

# Uber

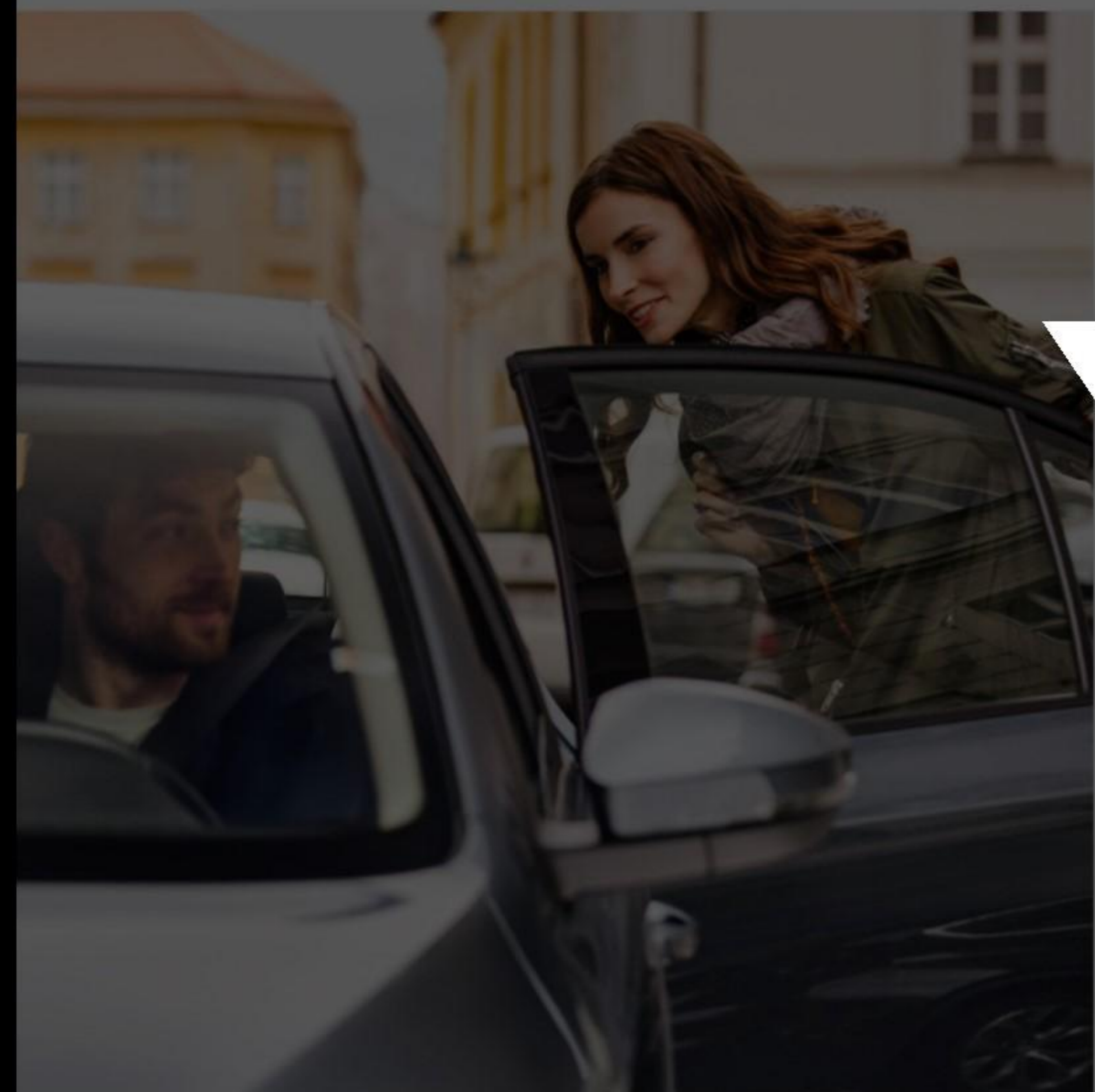
MOBILITY



# YOUR SAFETY MATTERS

Uber Sponsored

Ride with confidence. Uber' is committed to being the industry leader for safety.



PLAY.GOOGLE.COM  
Request a Ride  
As you ride, you will have several safety tools at your finger tips. Just open the app and take a look.

Use App

See Ad Details



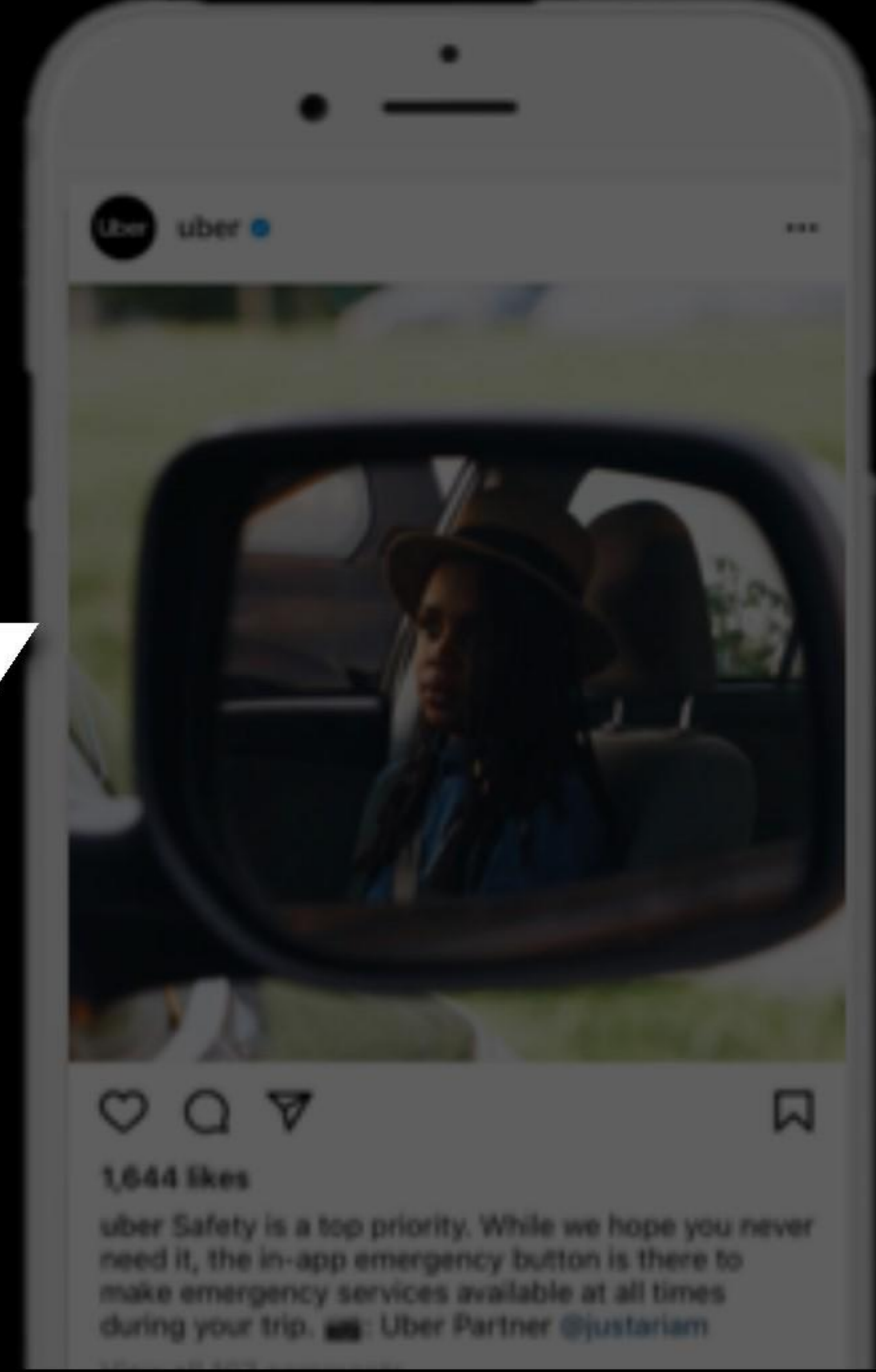
Your Safety Matters

Uber



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uber

1,644 likes

uber Safety is a top priority. While we hope you never need it, the in-app emergency button is there to make emergency services available at all times during your trip. Uber Partner @justarian

