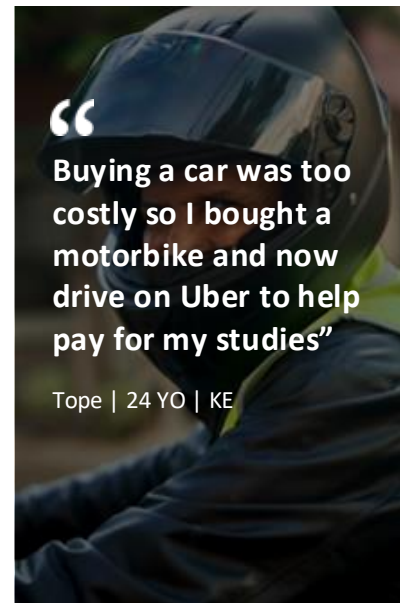
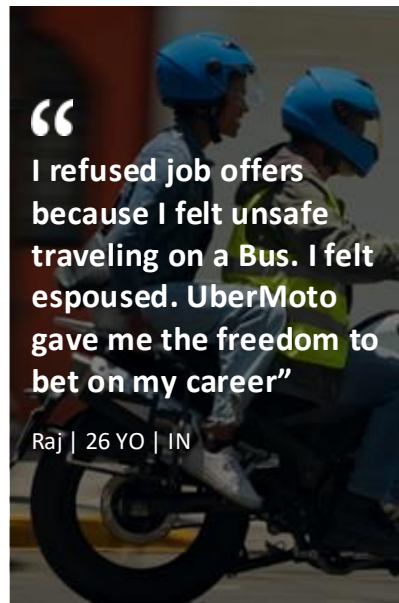
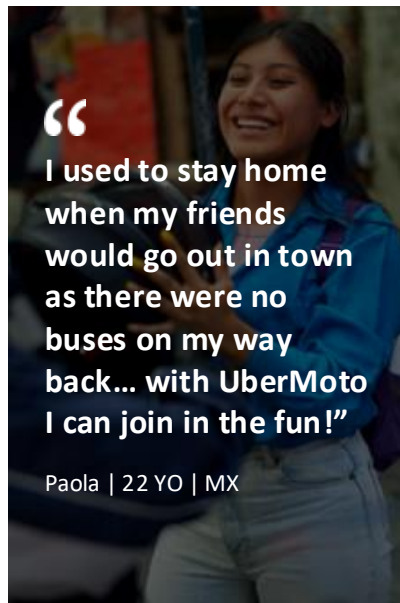
Earner Persona

- Relatively young
- Relatively lower socio-economic profile
- High geo variance in commitment
 - In Brazil 63% are almost full time (delivery & moto), 11% for Moto only
 - In India only 5% are full time

