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Trial Exhibit No.  
**P-00302**

# US&C Central Ops Personal Safety (PS) 2020 Opportunity Analysis

*As of October 2019*

Uber

**A/C Privilege &  
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Distribution**

# US&C 2020 Personal Safety Insights Executive Summary (1/3)

	Objective(s)	Analysis / Key Findings
1	<p><b>Key KPIs</b></p> <ul style="list-style-type: none"> <li>Understand implication of serious IPC and non-serious IPC on Uber Ride platform</li> </ul>	<p><b>1.1 Serious IPC rate Historical Trends and by incident type:</b> <a href="#">[Link]</a> While serious IPC rate has improved YoY, there exists 14.5 serious incidents per millions trip as of LTM Sept-19 (~60 serious incidents happening across US&amp;C per day); Majority of serious incidents (88% of the total serious incidents) is driven by sexual assaults/serious sexual misconduct incidents</p> <p><b>1.2 Serious IPC rate by product type:</b> <a href="#">[Link]</a> UberPool/Express Pool and UberXL, representing 20% of total serious incidents have the highest serious incident rate; Reducing S-IPC in UberXL and Pool to bottom quartile or median rate suggests 2 - 5% improvement in the S-IPC rate</p> <p><b>1.3 Non-serious IPC rate Historical Trends and by incident type:</b> <a href="#">[Link]</a> Non-serious IPC rate has improved YoY, with verbal altercation and sexual misconduct representing 80% of the total non-serious IPC</p>
2	<p><b>Safety Sentiment</b></p> <ul style="list-style-type: none"> <li>Assess safety sentiment KPI</li> </ul>	<p><b>2.1 Safety sentiment ('Is Committed to Safety') Uber vs. Lyft:</b> <a href="#">[Link]</a> Safety sentiment among users has remained relatively flat since March-19 and we are perceived on par / below Lyft</p> <p><b>2.1.a Gap trends Uber vs. Lyft:</b> <a href="#">[Link]</a> Progress has been made in 2019 to close the gap with Lyft on safety sentiment among Riders, but more work remains to differentiate on safety from Lyft and to become an industry leader</p> <p><b>2.2 Safety feature awareness trends:</b> <a href="#">[Link]</a> Some progress on building awareness for priority have been made as of YTD Sept-19, but are still short of our goal</p>

## Slide 2

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1

+seong.h.y@uber.com we can do more here in 2020 and should thinking about add'l project.

Nick Murphy; 11/6/2019 10:11:39 PM

## US&C 2020 Personal Safety Insights Executive Summary (2/3)

	Objective(s)	Analysis / Key Findings
<p>3</p> <p>Who - safety equality &amp; user profile</p>	<ul style="list-style-type: none"> <li>Identify which user cohorts / demographics have higher incident rates</li> </ul>	<p><b>3.1 Number of trips and S-IPC by gender:</b> <a href="#">[Link]</a> Female continue to be face more serious incidents than male on the platform, particularly female drivers. Female drivers have 3.3x higher serious IPC rate than male drivers and have taken 7x less trips than male drivers</p> <p><b>3.1.a By rider-driver gender mix:</b> <a href="#">[Link]</a> Female drivers are 4.2x more likely to be involved in a serious IPC when matched with male riders vs female riders</p> <p><b>3.1.b 'Committed to safety' sentiment by gender:</b> <a href="#">[Link]</a> Increasing active female drivers do not believe that Uber is doing enough for safety</p> <p><b>3.1.c Interest in driving with Uber by gender:</b> <a href="#">[Link]</a> Safety is the primary reason why female prospects are not willing to drive for Uber; 49% female prospects mentioned not driving for safety concerns vs. 34% men</p> <p><b>3.2 By rider app rating:</b> <a href="#">[Link]</a> Low-rated riders (less than app rating of 4.20 and representing 1% of the total rider population) have 3x more frequency of getting reported against for serious incident than high-rated riders; Deactivating low-rated riders suggests 2% reduction in Serious-IPC rate</p> <p><b>3.3 By rider's level of anonymization:</b> <a href="#">[Link]</a> Riders who are financially anonymous (e.g. paying trips only with stored value and have no bank account linked) have 3.5x higher incident rate; sexual misconduct, discriminatory comments, and personal theft incidents appear to occur more often among anonymous riders; deactivating anonymous riders (2% of total rider base) suggests potential 2.5% improvement in S-IPC and 4.4% in non-serious IPC rate</p> <p><b>3.4 By driver tenure:</b> <a href="#">[Link]</a> Short-tenured drivers (who have completed less than 50 trips lifetime) have 3.3x higher serious incident rate; (note: tenure defined by number of lifetime trips completed); less tenured, higher serious IPC rate observed</p>

