

#16213.1

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Date Created	04/01/2025 3:33 pm	SEMANTIC
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Primary Date	04/01/2025 3:33 pm	DOC_TYP E_ALIAS

EXHIBIT 1046

Deponent: Ross 30(b)(6)
Date: 6/11/2025

Rebecca Romano CSR No. 12546

Trial Exhibit No.

P-00300

P-00300.00001

Message

From: Jill Hazelbaker [REDACTED]@uber.com]
Sent: 4/13/2019 4:42:11 PM
To: Nelson Chai [REDACTED]@uber.com]
Subject: Re: transparency report/safety campaign

Would love to see the breakdown of where those marketing dollars are going.

On Apr 13, 2019, at 8:56 AM, Nelson Chai <[REDACTED]@uber.com> wrote:

They might not in safety. Marketing is about 1.1B. Would have to breakdown of how much media we have

On Sat, Apr 13, 2019 at 10:55 AM Jill Hazelbaker <[REDACTED]@uber.com> wrote:

What is the total marketing budget? I'm confused because they seem to suggest they have no money for safety. We need air cover and this report has the potential to go badly wrong if not very carefully managed.

Begin forwarded message:

From: Jill Hazelbaker <[REDACTED]@uber.com>
Date: April 12, 2019 at 6:42:50 PM PDT
To: Gus Fuldner <[REDACTED]@uber.com>, Rebecca Messina <[REDACTED]@uber.com>, Tony West <[REDACTED]@uber.com>, Barney Harford <[REDACTED]@uber.com>
Subject: transparency report/safety campaign

Hi folks,

I've started thinking about the 100 days following the IPO and the major moments within that time period. Among them, of course, is the release of our safety transparency report.

Outside of our first earnings, this is the most consequential thing we will do between now and the end of the year. And I am increasingly worried that we have not yet laid the groundwork to ensure that it lands well.

When we made the decision to do this last year, we agreed that it would be necessary to launch a campaign to move the numbers that matter: ensuring riders believe that Uber is committed to their safety and are aware of our safety features. However, as we all know, these numbers remain low and have barely moved over the past year.

The good news is we have time to get on the right track (we don't plan to release the report until late summer) but nonetheless we need to move quickly.

To me, that means two things:

1. **A strong safety marketing campaign:** We need a major campaign—TV and OOH—in order to move key safety metrics before we announce a report that is likely to include the fact that a sexual assault happens on our platform almost every day. While the EMEA safety campaign is a great start, I think it's too lighthearted to ladder up to what will be a very serious moment. Ideally, we would generate a lot of press for this campaign so that the transparency report launch looks like a continuation of a multi-year effort to become the safest ridesharing platform on earth. I'm thinking we should up on air by June 1.
2. **Deeper stakeholder engagement:** We will ramp up our outreach to key constituents who can support us when the report comes out. Tony has now been on two national roadshows to get this going, but we will need to continue this work over the summer.

115 Exhibit 29
Date: 12/18/23 Name: Fuldner
Lana L. Loper, RMR, CRR, CCP, CSR No. 9567

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Separately, I want to ensure that we are all aligned that this launch should not be a consumer moment. While our day-of plan will naturally include things like a landing page and a social strategy, my strong view is that we want to manage consumer attention, not invite it. On the PR side, our goal will be to shut down the press cycle in 24-48 hours for a whole host of reasons (not least of which is that our focus group research shows that gut reactions about safety are negative, and consumers' immediate response is likely to assume the report means that Uber has more issues than its competitors).

Rebecca, you'll know best, but my guess is that in order to move the numbers in a meaningful way we will need to spend roughly what we did on the first wave of the Dara ad (~\$30M). Look to you on the best way to execute the campaign—count on our support however you need it.

I'm in India next week but happy to hop on a call. All feedback welcome.

Thanks,
Jill

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