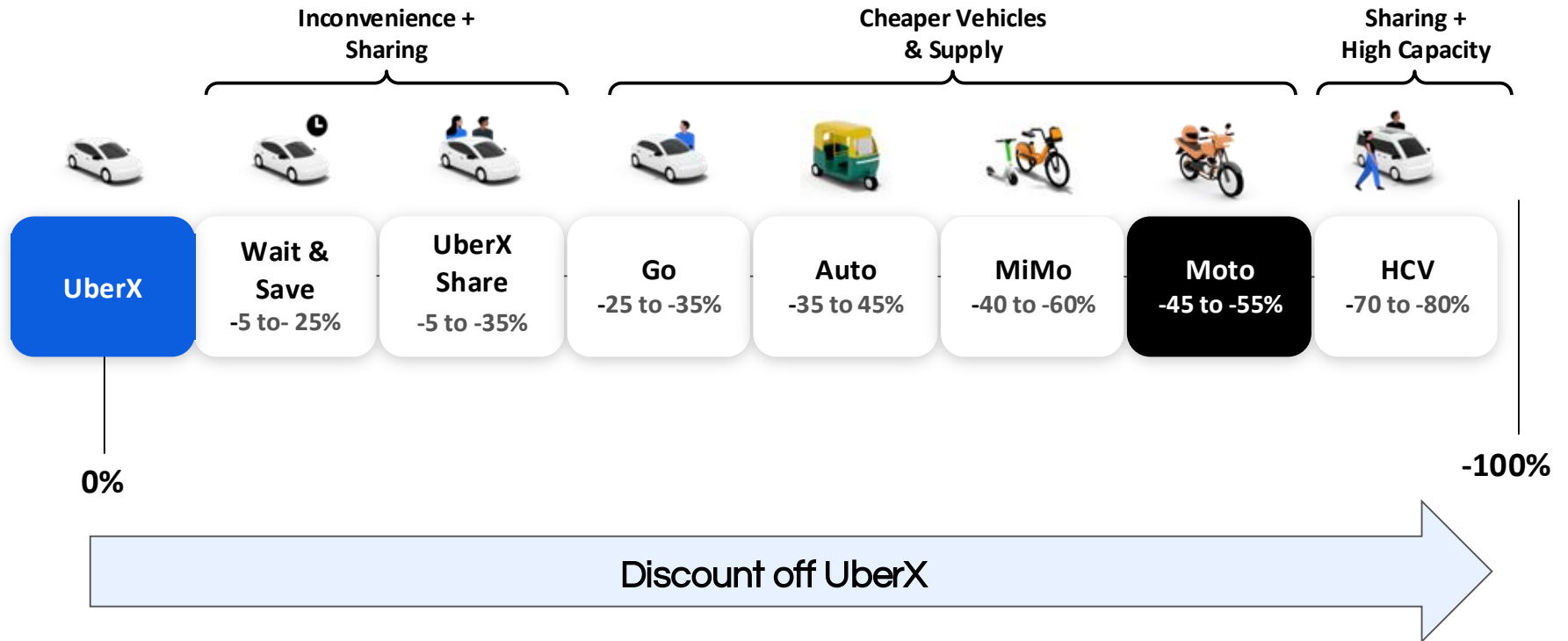
Rider Persona

- Largely young & middle-class
 - 40% is 18-24 in India
 - 39% is 31-40 in Brazil
- Disproportionately female
 - ~60% of the rider base in Latam
- Frequent users for more regular use cases (school/commute)

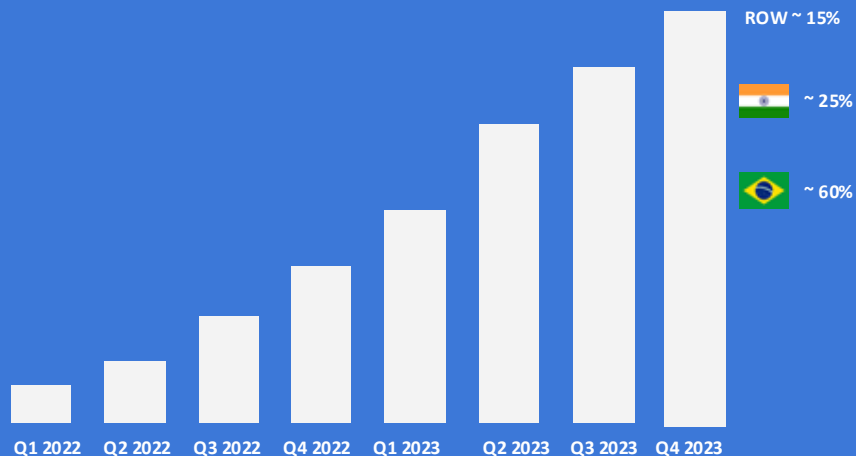
Moto has a huge impact on the lives of earners and riders



Products like Moto can help us unlock completely new serviceable market



Moto is one of our fastest growing products



Moto Trips Evolution

Supply Growth
8.6x GBs Growth
from 2021 to 2023

8% of Uber new riders
take first trip on Moto

51% of Moto Riders Upsell to other products
[Q4 '23]

We are leveraging our scale to improve the motorcycle taxi industry.