## US&C 2020 Personal Safety Insights Executive Summary (3/3)

	Objective(s)	Analysis / Key Findings
2		
4	<p><b>When/Where - trip data</b></p> <ul style="list-style-type: none"> <li>Assess which trip circumstances lead to higher incident rates</li> </ul>	<p><b>4.1 Serious IPC rate by city:</b> <a href="#">[Link]</a> Top 20 cities makes up ~65% of total serious incidents; Of the top 20 cities, Tampa bay, Upstate NY, Phoenix, Houston, Atlanta have S-IPC rate above the bottom quartile; benchmarking to the bottom quartile or median suggests potential 1 - 3% serious IPC rate reduction</p> <p><b>4.2 By AM/PM and day of week:</b> <a href="#">[Link]</a> Increasing number of incidents are observed at night times and weekend; targeting S-IPC rate in Saturday and Sunday to the daily bottom quartile S-IPC rate of 16.4 suggests ~15% reduction in overall S-IPC rate</p> <ul style="list-style-type: none"> <li><b>By product type and day of week:</b> <a href="#">[Link]</a> While all product types have increasing S-IPC rate as approaching weekends, UberXL experienced the highest peak on weekends</li> </ul> <p><b>4.3 Changing destination/adding stops after trip request:</b> <a href="#">[Link]</a> Riders who changed destination (either adding additional stop or changing drop-off address) after trip request resulted in 1.5x higher incident rates, and 55% of the incidents ended in verbal altercation. While infrequent (3% of the total trips as of LTM Sept-19), reducing IPC rate to that of trips without any changes would result in 1% improvement in IPC rate</p> <p><b>4.4 Bar Proximity:</b> TBD</p>
5	<p><b>Cross-Platform</b></p> <ul style="list-style-type: none"> <li>Understand the significance of cross-platform usage</li> </ul>	<p><b>5.1 Cross-platform partners penetration:</b> <a href="#">[Link]</a> Increasing number of drivers are also UberEats couriers</p>

## Slide 4

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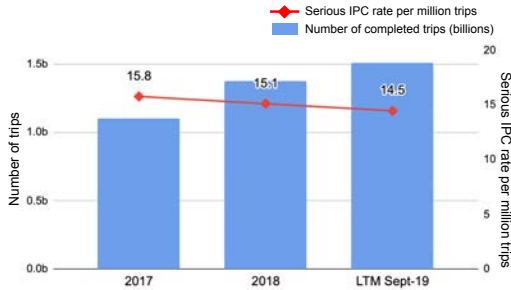
2

+seong.h.y@uber.com we can do more here in 2020 and should thinking about add'l project.

Nick Murphy; 11/6/2019 10:11:23 PM

## On average, 60 serious incidents happen in US&C per day, the majority of which are sexual assault / serious sexual misconduct

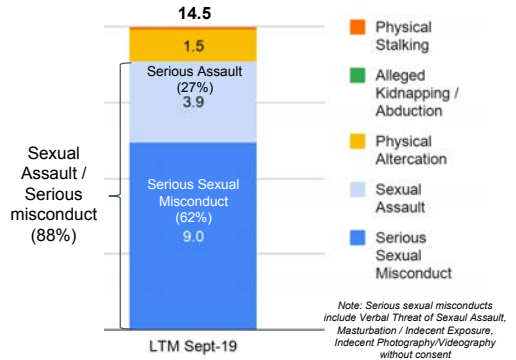
**US&C - Number of trips and serious IPC rate<sup>1</sup> per million trips** (Data source: Secure Safety Data)



While serious incidents represent less than 0.002% of the total trips taken in LTM Sept-19, S-IPC rate of 14.6 represents ~60 serious incidents<sup>2</sup> per day across US&C

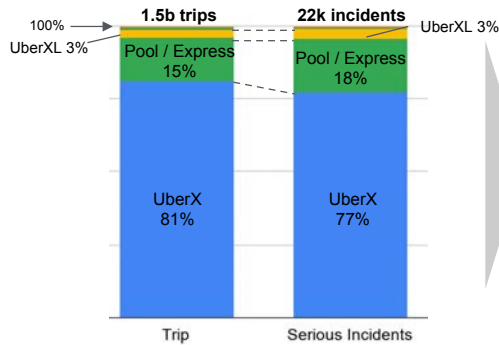
Note: Numbers may not add up due rounding; 1) Serious IPC rate calculated as (total serious incidents for both completed and canceled trip / total completed trip); 2) Assumes 4 million trips per day (1.5b trips in LTM Sept-19 / 365 days)  
Source: Secure Safety Data, FLACK

**US&C - Serious IPC rate per million trips by incident types** (LTM Sept-19, Data source: FLACK)

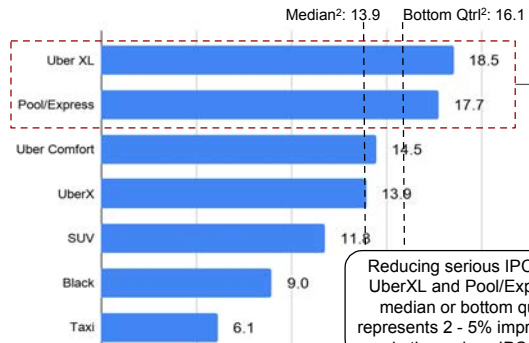


## UberXL and Pool, ~21% of the total serious incidents, have the highest serious incident rates; benchmarking suggests potential 2 - 5% improvement in serious IPC rate