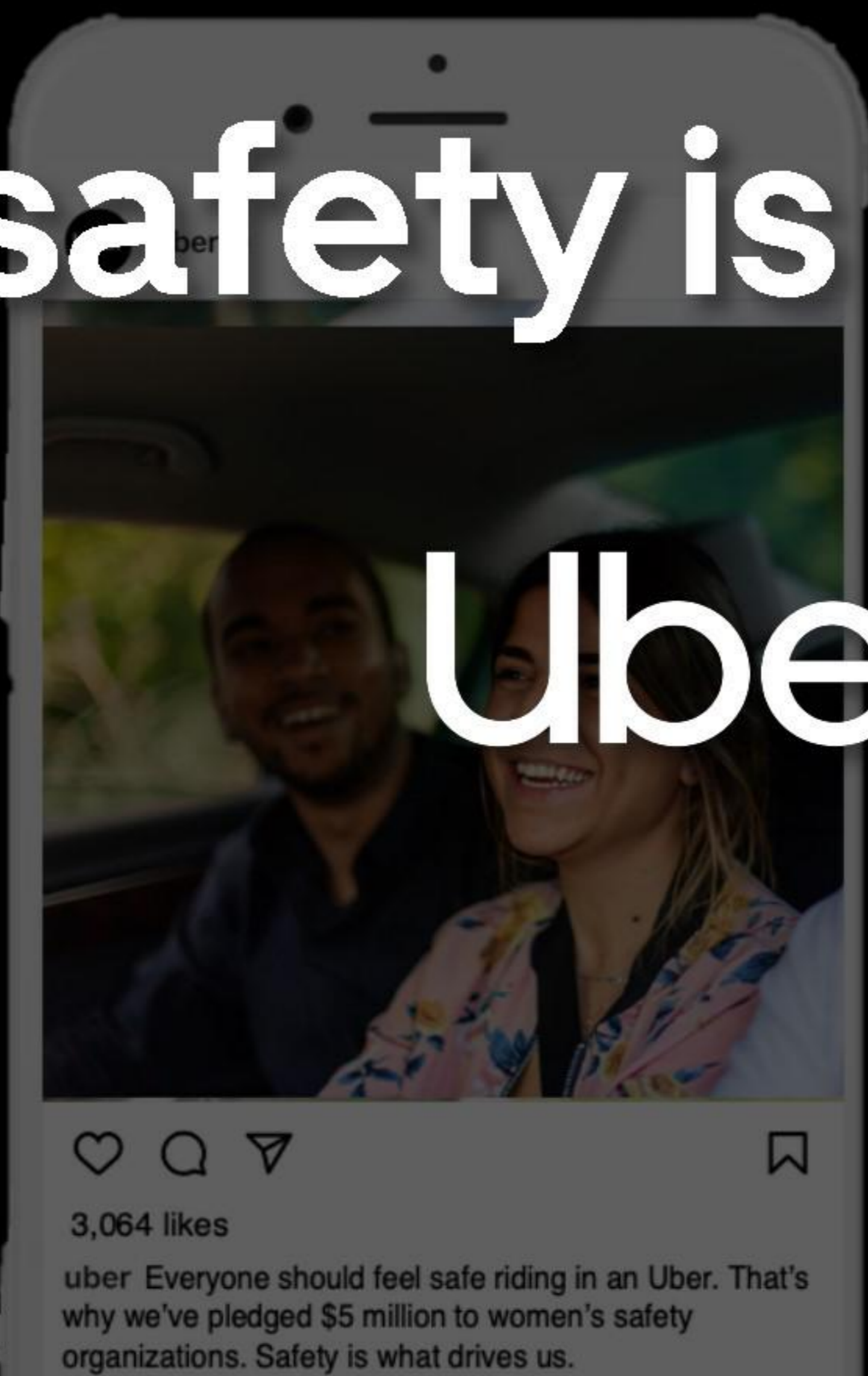
because safety is what drives us



Your Safety Matters

Uber

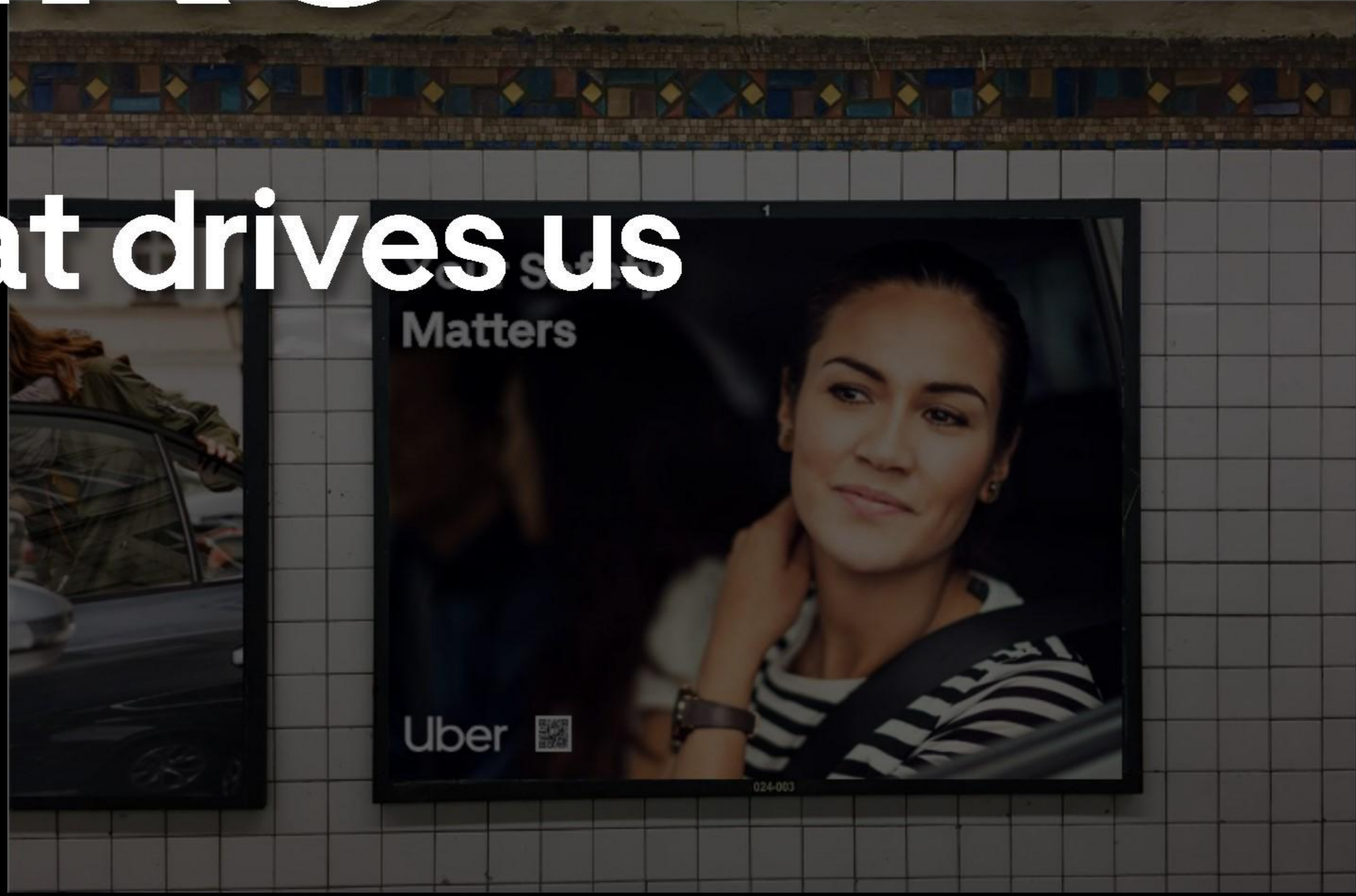
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3,064 likes

uber Everyone should feel safe riding in an Uber. That's why we've pledged \$5 million to women's safety organizations. Safety is what drives us.



Your Safety Matters

Uber

# In A Highly Competitive Market, Safety Is A Differentiating Factor

## Uber's 2020 Annual Report & ESG Report

*We compete on a global basis in highly fragmented markets. We face significant competition in each of the mobility and delivery industries globally...*

1



## Uber's Previous Problems With Safety

### The New York Times

Uber Says 3045 Sexual Assaults Were Reported in U.S. Rides Last Year



Uber Received Nearly 6,000 U.S. Sexual Assault Claims In Past 2 Years

### BUSINESS INSIDER

Uber Sued for Allegedly Failing to Prevent Woman's Sexual Assault



Female Ride-hailing Apps Grow In Brazil On Safety Concerns

### The Indian EXPRESS

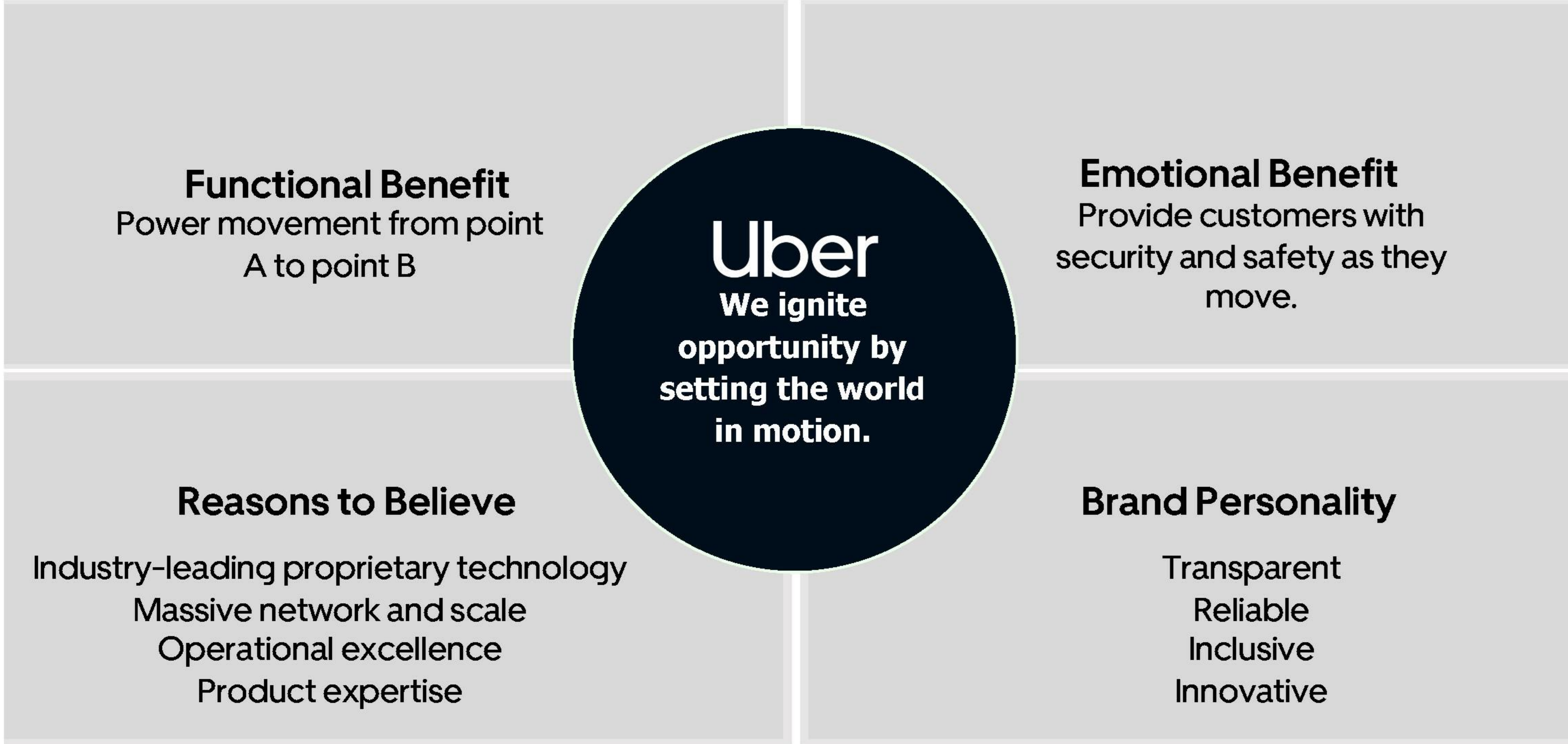
Bengaluru Uber driver held for 'raping' woman passenger



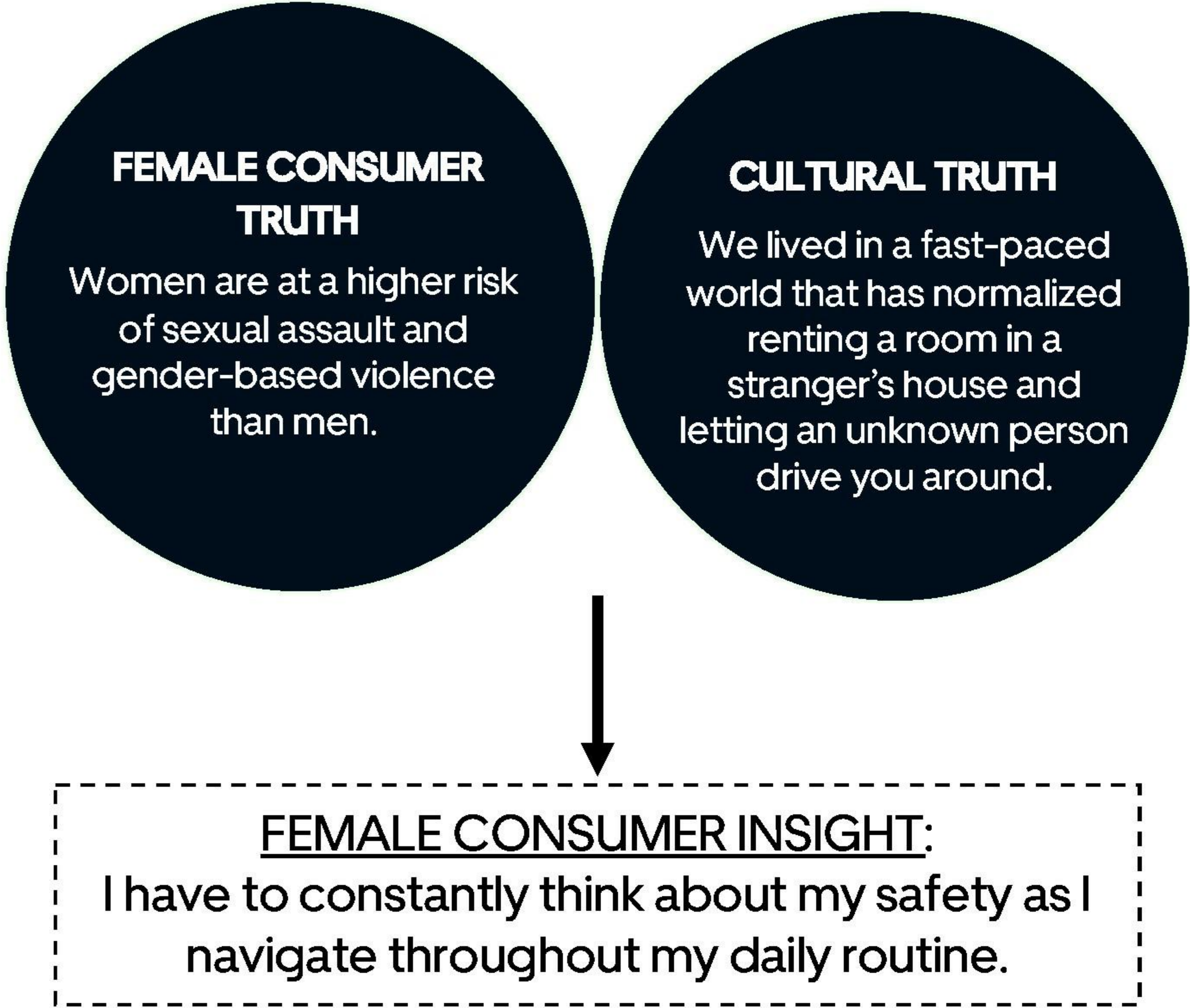
Today, Uber ≠ Safety

# Uber Must Be Synonymous With Safety To Win With Female Consumers

## Values-Based Brand Positioning












## Understanding The Female Consumer



⇓ ⇓  
**UBER = SAFETY**

# Introducing Uber's Next Global Campaign:

## Your Safety Matters

<b>CAMPAIGN DESCRIPTION</b>	Sexual assault & gender-based violence don't belong anywhere in our communities. Which is why Uber is committed to help stop incidents before they happen—by partnering with & learning from women's safety groups, building tools & policies, promoting awareness, & empowering our community of users.			
<b>AUDIENCE TARGETING</b>	<b>MORE WOMEN</b> Recruit new riders		<b>MORE OFTEN</b> Increase Frequency & Consideration Range	
<b>SUB MESSAGES</b>	One Incident Is Too Many	Help If You Need It	Ride With Confidence	
<b>OCCASION</b>	Late At Night	Traveling Alone	Avoiding Drunk Driving	Traveling to Unknown Areas
<b>REASONS TO BELIEVE</b>	Driver Screening 	Share My Trip Feature 	Phone Number Anonymization 	
	Proactive Driver Driving & Criminal History Checks 	GPS Tracking 	Ridecheck Automatic Detection 	
	24/7 Incident Support 	In-App Emergency Button 	\$5 Million Commitment to Women's Safety Organizations Through 2022 	

As we look to activate this campaign, we must go a level deeper and adjust the campaign according to ethnic/racial demographics and age groups to truly resonate with each target audience.



