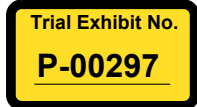


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Global Safety Brand Perception

Hello everybody! My name is Nick Silver. Im on the Safety & Insurance Brand Marketing team out of San Francisco. Im also new to Uber. This is my 100th day being an Uber Employee.

What an incredible day we've had today. You've done a fantastic job today and hope you all have enjoyed it. So this is the the last session that stands between you and a drink, so Im going to try and move through this session pretty quick



So to recap, we know that there is a perception about the safety of the uber platform - for riders, for drivers, for women, etc. We have our challenges cut out for us to address these perception issues



But, we've also seen that safety can be an opportunity for growth.
Safety is critical to both the short term gains as well as the long-term health of the business



We also learned that safety has a positive impact on driving perceptions of trust and impacting brand favorability
Both important considerations as you face growing competition in the region

Safety Commitment Strategy

Safety Sentiment

A consistent, accurate and empathetic global approach that shows our employees, consumers, media, regulators, and the public that we care deeply about Safety—inside and out.

Education & Awareness

Drive broad consumer awareness of powerful safety products that can help reduce risky scenarios and increase consumer confidence and certainty.

Community Commitment

Elevate the conversation of safety overall; evangelize and demonstrate Uber's unique role in contributing positively to the safety of our cities

To capture the opportunities that safety presents, our strategy is three-pronged:

1. Make sure we are consistently, accurately and empathetically showing and telling our employees, riders, drivers, the press, lawmakers that we deeply care about safety
2. Driving broad awareness of Uber's powerful safety products and features
3. Demonstrating our commitment to contributing positively to the safety of our cities

We all need to be rowing in the same direction

What success looks like

REDACTED – OUS

90%

Audience agree that “Uber is committed to safety”

70%

Positive awareness of Uber's safety product features and initiatives

So here is what success looks like:

REDACTED – OUS

Tomorrow, you'll learn more about the development of a new and exciting safety narrative that's in progress and that we're excited to deliver to you

90% of people agree that Uber is committed to safety

70% awareness of Uber's safety product features and initiatives

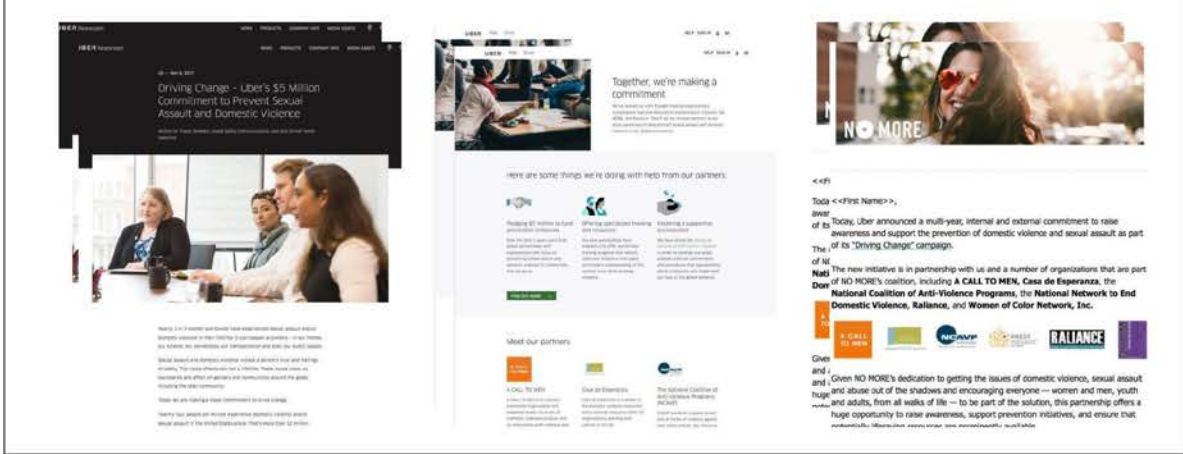
so would like to spend some time discussing best practices when it comes to marketing safety

Best Practices: What's Working

So as you start to execute on this work here in ANZ, I want to briefly spend some time discussing best practices when it comes to marketing safety, in the context of previous uber campaigns that have been launched around the globe.

Authentic and consistent voice & tone

Driving Change - SA/DV Prevention Campaign



The first best practice is to use an authentic and consistent voice and tone when discussing safety. And don't be afraid to talk about difficult topics.

One example was a recent campaign built around announcing Uber's commitment to sexual assault and domestic violence. The positioning was clear and authentic, the program was well received with strong, positive coverage from the press and reactions from

Take advantage of hardworking, existing features

Check your Ride campaign



Safe rides, safer cities

Many people use rideshare apps like Uber to get from A to B safely at the tap of a button. Start your trip by making sure you're getting into the correct car with the right driver.