US&C -% of Total trips and serious incidents<sup>1</sup> by product LTM Sept-19 (Data source: FLACK)



US&C -Serious IPC rate per million trips by product LTM Sept-19 (Data source: FLACK)



Reducing serious IPC rate in UberXL and Pool/Express to median or bottom quartile represents 2 - 5% improvement in the serious IPC rate

Note: 1) Serious IPC rate calculated as (total serious incidents for both completed and canceled trip / total completed trip); 2) S-IPC rate median and quartile among Uber products (n = 7) Source: FLACK

*\*UberXL is most frequently used in weekends and has the highest S-IPC peak in weekends (Details in slide 20)*

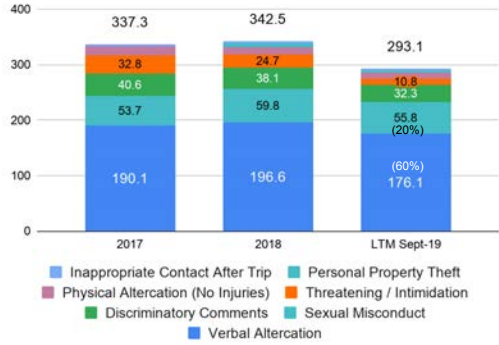
## Non-serious IPC rate has improved YoY, with verbal altercation and sexual misconduct representing 80% of the total

**US&C - Number of trips and non-serious IPC rate<sup>1</sup> per million trips** (Data source: FLACK)



While non-serious incidents represents 0.03% of the total trips taken in LTM Sept-19, on average, there are 1,213 non-serious incidents<sup>2</sup> per day in US&C

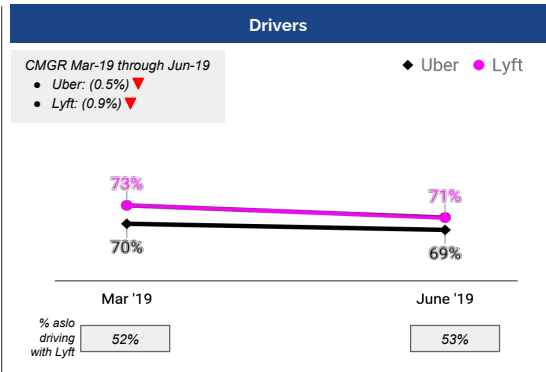
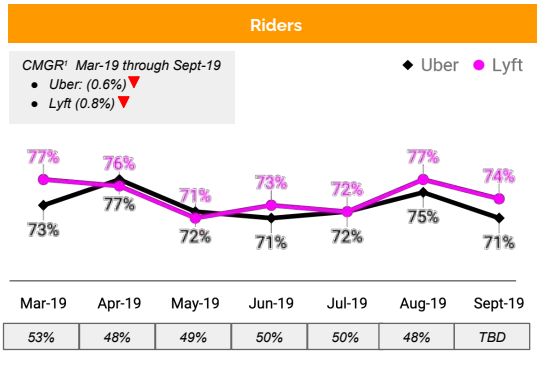
**US&C - Non-serious IPC rate per million trips by incident types** (Data source: FLACK)



Note: 1) Non-serious IPC rate calculated as (total non-serious incidents for both completed and canceled trip / total completed trip), not including 'other' standards; 2) Assumes 4 million trips per day (1.5b trips in LTM Sept-19 / 365 days) Source: FLACK

## Uber safety sentiment (“commitment to safety”) among users has remained relatively flat; we are perceived on-par / below Lyft

**US&C - % of dual app users who ‘Strongly’ or ‘Somewhat’ agree that “Is Committed to Safety” Uber vs. Lyft**  
 (Riders: Mar-19 - Aug-19; drivers: Mar-19 - June-19)



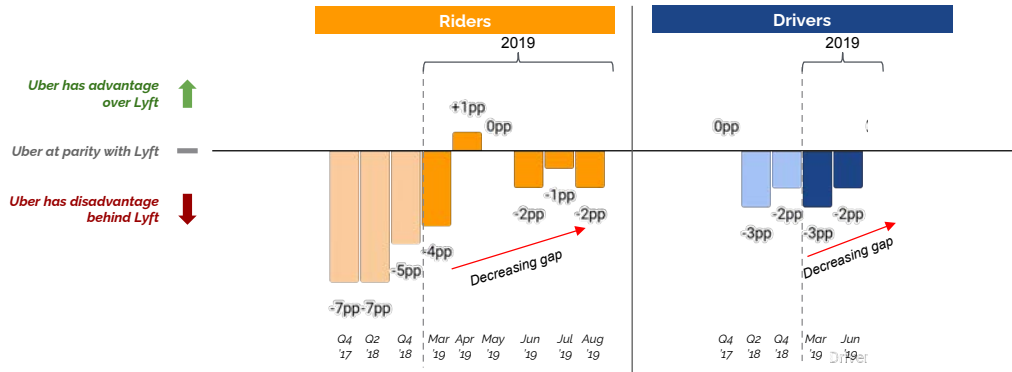
Note: 1) CMGR = Compound Monthly Growth Rate  
 Source: [SBI report](#), [Dashboard](#)