# Launching First With Latinx Females Presents A Valuable Growth Opportunity

## DEMOGRAPHICS OF U.S. FEMALE POPULATION



### RAPIDLY GROWING POPULATION



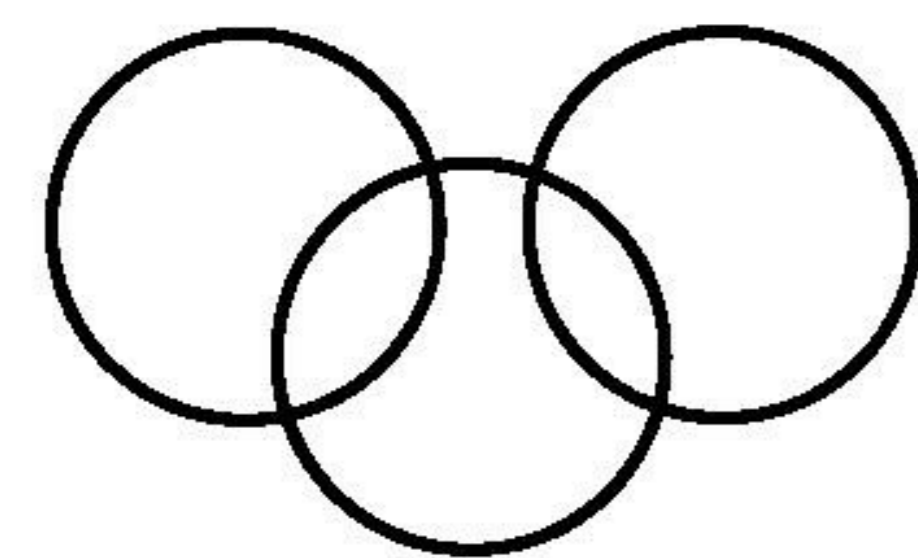
### CONSUMER SPENDING POWER



**FEMALE CONSUMER INSIGHT:**  
I have to constantly think about my safety as I navigate throughout my daily routine.

**LATINX CULTURAL TRUTH:**  
I rely heavily on my community (family, friends, celebrity influencers) to help me define my opinions.

### CIRCLES OF INFLUENCE



The Latinx path to purchase relies on the recommendations of friends, family and virtual networks. Tapping into these circles of influence will fuel ripple effects of growth.

### YOUNGER POPULATION

Population	Median Age
Latinx	28
Gen Pop	38

As the U.S.'s youngest ethnic/racial group, Latinx consumers are approaching their peak earning years.

### The Brief

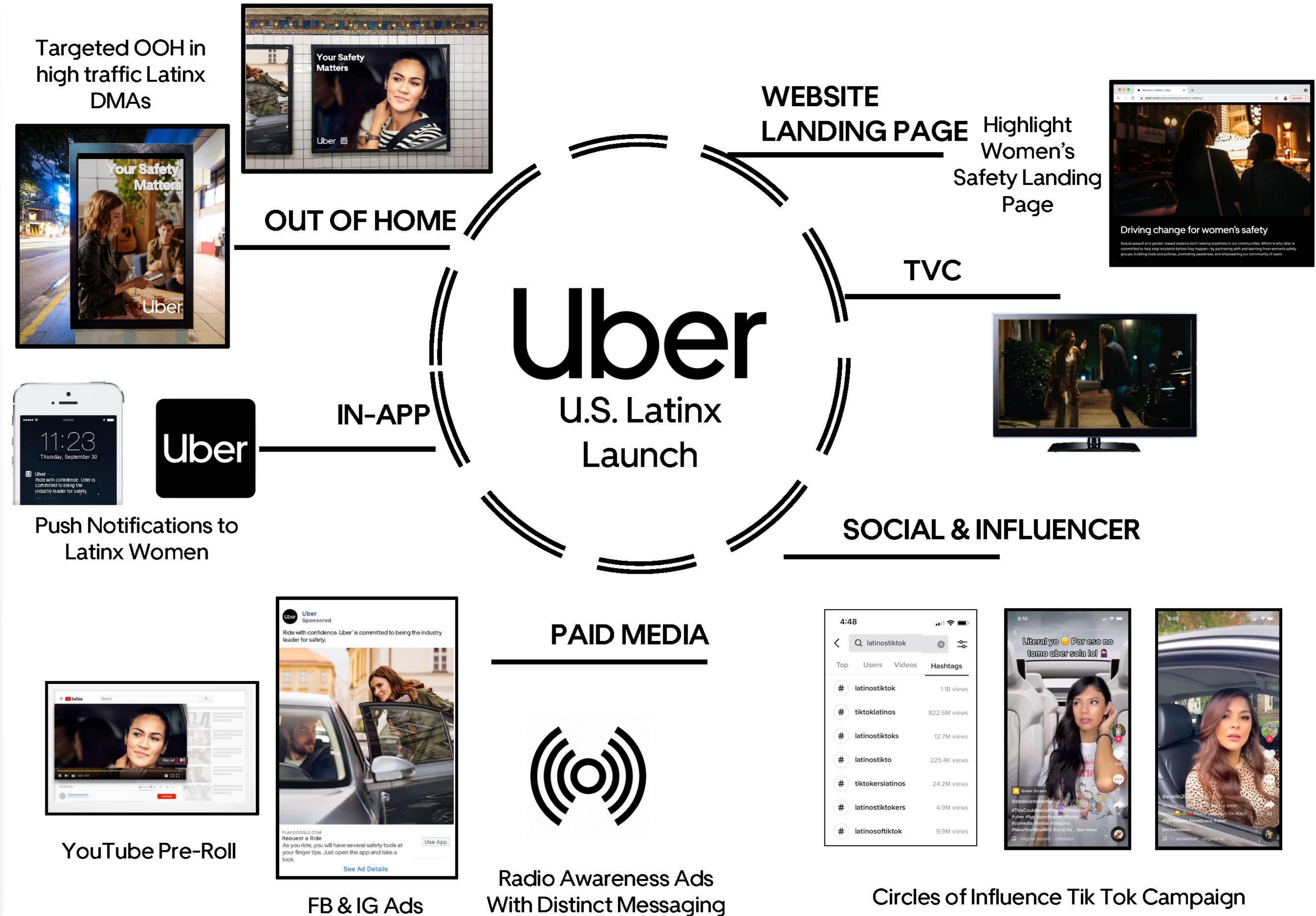
GET	Latinx Women Ages 18 – 34
TO	Choose Uber As Their Go-to Mode Of Transportation/ Ride Share Transportation
BY	Branding Uber As THE Safest Way To Move From Point A To Point B

# The Audience Will Be Targeted On Preferred Media Channels With Latinx-Specific Creative

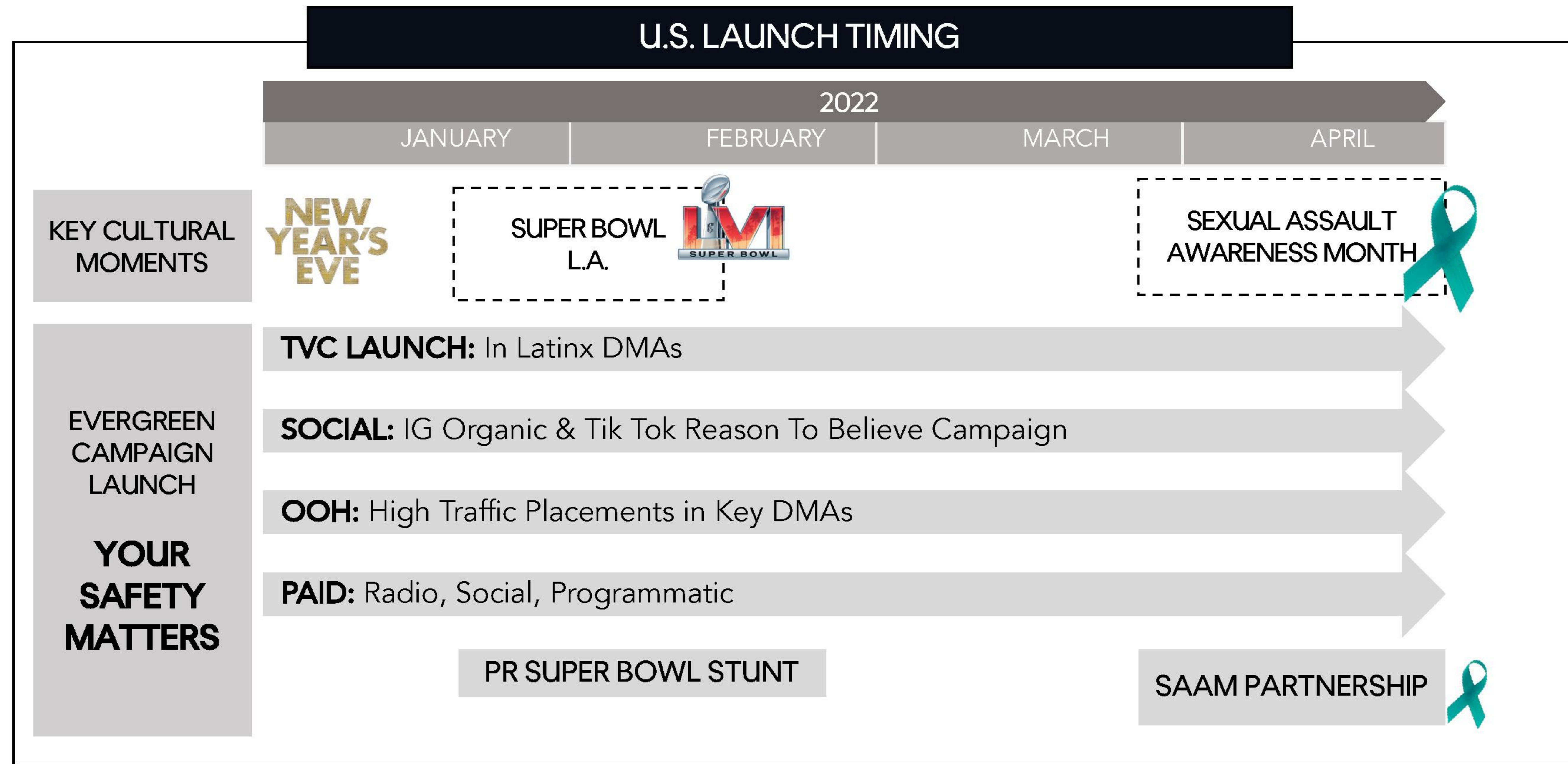
## KEY CONSIDERATIONS

- Latinx consumers spend an average of **29** hours watching TV & **27** hours on their smartphones.
- **97%** of Latinx households own a smartphone.
- **96%** of Latinx consumers listen to radio weekly.

Channel Mix	Media Budget
TV	20%
Social	20%
YouTube	18%
Radio	14%
Programmatic	10%
Search	10%
Out of Home	8%
Print	0%