Safety

Deploy safety products and education, and increase helmet use



Sustainability

Increase access to electric motorbikes and battery charging



Transport access

Fill gaps in transport networks, and expand transportation choice for underserved populations

Safety Challenges and Opportunities

Formalizing motorcycle transportation and enhancing safety



Historical: Moto Taxis

Informal, phone/in person ordering, subjective pricing

“After buses, pilots are my cheapest form of transport... they are quick, friendly, and safe... the biggest threat to pilots is illegal pilots.”, [Hindustan Times, Jan 2020](#)



“New”: Gig apps

Formal platform, app based ordering, objective pricing criteria

Enhance safety: Earner screening, safety in app (e.g. rider Safety Toolkit, Driver maps), safety feedback from riders / drivers

What do we hear from our customers?



Rider



Driver

Choice: Riders want affordable, practical, reliable, and safe transportation options

Feedback: Riders expect drivers to be skilled, vetted, and to drive safely

Choice: Drivers want flexible earnings that are accessible to them (affordable cost of entry)

Feedback: Drivers expect passengers to be safe when riding on a motorbike

However, 2W vehicles are vulnerable road users

Proportion of fatalities

- 1.3 M fatalities globally/year, 30% are powered 2&3 wheelers
- In a recent ticket review of Uber critical moto incidents, 78% of incidents were hit by another vehicle. (Uber)

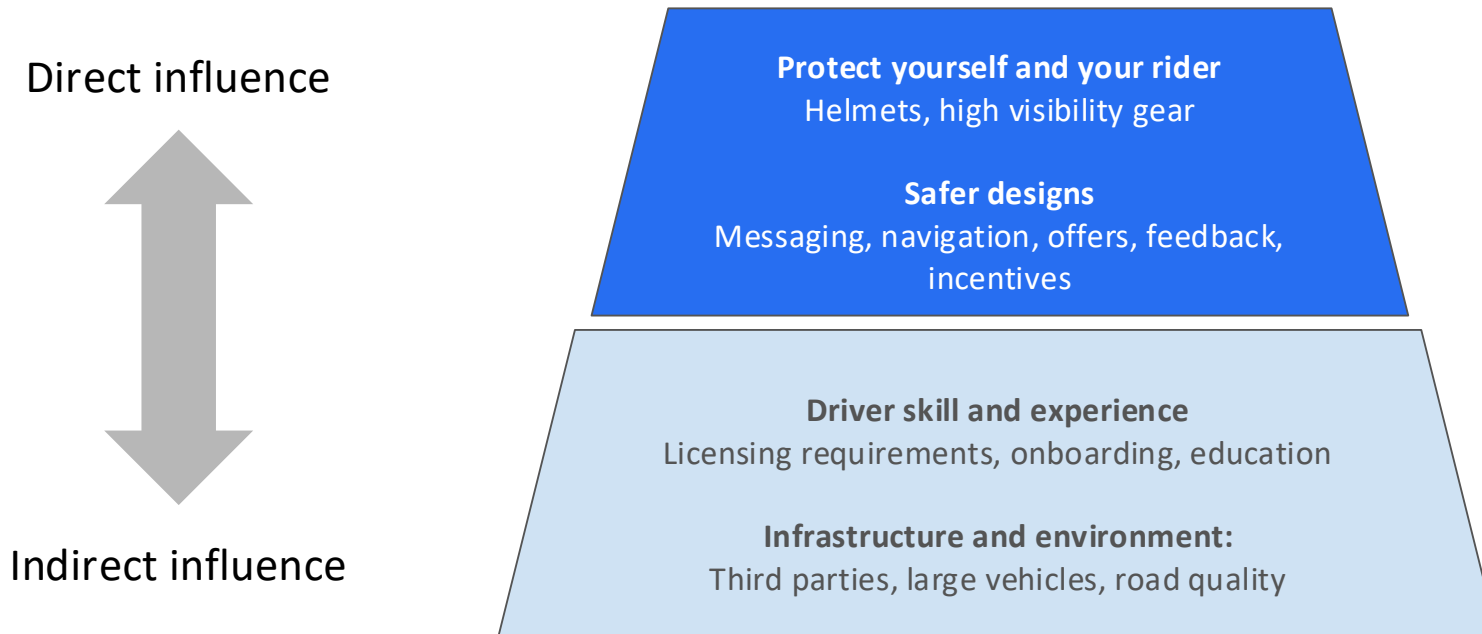
Broad studies of 2W safety

- Helmet law and use, licensing, road quality and design reduce incidents
- Brazil: Urban speed reduction reduced fatality rate (23% women, 40% men)