SBI source:

[https://docs.google.com/presentation/d/1iqWY\\_g4E6sbEA74UQL0MHKnHHya\\_nONr7By8vuoATBAw/edit#slide=id.g5feb5e3dfc\\_4\\_903](https://docs.google.com/presentation/d/1iqWY_g4E6sbEA74UQL0MHKnHHya_nONr7By8vuoATBAw/edit#slide=id.g5feb5e3dfc_4_903)

## Progress has been made in 2019 to close the gap with Lyft on safety sentiment among Riders, but more work remains to differentiate on safety from Lyft and to become an industry leader

US&C - % of dual app users who 'Strongly' or 'Somewhat' agree that "Is Committed to Safety" Uber vs. Lyft  
 (Riders: Mar-19 - Aug-19; drivers: Mar-19 - June-19)



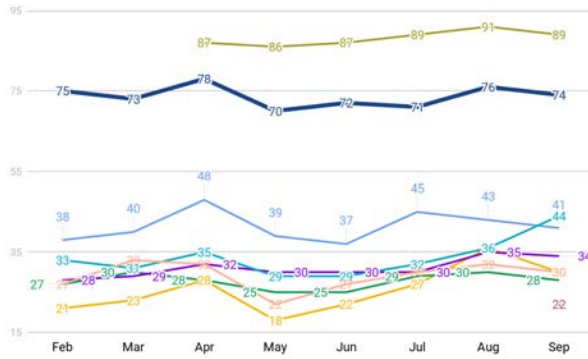
Source: [SBI report](#)

SBI source:

[https://docs.google.com/presentation/d/1iqWY\\_g4E6sbEA74UQL0MHKnHHyanONr7By8vuoATBAw/edit#slide=id.g5feb5e3dfc\\_4\\_903](https://docs.google.com/presentation/d/1iqWY_g4E6sbEA74UQL0MHKnHHyanONr7By8vuoATBAw/edit#slide=id.g5feb5e3dfc_4_903)

## Some progress on building awareness for priority have been made as of YTD Sept-19, but are still short of our goal

US | Rider | YTD Sept-19 - safety sentiment / feature awareness %



Safety Sentiment /Features Awareness	Sep-19	Δ from March	Gap to Goal
Commitment to Safety	74%	+1pp	-4pp
Screening <sup>1</sup>	41%	+1pp	-19pp
Emergency Button	30%	+7pp	-13pp
Insurance	28%	-2pp	-22pp
24/7 Support	34%	+5pp	-15pp
Phone Anonymization	44%	+13pp	-7pp
Community Guidelines	30%	-3pp	-23pp
Check Your Ride	89%	-	+2pp
RideCheck	22%	-	-

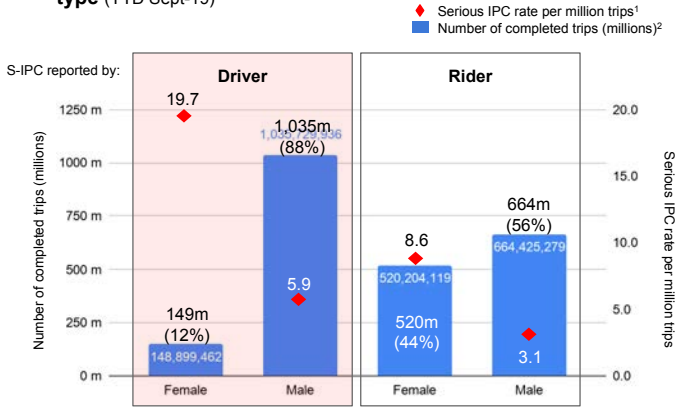
\*In September, some significant MoM movement. E.g. Emergency Button (-6pp); Phone Anonymization (+8pp)

<sup>1</sup>Awareness of 'Screening' feature includes those aware of Criminal Screening, Driving Screening, or Criminal Notification features

Source: SBI KPI Sept-19

## Female users are exposed to higher rate of serious incidents than male users; female drivers have the highest S-IPC rate

US&C - Volume of trips (m) and serious IPC rate by gender and user type (YTD Sept-19)



Female drivers **report 3.3x more serious IPC** than male drivers and have **taken 7x less trips** than male drivers.

Note: 1) Serious IPC rate for female and male drivers calculated when reporter was driver and serious IPC rate for riders when reporter was rider; 2) number of completed trips regardless of reporter or reported against  
 Source: FLACK

## Female drivers are 4.2x more likely to face a sexual assault incident, particularly when paired with male riders

### US&C - Sexual assault rate by gender of Driver + Rider

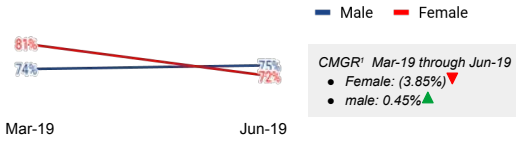
YTD Sept-19

SA Reported By	Female Drivers		Male Drivers	
	+ Female Rider	+ Male Rider	+ Female Rider	+ Male Rider
SA per M Trips	6.5	27.8	3.4	6.2
Count of SA	426	2330	1557	3602
Trips (in Millions)	65.21	83.7	455.0	580.7