# New Year's Eve Will Kick Off The Global 2022 Campaign



**WHY NEW YEAR'S EVE**

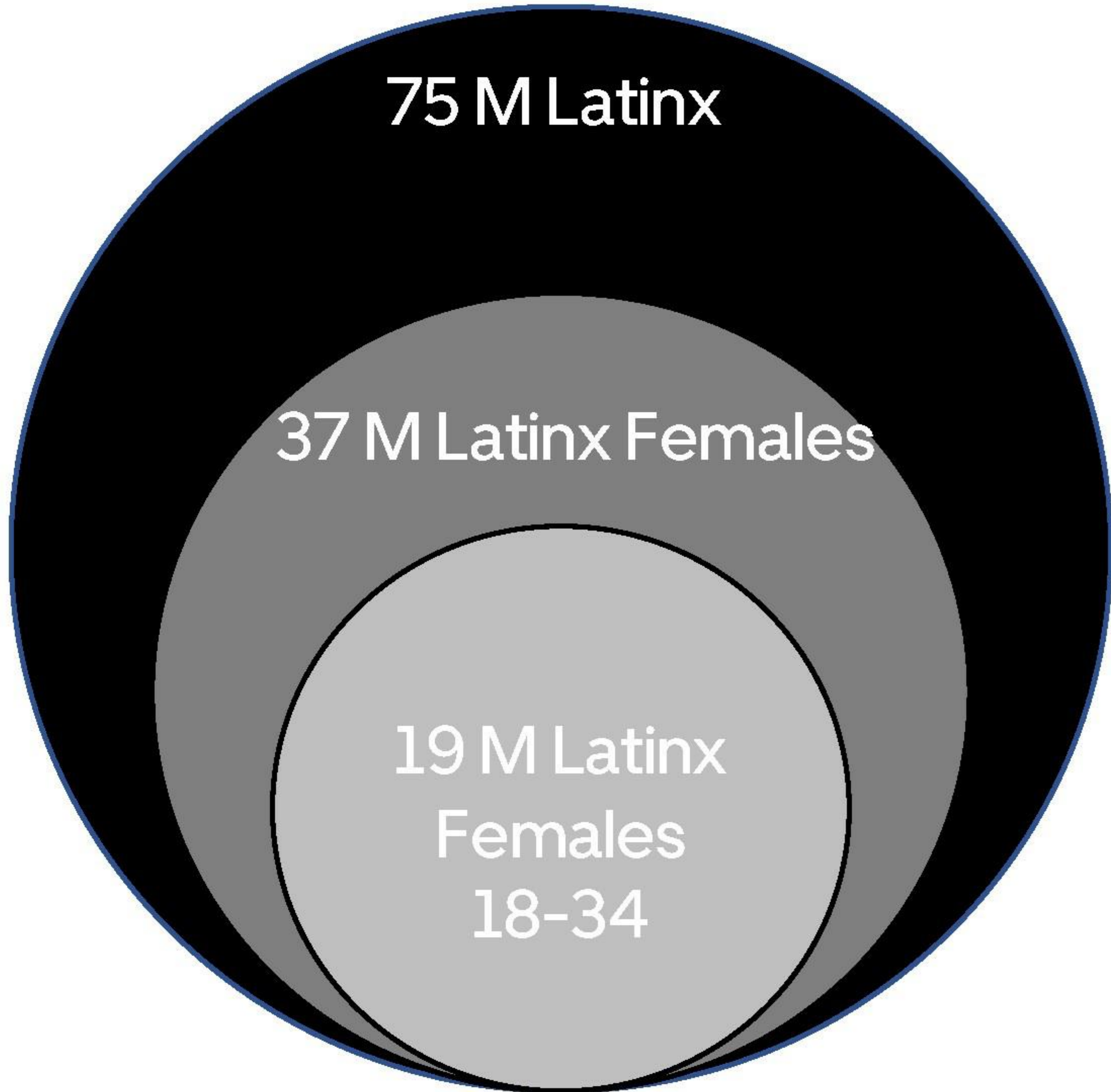
New Year's Eve is the top day of drunk driving deaths of the year.

Hits on all key occasions:

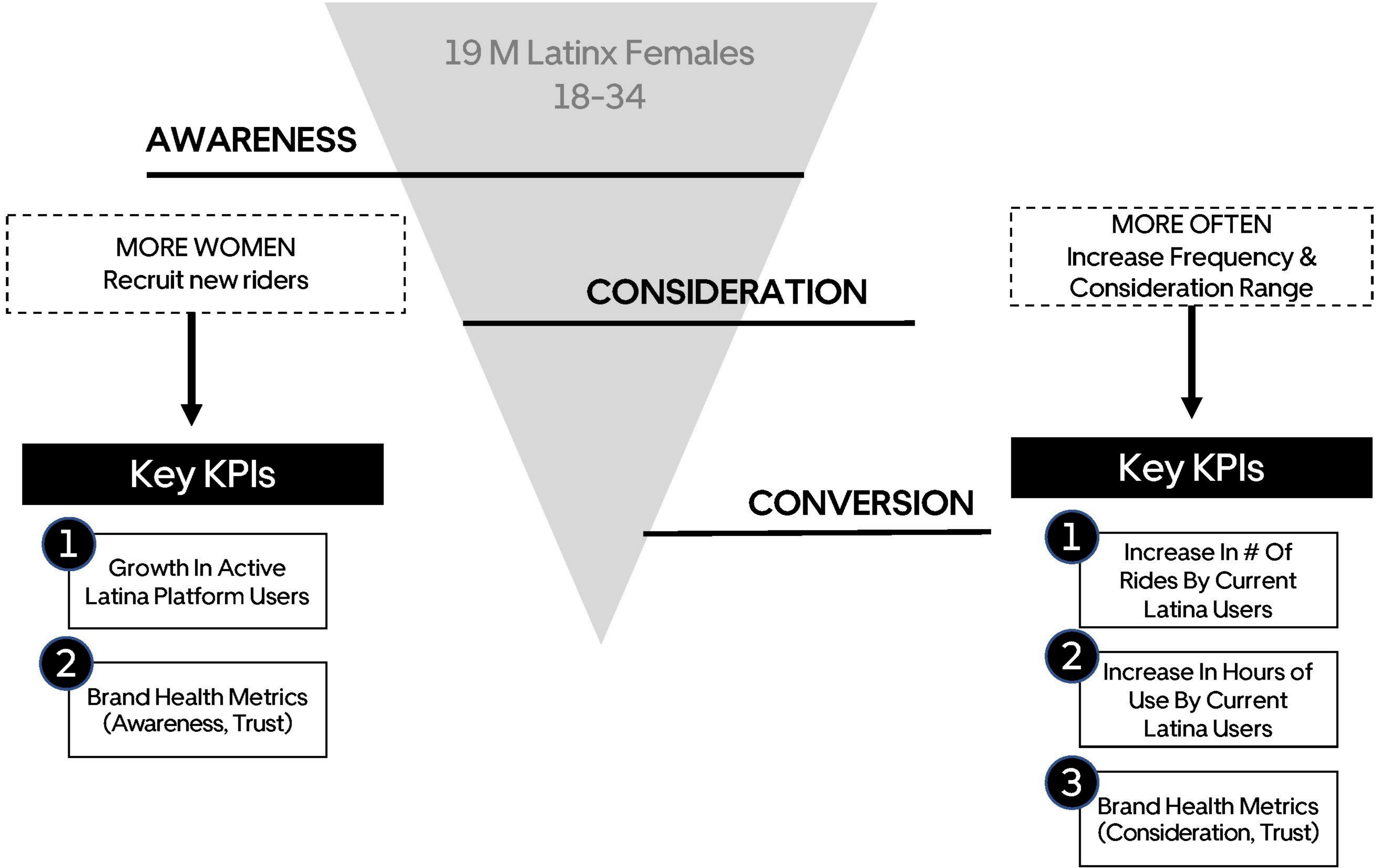
- Late At Night
- Traveling Alone
- Avoiding Drunk Driving
- Traveling To Unknown Areas



# Success Will Be Defined By “More Women” And “More Often”



\*2030 Estimation



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Use App

See Ad Details



Your Safety Matters

Uber



11:23  
Thursday, September 30

Uber now  
Ride with confidence. Uber is committed to being the industry leader for safety.

1,644 likes  
uber Safety is a top priority. While we hope you never need it, the in-app emergency button is there to make emergency services available at all times during your trip. Uber Partner @justariam



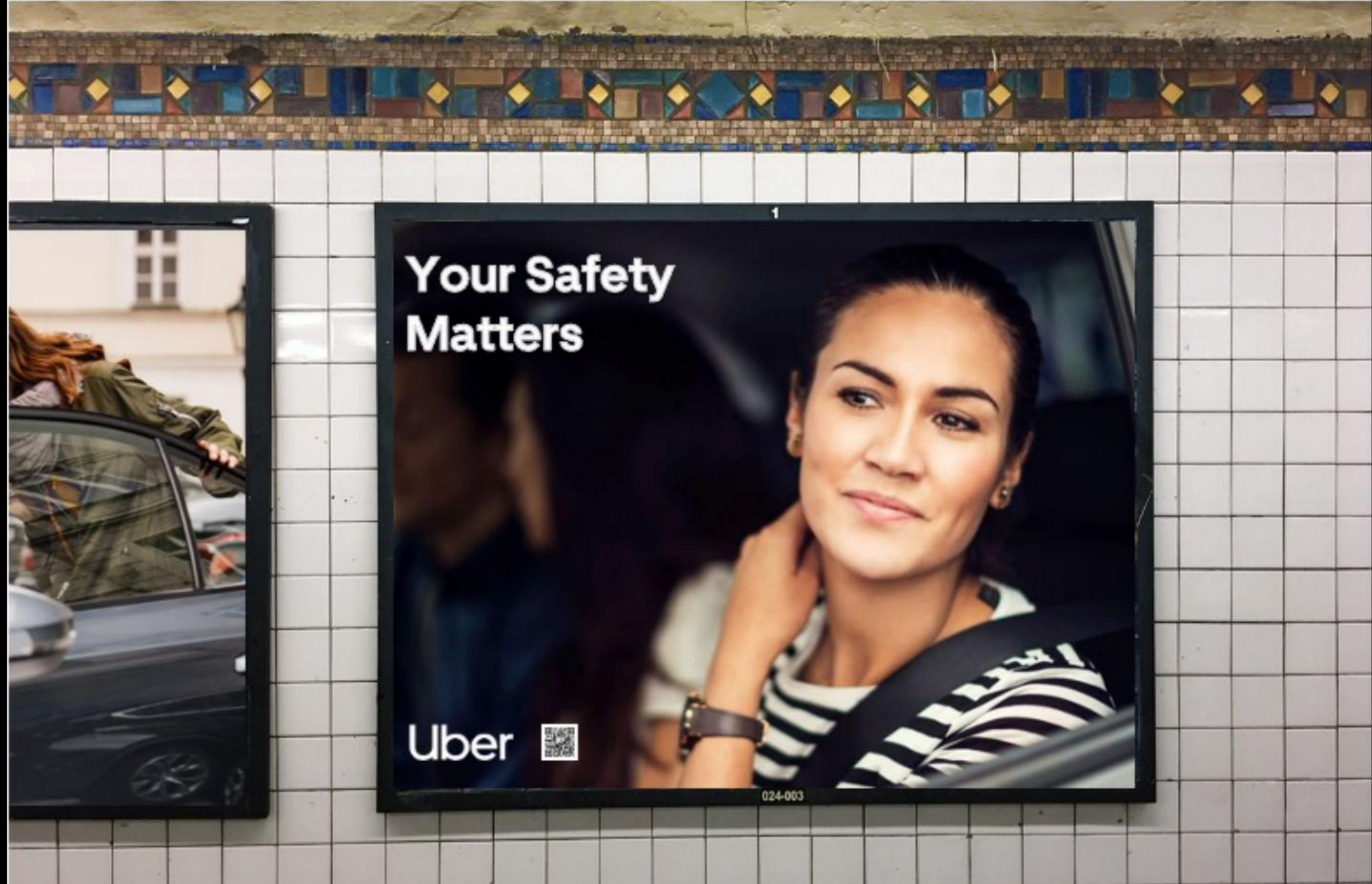
Your Safety Matters

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3,064 likes  
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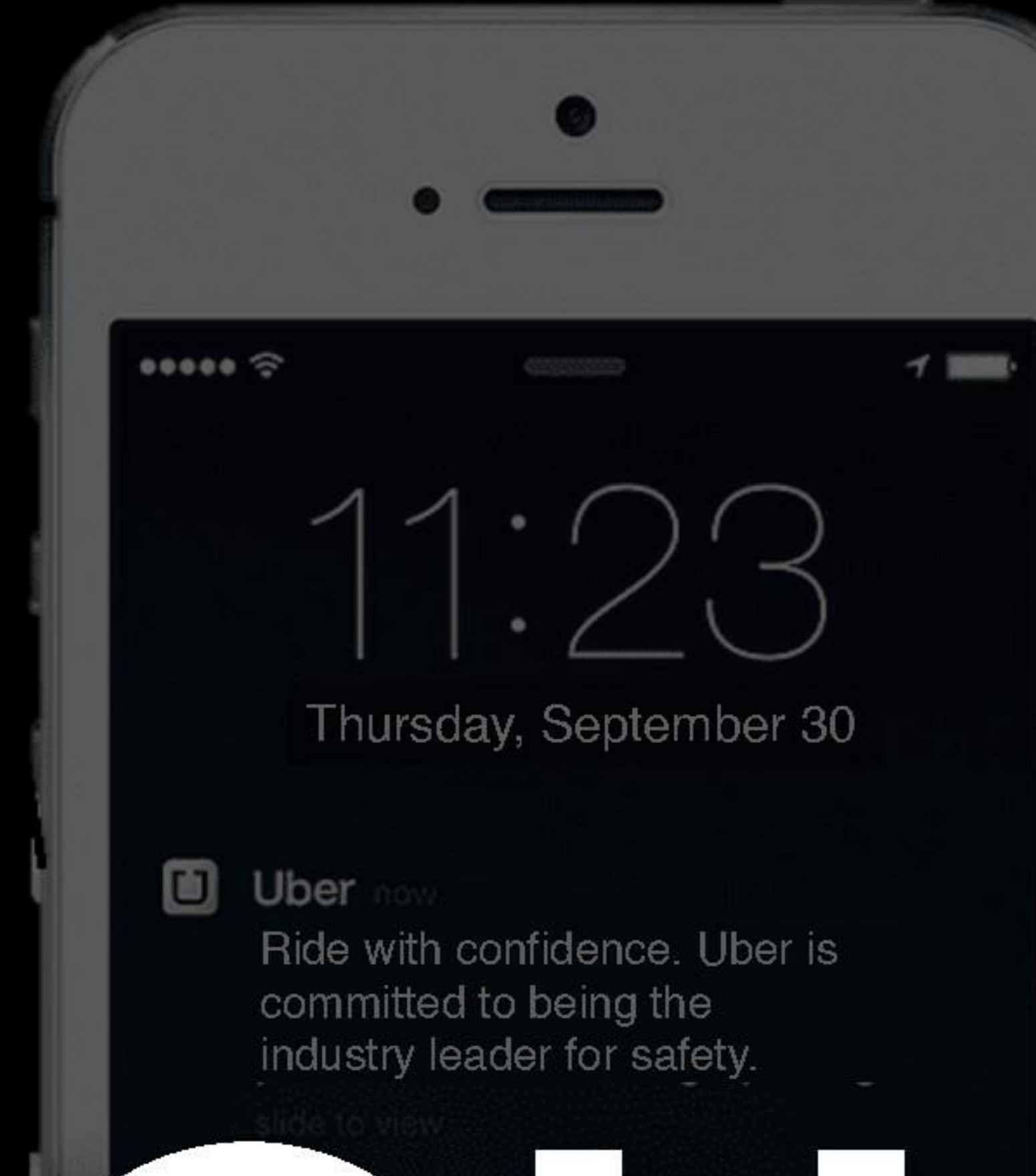