We have a lot of powerful safety features that, as you saw earlier in the day, have very low awareness amongst riders and drivers. Take advantage of these in your campaigns to help move the needle on the, A great example of a recent campaign was called check your ride. It was an ad-hoc campaign driven out of the insight that riders needed to be reminded to get into the appropriate car. Carley built this campaign around a bundle that features existing functionality like GPS tracking, share your trip, cross-street pickup/dropoff, 2-way feedback and 24-7 customer support. It's also a campaign that keeps on giving and continues to get picked up in the press.

Take advantage of hardworking, existing features

ANZ Mythbusters campaign

UBER Ride Drive

HELP SIGN IN BECOME A DRIVER

Your safety matters to us

We believe safety is most important to our riders. There's a lot that goes into making Uber trips safe and reliable for over 2.2 million people around Australia, some of which may surprise you.

LEARN MORE

- Ride-sharing is regulated**
Ride-sharing is regulated in every Australian city where Uber operates.
- All drivers are screened**
Every driver partner who uses the Uber app passes criminal background and driving history checks before they're able to drive using the Uber app.
- We're strict on vehicle safety**
All vehicles meet safety and insurance requirements and pass annual safety checks.
- Every trip is insured**
Riders are automatically covered by Australian state or territory government approved compulsory third party (CTP) injury insurance.

Trip safety

Our commitment to riders

Uber is dedicated to keeping you safe on the road. From our technology, to driver and vehicle requirements, to our community guidelines, we're continuously working to keep you safe before, during and after every trip.

Before your trip

Getting a safe ride

Know your driver
Before your driver arrives, you'll see their first name, photo, car make and model, and licence plate number - so you know your driver and that you're hopping in the right car.

Safe pickups
The app automatically finds your location and lets you follow your driver's route, so you can wait safely inside until they roll on to your door.

Start riding with Uber

SIGN UP

Another great example of taking advantage of existing features is the recent myth busters campaign that Jenna launched just a couple of weeks ago. It did a great job of highlighting features like driver screening, insurance, etc to that people say make them feel a lot safer but people in this region weren't aware of. Excited to see the performance results.

Best Practices: Areas for improvement

Tap into the emotional vs. focusing on functional

REDACTED – OUS

Safety is one of our most foundational human needs, so don't be afraid to humanize this need in your campaigns. Tap into these emotions vs. just focusing on the functional aspects of the product

REDACTED – OUS

The storyline was hyper focused on the functional aspects of our offerings like SOS, GPS tracked rides, Share Trip, which made it more difficult to understand the key takeaways

Product quality was low

Its important that we show the audience what we're doing to keepthem safe and why we're committed to safety vs. how to use safety features.

Weave safety throughout lifecycle communications

REDACTED – OUS

A great opportunity for moving the needle on the perception and awareness metrics is to incorporate safety messaging across the rider and driver lifecycle communications.

We currently do a poor job of this in the US & CA market, but its a top priority that we're working with marketing strategy to fix this quarter

We need a constant drumbeat of safety messaging that inspired a lont-term promise and helps differentiate from the competition

Lifecycle is a quick-win opportunity

Avoid safety promises and superlatives



Explicit safety terms we are legally prohibited from using:

- "best available;"
- "industry leading;"
- "leads the industry;"
- "gold standard;"
- "safest;"
- "best-in-class;"
- "safest ride on the road;"
- "strictest safety standards possible;"
- "safest experience on the road;"

Finally, and probably one of the most important, is to avoid over promising when it comes to safety as well as superlatives like "safest, best in class", etc.

There have been many campaigns in the past that have gotten us in deep trouble with the regulators and lead to very steep fines.

This is what we want to avoid

Be Truthful: We must be able to back up every statement we make to consumers about the measures we take to help protect them from harm.

No Superlatives: Avoid superlative statements about our safety and insurance program. We cannot claim that our product is the "safest," the "best in class," or "industry leading." Similarly, we cannot claim that "safety is #1" or "our top priority." We are specifically prohibited from using language like this as a result of court litigation, so missteps here would create significant legal and financial risks.

No Promise of Safety: While we care deeply about the safety of users, and devote huge efforts to making our product safer, we cannot guarantee any rider or driver a risk-free experience. Do not say "to ensure your safety," "to guarantee a safe ride," or make similar assurances.

Best Practices for Marketing Safety

- Utilize HQ resources
- Utilize regional counterparts
- Start planning for new features in H2'18

So when it comes to marketing safety, we encourage you to utilize these learnings and put them into practice in your campaigns.
And finally, some additional things