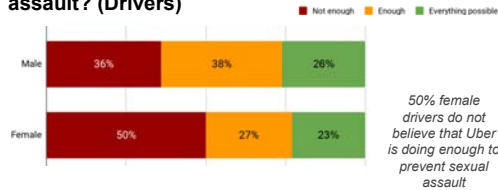
Note: Based on total data for Jan - Sep 2019 for US&C; [Query](#) (table: safety.user\_inferred\_genders table)  
Source: Secure Safety Data, [Women Driver Insights Deck](#)

## Increasing active female drivers do not believe Uber is doing enough for safety

US&C - % of drivers who 'Strongly' or 'Somewhat' agree that "Is Committed to Safety" Uber

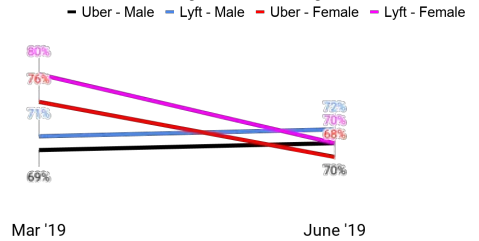


US&C - How much does Uber do to prevent sexual assault? (Drivers)



Note: 1) CMGR = Compound Monthly Growth Rate  
Source: [SBI report](#)

US&C - % of dual apper-drivers who 'Strongly' or 'Somewhat' agree that "Is Committed to Safety" Uber vs. Lyft

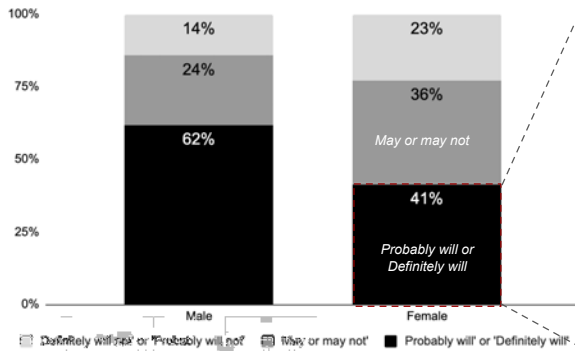


	Male dual app drivers		Female dual app drivers	
	Uber	Lyft	Uber	Lyft
Mar-19	69%	71%	76%	80%
Jun-19	70%	72%	68%	70%
CMGR <sup>1</sup>	0.5% ▲	0.5% ▲	(3.6%) ▼	(4.4%) ▼

## Safety is the main reason why female prospects are not willing to drive for Uber

### Interest in Driving with Uber<sup>1</sup>

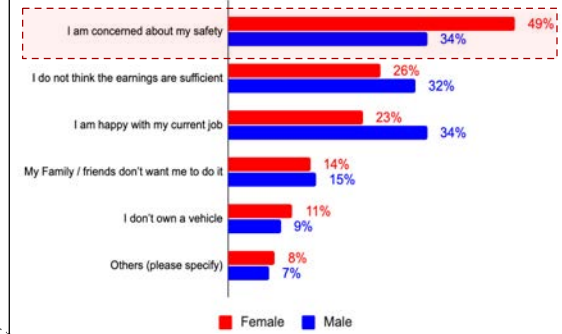
Q: How likely are you to drive for each of the following services in the next 3 months?



### Reasons for not driving<sup>2</sup>

Q: What are your main reasons for not currently driving with ride-sharing services?

(Among those who mentioned "Very" or "Somewhat" Interested to Drive)



Note: 1) Based on 2018 Uber Safety Research (US); 2) Based on Survey with 393 male prospects and 129 female prospects respondents (Oct-2019)  
Source: [Women Driver Insights Deck](#)

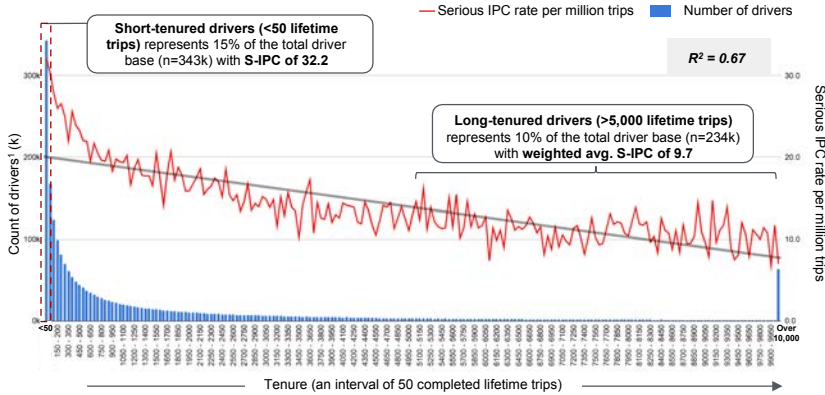
When we look at specific reasons why prospects do not drive, Safety stands out as the number 1 reason for women, with 48% mentioned not driving for safety concerns, vs 34% men. Within safety, the top concerns are wrong rider and intoxicated rider getting in the car, followed by fear of sexual harassment, which is significantly higher for women vs men. Driving in neighborhoods that make them uncomfortable was also flagged as a concern.