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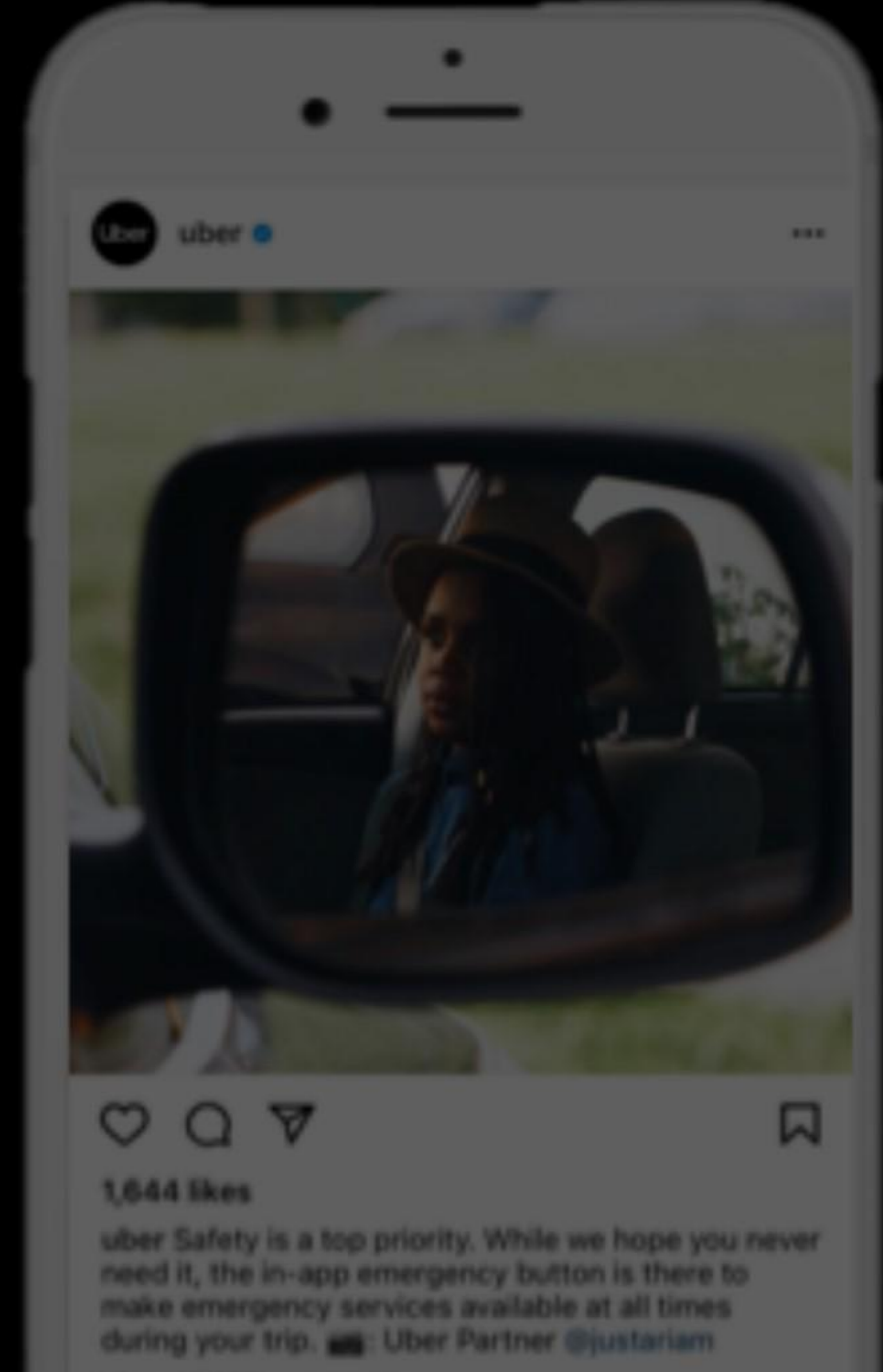
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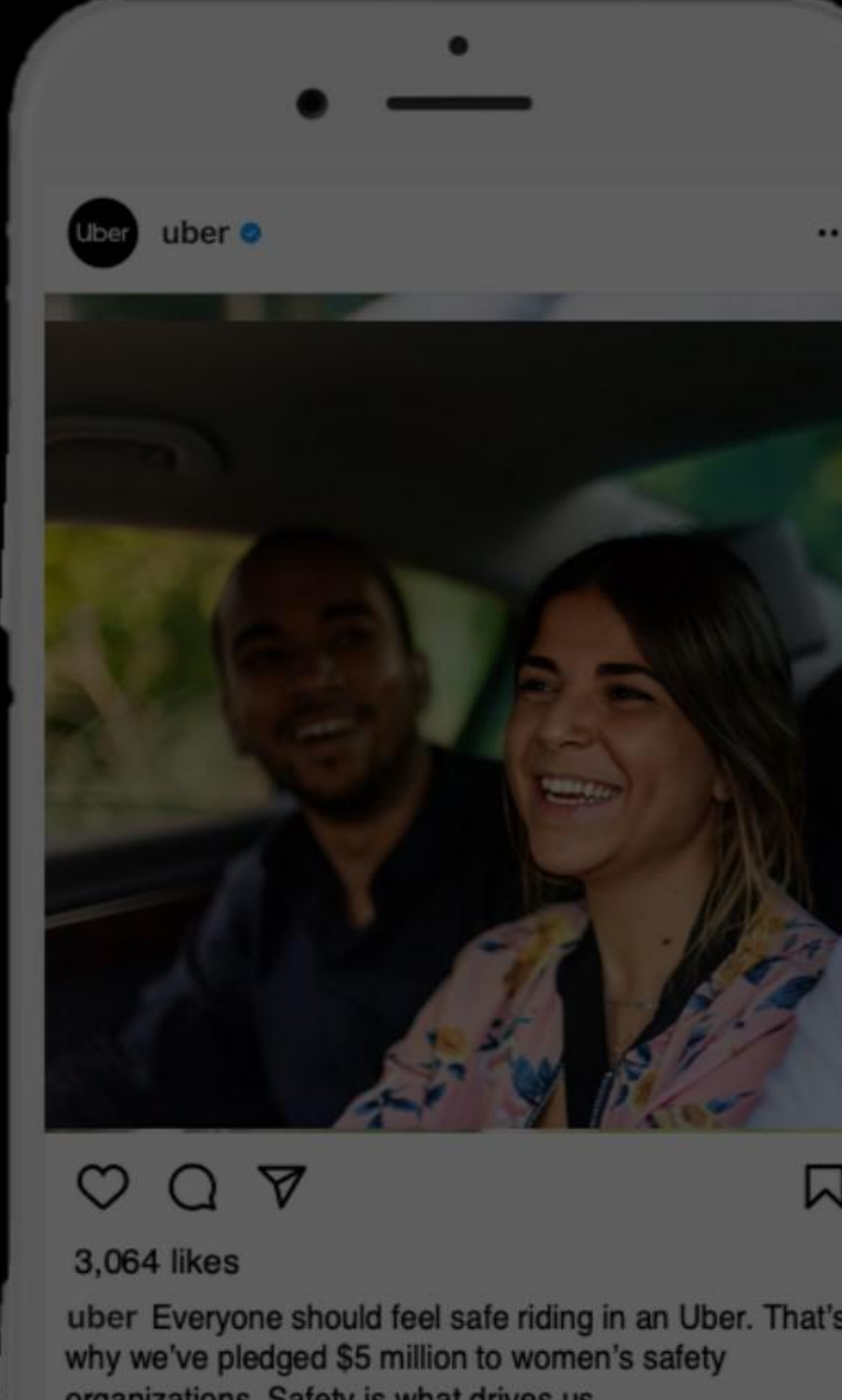
THANK YOU