Invest in areas of higher control, indirectly influence external environment

Key Contributing Factors



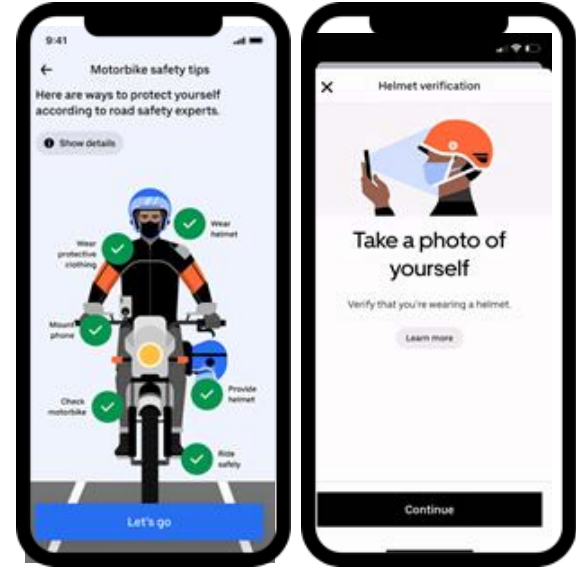
We provide education to drivers to protect themselves and riders



We ensure best known safety practices are understood



We help make PPE easily accessible



We make it part of a daily habit to use it.

We provide education to riders to protect themselves and drivers

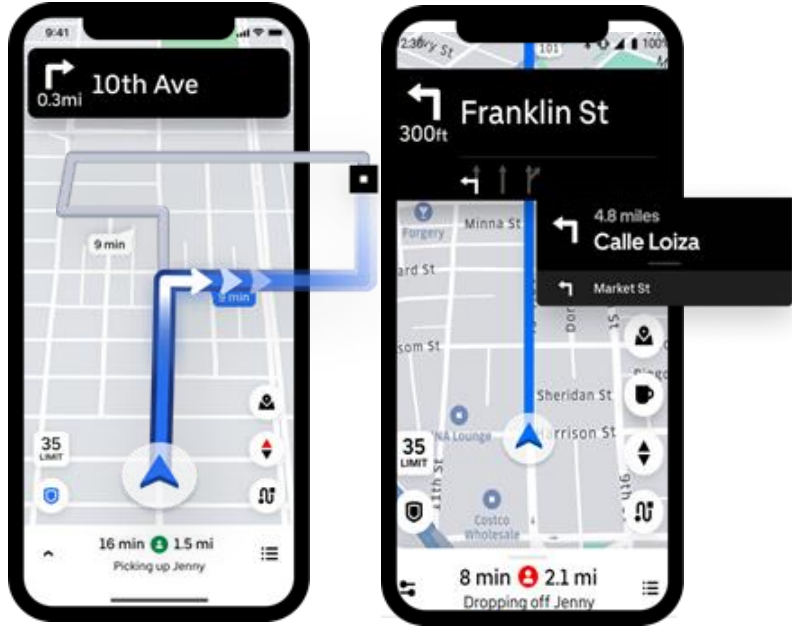


We provide riders with rider safety education
Riders understand riding best practices before they take their first trip



We hold notifications enroute
We prevent comms when not appropriate and let the sending party know