Similar trends were observed in a deep dive conducted on June 2018 ([Appendix](#))

# Less tenured drivers have higher serious IPC rate

## Number of drivers & Serious IPC rate by tenure

(LTM Sept-19, Data source: Blackbird) \*Note: tenure defined by number of lifetime trips completed as of Sept-19



**Short-tenured drivers** (completed <50 lifetime trips) **have 3.3x higher serious IPC rate** than long-tenured drivers (>5,000 lifetime trips)

Note: 1) Drivers who completed at least one trip in LTM Sept-19, tenure bucket with; Compared to drivers with >2,000 trips (representing 26% of the total driver base have weighted avg S-IPC of 11.8), short-tenured drivers have 2.7x higher S-IPC rate Source: Blackbird

## Slide 15

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- 1            @billc@uber.com  
              @yongshank@uber.com @segler@uber.com  
              @louis.remus@uber.com  
              @linge@uber.com

FYI only- I stumbled onto this deck, and think it does an outstanding job of segmentation as we think about problems to tackle in 2021.

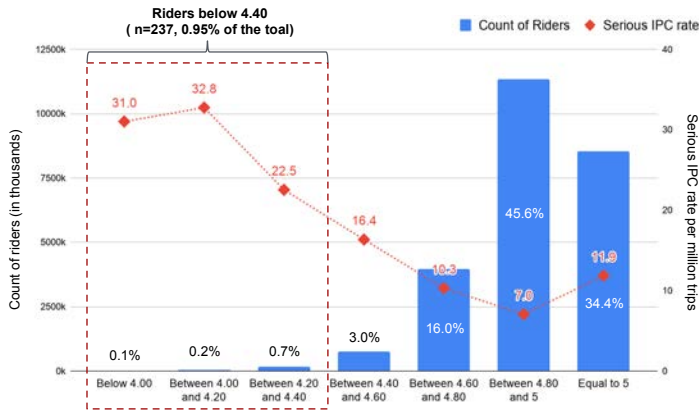
Carl King; 10/26/2020 6:36:27 PM

- 3            @seong.h.y@uber.com FYI on Carl's comment for our refresh/updated 2021 planning cycle  
              Nick Murphy; 10/26/2020 6:36:27 PM

## Low-rated riders have higher serious incidents rates; deactivating low-rated riders suggests 2% reduction in Serious IPC rate

### Number of riders & Serious IPC rate by lifetime ratings

(LTM Sept-19, Data source: Blackbird)



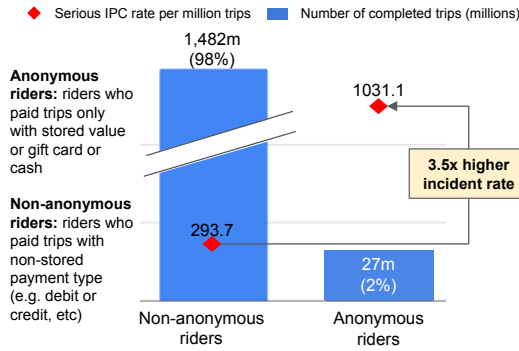
Source: Blackbird

Low-rated riders are ~3x more likely to get reported against for serious incident than high-rated riders

**Deactivating riders below 4.40 suggests ~2% improvement in serious IPC rate**, with 0.6% decrease in total number of trip (~\$65k lost revenue assuming average price per trip is \$8)

# 'Anonymous' riders who pay only with stored value have 3.5x higher incident rate; deactivation suggest 4% reduction total IPC

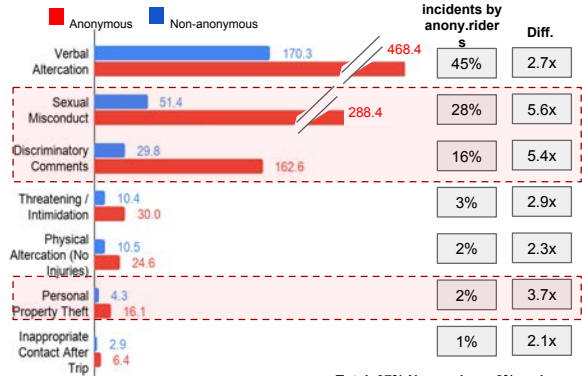
**Number of riders and IPC rate by payment type**  
(LTM Sept-19, Data source: FLACK)



**Deactivating anonymous riders suggests 2.5% reduction in S-IPC, 4.4% reduction in non-serious IPC with lost revenue of \$217m<sup>1</sup>**