Your Safety Matters



Uber

Learn More →

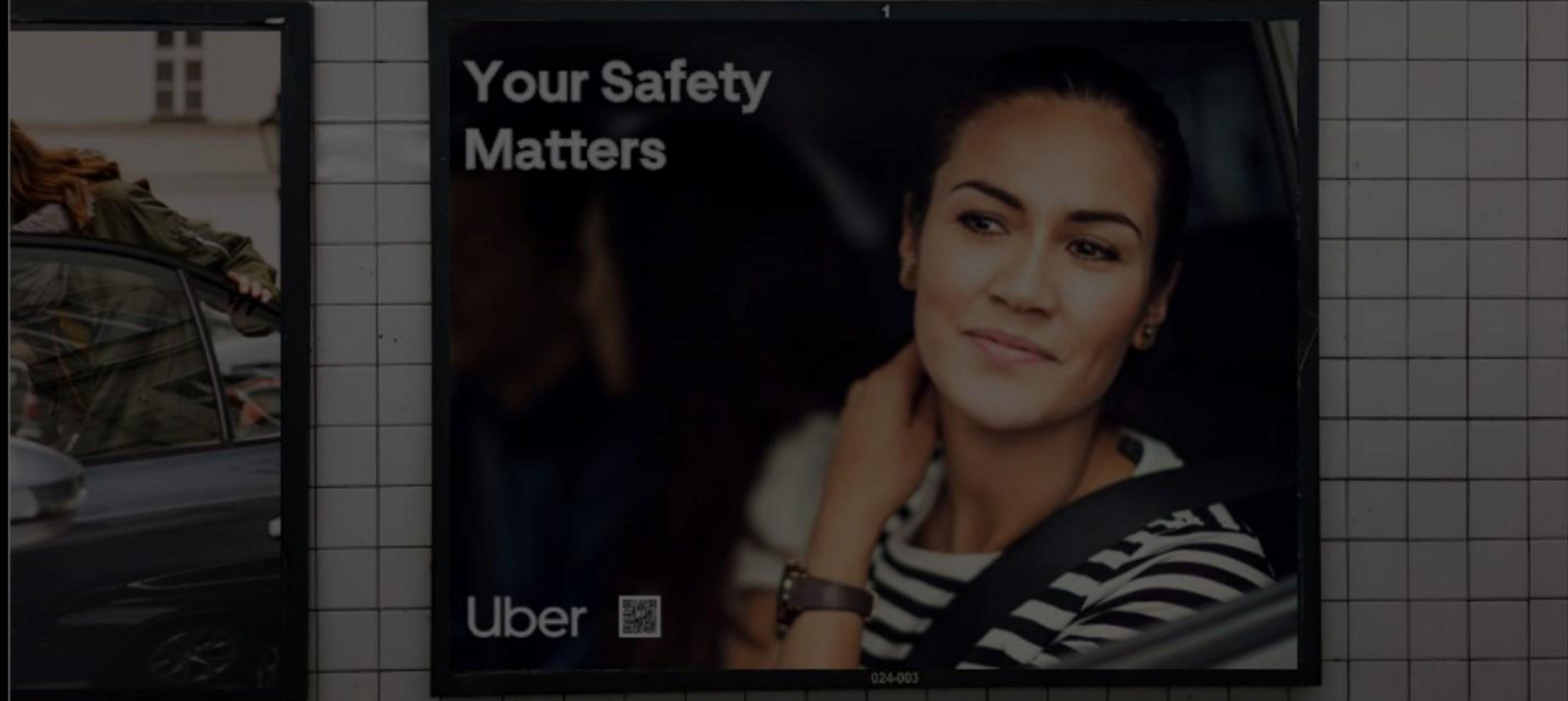


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Your Safety Matters



Uber

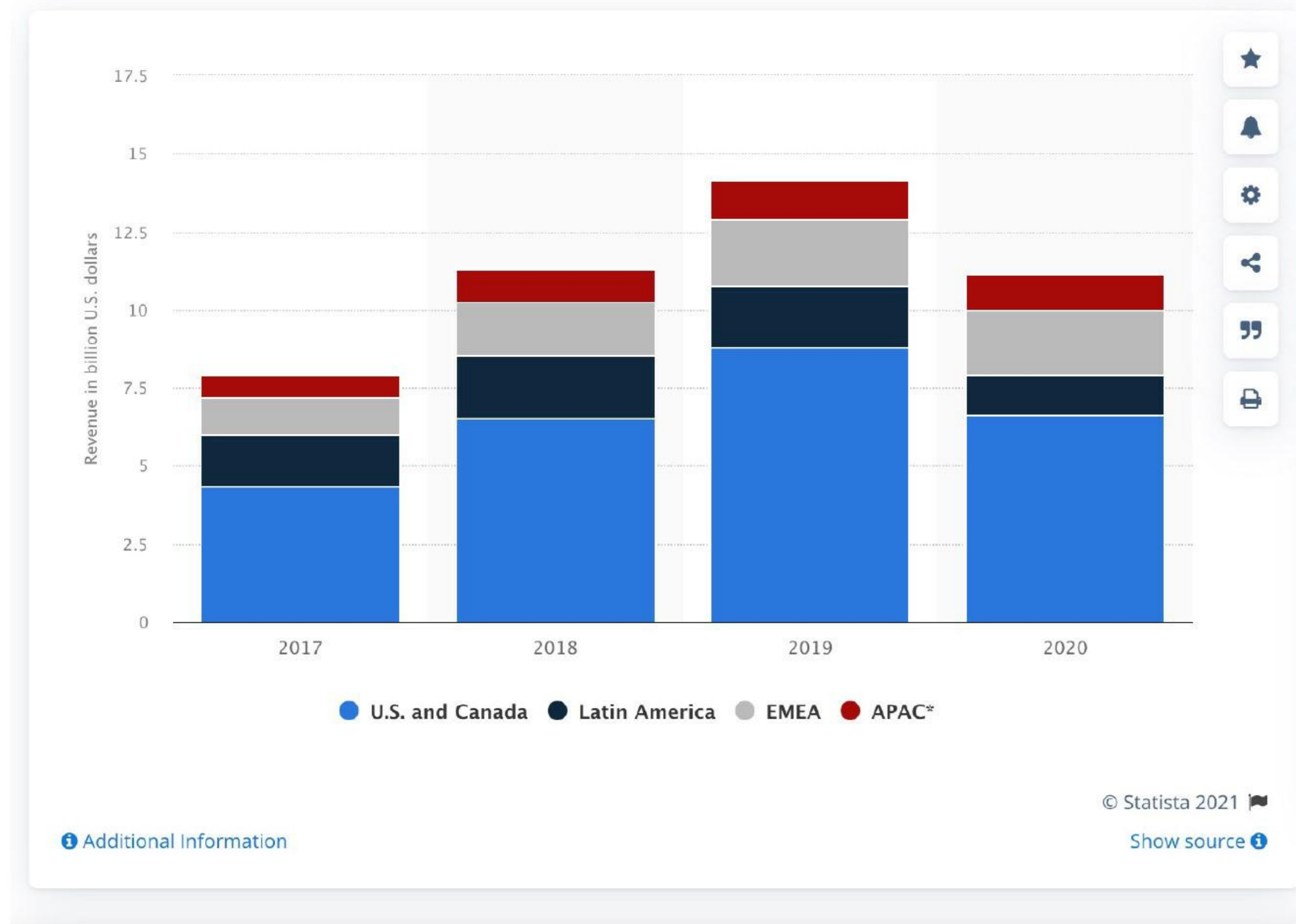
# Appendix

# I. Business Overview

## Revenue Breakdown by Region & City

### Revenue of Uber from 2017 to 2020, By Region

Revenue of Uber from 2017 to 2020, by region  
(in billion U.S. dollars)



<https://www.statista.com/statistics/1173911/uber-global-net-revenue-region/>

### Revenue by Region & City Breakdown

#### Uber revenue by region

Year	US & Canada	LATAM	EMEA	APAC
2018	\$6.4 billion	\$1.9 billion	\$1.7 billion	\$1 billion
2019	\$8.5 billion	\$1.9 billion	\$2.2 billion	\$1.2 billion
2020	\$6.8 billion	\$1.3 billion	\$1.8 billion	\$1.5 billion

<https://www.businessofapps.com/data/uber-statistics/>

5 cities alone contribute **22%** of Uber's gross ridesharing bookings:

- Chicago, Los Angeles, New York City, São Paulo and London.

In 2020, these 5 markets accounted for \$5.85 billion in total bookings.

<https://backlinko.com/uber-users>

# I. Business Overview

## Uber's Commitment To Social Impact & Sustainability



- Driver/delivery person well-being**  
Advocated successfully in key markets to preserve flexibility and improve the quality and experience of independent work
- User safety**  
Innovated and invested in safety technology as we pursue industry leadership in safety
- Cybersecurity**  
Expanded ISO 27001 certification to our core rides business, having maintained certification for our enterprise business line since 2019
- Ethics & compliance**  
Published our US Corporate Political Activity Policy, our US Corporate Political Contributions and amended the Nominating and Governance Committee's charter to formally oversee political and lobbying activities

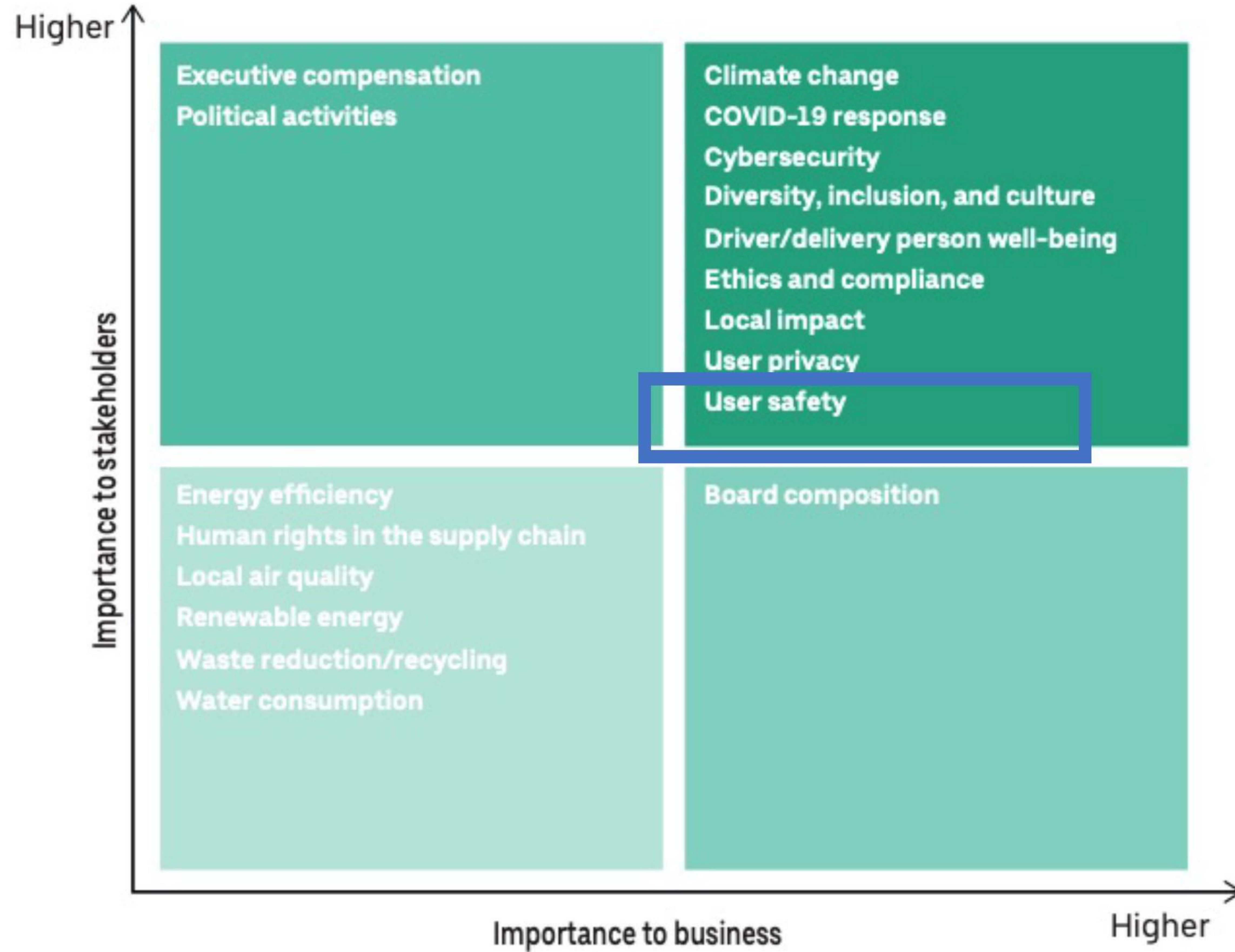
- Diversity, equity, inclusion & culture**  
Continued commitment to diversity and inclusion, made new commitments to being an anti-racist company
- Climate change**  
Committed to zero mobility emissions in the US, Canada and Europe by 2030, and zero mobility emissions everywhere by 2040
- User privacy**  
Published our privacy principles as we work to be a trusted steward of our users' and employees' personal data
- Local impact**  
Acquired Routematch to better support cities in providing more accessible public transportation

We are committed to sustainability as we reimagine the way the world moves for the better and work to make real life easier to navigate for everyone. In 2020, we identified nine of the most relevant ESG issues to our Company and published our first ESG Report.

# I. Business Overview

## Uber's Commitment To Social Impact & Sustainability

2020 ESG Materiality Matrix



### Selected 2021 ESG commitments and priorities

- Support communities in driving recovery from COVID-19
- Preserve flexibility and improve the quality and experience of independent work
- Follow through on our commitment to become an anti-racist company internally and for the advancement of our stakeholders
- Advance our efforts to be a fully zero-emission platform by 2040
- Innovate and invest in safety technology as we pursue industry leadership in safety
- Be a trusted steward of our users' and employees' personal data

Learn more about our approach to these issues in [Uber's 2020 ESG Report](#) and on our [website](#).