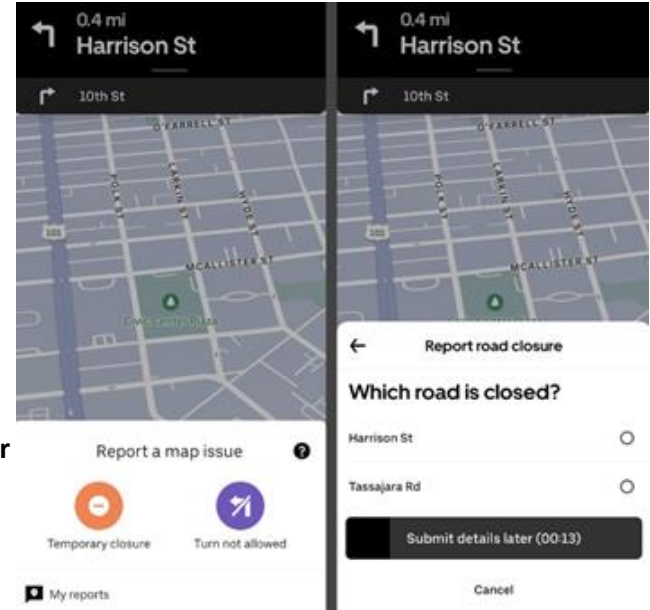
We build safety into the tools



UberNav solves for providing necessary guidance but does so safely

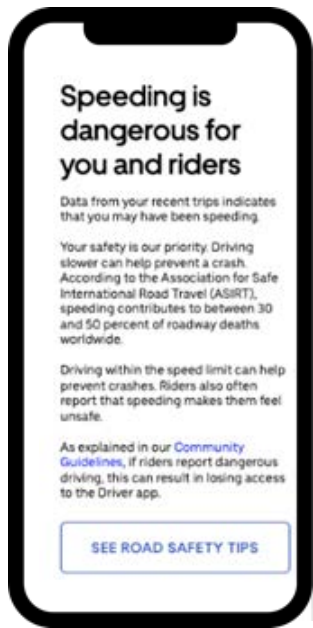


Other navigation providers use higher density



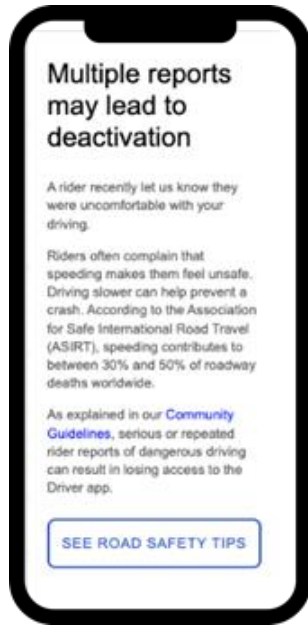
Earners feedback on routing

We remove drivers from the platform for unsafe behavior



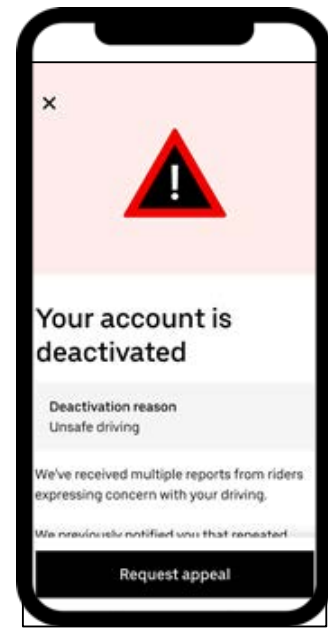
Telematics signals

If we identify patterns of high speeding, drivers receive proactive education



Rider Reports + feedback

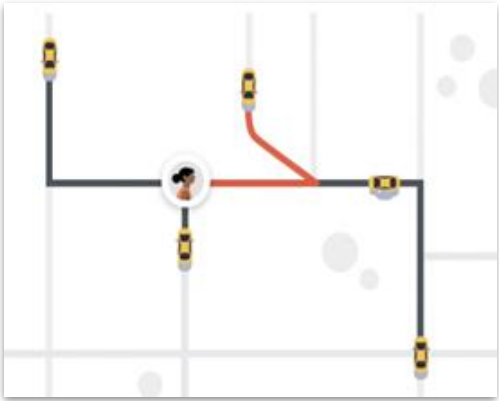
We validate rider reports with telematics and send drivers targeted education on the behavior



Deactivations

Repeated reports of dangerous driving behavior can result in account deactivation

There is more we will do



S-RAD reduces interpersonal safety risk on Moto



Explore Moto specific feedback from riders



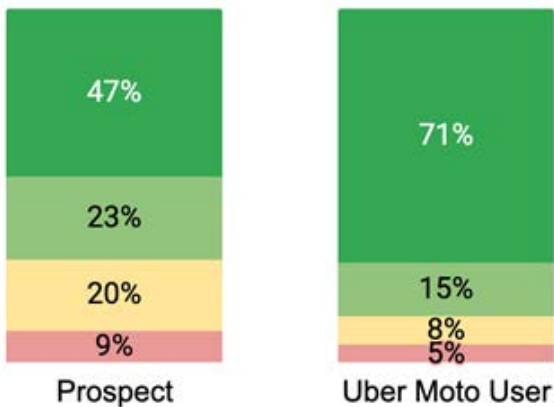
Explore Moto specific equipment and partnerships (e.g. sustainability)