Note: 1) assumes \$8 / price; Source: FLACK

**Anonymous rider: Non-serious IPC rate<sup>1</sup> by payment type and incident type** (LTM Sept-19)

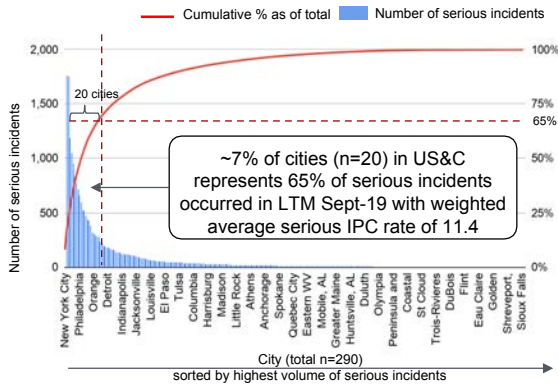


**Total: 97% Non-serious, 3% serious. Sexual misconduct, discriminatory comments, personal property theft incidents happened more often with anonymous riders**

# Top 20 cities makes up ~65% of total serious incidents; benchmark analysis suggests potential 1 - 3% serious IPC rate reduction

## Number of serious incidents by city

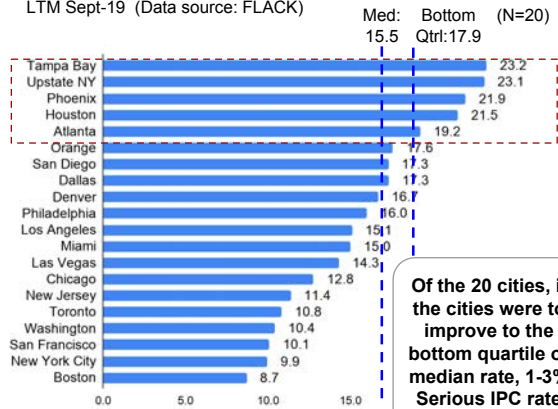
LTM Sept-19 (Data source: FLACK)



Note: Serious IPC rate calculated as (total serious incidents for both completed and canceled trip / total completed trip)  
Source: FLACK

## Serious IPC rate by city

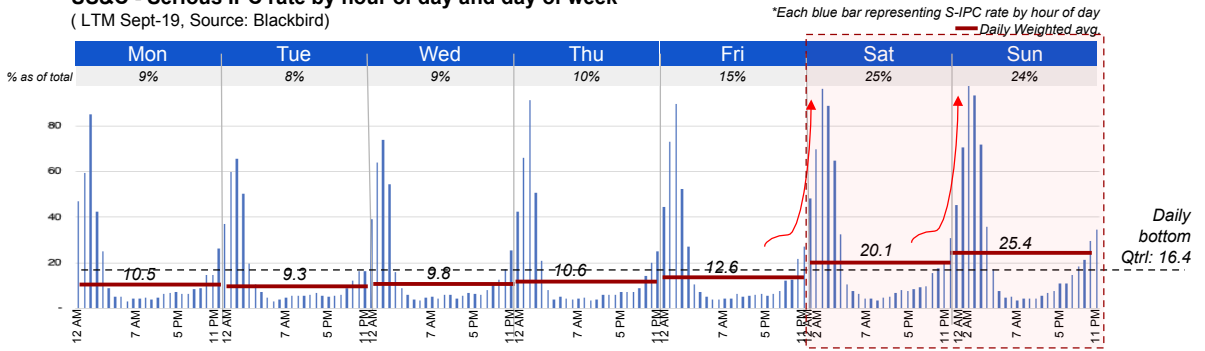
LTM Sept-19 (Data source: FLACK)



Of the 20 cities, if the cities were to improve to the bottom quartile or median rate, 1-3% Serious IPC rate can be improved

## Serious IPC rates are highly concentrated to late-nights and weekends

**US&C - Serious IPC rate by hour of day and day of week**  
 (LTM Sept-19, Source: Blackbird)

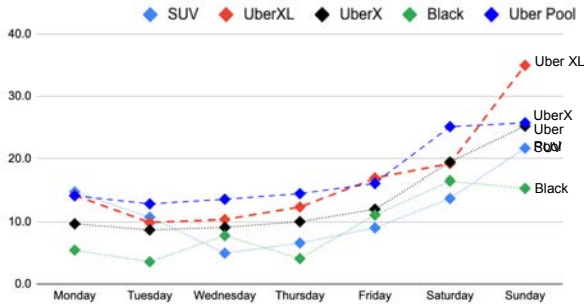


- Almost half of the serious incidents happened on weekends; serious IPC rate increase as approaching late-night hours and the weekends
- Reducing IPC rate in only Sat and Sun to the daily bottom quartile of 16.4 suggest **~15% reduction in S-IPC rate**

Source: Blackbird

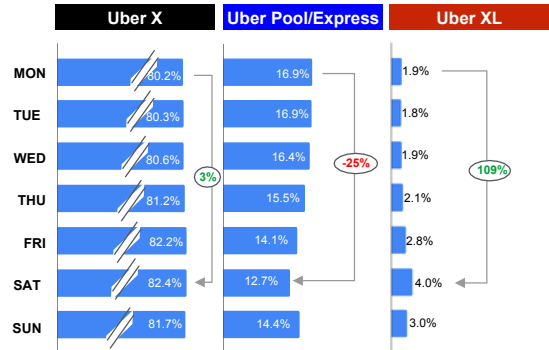
## While all product types have increasing S-IPC rate as approaching weekends, UberXL experienced the highest peak on weekends