# II. Latinx Overview

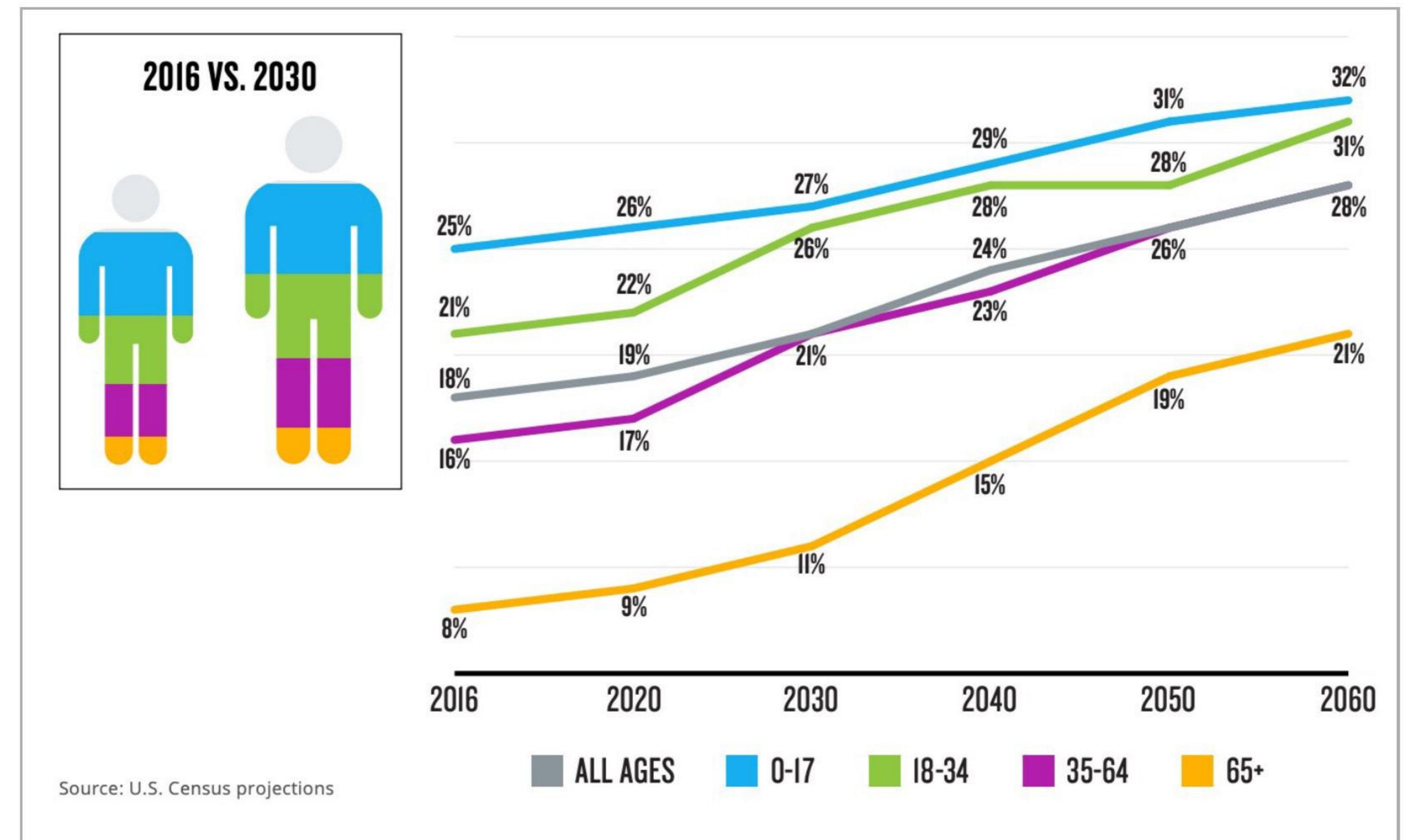
## Latinx Population Information

### U.S. Counties Ranked By Size of Hispanic Population

COUNTY	STATE	TOTAL POPULATION	HISPANIC POPULATION	% HISPANIC
Los Angeles County	California	10,163,507	4,939,605	49%
Harris County	Texas	4,652,980	1,998,479	43%
Miami-Dade County	Florida	2,751,796	1,887,267	69%
Maricopa County	Arizona	4,307,033	1,339,574	31%
Cook County	Illinois	5,211,263	1,327,941	25%
Riverside County	California	2,423,266	1,188,993	49%
Bexar County	Texas	1,958,578	1,181,315	60%
San Bernardino County	California	2,157,404	1,152,510	53%
San Diego County	California	3,337,685	1,129,970	34%
Orange County	California	3,190,400	1,091,887	34%
Dallas County	Texas	2,618,148	1,053,358	40%
Bronx County	New York	1,471,160	826,176	56%
Hidalgo County	Texas	860,661	793,513	92%
El Paso County	Texas	840,410	695,938	83%
Clark County	Nevada	2,204,079	688,812	31%
Queens County	New York	2,358,582	660,550	28%
Tarrant County	Texas	2,054,475	593,452	29%
Broward County	Florida	1,935,878	574,026	30%
Fresno County	California	989,255	525,935	53%

Source: U.S. Census Bureau, 2017 National Population

### Projected Hispanic Growth By Age U.S. Census Projections, March 2018



### Launch Campaign In Priority Counties:

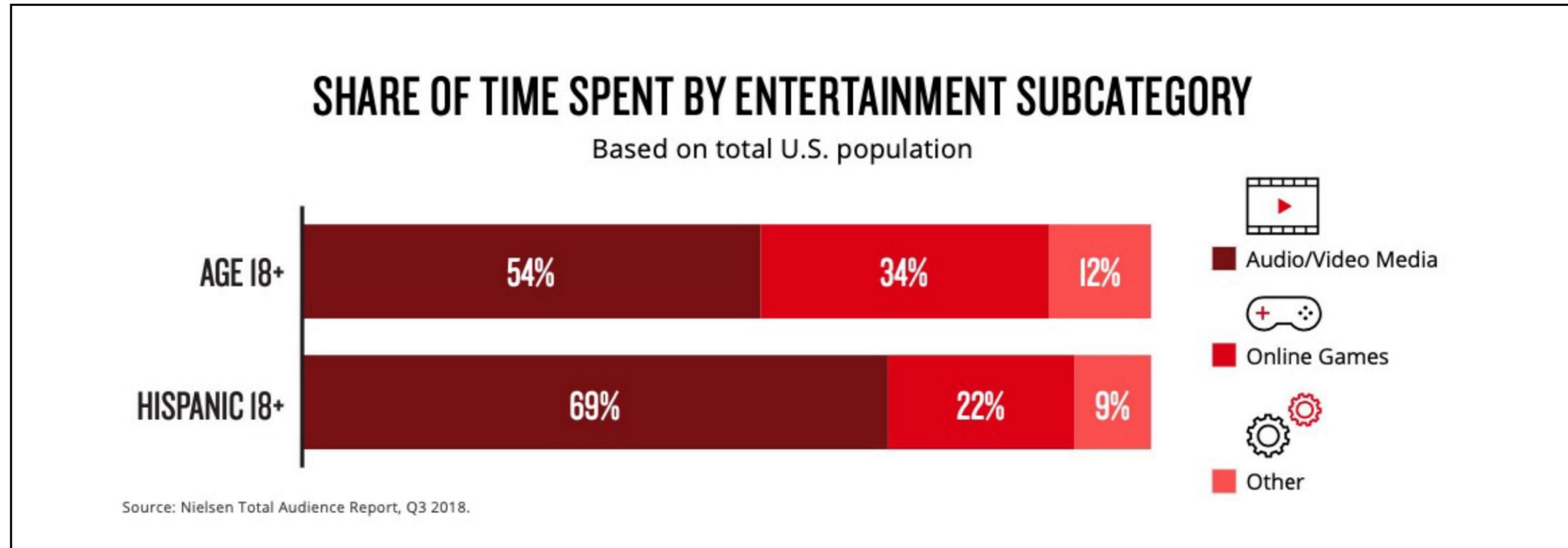
Los Angeles County, Harris County (Houston) Miami-Dade County, Maricopa County (Phoenix), Cook County (Chicago)

### Prioritize 18-34 Age Range:

Rapidly Growing Age Range That Will Be 1/3 of Population by 2060

# II. Latinx Overview

## Latinx Channel & Media Mix Considerations



The top two genres of TV shows for all Latinx age groups are participation variety (including reality shows) and award ceremonies with conversation or talk shows coming in third (unique to Latinx consumers vs. the total population).

Recommendations, digital reviews and celebrity endorsements are pivotal as primary influential sources prior to purchase. Thirty-five percent of Hispanics report that they are influenced by “what’s hot and what’s not,” while only 30% of the total population says the same.



Ninety-seven percent of Latinx households own a smartphone. Adult Hispanics spend only 2 fewer hours each week using websites/apps on their smartphone (27:11) than they do on live+time-shifted TV (29:28). A mobile outreach strategy is an absolute must for companies seeking to reach Latinx consumers. However, marketers should not overlook traditional media when building Hispanic outreach plans. After all, 96% of these consumers listen to radio weekly, making the medium one of the most reliable to reach Latinx consumers.

\*\*<https://www.nielsen.com/wp-content/uploads/sites/3/2019/09/nielsen-2019-latinx-DIS-report.pdf>

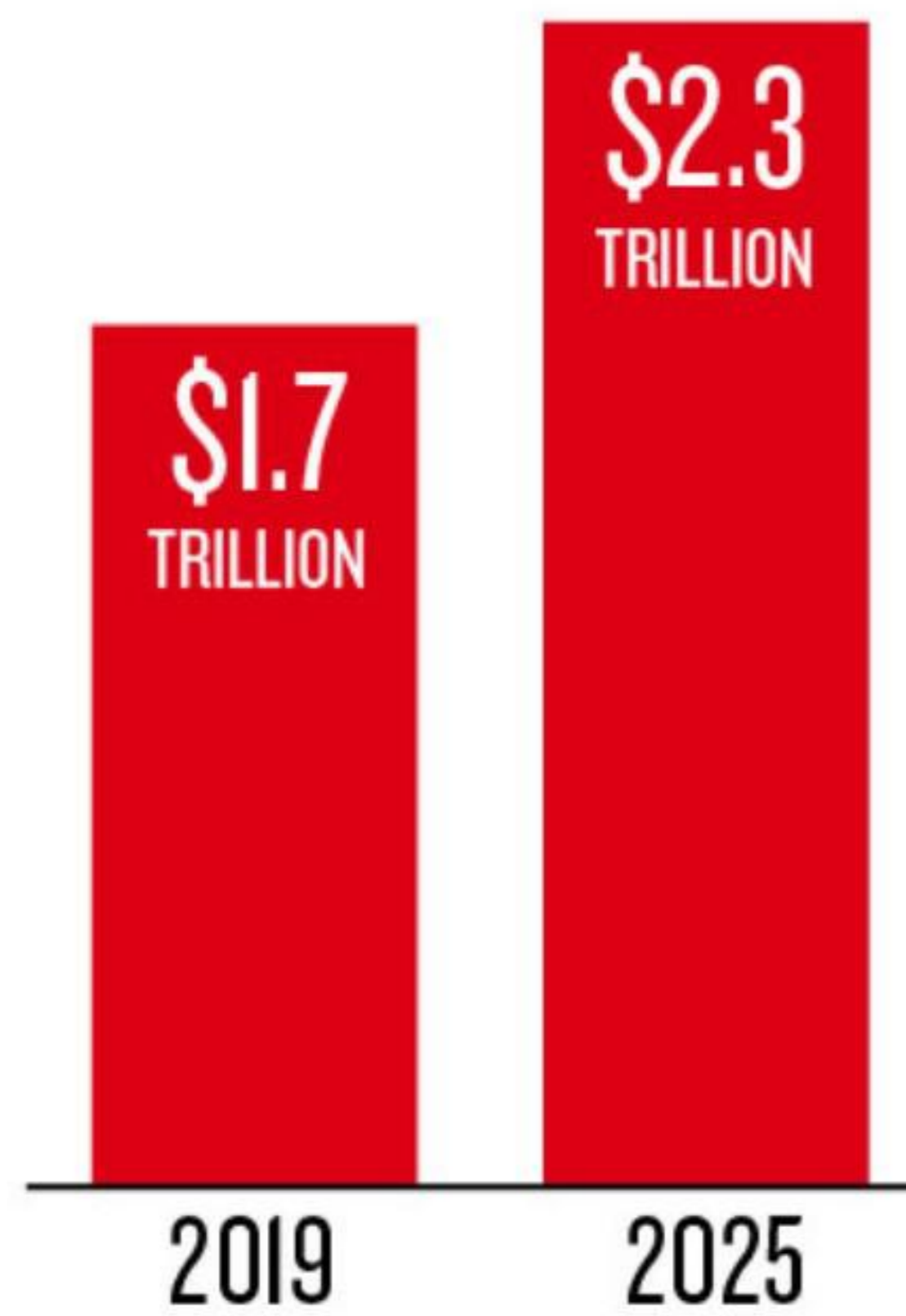
# II. Latinx Overview

## Latinx Spending Power

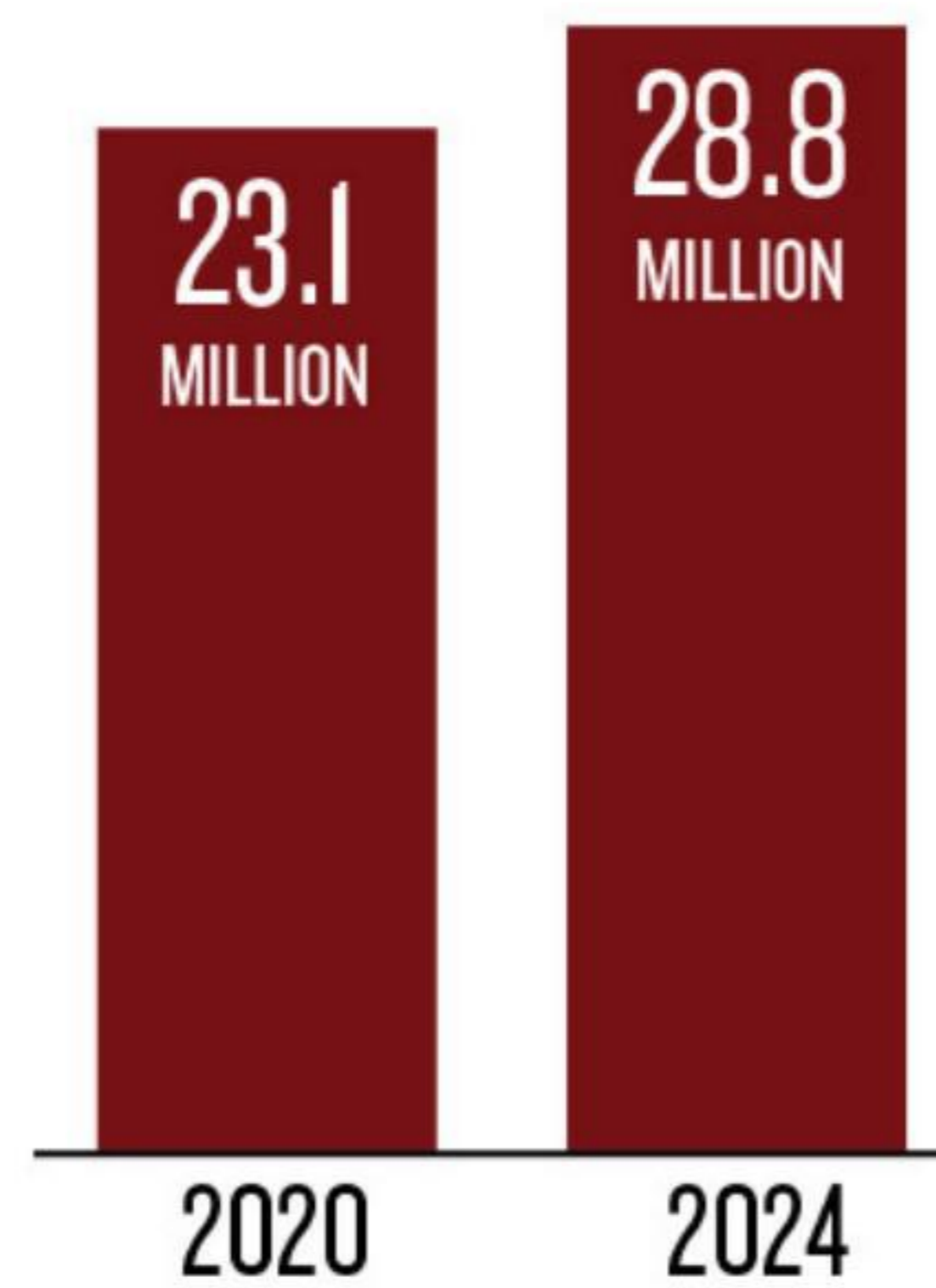
Increasing Latinx Buying Power

### THE LATINO DEMOGRAPHIC REVOLUTION

BUYING POWER



POPULATION



Source: Selig Center for Economic Growth, Terry College of Business, The University of Georgia, June 2019

Spending Habits Show More Discretionary Spending

U.S. Hispanics spend more than the average of the total population on specific spending categories, including food at home, rented dwellings, phone services, apparel and services, gasoline and motor oil, and public transportation.