Moto Policy Approach

Launch of Moto has not impacted our brand reputation or safety sentiment with users

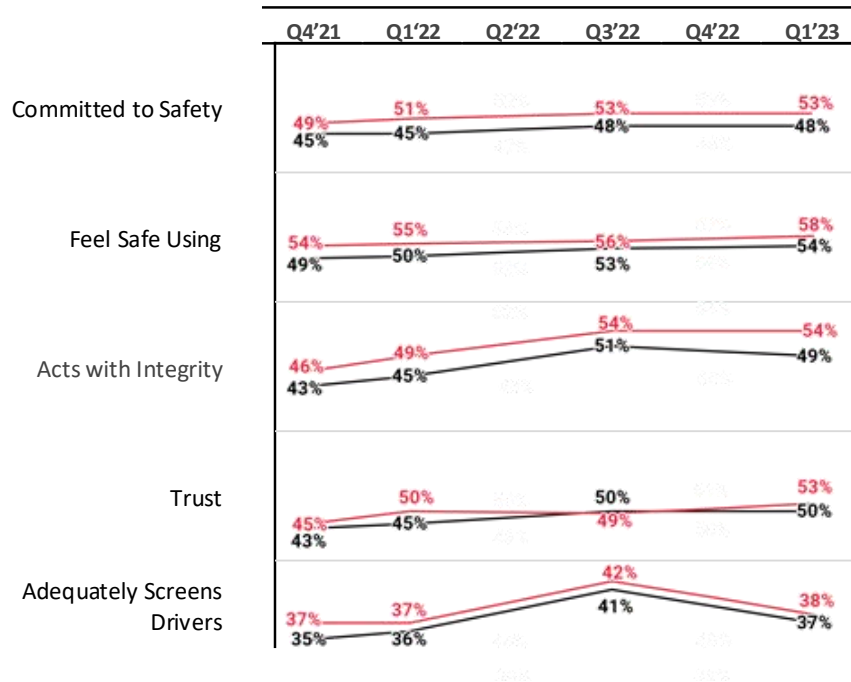
Moto's Impact on Brand Image

Very Positive (9-10) Positive (7-8) Neutral (5-6) Negative (1-4)



Q: In your opinion, what is the image impact on the Uber brand with the launch of Uber Moto?

Total Established Moto Cities





However, there has been policymaker pushback

- Local Policy / Comms teams continue to face pressure on Moto in many markets, mostly due to safety
- Many mayors have made commitments to reducing traffic fatalities and see Moto as risking those commitments
- Pushback greater in places with no existing moto taxi
- Pulled Moto out of Sao Paulo after Mayor response

Policy Approach

- Lean into other benefits of Moto to cities:
Affordability, access, earnings, sustainability
- Continue to reinforce our commitments to safety and our existing Stand for Safety culture
- Work with Cities and stress shared responsibility:
 - Enforcement, standards
 - Support policies that improve safety
- Use our scale to improve motorcycle safety more broadly:
 - Partner with advocates and experts
 - Improve helmet compliance and standards
 - Educate all users about motorcycle safety



PRESS RELEASE: New partnership aims to save lives through greater availability of safe, affordable motorcycle helmets

📅 27 November 2023



Recap and what's next

- Moto is one of our fastest growing products.
 - Next launches in South Africa, Nigeria and cities across Argentina, Colombia, Mexico, Egypt and Kenya
- How we're addressing riders and driver safety
 - Rider safety education next week
 - Video education for drivers
- Our approach with policymakers
 - Key opinion former research into Moto safety concerns Q2/3
 - White paper on safe, affordable helmets and government, manufacturing role

Question for the Board:

**Is there anything more we
can do to improve our
positioning on Moto safety?**

Executive Session

Thank you!