**US&C - Serious IPC rate by product type and week of day** (LTM Sept-19, Data source: Blackbird)



Source: Blackbird

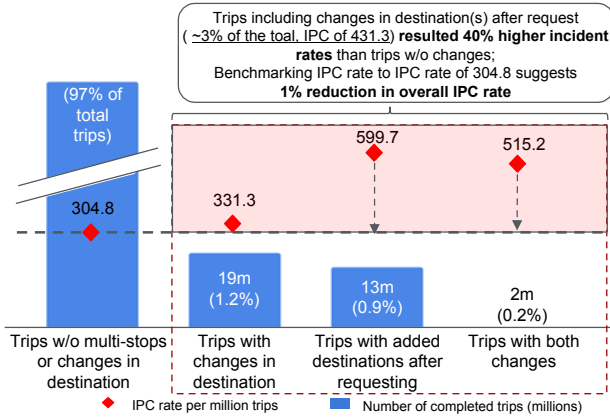
**% of trips completed by product by week of day** (LTM Sept-19, Data source: Blackbird)



UberXL most frequently used in weekends

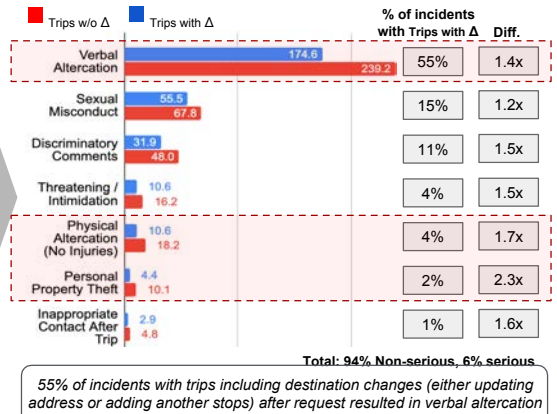
## While infrequent, trips with riders changing destination(s) after trip request resulted in higher serious incident rates

**Number of trips and IPC rate by destination type**  
(LTM Sept-19, Data source: FLACK)



Source: FLACK

**% of incident volume committed by riders who changed destination by standards**  
(LTM Sept-19, Data source: FLACK)

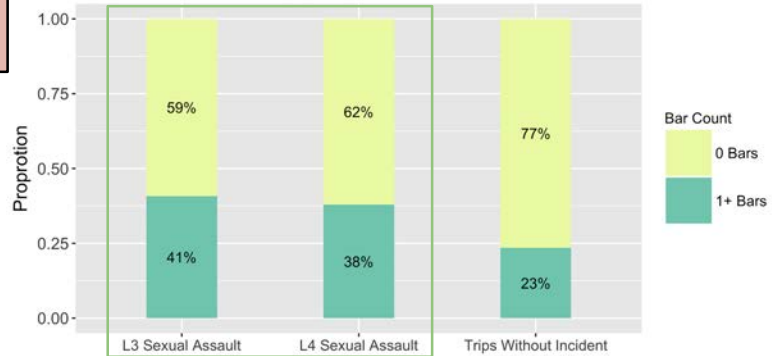


## Trips originating within 50m of a bar are at higher risk of serious incidents

**WIP - Need to be updated with LTM sept-19 data**

Nearly **half** of sexual assaults in the US originated within 50m of a bar.

[US] Proportion of Sexual Assaults Originating within 50m of a Bar  
Proportion of US P2P trips with 0 versus 1+ bars within 50 meters of request point.



Notes: 100% sample of sexual assaults (13555 L3 sexual assaults, 382 L4 sexual assaults) and 250k randomly selected trips without sexual assaults (source: JIRA). US P2P occurring March 1 - May 14, 2018.

Note: Bars were determined by "map\_creation.places" table in Hive, which pulls data from Foursquare, as well as a few other external sources

## Increasing number of drivers are also UberEats couriers; a 360° safety view of the users across platforms seems necessary

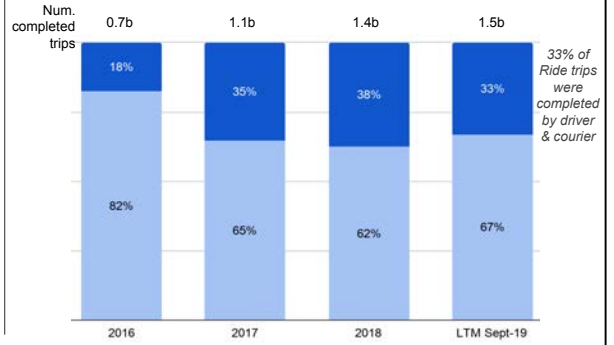
**US&C Share of cross-dispatched partners as of total driver-partner number**



Note: About 46% of UberEats couriers partners are both driver & courier [\[Eats Query\]](#) run by Eats Ops team

Source: Uber Trip Data

**US&C Share of cross-dispatched partners as of total 'completed' Ride trips**



**Driver & Courier:** drivers who completed at least 1 eats trip and 1 rides in the year

**Driver only:** drivers who completed at least 1 ride trip in the year