[\\*\\*https://www.nielsen.com/wp-content/uploads/sites/3/2019/09/nielsen-2019-latinx-DIS-report.pdf](https://www.nielsen.com/wp-content/uploads/sites/3/2019/09/nielsen-2019-latinx-DIS-report.pdf)

# III. Marketing Strategy

## Campaign Budget

	% of Budget	Total \$
Advertising Production	30%	300,000
Media Budget	50%	500,000
Earned Budget	5%	50,000
Experiential Activations	10%	100,00
<b>Total</b>	<b>100%</b>	<b>1,000,000</b>

Channel Mix	Media Budget
TV	20%
Social	20%
YouTube	18%
Radio	14%
Programmatic	10%
Search	10%
Out of Home	8%
Print	0%

# III. Marketing Strategy

## Current Uber Safety Marketing Assets

Our 24/7 Incident Support team is always available for any safety issues or concerns.

Learn more at [uber.com/safety](https://uber.com/safety)

How ridesharing helped me feel safer and more confident in my city

READ MORE

IN PARTNERSHIP WITH

Uber

So you can ride confidently every day.

Emergency Assistance at your fingertips

uberuk

0:13

# Safety Matters

With Vincent Cunningham

98,601 views

uberuk Reassurance on the road matters to Vincent. Our Emergency button is a quick way for both drivers and riders to get help if needed... more

Ride with safety in mind, tap Share My Trip

Masks must be worn when required by local guidance. See app for details.

Go with Uber →

Uber  
Go Get It

Safety never stops

Uber

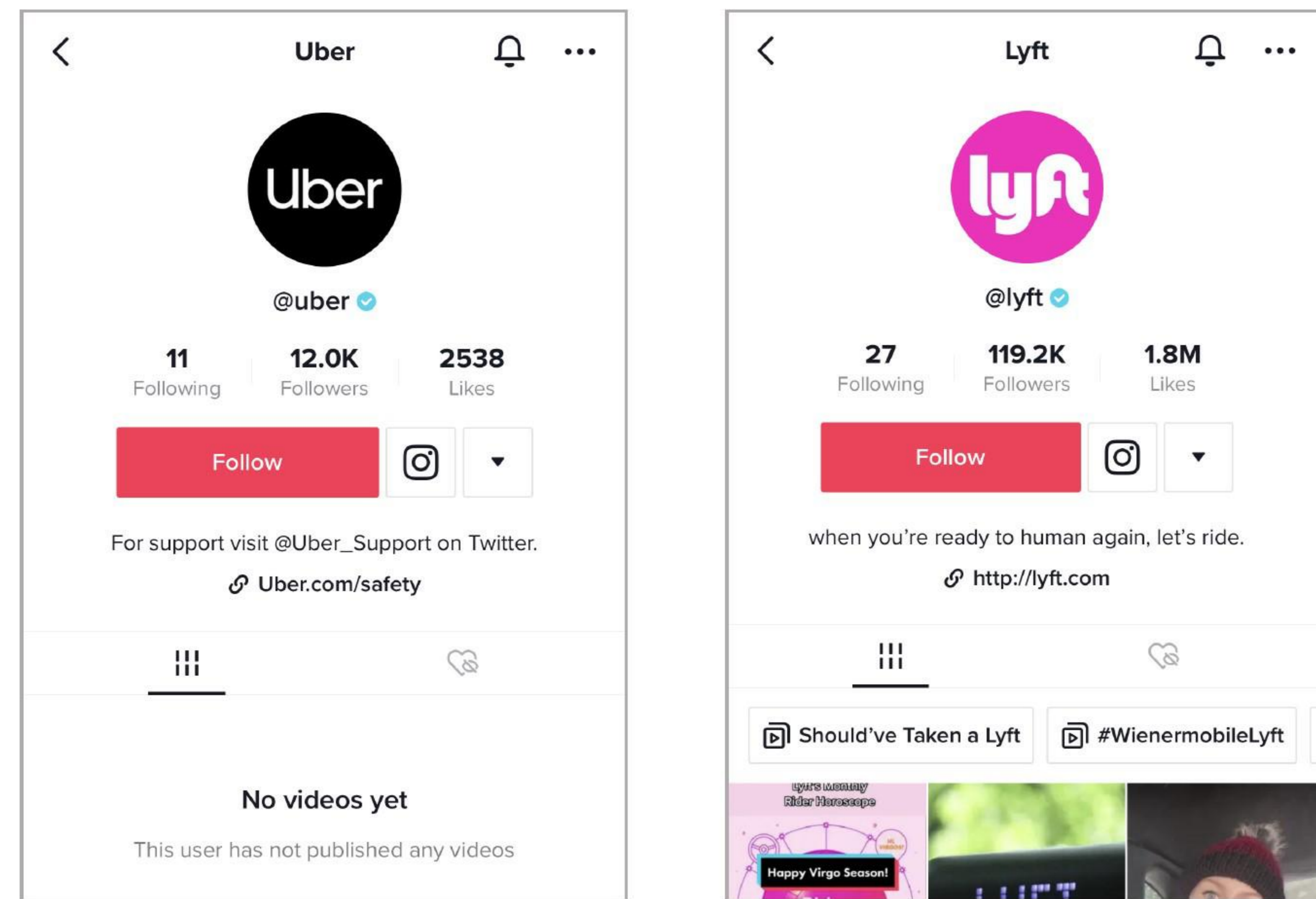


We're committed to your safety.

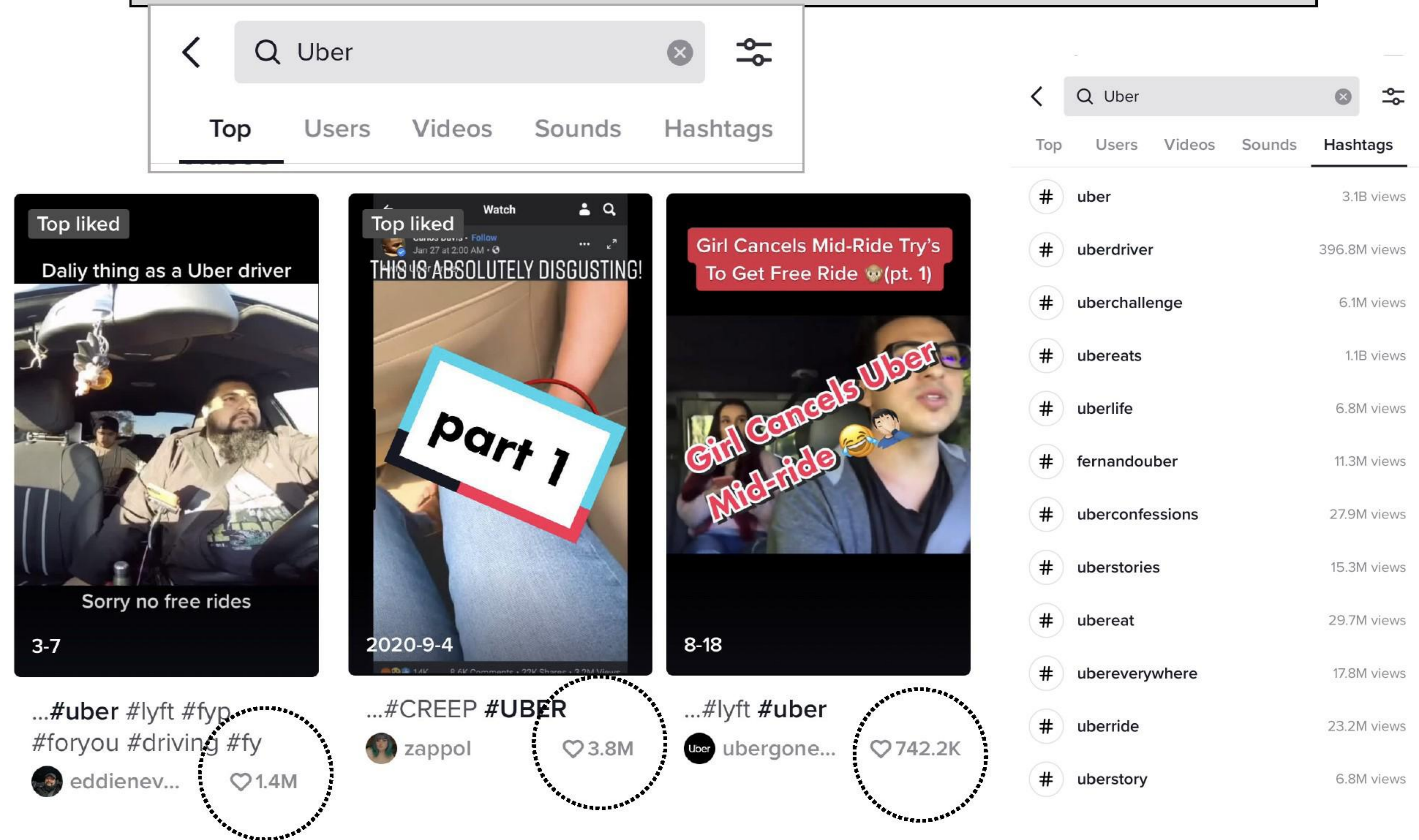
# III. Marketing Strategy

Tik Tok is currently a missed opportunity that should not be overlooked. Uber should use the platform to help define its brand

Our Competitors Are Stealing Share of Voice & Establishing Their Brand Personality



Consumers Are Already There Watching “#Uber” Videos So We Should Be Controlling The Narrative



➔ Work with Latinx influencers to create videos explaining Uber’s commitment to safety and prevention tools

# IV. Sources

- [https://www.indexmundi.com/brazil/demographics\\_profile.html](https://www.indexmundi.com/brazil/demographics_profile.html)
- <https://www.catalyst.org/research/women-of-color-in-the-united-states/>
- <https://insights.viacomcbs.com/post/family-togetherness-is-a-core-value-for-us-hispanics/>
- <https://www.nielsen.com/us/en/about-us/community/latinx/>
- [census.gov/content/dam/Census/library/publications/2020/demo/p25-1144.pdf](https://www.census.gov/content/dam/Census/library/publications/2020/demo/p25-1144.pdf)
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- <https://www.prnewswire.com/news-releases/for-third-consecutive-year-telemundo-retains-its-lead-as-the-1-spanish-language-network-in-weekday-primetime-among-adults-18-49-300976355.html>
- <https://www.pewresearch.org/internet/2021/04/07/social-media-use-in-2021/>
- <https://www.usnews.com/news/slideshows/11-cities-with-the-most-hispanics?slide=3>
- <https://www.torklaw.com/interest/new-years-eve-by-the-numbers/#:~:text=Sobering%20New%20Year's%20Eve%20Statistics&text=According%20to%20the%20Insurance%20Insitute,that%20same%20period%20was%2035%25.>
- [http://www.ameredia.com/resources/demographics/hispanic\\_women.html](http://www.ameredia.com/resources/demographics/hispanic_women.html)
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- <https://www.statista.com/statistics/1173911/uber-global-net-revenue-region/>
- <https://backlinko.com/uber-users>
- <https://www.businessofapps.com/data/uber-statistics/>
- Proxy Statement Report 2020